LOS ANGELES UNIFIED SCHOOL DISTRICT
POLICY BULLETIN

TITLE:	Enterprise Project Management Office (EPMO)	
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ISSUER:	Megan K. Reilly, Deputy Superintendent Office of the Deputy Superintendent Business Services and Operations	
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PURPOSE: The purpose of this Bulletin is to institute the Enterprise Project Management Office and the Enterprise Project Governance for enterprise level projects.

MAJOR CHANGES: This is a new Bulletin.

GUIDELINES: A large portfolio of programs and projects spanning across instructional and business divisions are initiated and implemented each year. The Enterprise Project Management Office (EPMO) was established at the executive level to continuously improve the identification, prioritization, and management of enterprise projects. Enterprise projects are projects that require bond funds or non-bond funded projects with a high degree of risk and impact.

The primary goals and objectives of the EPMO are:
- Develop, facilitate, and continuously improve the Enterprise Project Governance
- Monitor the Enterprise Project Portfolio and address risks and issues
- Provide project management support to divisions
- Act as an advisory body to the Executive Governance Committee

The initial focus of the EPMO is on the governance structure and the project prioritization and approval. The governance structure defines the roles and responsibilities of the governance bodies in the decision-making for enterprise projects. The project prioritization and approval outlines the identification, prioritization, and approval of enterprise projects to ensure the District's limited funds are authorized for enterprise projects with the greatest value to the District. The next focal point will be on project management and reporting practices (see Attachment A).

I. PROJECT GOVERNANCE STRUCTURE

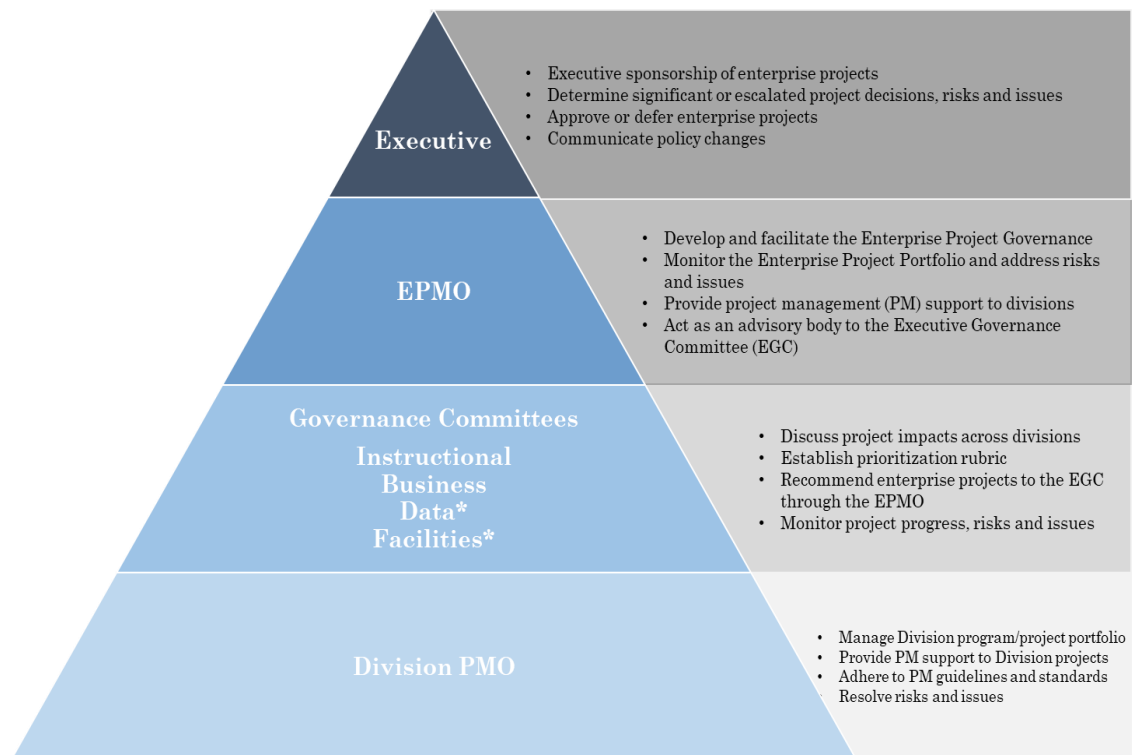The Project Governance is a multi-level structure, each with distinct roles but

together create the necessary building blocks to govern and support the prioritization and successful implementation of enterprise projects.

