

Improving project and program processes in government

Nimble. Creative. Efficient.

Angie Andersen, Sr. Solutions Engineer, Smartsheet

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Smartsheet Gov

Innovation without compromise

FedRAMP & DISA IL4 authorized cloud-based CWM platform

Trusted by federal, state and local agencies

Designed to help you meet security and compliance requirements



U.S. AIR FORCE



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Who we are

Professional expertise and real world experience



Angie Andersen

Senior Solutions Engineer

Smartsheet



"Darryl" Robert Frazier

Division Director for Project
Management and Enterprise
Risk Solutions

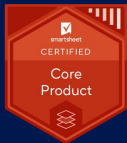
NOAA Office of the Chief
Financial Officer



Rashmi Maheshwari

Information Systems Analyst

City of San José,
Department of Public Works



Learning objectives

1. Understand how to use Control Center to **set up a project and portfolio management framework for your enterprise**
2. Understand how to run a project and portfolio management solution **to track tasks and manage resources**
3. Learn how Smartsheet commercial and Smartsheet Gov can use reporting to **connect the dots between strategy and execution**

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A game changing solution

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Connect the dots
between strategy and execution

1

The NOAA approach to enterprise PPM success

Customer use case

smartsheet

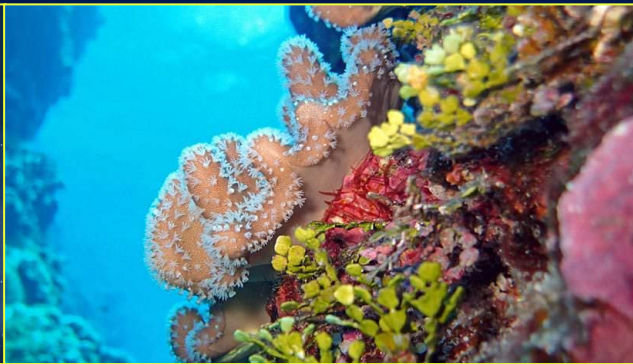
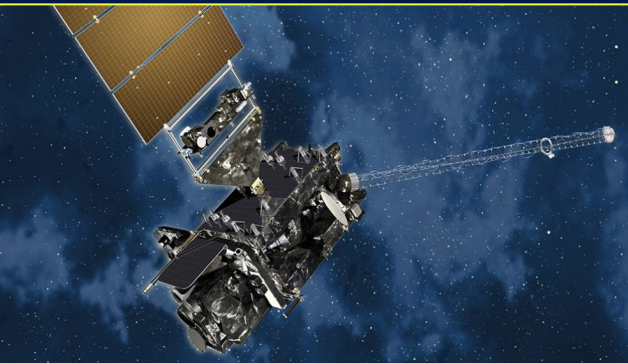
ENGAGE



NOAA

National Oceanic and Atmospheric Administration

The NOAA Approach to Enterprise P/PM Success - Darryl Frazier



NOAA'S MISSION IS TO UNDERSTAND AND PREDICT CHANGES IN CLIMATE, WEATHER, OCEANS, AND COASTS, TO SHARE THAT KNOWLEDGE AND INFORMATION WITH OTHERS, AND TO CONSERVE AND MANAGE COASTAL AND MARINE ECOSYSTEMS AND RESOURCES.

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Background - The NOAA Enterprise PM Approach

NOAA OCFO was tasked to develop and sustain a robust NOAA-wide Program and Project Management (P/PM) Initiative to support career development, collaboration and recognition opportunities, open to all employees, to better recruit, retain, and strengthen talent across NOAA for improved P/PM performance.

