



# Project Scoping Form

Version 2.0

**PURPOSE:** The purpose of this document is to gauge the value this project idea has in reaching a desired future state, gauging the project’s impact on budget and resources, and charting a course for next steps.

<b>Project Name:</b>	<b>Board Goals Planning Process</b>
<b>Project Sponsor:</b>	<b>Board of Commissioners</b>
<b>Project Manager:</b>	<b>County Administrator or designee</b>
<b>Date Initial Scope Submitted:</b>	<b>2/28/22</b>
<b>Date Scope Completed:</b>	

## PART A – PROJECT SUMMARY

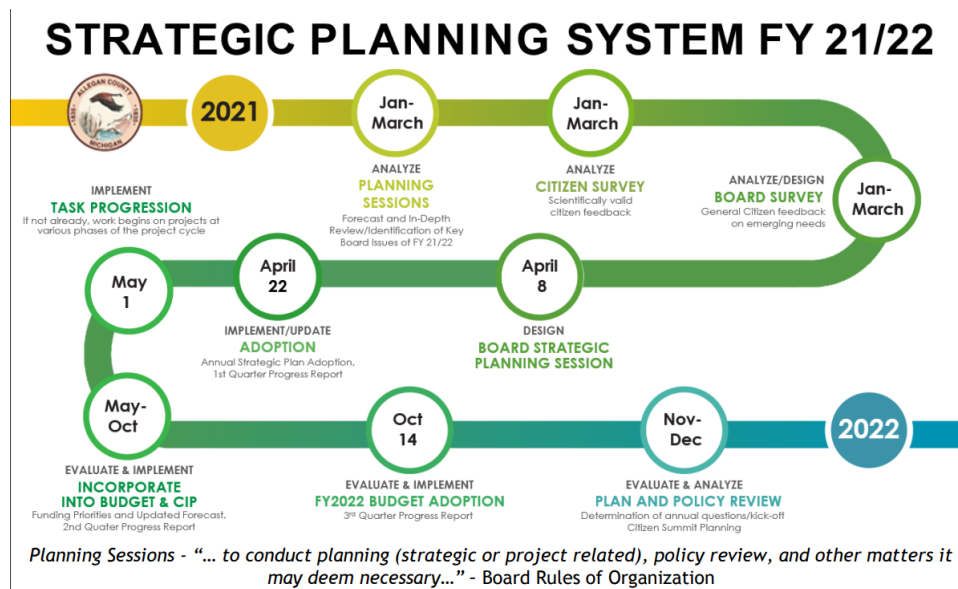
### 1. CURRENT STATE

Historically, the County has approached planning in a number of different ways. In 1993, the County utilized a facilitated process using an external firm, KV Associates (Lansing, MI), to develop a rather large plan. However, the execution of several projects and initiatives within this plan did not move forward in a timely fashion. Since that time, the County proceeded into more of an internal approach to planning. Unfortunately, this too often resulted in difficulties due the large scale and scope, rendering the focus and prioritization of resources difficult to execute.

The Board through assistance of Administration has been setting Board level specific goals since 2007. In an effort to progress not only the area of planning but also in the area of execution of projects, a planning and project management process was developed. Since 2015, a term based (2-years) process has been utilized and incrementally improved based on feedback from the Board. Board resolutions recognizing the completion of projects as well as project reporting demonstrate that these processes and systems in place have been effective.

Most recently, on April 22, 2021, the Allegan County Board of Commissioners engaged in and approved an organizational Strategic Plan for 2021-2022. The plan was constructed using data from a county-wide community survey conducted in 2019 along with previous strategic planning documents of projects and initiatives, including but not limited to the County’s capital improvement plan, facility master plan, and tax limitation plan. Using industry standard strategic planning methodologies, a gap analysis process was executed to validate the current state of the County and prioritize the survey data to map out a desired future state.