The diagram below depicts the Enterprise Project Governance Structure.

Executive
- Executive sponsorship of enterprise projects
- Determine significant or escalated project decisions, risks and issues
- Approve or defer enterprise projects
- Communicate policy changes

EPMO
- Develop and facilitate the Enterprise Project Governance
- Monitor the Enterprise Project Portfolio and address risks and issues
- Provide project management (PM) support to divisions
- Act as an advisory body to the Executive Governance Committee (EGC)

Governance Committees
Instructional
Business
Data*
Facilities*
- Discuss project impacts across divisions
- Establish prioritization rubric
- Recommend enterprise projects to the EGC through the EPMO
- Monitor project progress, risks and issues

Division PMO
- Manage Division program/project portfolio
- Provide PM support to Division projects
- Adhere to PM guidelines and standards
- Resolve risks and issues

* Data and Facilities Governance will be incorporated under the EPMO Project Governance Structure in the future.

At the executive level, the Executive Governance Committee (EGC) is the decision-making governing body that authorizes enterprise projects to move forward for planning and implementation. The EPMO guides the project governance process and advises the EGC on enterprise projects. Information Technology projects will be the first group of priority projects for EPMO support.

The governance committees represent the major branches of the District: Instructional, Business, and Facilities Governance Committees. These governing bodies enable collective input and project requests from multiple departments within the District, thus enhancing visibility of cross-departmental objectives and creating opportunities for prioritizing and streamlining efforts. One of the key functions of the Instructional and Business Governance Committees will be to develop objective and consistent prioritization criteria that informs the executive level to make strategic decisions on the District's top enterprise projects that present

the greatest value. The Data Governance and the Facilities Governance Committees will be incorporated after the initial phase of the EPMO.

The division project management office(s) (PMO) or offices that perform project management functions are critical to ensure that the high priority projects selected to move forward are effectively managed from planning to closing. PMOs provide the direction and guidance in the planning, implementation, and transition of projects, including enterprise projects.

The following details key functions of the governance bodies:

A. **EXECUTIVE GOVERNANCE COMMITTEE**

The Superintendent, Deputy Superintendent of Business Services and Operations, and Chief of Staff comprise of the Executive Governance Committee (EGC). This executive governing body makes informed decisions and authorizes enterprise projects to continue from project initiation to planning and implementation.

The main functions of the EGC are the following:
- Executive sponsorship of the Enterprise Project Portfolio
- Management of the Enterprise Project Portfolio
    o Initial approval, deference, or discontinue of enterprise projects
    o Reprioritize and rationalize portfolio
- Determine significant or escalated project decisions, risks and issues
- Communicate policy changes

B. **ENTERPRISE PROJECT MANAGEMENT OFFICE**

The EPMO serve in an advisory capacity to the EGC. The EPMO is responsible for developing, facilitating, and monitoring the District's Project Governance of enterprise projects.

The main functions of the EPMO are the following:
- Develop and facilitate the Enterprise Project Governance
- Monitor the Enterprise Project Portfolio and address risks and issues
- Prepare an Enterprise Project Portfolio Status Report for the EGC
- Provide project management (PM) support to divisions

The EPMO meets with chief executives to present and discuss the Enterprise Project Governance. The EPMO also meets on a monthly basis with the

governance committees and IT PMO. The objectives of these meetings are to review current project management practices and to gather feedback and recommendations for continuous improvement.

C. GOVERNANCE COMMITTEES

The Instructional and Business Governance Committees collectively represent the major divisions/departments in the District. These governance committees are responsible for facilitating identification of projects, creating a centralized and standardized process for prioritization of projects, monitoring and escalating project risks and issues.

The main functions of the Instructional and Business Governance Committees are the following:
- Establish consistent, transparent, and objective prioritization rubric(s)
- Facilitate the prioritization of projects within the committees
- Recommend enterprise projects to the EPMO and EGC
- Discuss project impacts across divisions
- Monitor project progress, risks and issues

The Data Governance Committee will be responsible for developing and implementing standards and processes to govern the District's multitude of data. The Facilities Governance Committee will leverage existing facilities project governance and management practices.

D. DIVISION PROJECT MANAGEMENT OFFICE (PMO)

The Division PMO and other offices performing project management functions are responsible for the oversight and management of the Division's program and project portfolio. PMOs allocate the resources to plan, implement, and transition the project.