Training and Development



Collaboration



Recognition



Background - Program Management Council

- NOAA's Program Management Council (PMC) is the leadership oversight function for Programs, Projects and Activities (PPA)
- Key forum for senior managers to engage and understand the risks, challenges, and successes of the organization's program execution and acquisition activities
- Major goals of the PMC include:

- 1 Provide integrated assessments of performance vs. plan for NOAA PPAs
- 2 Provide direction for corrective or alternative actions when necessary
- 3 Facilitate Milestone Approval and/or Key Decision Points (KDP) as needed
- 4 Provide organizational support at Program Manager request or PMC discretion



Challenge - Enterprise PM Approach

Perks of a focus on a defined network of program and project management (P/PM) support

Being innovative while transitioning the culture of a traditionally science and engineering organization for employees, managers and leaders while maintaining NOAA standards

Implementing the requirements of the Program Management Improvement Act of 2016

Building a hierarchical reporting structure that provides appropriate oversight and monitoring at appropriate levels

Developing a complete solution, with care and support for this transition at all levels of the organization

Implementing an enterprise Program and Project Management solution

Solution - Journey Map to Enterprise P/PM Success

Gap Analysis

- What resources are readily available?
- Are PMs properly certified?
- What do stakeholders want/need?

Training & Development

- Community of Practice
- FAC-P/PM Training
- Recognition

Automated P/PM Solution

- Strategic Partnerships
- Standardized Reporting
- Executive-level Information

Enterprise PM

- Employee Training and Resource needs are met
- Improvements to Executive Reporting
- Knowledge-sharing Community

Solution - EPN Community of Practice

Enterprise PM Network Newsletter

- Monthly newsletter that is distributed at the beginning of each month to ALL NOAA employees/ Sent in coordination with the DUS/O's Office
- PM Spotlight- awarded each month for exemplary individual, project, or team (signed/presented by DUS/O)
- Upcoming training and CLP opportunity announcements/registration

Opportunities for Continuous Learning

- Interactive Forum
- Professional Development Speaker Series
- PM Mentoring Program

Resources

- EPN Community of Practice Google Space
- CLC Landing Page
- Templates
- Google Drive

The screenshot shows the NOAA Program and Project Management Training and Development website. The header includes the NOAA logo and the text "NOAA Program and Project Management Training and Development Accountability • Accessibility • Integration • Diversity". The main content area is divided into sections: "Welcome" (introducing the NOAA Program and Project Management (PPM) training and resources page), "Resources" (listing various programs and guides), "FAI PPM Certification" (providing information on the Federal Acquisition Certification for Program and Project Managers), and "Project Management Tools (SmartSheet)".



All NOAA Project and Program Managers, Aspiring Project Managers, and their Supervisors
OCFO PRSSO
Enterprise PM Network, October Newsletter - Recap of 9/15 Professional Speaker Series (JMD) Agile in Government, EPN Spotlight Recipient, CLPs and How to Use Them, DOC P/PM Survey, Final CX Roadshow Event, Training & Development Announcements
10/3/2023

Enterprise PM Network Newsletter

Vol. 37 - October, 2023

Our mission is to develop and sustain a robust NOAA-wide Program and Project Management (P/PM) PMIAA Initiative to support collaboration, training and development, and recognition opportunities. It is open to all employees, to better recruit, retain, and strengthen talent across NOAA for improved P/PM performance.

Training & Development - Collaboration - Recognition

EPN Professional Speaker Series Recap: Agile in Government with UMD's John Johnson

Anyone who joined the Enterprise PM Network on September 15th to listen to from the University of Maryland Project Management Center for Excellence in Government. Mr. Johnson gave an excellent overview on the different methods, theories, and strategies used for implementing an agile PM style in various government agencies. We also got to hear from a few of our own groups, NESDJS Common Cloud Framework (NCCF), and the Radio Frequency Interference Model (RFIM) program at both very different aspects of agile in their programs.

Our challenge - Program Management Council (PMC)

Pitfalls of non-standard program/project reporting

Contract (DOC Only)

FY11 Funds (Contract Option Year 3)	Deployment Status (*)		DOC Funding to GSA (**)	Obligated Funding (***)	Disbursements (\$K) (****)	Planned Cost (\$K) (*****)
	12 completed of	12 planned	\$ 10,537,469.75	\$ 10,537,469.75	\$ 4,627,596.83	\$ 10,320,984.25
			\$ 99,000.00	\$ 15,899,000.00	\$ 21,768,692.04	\$ 20,831,661.23
			\$ 38,000.00	\$ 7,788,000.00	\$ 2,011,095.48	\$ 5,273,268.72

	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Cost *	Y	Y	Y	Y	Y	Y	G	G	G
Schedule	G	G	G	G	G	G	G	G	G
Requirements	G	G	G	G	G	G	G	G	G
Acquisition*	Y	Y	Y	Y	Y	Y	Y	Y	Y
Overall	G	G	G	G	G	G	G	G	G