## Allegan County Strategic Planning Cycle



## 2. DESIRED FUTURE STATE

While the current process has progressively increased in effectiveness, a few opportunities for improvement have arisen:

- The inclusion of an independent third-party facilitator may help keep the decision making process on track and focused on establishing clear outcomes. External facilitators typically create an atmosphere of neutral or unbiased facilitation. They are willing to ask difficult questions and confront assumptions. They can move the group forward when dealing with difficult or controversial issues.
- It is paramount that clear, concise, and S.M.A.R.T. (specific, measurable, attainable, relevant, timely) goals be developed and progress reporting on those goals as well as an evaluation of performance take place to reach objective conclusions.
- Integrating existing plans and projects into the overall strategic planning process will help reaffirm or reestablish priorities and order of execution.

- While the scope and duration of planning has changed and developed over time, and through the last several cycles has been effective using a 2 year term basis, there is an opportunity to better align the Boards planning cycle to the desired 5 year process that aligns to the operational budget and even incorporate long term projects into the 15-20 year capital. As such, it is recommended that the next planning cycle be for a 5 year basis.

### 3. ADDITIONAL BACKGROUND

Provide any additional background information relevant to this project not already mentioned above if necessary to give a broader context for this project.

The budget policy establishes an annual expenditure threshold of \$1,300,000 each year for capital projects as well as allocations to other strategic decision points (i.e. early debt payment, building construction, etc.). Awareness of these factors are critical to set realistic goals and should not be seen as barriers to planning and can lead to a discussion on reprioritization or alternate options as necessary.

### 4. SCHEDULING CONSIDERATIONS

List any scheduling factors to be considered such as new regulations coming into effect, timing project with cyclical business processes, seasonal requirements, increasing risk, etc. that have an impact on when this project is started, completed and/or work on it may be performed.

One scheduling concern is the potential to plan for more projects to be delivered than the resources that may be available. As such, any resources limitation should be clearly identified within the planning process (eg. limitation of funds, personnel, etc.).

The planning process should be completed by October 1, 2022 and incorporated into the 2022 annual budget process.

### 5. PRIORITY CONSIDERATIONS

Is the primary objective of this project to (check one or both):

- address an **operational** need necessary to maintain the status quo. (5 year operational)
- address a **strategic** desire to change or enhance the status quo.

Fill out the Priority Matrix in Part D to help prioritize this project and enter the score here: **Score**

### 6. ATTACHMENTS AND REFERENCES

6.1 List any relevant supporting or reference materials such as product quotes, legislation, photos, budget calculations, etc. and attach to the track it request as separate documents. Photos can be inserted directly into this scoping document.

- None (or list documents)

6.2 List hyperlinks to any relevant information that can be found online with a brief description.

- None (or list hyperlinks)

## PART B – PROJECT DETAIL

### 7. PROJECT BUDGET

Does your project involve expenditures, revenues or fees?  **Yes**  **No** - If “Yes”:

**7.1 Initial Project Funding:**

Where is the proposed initial funding for this project coming from?

- Existing budgeted operational funds to be used
- New operational funds requested in next year’s budget
- Capital / project / contingency funds requested
- Existing grant funds available
- New grant funding to be applied for
- Other: (describe)

**7.2 Capital / Grant / Contingency Expenditures:**

Expenditure Item	Year	Budget Account	Estimated Cost
3 <sup>rd</sup> party facilitator (expenses and supplies)	1	\$3,000	\$3,000
Total Estimated Exact Expenditure			\$3,000
<b>Total Funding Request</b>			<b>\$3,000</b>

7.3 How was the cost estimate determined? Was the full scope considered in estimating cost? Attaching quotes or cost breakdowns from other projects is desirable.

Describe:

**7.4 Operational Expenditure Changes if Any (include year’s 1 – 5 if applicable):**

Expenditure Item	Year	Budget Account	Estimated Change
BOC special project budget	1	101-101.000	\$3,000

Insert narrative, notes and clarifications for continued expenditure(s) if needed.

