



Strategic Planning Implementation Project Charter

Project Name: *As noted on Grid of Major Projects*

Strategic Plan Project #28: Changing Demographics: Enhance Effectiveness of Interaction/Engagement with Growing Populations and Improve Community-Based Assets and Systems

Expected Deliverables/Outcomes: *List of reports, recommendations, policies, processes, services, or other expected products from the project. Remember that deliverables are things, not actions. Number each deliverable.*

Part 1: The County offers a variety of services to meet the needs of Sonoma County residents. As the population of the County changes (see Finding #2, page 10), the County needs to ensure that its services are aligned with the needs of our constituency. This project may identify ways to better serve these populations by modifying the way the County delivers services, or by eliminating some services in favor of others. Consistent with the County's budget policies, this project is not intended to create new services without corresponding resources and County control. Rather, the focus of this project is to assess and improve our capacity to deliver on the current County mission(s) with a changing stakeholder or demographic base.

Deliverables:

1. Assessment of best practices of other local governments, or other organizations, in community engagement with emerging populations.
2. Assessment of Sonoma County practices, by department, in community engagement with emerging populations. This will include but not be limited to an assessment of communication networks and access points for Latino, senior, and low-income populations.
3. Analysis of how Sonoma County practices and services compare to best practices.
4. Recommendations on how to close any significant gaps between existing County practices and best practices, including steps the County could take to improve community engagement.

Part 2:

Deliverable

Recommendations on how the County can better identify and strengthen the community-based assets and support systems (existing networks, community leadership, volunteers, etc.) that our senior, Latino and low-income populations can bring to bettering the entire community.

Project Owner: *The Project Owner provides or locates funding and resources for the project, approves project work plans, timelines, and budget, guides and directs the project manager, and in concert with the project manager delineates roles and responsibilities of the manager and project team. Overall they ensure successful completion of the project.*

Rita Scardaci, Department Head, Department of Healthy Services

Project Manager(s): *The project manager is responsible for ensuring that project planning, execution, and reporting occur. For purposes of the project, reports to Project Owner (though may be the same person).*

Consultant – We will issue an RFP for a consultant with relevant and preferably local experience with emerging populations and CBOs. The RFP will request approaches on how to complete this project, including defining a process for this project and utilizing the expertise of county staff as one resource.

Other Departments Involved: *Please list those departments whose participation or support is necessary in order for the project to be completed.*

All external service departments will be included in the analysis. The Management Advisory Committee will help guide the project. An ad hoc community group will be used to set and validate process strategies (who, what, where and when of engagement).

HR will have lead responsibility to focus on the language and cultural competency of County staff, per Goal 3A2 in the Strategic Plan.

Start/Finish: *No sooner than July 2008 for new or future projects*

Start: January 1, 2010

Finish: December 30, 2011

Background/Summary: *(Optional)*

1. Finding Two from the Strategic Plan states:

County population growth and demographic changes present both challenges and opportunities for Sonoma County's communities. While an increasingly diverse culture is a significant asset to the County, it will also alter demands for County services in the years to come. Two trends are especially notable.

First, young Latinos will represent a larger proportion of our population. Latinos in Sonoma County have become important members of our community and economy, establishing businesses, buying homes, and serving as community leaders. However, our Latino population is also disproportionately affected by challenges including:

- Economic pressure, including poverty
- Gang activity
- Low educational achievement, including unacceptably high rates of school dropouts.

Should our growing Latino population continue to be disproportionately poor, it will place increased demands on the healthcare safety net and the human services system. Enhancing educational attainment among Latino youth is essential to address the economic pressures. Further, continued recruitment of Latino youth into gang activity, unless interrupted, is likely to create further challenges for the public safety system.

The second major demographic change is our growing aging population. This group will require higher levels of service and support from health and human services systems to live independent, active lives while coping with chronic disease, disability, and other challenges of the aging process.

2. The International City/County Management Association will be one resource for information on best practices.
3. This project may include focus groups or interviews with key community leaders and/or some Advisory Boards and Commissions.
4. Part 1 will include Community-based organizations within the County in the assessment and analysis of County programs. Part 2 will consider CBOs as community-based assets and part of broader support systems.
5. Part 2 will incorporate findings from other Strategic Plan projects and Part 1 of this project. It may also include asset mapping.
6. This project will examine ways to leverage the knowledge of the County's bi-cultural staff.

Resources Required: *Please note the name of the county department and whether existing and/or new personnel will be required, as well as any external resources. Note role they will play (examples would be Project manager, Subject Matter Experts, IT support, Project team member, etc): check box for existing or new.*

	Role	Existing	New
DHS	Project manager	x	
Human Resources	Team member	x	
Other county dept. staff (specifics TBD)	Team members	x	
External staff			
• Consultants (legal, technical, process, etc)			\$100,000
• Community Based Organizations		x	

Policy Review: *List and briefly describe Board of Supervisors or CAO policies that need to be considered and/or resolved before the project can be completed.*

This project will consider the roles of Advisory Boards and Commissions in engaging emerging populations.

