

City of Tampa
Implementation Model
for an
Efficiency and Effectiveness Task Force Initiative (11/07)

Strategy/ Scope

Minimum content needed for this section: description of the business need and its contribution to the organization's business strategy, objectives, why it is needed now, key benefits to be realised, key risks, critical success factors and how they will be measured; main stakeholders.

Questions you may address at this time:

- How well does the proposed way of meeting the requirement support the organization's objectives and current priorities? Why it is needed now
- Key benefits to be realised - If it is a poor fit, can the scope be changed?
- Is the project needed at all?
- Have the stakeholders made a commitment to the project?
- Critical success factors and how they will be measured.

Create Executive Summary Business Case

Purpose: To provide a concise summary of the key highlights of the business case analysis, providing an understanding of what the project is about, the role of the project in organization's business plans/direction and the business justification. The summary should clearly state how the project improves the overall efficiency and effectiveness of the organization.

Note: While this appears first, it should be written last. It is the single most important communication to capture attention and obtain support.

If possible, the Executive Summary should be a maximum of two pages in length.

Checklist for Executive Summary:

1. Will the reader get a clear understanding of the reasons for the project and its outcome by outlining the "Why, What, When, Who, and How" of the project?
2. Does it contain any information that is not contained in the body of the business case?
3. Is the Executive Summary less than two pages?
4. Can the Executive Summary be treated as a stand-alone document?

City of Tampa
Implementation Model
for an
Efficiency and Effectiveness Task Force Initiative (11/07)

Benefits vs Risks

Minimum content needed for this section: high level cost/benefit analysis of (ideally) at least three options for meeting the business need (where applicable); include analysis of 'soft' benefits that cannot be quantified in financial terms; identify preferred option and any trade-offs. Note that options appraisal must be carried out in detail before selecting a preferred option.

Questions you may address at this time:

- Has a wide range of options been explored?
- Have innovative approaches been considered and/or collaboration with others?
- If not, why not?

Stumbling Blocks

What are the known/perceived challenges to moving the initiative forward?

Authorizations

Establish authorization responsibilities by role: Project, Risk, Policy, Milestone acceptance...

ROI / Funding

Affordability: Statement of available funding and 'ballpark' estimates of projected whole-life cost of project including departmental costs (where applicable).

1. Minimum content required for this section: proposed sourcing option, with rationale for its selection; key features of proposed arrangements (e.g. contract terms, contract length, payment mechanisms and performance incentives); the procurement approach/strategy with supporting rationale, etc.

Questions you may address at this time:

- Can value for money be obtained from the proposed sources (e.g. partners, suppliers)?
 - If not, can the project be made attractive to an alternative method?
2. Minimum content for this section: statement of available funding and broad estimates of projected whole-life cost of project, including departmental costs (where applicable).

City of Tampa
Implementation Model
for an
Efficiency and Effectiveness Task Force Initiative (11/07)

Questions you may address at this time:

- Can the required budget be obtained to deliver the whole project?
- If not, can the scope be reduced or delivered over a longer period?
- Could funding be sought from other sources?

Milestones

Minimum content for this section: high level plan for achieving the desired outcome, with key milestones and major dependencies (e.g. interface with other projects); key roles, with named individual as the project's owner; outline contingency plans e.g. addressing failure to deliver service on time; major risks identified and outline plan for addressing them; provider's plans for the same, as applicable, skills and experience required.

Questions you may address at this time:

- Can this project be achieved with the organization's current capability and capacity?
- If not, how can the required capability be acquired?
- Can the risks be managed – e.g. scale, complexity, uncertainty?
- Does the scope or timescale need to change?

Escape Plan

Outline contingency plans

What approach will be put in place to progress/stop the project from moving forward once it is underway if the team feels it's not a good fit?

Communication Plan

Matrix Communication Plan: When, Who, Who, What