V14.1 As Of Friday, 2012-05-25 13:00 CDT

Presentation Format

- ✗ Large volume of slides
- ✗ Unfocused information

Presentation Level of Effort

- ✗ Manual template set up and replication
- ✗ High level of effort to manage, create and review slides

Presentation Effectiveness

- ✗ Risk of information overload
- ✗ Linear presentation

Solution PMC Overview and Requirements

Create a tool that can standardize Program/Project Management Activities for NOAA PMs

Through its design and implementation, the solution returns valuable time and resources to the Line/Staff Offices better used for managing projects and supporting the mission. Use of this solution across NOAA is optional, but has been endorsed by the PMC for use by programs / projects designated for PMC presentations and is being adopted at different levels within multiple Line/Staff Offices.

Fully automated

User-friendly interface

Scalable solution

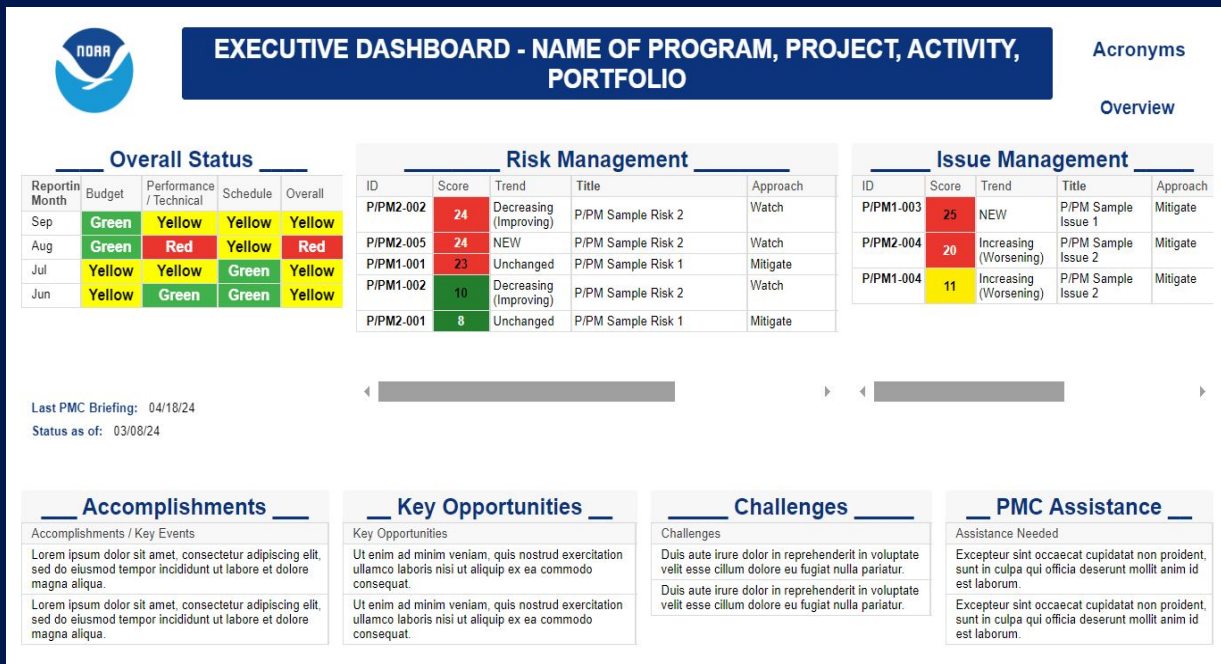
Build-once, use-many model

Simple implementation

Cost effective

Solution Success - PMC

Benefits of Standardized Program/Project Reporting



Presentation Format

- ✓ Standardized software solution
- ✓ Succinct Data Presentation

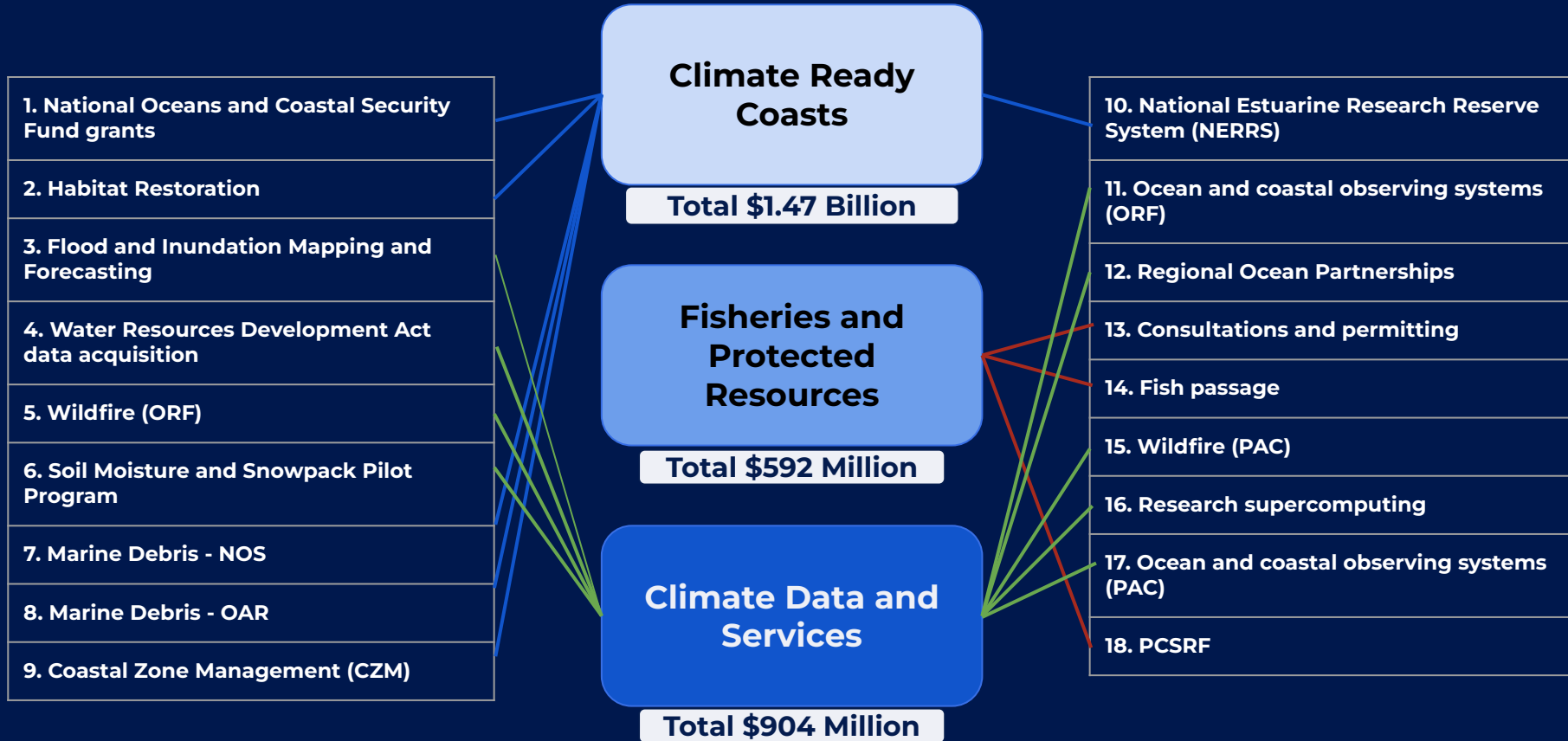
Presentation Level of Effort

- ✓ Automated Smartsheet buildout using Control Center Templates
- ✓ Vastly reduced presentation development time
- ✓ Create-once use-many model

Presentation Effectiveness

- ✓ Executive level presentation
- ✓ Reduced presentation time

Bipartisan Infrastructure Law (BIL) Structure (Provisions)



Bipartisan Infrastructure Law (BIL) Structure (Provisions)

