Virginia Association of Counties

ACHIEVEMENT AWARDS

SUBMISSION FORM

All submission forms must include the following information. Separate submission forms must be turned in for each eligible program. **Deadline: July 1, 2023.** Please include this submission form with the electronic entry. If you do not receive an email confirming receipt of your entry within 3 days of submission, please contact Gage Harter.

PROGRAM INFORMATION

County: Chesterfield County

Program Title: Technology Portfolio

Program Category: Information Technology

CONTACT INFORMATION

Name: Dean Jadlowski

Title: Project Management Office Division Chief

Department: Information Systems Technology

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SIGNATURE OF COUNTY ADMINISTRATOR OR DEPUTY/ASSISTANT COUNTY ADMINISTRATOR

Name: Joseph P. Casey, Ph.D.

Title: County Administrator

Signature: Joseph P. Casey, Ph.D.

Digitally signed by Joseph P. Casey, Ph.D.
DN: cn=Joseph P. Casey, Ph.D., o=Chesterfield County, ou=County Administration, email=caseyjoe@chesterfield.gov, c=US
Date: 2023.06.27 12:46:26 -04'00'

EXECUTIVE SUMMARY / PRESS OVERVIEW OF THE PROGRAM:

Fully 75% of the 83 strategic objectives for the County of Chesterfield in 2022 required the use technology. Chesterfield's technology portfolio practices historically positioned Enterprise IT as the decision body, working directly with 46 individual departments for prioritizing, resourcing and activating projects. A new governance function was launched by the IT PMO in 2022 to more tightly align technology projects to division-driven priorities. A small governance committee was formed with the county administrator, deputy county administrators, CIO and PMO director. Optimal IT capacity thresholds were reviewed and agreed upon based on 5 year historical analysis. A communication strategy was arranged with the support of the governance committee to articulate the changes and benefits anticipated for all departments. Priorites are now published on the County Intranet dashboards and set quarterly for all new project requests in combination with projects already in the backlog. Projects are activated in strict adherence to a single county-wide priority sequence. In 2022 the county to enjoyed a higher IT morale and a 96% completion rate for all technology projects activated. Monthly project deliveries are up 8% from 2020 with 2022 seeing 95 projects delivered at a rate of 7.9/month.

THE PROBLEM OR NEED ADDRESSED BY THE PROGRAM:

Chesterfield currently carries a portfolio of over 180 technology projects. Historically 80-100 new projects were being requested in addition to the existing backlog of nearly 100 projects remaining in the backlog by the end of a given year. More recently new project request volumes increased to nearly 140 per year. Departments advocated the importance and urgency of respective projects with Enterprise IT as the decision body for determining portfolio placement. This left many departments at odds with their placement in the backlog and frustrated with rounds of delays as other projects jockeyed for attention. Morale and retention in Enterprise IT was also suffering.

PROGRAM DESCRIPTION:

The County Administrator, Dr. Joe Casey, crafts strategic objectives for departments to align their goals to. Fully 75% of the 83 strategic objectives require the use technology. The annual budget process for technology is aligned to these strategic objectives. Each request must demonstrate alignment to the objectives, with funding specified for a 5-year plan. Technology project request volume has been steadily growing with a pronounced surge in the last two years from 5 divisions consisting of 46 departments.

In early Fall 2021, IT Project Management Office (PMO) monthly monitoring of earned value project delivery trajectories demonstrated to IT executives that distributed departmental pressures to activate more projects was actually having a direct, negative effect on project completion and schedule slippage. Further analysis demonstrated that the optimal capacity of Enterprise IT to delivery project capped at 45 projects active in a given month before declines in productivity began to occur. Data further demonstrated projects of specific sizes should be proportioned within the 45-project threshold to align to trending demand.

The IT leadership team presented these findings to the county administration team along with proposed solution to provide greater transparency and satisfaction for customer departments. The recommendations gained strong support from the entire executive team. Chesterfield technology portfolio practices have historically positioned Enterprise IT as the decision body for prioritizing, resourcing and activating projects. Project data trends and customer feedback confirmed that the decade long model required a major change to the governance of the portfolio.