Assumptions/Constraints: *List any major assumptions and or constraints important to the project's success.*

The identified resources will be available.

Project Interdependencies and Inputs: *List by project name any other projects or initiatives upon which this project is dependent. Also note any projects or initiatives dependent upon this project.*

This project will build upon findings or "lessons learned" from other Strategic Plan projects, including Upstream Investments, the Criminal Justice Master Plan, the Juvenile Justice Master Plan, and Goal 6 efforts regarding broader community engagement. It will also consider Objective 3B4 from the Strategic Plan regarding collaborative relationships.

This project is also linked to efforts by the county and multiple CBO's in building healthy sustainable communities, which is consistent with the Health Action Plan.

Risks: *(Optional)*

Querying the community on how we might serve them better may create expectations that we cannot meet. In the spirit of continuous improvement, we may expose our lack of cultural competency in some areas which could result in further alienating community, poor PR and serve to continue an "Us vs Them" dynamic in some groups.

Exclusions: *Use this section, if necessary, to clarify what **will not** be addressed by the project.*

This project will not include engagement with other jurisdictions, which is part of Goal 6 and some other projects. This project will not be focusing on increasing certain County core services to address some unmet need; rather the focus will be how we deliver current services to a changing citizenry.

Milestones: *Note key events marking project progress*

See below for Part 1; these milestones may be adjusted to reflect consultant's recommendations on the design for this project. Milestones for Part 2 will be developed in cooperation with the consultant and will partly depend on the findings from other Strategic Plan projects.

Project Duration Estimates

Project Milestones, Part 1	Date Estimate <i>(mo/day/year)</i>	Confidence Level <i>(high, medium, or low)</i>
Project Start Date	1/1/10	Medium
Milestone 1: Review and if needed revise Project Charter in light of other Strategic Plan projects	2/1/10	Medium
Milestone 2: Develop and Issue RFP for Consultant	3/15/10	Medium
Milestone3: Contractor selection and contract negotiation	5/1/10	Medium
Milestone 4: Assessment of best practices	6/1/10	Medium
Milestone 5: Assessment of County practices, by Department	7/30/10	Medium; to conduct assessment concurrently with Assessment of Best Practices
Milestone 6: Comparison of County practices to best practices	9/15/10	Medium
Milestone 7: Recommendations on how to close gaps and improve practices	10/31/10	Medium
Project Milestones, Part 2	Date Estimate <i>(mo/day/year)</i>	Confidence Level <i>(high, medium, or low)</i>
Project Start Date	1/1/11	Medium
Milestone 1: Review and if needed revise Project Charter in light of other Strategic Plan projects	2/1/11	Medium
Milestone 2: Review of findings from other related Strategic Plan projects	4/31/11	Medium

Milestone 3: Preliminary Asset Mapping – identify community-based assets and support systems	7/30/11	Medium
Milestone 4: Develop recommendations to strengthen community based assets	12/31/11	Medium

Project Status: *For those projects underway, please note the date and indicate Green (low concern) Yellow (moderate concern) or Red (high concern) that project will exceed timeline, budget or scope.*

Comments:

This project address several Strategic Plan objectives under Goal 3, including:
 3A1: Increase the effectiveness of our interaction and engagement with different segments of the community through proactive outreach and by increasing overall language capabilities and cultural competence of our workforce, proportionate to the community need.
 3A2: Enhance our engagement with the growing Latino, senior, and low-income populations, identifying their unique service needs.
 3A3: Improve community-based assets and systems: Better identify and strengthen the community-based assets and support systems (existing networks, community leadership, volunteers, etc.) that our senior, Latino and low-income populations can bring to bettering the entire community.

The International City/County Management Association will be one resource for information on best practices. Review of McKnight research literature on asset-mapping and community mobilization, and stimulating authentic engagement and ongoing participation

This project may include focus groups or interviews with key community leaders and/or some Advisory Boards and Commissions. Specifics will be determined in the scope of work with the consultant.
 Part 1 will include Community-based organizations within the County in the assessment and analysis of County programs. Part 2 will consider CBOs as community-based assets and part of broader support systems.
 Part 2 will incorporate findings from other Strategic Plan projects and Part 1 of this project.

Numerous local Community-Based Organizations are also examining this issue.

Because this Project is not scheduled to start until 2010, the Project Owner will validate the duration of the project and the availability of resources prior to initiating the project and, if necessary, adjust the Project Charter to reflect changes.