7.5 If project has associated operational expenditures, are they incorporated and sufficiently funded in your most recent or pending five-year budget submittal?  Yes  No  N/A

**7.6 Estimated Revenue Changes if Any (include year’s 1-5 if applicable):**

Revenue Item	Year	Budget Account	Estimated Change
None (or itemize)	1		\$0

Insert narrative, notes and clarifications for projected revenue.

7.7 Are anticipated revenues incorporated in your most recent or pending five-year budget submittal?  Yes  No  N/A

7.8 If any fees are impacted by or associated with this project describe any changes:

Not Applicable (or describe proposed changes).

**7.9 Funding Approval Authority:**

What is the highest level of approval needed to authorize funding for this project?

- Manager / Director / Elected Official
- Commission, Committee, Team or other group: **InsertName**
- County Administrator
- Board of Commissioners

**7.10 Funding Approval Process:**

What process should be used to approve project funding?

- Internal to Service Area / Department
- Through Annual Budget Process - Year: **20XX**
- Budget Adjustment - Request for Action (RFA)
- Personnel Request - Request for Action (RFA)
- Other: **(describe)**

**Insert narrative, notes and clarifications about the funding approval process.**

**8. ASSET MANAGEMENT**

Will your project result in a change to the assets owned by the county?  **Yes**  **No** - If "YES":

**8.1 Assets Added:**

Asset description and detail	Quantity	Useful Life
None (or list and describe items)		

**Asset addition notes and clarifications:**

**8.2 Assets Removed:**

Asset description and detail	Quantity	Disposition	Revenue
None (or list and describe items)			\$0

**Asset removal notes and clarifications:**

**9. PROCUREMENT AND CONTRACTING**

Will you need to procure products and/or contract for services?  **Yes**  **No** - If "YES":

**9.1** What is the estimated cost of products or services to be procured? **\$3,000**

**9.2** If this an emergency purchase, provide a rationale supported by the Purchasing Policy:

**Not Applicable (or provide a rationale)**

**9.3** Which procurement strategy is being proposed?

- Sole Source
- Reverse Auction

- Cooperative Purchase
- Product/services procured through quotes
- Request for Proposal (RFP) for products and/or services
- Other

Insert narrative, notes and clarifications about the procurement strategy.

9.4 If this is a sole source procurement, provide a rationale supported by the Purchasing Policy:

Not Applicable (or provide a rationale)

9.5 What level of approval will be needed to purchase product and/or award service contract based on account authority and approval thresholds?

- Manager / Director / Elected Official
- Commission, Committee, Team or other group: InsertName
- County Administrator (RFA needed)
- Board of Commissioners (RFA needed)

Insert narrative, notes and clarifications about the procurement strategy.

**10. PROCESS, PROCEDURE, POLICY and PERSONNEL CHANGES**

If any processes, procedures or polices will be impacted by pursuing this project, please describe and elaborate:

Not Applicable (or describe the process, procedure or policy and how it will be impacted)

If any personnel changes will be needed to realize this project, please describe and elaborate:

Not Applicable (or describe the changes)

**PART C – PROJECT MANAGEMENT SECTION**

**11. TRAINING AND TESTING**

11.1 If any training will be needed in order to implement this project, describe:

Not Applicable (or describe)

11.2 If any testing / verification will be needed in order to implement this project, describe:

Not Applicable (or describe)

**12. RESOURCE NEEDS ESTIMATES**

12.1 Taking into consideration all other sections of this Project Scoping Form, estimate the number of months to complete each stage of the project including lag times. If the project has multiple phases, add additional tables. PMT will assist you in putting together an Activity Schedule to estimate resource needs.

Estimated Months for each Project Stage						
Project Stage:	Total	Scoping	Development	Contracting	Execution	Monitoring
Duration:						

Estimated Resource Hours by Project Stage						
Resource Name	Total	Scoping	Development	Contracting	Execution	Monitoring

**13. MISCELLANEOUS PROJECT MANAGEMENT NOTES**

Use this area for any additional notes on managing the project.