A communication strategy was arranged with the support of the governance committee to articulate the changes and benefits anticipated for all departments. A new governance function including PowerBI

dashboards published on the Chesterfield intranet was launched by the IT PMO in 2022. A small governance committee was formed with the county administrator, deputy county administrators, CIO and PMO director to more tightly align technology projects to division-driven priorities. The committee members each perform outreach to department heads and elected officials based on backlog provided weeks prior to quarterly prioritzations to align project priorities for each respective division.

IT Business Relationship Managers work to understand the customer department strategic goals and they shepherd technology projects through the project portfolio management processes on behalf of the customer departments. The portfolio management process scores and prioritizes projects based on alignment to the strategic goals, ensuring resources are used for the most strategic projects. Projects are activated in strict adherence to priority sequence. Standard, simple escalation procedures have been put in place to quickly expedited unexpected priorities for the portfolio committee to approve shifts in the rankings.

PROGRAM COST:

There were no capital costs nor consultants involved in building this program. In December 2018 the enterprise IT department hired the IT PMO Division Chief who is a Project Management Institute certified Portfolio Management Professional (PfMP) to improve project delivery standards and assume responsibility for the technology portfolio. The IT PMO, IT Data Analytics and IT Business Relation team created the program leveraging the existing PlanView portfolio management platform as the primary data source.

PROGRAM RESULTS/SUCCESS:

The IT PMO committed to continue value-added improvements based on feedback of the executive committee, customer departments and IT staff. A portfolio governance overview site has been published. PowerBI dashboards have been created for any county leader or employee to observe both the backlog and the earned valued health of all active projects. Additionally internal IT activation dashboards and performance trend metrics are reviewed monthly with all of the department leadership and supervisors.

Within three months of launching the portfolio new practices, the PMO introduced a new category of projects named Managed Work Requests. These requests are less than 2 weeks duration and 24 hours of effort that do not require the governance of the portfolio, and are delivered on first-in-first-out basis. Also, a dedicated Micro Projects team was assembled to focus entirely on reducing Micro sized projects, the smallest and most popular project size in the backlog that otherwise had not been apparent without mining the available data by the PMO.

The governance innovation of the Managed Work Requests and the creation of the Micro Projects team has significantly reduced the congestion in the project backlog. The Micro Projects team has reduced a backlog of 60 projects to 34 projects - all while receiving 27 new micro project requests the same year. In 2022 the county to enjoyed a 96% success rate for all activated projects. Monthly project deliveries are up 8% from 6.5/mo delivering 80 projects in 2020 to 7.9/mo delivering 95 in 2022.

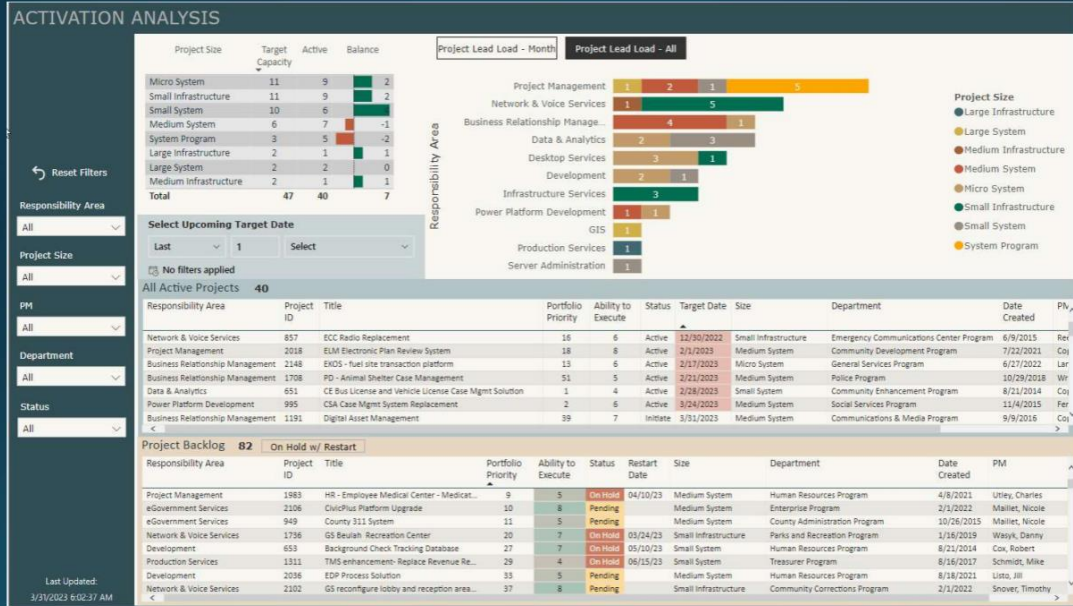Project execution has improved measurably over the three years of tracking metrics. In 2020, the schedule performance index (SPI) for projects averaged .77 and has improved to over .82 in 2022. The increase in SPI is especially impressive given the increase in projects completed annually, from 80 in 2020 to 95 in 2022, with 96% of projects completed successfully. The Board of Supervisors is briefed semi-annually on