Portfolio	Provisions
1 Climate Ready Coasts (NOS, NMFS, OAR)	1. National Oceans and Coastal Security Fund grants 2. Habitat Restoration 7. Marine Debris- NOS 8. Marine Debris- OAR 9. Coastal Zone Management (CZM) 10. National Estuarine Research Reserve System (NERRS)
2 Fisheries and Protected Resources (NMFS)	13. Consultations and permitting 14. Fish passage 18. PCSRF
3 Climate Data and Services (NWS, NOS, OAR, OCIO)	3. Flood and Inundation Mapping and Forecasting 4. Water Resources Development Act data acquisition 5. Wildfire (ORF) 6. Soil Moisture and Snowpack Pilot Program 11. Ocean and coastal observing systems (ORF) 12. Regional Ocean Partnerships 15. Wildfire (PAC) 16. Research supercomputing 17. Ocean and coastal observing systems (PAC)

Solution - Performance, Risk, and Social Science

Enterprise PM Network*

A/ PMC*- NOAA's Program Management Council (PMC) is the leadership oversight function for programs, projects and activities. It is the key forum for senior managers to engage and understand the risks, challenges, and successes of the organization's program execution and acquisition activities

Risk Expert Network- Providing enterprise wide risk guidance, framework, templates, training and best practices to the NOAA Risk Community

Customer Experience- Understanding and enhancing the way that customers and partners experience NOAA's products and services

Economic Analysis- Increases NOAA's capabilities of providing sound analysis and information necessary to strengthen the NOAA leadership decision-making process

Performance- NOAA provides performance and evidence reporting to the public in accordance with U.S. White House guidance, laws, and executive orders



Impact - The enterprise approach

NOAA Enterprise PM Network

- P/PMs are developing the skills and competencies they need and receiving the appropriate FAC-P/PM certification
- Workforce is aware of upcoming opportunities and are engaged
- Sharing best practices and methodologies

Automated PM Solution

- Executives are spending less time reviewing overly-detailed reports
- By using standard reporting templates, LOs/SOs are able to refresh monthly data more efficiently
- Information sharing becomes easier between offices

Standardized approach to program and project management

- Result is a one-NOAA approach to program and project management
- When programs or projects begin to adopt enterprise-wide tools and training opportunities, time and effort is saved.
- Executive level-briefings are smoother more deliberate
- Model becomes a template for all NOAA Programs/Projects, not restricted to those who report to the PMC



Lessons learned and key opportunities

Lessons Learned from our Journey:

Use requirements to determine the solution, do not fit a predetermined solution to a set of requirements

Consider in-house options before outsourcing your needs

Consider a phased implementation approach for a smoother transition

Leverage internal partnerships for strategic success

Opportunities for continued P/PM enhancement in NOAA:

Opportunity for continued streamlining by use of BIL/IRA approach

With Enterprise Dashboards, and a standardized approach to P/PM, executives can make more informed decisions, and have more time to focus on issues/risks

Continuing to offer information and events to an actively engaged P/PM workforce (newsletter, Interactive Forums, etc.)

Cohesive reporting that takes into account risk, economic impacts, performance, customer experience, and stakeholders

2

The City of San José : A game changing solution

Customer use case

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Public Works Department
City of San José , CA



San José is 3rd largest city in California with a budget of \$5.3 billion. Public Works is one of the largest department and overseas 350+ capital improvement construction projects. Our mission is to provide excellent service in building a smart and sustainable community, maintaining and managing City's assets and serving the animal care needs of the community.

Capital Project Management Software (CPMS) Tech Team builds in-house solutions to support the department. We are replacing a 30-year-old software system to collect data on Capital Improvement Projects (CIP). Our approach has been to

- Use open-source technologies to create in-house software.
- Include SaaS platforms like Smartsheet and SharePoint in our ecosystem.



Background

Resource Planning & Management (RPM)

To predict next fiscal year's budget, we collect information of on-going & future projects.

- Staffing resources
- Non-staffing resources
- Upcoming staffing opportunities.



Challenge

Pain points



Use of different software tools



Inconsistent calculation methods across teams



Data redundancy

▶ Barriers to success

- * No central working space.
- * Data siloed on local machines

- * Different templates across teams

- * Manual data entry to CPMS

▶ Goal

Create a centralized solution to streamline and standardize the scheduling and cost estimates for Capital Improvement Projects.

