On June 13, 2018, Albemarle County announced the creation of the Project Management Office (PMO) with the mission to continue project management of the Strategic Plan with an expanded emphasis on project management throughout the organization. The PMO was tasked with optimizing Albemarle County’s internal operations in order to transform customer experiences both internally and externally by:

- Providing formal and repeatable project management processes for the planning, execution, and control of project work across the organization;
- Coaching process owners and project managers; and,
- Supporting projects through their full lifecycle from concept development, initiation, planning, implementation, and finally to delivery.

The PMO facilitates a culture of improvement, stewardship, and collaboration across departments within Albemarle County. The PMO partners with process leaders across departments on cross-functional efforts to continue to improve and advance programs within the county. This report highlights the PMO’s efforts, achievements and challenges to date.

"Project managers are there to assist with organization of the project, communication of the projects and tasks, create deadlines, goals and accomplishments, and overall getting the project/task completed successfully, taking into considerations all aspects that usually aren’t considered. Love the PMO team!!" - Leigh Ashley Harden, Finance, partnered on Payroll Process Improvements

The PMO supports and partners with the departments of Albemarle County in a variety of ways. The PMO defines partnering as working with an employee using project management methodologies and tools to advance initiatives through the various project phases.

Project Management Office SERVICES

In 2018 and 2019 the PMO engaged with a variety of Albemarle County Departments to support them in their project management efforts and to promote the overall goal of becoming a High Performing Organization. The PMO provided the following services to align with this effort:

- 12 Departments Engaged
- 20 Technology Proposals consulted on for the EAC
- 42 Employees Trained
- 15 Employees Partnered
- 4 Quarterly Town Hall Meetings Presented

The PMO engaged with department heads in a variety of capacities across the organization on the following:

**Q4 FY18**
- Facilitated first Biscuit Run Master Plan community meeting
- Continued technology assessment by gathering data on ongoing projects

**Q1 FY19**
- Prioritized and paused technology projects through project management criteria
- Facilitated second Biscuit Run Master Plan community meeting
- Business Process Mapping Training

**Q2 FY19**
- Microsoft Project Training provided
- Updated Great Plains 2013r2 version to 2018r2
- Biscuit Run Master Plan adopted by BOE

**Q3 FY19**
- Telestaff upgrade from version 2013v2.29 to 2018v6.6 Cloud for ACFR and ACPGIS Web Launch
- GIS Web Launch

**Q4 FY19**
- Time and Attendance Launch (Local Government)
- Enterprise Reporting Module Replacement
- Prioritization of Operational Initiatives released

The team has initiated detailed studies of the several incentive agreements, identified necessary tasks, and is working to assign responsibilities to appropriate staff to assure our timely performance and compliance with duties that will span years and, in some cases, decades. PMO brings a serious dose of reality to the table and, for that, they are greatly appreciated." - Richie DeLoria, County Attorney’s Office, partnered on Performance Agree-
The PMO leads the development and management of the Operational Initiatives that were released in June of 2019. For ongoing initiatives and activities, the PMO will continue to aid departments with their endeavors to ensure success. The chart below summarizes each project’s status and its associated organizational benefit.

### Concept/Initiation
- Customer Service Standards: Formalized customer service standards will be implemented across all departments.
- Workforce Development/Succession Planning/Improve Bench Strength: Develop processes and tools to ensure a stable and sustainable workforce.
- Chart of Accounts: Improved financial infrastructure will lead to improved data management and reporting.
- Day 1 Onboarding: Increase process efficiency through digitizing onboarding documents for an improved customer experience.

### Planning
- Internal Site Solution/SharePoint: Upgraded SharePoint system will enable staff to use website and internal solutions efficiently and more uniformly.
- ESM ELA: An enterprise, on-demand, self-serve mapping platform will provide staff and the public the ability to manage their own geospatial content.

### Execution
- Website Replacement: Improved web editing capabilities and updated website design will allow for a focus on main services, accessibility, and a mobile-friendly interface.
- Web Editor Development: Establish roles and responsibilities, workflows, and a training program for web editors in the organization to streamline and standardize web editing across the organization.
- Laserfiche: Establish standards and organizational plans, and improve business processes by utilizing Laserfiche platform as the foundation for records management.
- Performance Agreements Process Improvement: Re-engineered business processes and standards will ensure that performance agreements’ requirements are met and implemented.
- Payroll Improvements: Increased quality control and process efficiency to streamline payroll process.

### Closeout
- Enterprise Reporting Module Replacement: Removed risk of unsupported budget reporting system by establishing new solution.

The PMO considered the following criteria when evaluating the list of 208 initiatives:
- What initiatives cross or impact the whole organization?
- What are areas of high risk?
- How can we improve customer service while balancing efficiencies for our staff?

### Activity PRIORITIZATIONS
Since all employees have core functions and responsibilities that are essential to how they spend their time, mission critical and mandated services must come first in terms of work priority. Most employees spend any discretionary time improving work or working on a team. The PMO published the following prioritization to align our discretionary time across the organization in the same direction and to provide clarity on how we use and balance our resources with current service levels and beyond into FY20.

### VLGMA Presentation
In October 2019, Kristy Shifflett presented on “Partnerships to Advance Strategic Initiatives – a Project Management Approach” at the Deputies, Assistants and Others (DAO) meeting of the Virginia Local Government Management Association. The meeting took place in the Albemarle County office building and Ms. Shifflett provided an overview of the Albemarle County PMO, current project portfolio, framework, and lessons-learned. She facilitated breakout sessions to review associated successes/challenges and presented on Project Management principles and their role in managing local government PMOs.

The initiatives were categorized into three work areas – Customer Service Enhancements, Business Systems and Process Optimization efforts, and Workforce Development and Capacity efforts. On June 14, 2019, the PMO announced the consolidated structure and began partnering with department leadership to conceptualize or initiate these activities.

In addition to the 11 Operational Initiatives, the PMO supported Payroll Process Improvements and Performance Agreement Process Reengineering efforts, which were classified as significant programs to support alongside the Organizational Initiatives.