project portfolio performance, demonstrating their understanding of the alignment of technology project execution to achieving strategic goals.
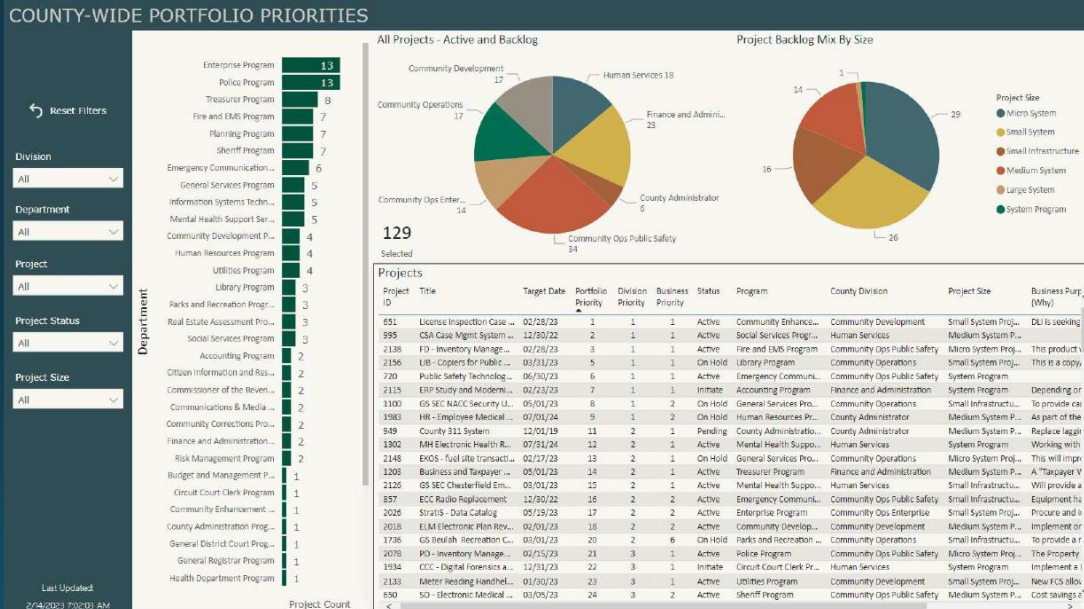
The challenge Chesterfield faced was to identify and fully orchestrate portfolios of technology work that span funding sources from federal programs, state programs, grants, and local funds. This challenge is substantial considering the need to combine initiatives across 46 departments driving very different priorities and services. The efforts of this program to build consensus and realize broad success in a single year are a testament to the resolve of the county to support this program and leverage the value of technology. The commitment of county executives and IT leadership to provide superior service and to institute levels of transparency have created a cultural shift that has not been realized for a decade until this program's concerted effort. The program has allowed the county to leverage information technology to make the portfolio governance and project delivery more efficient and effective.