## PART D – PROJECT PRIORITIZATION MATRIX

<b>Legislative Compliance</b>			
<b>Category</b>	<b>Scoring Criteria</b>	<b>Project Relevance</b>	<b>Points</b>
State/Federal Mandate	20 = Complies with a State or Federal mandate / ordinance / law, 0 = not applicable or not mandated		

<b>Employee Impact</b>			
<b>Category</b>	<b>Scoring Criteria</b>	<b>Project Relevance</b>	<b>Points</b>
Safety and Security	5 = increases or would result in a decrease without this action, 0 = not applicable or no impact		
Capabilities of employees (skills, abilities and knowledge)	10 = increases or would result in a decrease without this action, 0 = not applicable or no impact		
Employee Wellness	5 = increases or would result in a decrease without this action, 0 = not applicable or no impact		

<b>Operational Impact</b>			
<b>Category</b>	<b>Scoring Criteria</b>	<b>Project Relevance</b>	<b>Points</b>
Efficiency / Capacity	10 = increases or would result in a decrease without this action, 0 = not applicable or no impact		
Scope	5 = impact multiple service areas 2 = impacts a single service area		
Prevention Planning	5 = Aligns to an existing plan (i.e. maintenance, improvement, replacement), or prolongs/preserves the life of an asset and prevents greater expenditure later, 0 = Not applicable or no impact		

<b>Financial Impact</b>			
<b>Category</b>	<b>Scoring Criteria</b>	<b>Project Relevance</b>	<b>Points</b>
Expenditures	5 = Decreases expenditures or would result in an increase without this action, 0 = Not applicable or no impact		
Return on Investment (ROI)	5 = ROI within 2 years, 2 = ROI within 5 years 0 = Not applicable or no impact		
Revenue	5 = Increases revenue or would result in a decrease without this action, 0 = Not applicable or no impact		



Risk Management & Liability	5 = decreases liability or would result in an increase without this action, 0 = not applicable or no impact		
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Service Impact			
Category	Scoring Criteria	Project Relevance	Points
Level of Service	5 = increases or would result in a decrease without this action, 0 = not applicable or no impact		
Quality of Service	5 = increases or would result in a decrease without this action, 0 = not applicable or no impact		
Accessibility of Service	5 = increases or would result in a decrease without this action, 0 = not applicable or no impact		
Collaboration	5 = increases or would result in a decrease without this action, 0 = not applicable or no impact		



# ALLEGAN COUNTY FACILITATED PROJECT SUBMISSION PROCESS

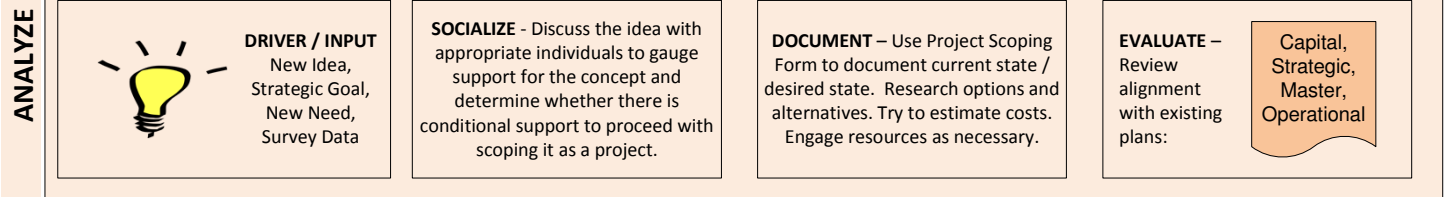
Revised 2022-03-08

**Projects involving one or more of the following elements are typically facilitated by the Project Management Team (PMT):**

- 1) **PROCUREMENT** – Projects where procurement will involve the use of capital funds or may exceed the \$10,000 Purchasing Policy threshold for an RFP.
- 2) **CONTRACTING** – Projects where implementation will require obligating the County through an agreement, contract, MOU or other similar document.
- 3) **FUNDING** – Projects where funding is needed and appropriation will require Administration or Board approval per budget thresholds.
- 4) **SCOPE** – Projects where significant effort, coordination and communication is needed between several service areas, stakeholder groups and/or any central services (PMT, IS, Facilities, Administration or the Board) to help plan, approve and/or execute.

