



County of El Dorado **PROJECT CHARTER**

Project Name: Property Tax Administration Replacement Project (PTARP)

Departments: Assessor, Tax Collector, Auditor/Controller, Assessment Appeals Board

Executive Sponsors: Cherie Raffety, Treasurer/Tax Collector
Joe Harn, Auditor/Controller
Karl Weiland, Assessor

Project Manager: TBD

Core Project Team: TBD

Project Background

On February 11, 2014, the Board of Supervisors approved Information Technologies' Five-Year Mainframe Migration Plan as well as a Systems Modernization action plan to migrate all applications off the current mainframe system. These applications include the County's financial system, land management and permitting system and property tax administration system.

Subsequent to the approval of the Five-Year Mainframe Migration Plan, the Assessor, Auditor-Controller, and Treasurer/Tax Collector identified available replacement property tax administration systems, consulted with colleagues from other counties to obtain first-hand information regarding the functionality of systems currently in use. On December 2, 2015, the departments provided a detailed report to the Chief Administrative Officer which included information on the current status of the mainframe-based property system, an overview of other systems currently available to replace that system, and preliminary recommendations for acquisition implementation of a new system.

On April 19, 2016, after demonstrations from two vendors identified as capable of providing a replacement system, the Board of Supervisors approved moving forward with a project to transition from the current Property Tax Administration system (M204) to the Megabyte Property Tax System (MPTS).

The Property Tax Administration Replacement Project, (PTARP), will replace the existing M204 system with the Megabyte Property Tax System, MPTS. The project plan envisions an integrated and Statute-compliant property tax administration system which eliminates or consolidates sub systems, improves functionality/efficiency where available, and enhances electronic document management and record management.



County of El Dorado **PROJECT CHARTER**

Project Objectives

- Develop and execute an implementation plan that results in an error free, seamless transition from M204 to MPTS.
- Manage the system implementation in an open and transparent fashion so that other users are not adversely impacted and interruptions are minimal.
- Improve processing efficiency.
- Position ourselves to go beyond our current internal limitations and provide additional capabilities.
- Offer a broader range of external services for public access.

Required Resources

Executive Sponsorship

The executive sponsors are the three elected officials charged with the responsibility for property tax administration. The role of executive sponsors is to insure that:

- Provide clear direction for the project and how it links with the organization's overall strategy.
- Securing project resources.
- Actively monitor implementation to ensure the project is on time, on budget and on scope.
- Provide feedback on status reports and making sure they reach the necessary stakeholders.
- Championing the project at the executive level to secure buy-in from stakeholders, the public and affected agencies and partners.
- Lead efforts in change management to insure each element of the organization supports the project.
- Monitor the activities and progress of the project through active engagement with the project manager.

Project Manager

The project manager is charged with the responsibility for insuring the project uses best project practices and that the project is well managed. The project manager is a trained, certified and experienced project management professional. The project manager reports to the Executive Sponsors and will:

- Provide project leadership management to the core project team.
- Ensure coordination and availability of resources.
- Provide decision support to executive sponsorship and department leadership.
- Work with the MPTS leadership and staff to develop, implement, maintain and update the Project plan.
- Monitor the Project schedule to insure the project is implemented according to the project plan.
- Report status as requested.
- Manage issues and conflict.
- Manage change orders.
- Manage risk.
- Ensure quality.



County of El Dorado **PROJECT CHARTER**

Core Project Team

The core project management team consists of the project leadership within each of the affected departments. It includes the system supervisors, departmental IT staff and other staff as necessary. It also include the MPTS staff assigned to the project.

Internal Resources Required

- Subject Matter Experts (SME) from the three affected departments and the Assessment Appeals Board
- IT staff familiar with the existing property system
- Executive leadership & Project Management support
- Board of Supervisors support

External Resources Required

- MPTS project management and guidance
- Professional project management

Assumptions

- MPTS successfully supports property tax administration in 28 California Counties , demonstrating that MPTS will be effective when implemented in El Dorado County.
- The three elected officials charged with property tax administration are committed to supporting the project as executive sponsors. The Assessor, the Auditor/Controller, the Treasurer/Tax Collector, along with the Clerk of the Assessment Appeals Board will insure that within their department, the project is supported and sufficient resources are dedicated to the project implementation as to insure department project milestones are met in accordance with the direction of the project manager and the overall project plan.
- The Board of Supervisors will continue to support Information Technologies' Five-Year Mainframe Migration Plan as well as the Systems Modernization action plan.
- Project funding is, and will continue to be secure.
- Future Board of Supervisors and Chief Administrative Officers will honor commitments to the project.
- All IT infrastructure requirements are met.
- Single-source solution or tight integration of available alternative sub systems will resolve functionality deficiencies and deficiencies uncovered in the GAP and business process analysis.
- All involved departments will prepare a Business Process Analysis to insure that existing functionality is transferred from M204 to MPTS

Constraints

- Property Tax Administration annual cycle dictates implementation schedule.
- Availability and commitment of internal resources.
- Future uncertainty of currently available internal skills and knowledge.



County of El Dorado

PROJECT CHARTER

Risks

- There is a risk that the conversion of data from the existing system will take longer than expected.
- There is a risk that the data conversion process will cause the loss of data relationships.
- There is a risk that existing functionality may not exist in the new system and that developing the lost functionality may be expensive or take a long time.
- There is a slight risk that the new system will not operate in a virtual desktop environment.
- There is a risk that project delays will increase the loss of key IT and department staff.
- There is a risk that retirement/loss of key IT and department staff will affect the project's timely completion.

Risk Mitigation

- We expect a high degree of coordination between County IT and Megabyte IT to minimize conversion delays
- Key historical data will be preserved in alternate formats to allow for rebuilding lost relationships.
- A key priority for the project manager is to keep the project on schedule.
- Immediate approval and implementation of the project will reduce the risk of delay and the risk of key staff losses.



County of El Dorado

PROJECT CHARTER

Project Authority

The PTARP Executive Sponsors have overall authority for strategic direction of the project and coordinating with other project sponsors to ensure appropriate resources are assigned.

Project Charter Approval

If the Sponsor is rejecting the charter, he/she must indicate the reason in the Comments field. The Sponsor indicates final acceptance of the Project Charter (including securing individual resources) by providing his/her signature on the Project Sponsor Signature line and the approval date on the Date line.

Executive Sponsor Name: Karl Weiland, Assessor

Action: Approve: Reject:

Comments:

Signature: 

Date: 12/9/16

Executive Sponsor Name: Joe Harn, Auditor/Controller

Action: Approve: Reject:

Comments:

Signature: 

Date: 12-9-16

Executive Sponsor Name: C. L. Raffety, Treasurer/Tax Collector

Action: Approve: Reject:

Comments:

Signature: 

Date: 12-9-16