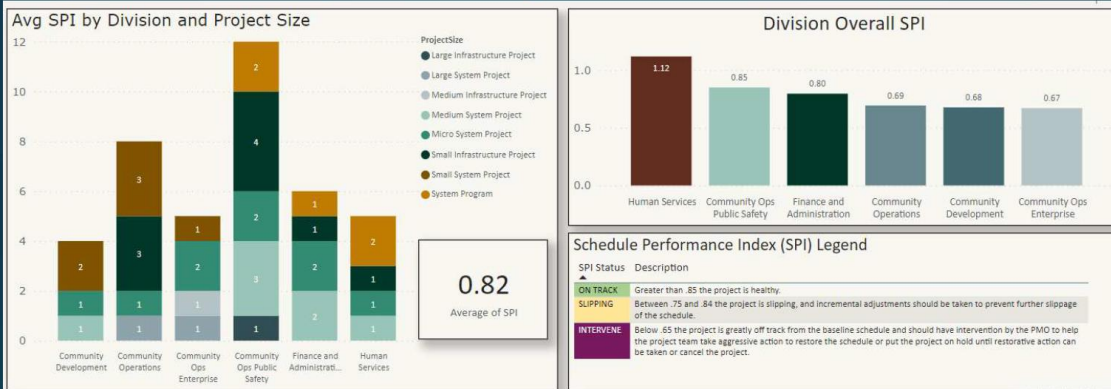SUPPLEMENTAL MATERIALS – COUNTY INTRANET DASHBOARDS:

IST Department CountyNet Site Project Scheduled Performance

Avg SPI by Division and Project Size

ProjectSize
- Large Infrastructure Project
- Large System Project
- Medium Infrastructure Project
- Medium System Project
- Micro System Project
- Small Infrastructure Project
- Small System Project
- System Program

0.82 Average of SPI

Division Overall SPI

Human Services	Community Ops Public Safety	Finance and Administration	Community Operations	Community Development	Community Ops Enterprise
1.12	0.85	0.80	0.69	0.68	0.67

Schedule Performance Index (SPI) Legend

SPI Status	Description
ON TRACK	Greater than .85 the project is healthy.
SLIPPING	Between .75 and .84 the project is slipping, and incremental adjustments should be taken to prevent further slippage of the schedule.
INTERVENE	Below .65 the project is greatly off track from the baseline schedule and should have intervention by the PMO to help the project team take aggressive action to restore the schedule or put the project on hold until restorative action can be taken or cancel the project.

Project ID	Title (Data Updated Once Monthly)	Status	Portfolio Priority	PM Actual % Complete	PM Target % Complete	Current SPI	SPI Status	TargetDate	Department	Division
1100	GS SEC NACC Security Upgrades	Active	8				SCHEDULE TBD	05/01/23	General Services Program	Community Operatio
1191	Digital Asset Management	Initiate	39	51%	61%	0.84	SLIPPING	03/31/23	Communications & Media Program	Finance and Administ
1203	Business and Taxpayer Web Portal	Active	14	20%	60%	0.33	INTERVENE	05/01/23	Treasurer Program	Finance and Administ
1302	MH Electronic Health Records Project (EHR)	Active	12	99%	62%	1.58	SCHED RECAL?	07/31/24	Mental Health Support Services Program	Human Services
1680	FD - HR data export	Active	25	90%	110%	0.82	SLIPPING	03/31/23	Fire and EMS Program	Community Ops Publ
1681	ECC- NG911-ESINet Upgrade	Active	35	90%	50%	1.80	SCHED RECAL?	08/30/23	Emergency Communications Center Program	Community Ops Publ
1703	CIP Project Details	Active	34	80%	87%	0.92	ON TRACK	04/27/23	Enterprise Program	Community Ops Ente
1708	PD - Animal Shelter Case Management	Active	51	80%	106%	0.76	SLIPPING	02/21/23	Police Program	Community Ops Publ
1794	GS Fleet Facility Replacement	Active	47	98%	100%	0.98	ON TRACK	04/01/23	General Services Program	Community Operatio
1870	SO - Jail and Courts Security Improvements	Active	74	41%	43%	1.00	ON TRACK	12/29/23	Sheriff Program	Community Ops Publ
1934	CCC - Digital Forensics and Evidence Management	Initiate	22	67%	69%	1.00	ON TRACK	12/31/23	Circuit Court Clerk Program	Human Services
1945	TMS Server upgrades	Active	38	75%	88%	0.85	ON TRACK	03/31/23	Finance and Administration Program	Finance and Administ