

Department: County Assets

Program Contact: Vikki Scotti

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Portfolio and Project Management (PPM) team plans, organizes, and controls project team activities and addresses project risks and issues to ensure that high-impact IT projects are completed successfully. We use high quality, inclusive and equitable project management practices that are repeatable and highly predictive of success. Through these projects, the PPM program delivers the new and enhanced technology that every department and program depends on to succeed in their missions. We ensure that current project work matches current organizational priorities with in-demand IT resources across project portfolios. Funding decisions for this program are made in cooperation with DCA, County departments, the Chair's Office, Central Budget and the Community Budget Advisory Board.

Program Summary

The PPM program is a shared organizational entity available to assist County Departments with their prioritized project work. The PPM program is designed to provide leadership, best practices, research, support and training for Portfolio and Project Management in DCA IT. PPM provides project management using consistent, scalable, inclusive processes and tools to match the approach and style to the type of information technology project needed. PPM brings diverse people together in building project teams utilizing many skills including interpersonal, change and conflict management, user-centered design and facilitation techniques. Listening to and asking questions of customers is key to project success. By listening, the PPM learns how departments want to use technology. By asking questions, PPM clarifies how a project can be actively anti-racist and how our customers want the world to be different as a result. To achieve these results, PPM provides the skills needed to deliver solutions and value on time, within budget and scope. After project completion, we perform project retrospectives to continually improve our processes, skills and tools. In this way, the PPM program creates an atmosphere of continuous learning for project managers to enhance their skills and provide coaching to others. For Portfolio Management, we provide portfolio analysis and decision data needed for the IT management team to ensure that the right projects are being done at the right time. PPM provides a central repository of portfolio, program, and project information that reports the value provided by IT to each department and predicts future budgetary needs.

Without the PPM program, there would be a lower level of certainty relating to technology delivery and adoption as well as a lower level of coordination over project work. This lack of coordination leads to a higher level of uncertainty of technology adoption. PPM ensures that projects are planned, scoped and delivered to the departments that service the County's residents and visitors most in need. Without the communications and training efforts driven by PPM, technology improvements could exist but end users would not know about it or how to use it. Without the PPM program, there would be less alignment between the work being performed and the goals of the department, customers and the organization as a whole. All County workers may access the IT PPM Commons site for the status of priority technology projects and information on project management processes and practices at any time.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Maintain ratio of planned to unplanned work for actual time worked	81%	75%	72%	78%
Outcome	Number of strategic reports shared with leaders improving transparency.	6	3	10	12
Outcome	Percent of strategic projects completed on time per project schedules baseline.	56%	80%	50%	75%
Outcome	Incorporate the equity lens to determine if and how projects impact the community or end-users.	50%	100%	75%	100%

Performance Measures Descriptions

PM #1 Output-Designed to ensure that project management staff are working on planned projects.

PM #2 Outcome - Ensures that information concerning strategic IT projects are consistently shared with County leadership.

PM #3 Outcome - Helps ensure that resources are applied to the most strategic projects.

PM #4 Outcome - Measures the extent to which equity practices through the lens and 5 Ps have been brought into the IT Project Management practices.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$2,273,608	\$0	\$2,318,430
Contractual Services	\$0	\$200,204	\$0	\$944,550
Materials & Supplies	\$0	\$54,217	\$0	\$67,304
Internal Services	\$0	\$400	\$0	\$400
Total GF/non-GF	\$0	\$2,528,429	\$0	\$3,330,684
Program Total:	\$2,528,429		\$3,330,684	
Program FTE	0.00	10.00	0.00	10.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,370,225	\$0	\$2,427,242
Beginning Working Capital	\$0	\$158,204	\$0	\$903,442
Total Revenue	\$0	\$2,528,429	\$0	\$3,330,684

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics. Additionally, \$903K of Beginning Working Capital related to the DART-Orion post go-live project was moved into this program offer.

Significant Program Changes

Last Year this program was: FY 2022: 78302 IT Planning, Projects & Portfolio Management

Due to Covid19 the staff in this program continued to teleworking instead of reporting to the office. Facilitation of project teams is primarily through Google meet, email and/or google chat with the aid of collaboration tools such as Jamboard. Covid related projects are identified and are monitored and tracked. Some projects experienced delays due to staff being responsive to department COVID needs and EOC needs. Information sharing of IT projects with IT Leadership has moved to an online dashboard with shorter weekly meetings as needed instead of quarterly meetings. This changes the metrics of Performance Measure #2.

\$903K of Beginning Working Capital related to the DART-Orion post go-live project was moved into this program offer.