The main functions of the Division PMO are the following:
- Manage the Division program and project portfolio, including budget and resource allocation
- Utilize project management best practices
- Review enterprise project status reports
- Resolve risks and issues

II. PROJECT PRIORITIZATION AND APPROVAL

One of the significant but critical organization change is a standard Project Prioritization and Approval (see Attachment B). This is a key step to support the best utilization of the District's limited resources to projects with the greatest value. This establishes a consistent and transparent approach to the project identification, prioritization and approval of enterprise projects.

A. PROJECT IDENTIFICATION

Projects are initiated for various reasons such as a business need, compliance requirement, and/or new technology. Since not all projects will rise to the level that requires presentation to the EGC, project identification includes determination of funding (bond vs. non-bond), project budget, and an assessment for risk and impact to meet the criteria of an enterprise project. Enterprise projects are projects that require bond funds, and/or projects with a high degree of risk and impact. Enterprise projects will follow the EPMO Project Governance Framework for approval. Projects which are not identified as an enterprise project will be managed through the Division PMOs, unless risks and issues requires escalation to the executive level. The following provides the set of criteria that will be used to classify enterprise projects.

Project Risk
- Overall project risk
- Project schedule
- Scope definition and complexity
- Organizational acceptance

Project Impact
- District priorities such as Board resolution(s), legal or compliance mandates

- Population impact in terms of divisions, schools, and/or community
- Policy and/or process change(s)
- Funding requirements

B. PROJECT PRIORITIZATION

Project prioritization will establish a consistent, objective, and transparent way in which projects from multiple departments are collectively identified and prioritized. In order to account for the different types of projects stemming from instructional and business departments, each of the Instructional and

Business Governance Committees will develop its own project prioritization criteria upon which projects will be evaluated.

C. ENTERPRISE PROJECT APPROVAL

The EPMO prepares a consolidated list of prioritized projects from both the Instructional and Business Governance Committees. The EGC will determine whether to approve, defer, or discontinue each project. The Enterprise Project Portfolio will consist of approved projects for execution as well as deferred projects for later consideration. On a quarterly basis, the EGC will review the portfolio to reprioritize and rationalize the enterprise projects.

D. PLAN AND EXECUTE

The Division PMO and project sponsor(s) will be responsible for the planning and execution of the enterprise project. Division PMOs are responsible for establishing and monitoring project management standards and processes. The status of enterprise projects will be jointly presented to the EGC by the project sponsor(s) and Division PMOs at each major project phase for discussion and assessment to continue to move forward into the next phase of the project. The EPMO plans to incorporate formal project phase completion reviews in a future phase.

AUTHORITY: This is a policy of the Superintendent.

ASSISTANCE: For assistance or further information, please contact Mary Lu Camacho, Executive Coordinator for the Office of the Deputy Superintendent, mcamacho@lausd.net.

RELATED   Attachment A – Enterprise Project Governance Overview
RESOURCES: Attachment B – Project Prioritization and Approval

ATTACHMENT A

ENTERPRISE PROJECT GOVERNANCE OVERVIEW

Enterprise Project Governance

Guidelines	Enterprise Project Governance	Project Prioritization and Approval	Project Management	Reporting
Components	Executive Governance Committee · Instructional and Business Governance Committees · Division PMO	Risk and Impact Form · Prioritization Rubric · Business Case	Project Charter · Project Plan Milestones · Risk Management Plan and Risk Register · Project Phase Completion Reviews · Benefits Management Plan and Benefits Register · Communication Plan Phase 1 · Lessons Learned	Project Status Report · Enterprise Project Portfolio

PROJECT PRIORITIZATION AND APPROVAL

Project Identified	• A business need or project is identified and presented to Instructional or Business Governance Committee
EPMO Project	• The EPMO Risk and Impact form is completed by Division PMO and project sponsor to determine if project is an EPMO project
Project Justification	• For EPMO projects, the Division PMO and project sponsor present the project justification
Governance Committee	• The projects will be reviewed and prioritized by the Instructional or Business Governance Committee
EPMO	• The EPMO will consolidate the list of instructional and business priority projects and present to the Executive Governance Committee (EGC)
EGC	• The EGC will approve or defer projects
Bond Oversight Committee	• If project requires bond funding, the project is brought forth to the BOC by the project sponsor and PMO representative
Board of Education	• The project is brought forth to the Board by the project sponsor and PMO representative
Plan & Execute	• Division PMO assigns a project manager who with the project sponsor completes a project charter