If your project meets one or more of these criteria, proceed with Project Socialization and Preliminary Scoping. If not sure, consult with the PMT.

**PROJECT SOCIALIZATION AND PRELIMINARY SCOPING PROCESS** – through this process, an idea gains appropriate buy-in and pertinent information is collected, the results of which are typically documented in a Project Scoping Form and then submitted as a Work Order to the PMT along with any supporting materials.



**SUBMIT WORK ORDER** – When ready, submit a Work Order using TrackIT with the Type “Project Management” and select one of the following Subtypes:

- 1) **Bids & Purchases** – use for items typically budgeted but Admin/Board approval needed to authorize expenditure because of thresholds
- 2) **Contracts & Agreements** – use for contracts, agreements, amendments, MOUs, etc. relating to services already under contract
- 3) **New Project** – use for items that will materially change the status quo and/or don’t have funds – will likely start with a Scoping Form, examples include:
  - Mid-Year Capital Projects (not submitted through annual budget process)
  - New service / purchase desired that will likely require a contract and/or have budgetary impacts
  - Projects that may need resource involvement from Central Services (Admin, HR, Finance, IS, FM) to execute

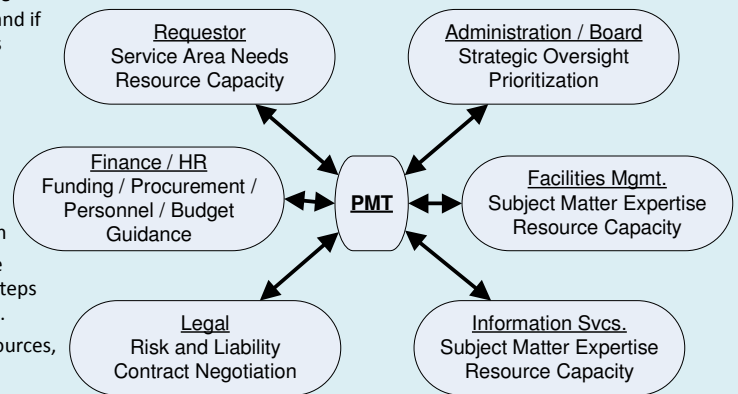
**PROJECT REVIEW AND DEVELOPMENT PROCESS** - through this process, the PMT will act as the hub in a “hub and spoke” model to evaluate a project and if merited, work collaboratively with the REQUESTOR and other resources as necessary to develop it to a SHOVEL READY state.

Factors to be considered by the PMT when evaluating a submission:

- Clarity of project scope
- Priority relative to established project schedules
- Flexibility to re-prioritize other commitments
- Funding availability
- Resource capacity and availability accommodate planning and execution

Within 3-5 business days of receiving a Work Order, PMT will acknowledge receipt of the project submission and inform the REQUESTOR about next steps and will continue to guide the development until project is SHOVEL READY.

When SHOVEL READY, there may be a potential wait time for funding, resources, scheduling, weather, legislation, etc. before a project can move forward.



**APPROVAL**

PMT submits a Request for Action (RFA) whenever Admin/Board signature or approval is needed to move forward.

Update Plans (Capital, Strategic, Master, Operational, etc.)

**POTENTIAL OUTCOMES:**

- A contract award is made for an approved capital project based on an RFP, 3 Quotes or sole source procurement with or without a budget adjustment
- A project lacking funding is approved for mid-year capital appropriation or incorporated into the slate of projects for next year’s consideration.
- A contract for services is awarded, amended, extended or terminated.
- A contract for a new service or solution is negotiated and fully executed.
- A project may move ahead as an operational project coordinated by the most appropriate service area when resources allow.
- A project is shelved due to lack of funding, resources or other reason and may be reconsidered if circumstances change.

**EVALUATE – REPORTING AND METRICS**

- Update plans (Capital, Strategic, Master, Operational, etc.) accordingly
- Report on progress as necessary