Solution

Capital Project Planner (CPP)

Pre-defined templates

- All teams use consistent templates
- Easier to enter data & find information
- Consistent calculations

Integration

- One click Integration
- Reduces manual data entry

Dashboards & reports

- Data transparency
- Identify new key metrics
- Identify trends or patterns over the years

Solution overview

CPP using Smartsheet Control Center & Workapps

CIP Project Planner (CPP) leverages Control Center, Automations, and API to centralize and update CPMS key deliverables.



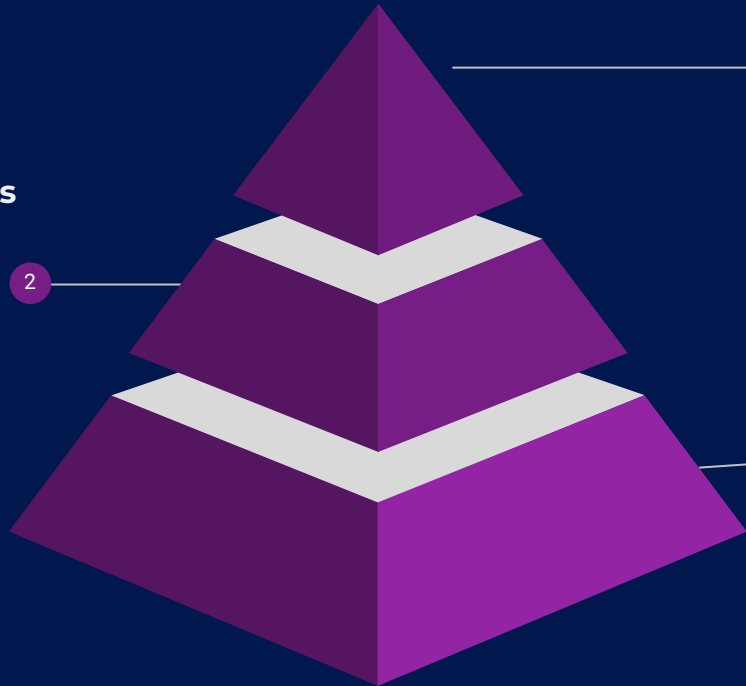
Solution Architecture

Solution benefits

Users have simplified access to the tools they need, reducing asset sprawl and manual data collection.

Easier adoption by end users

- Familiar grid sheets results in low learning curve
- No extra login required. Azure Authentication should work.



Collaborative workspace

- Data collection in cloud
- Better collaboration space
- Permission control
- View access with no license.

Stable platform

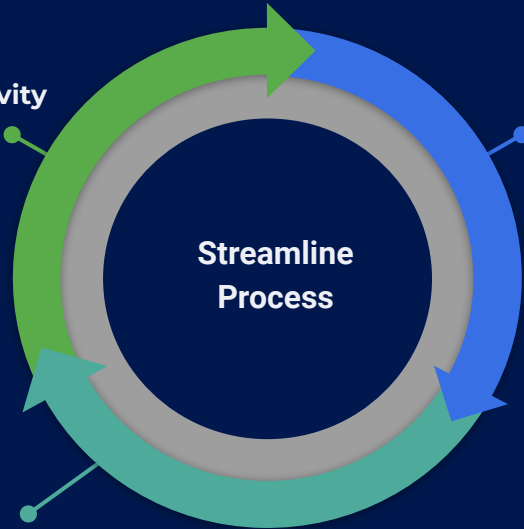
- Easy admin settings
- Easy configurable solutions
- Out of box solution with rich features

Impact

Streamlined Public Works Productivity

1. Improved employee productivity

- Centralized data
- Less redundancy
- Consistent calculations



2. Enhanced visualizations

- Staffing yearly trends
- Staff workload heatmaps
- Cost analysis

3. Real-time insights

Continuous cost estimates & staff planning upto next 5 years

CPP journey

Phase 0

- Study Control Center
- Collect our templates
- Create blueprint
- Pilot run
- Gather feedback

Phase 1

- Improve blueprint
- Create roll-up dashboards
- Soft launch

Phase 2

- Improve blueprint, bring in advanced features
- Apply global updates to provisioned projects
- Full launch



Lessons

- Balance between replicating current process as-is and new changes.
- Too many changes leads to push-backs.
- Don't be scared to bring in advance features. Users appreciate new and powerful features.
- Keep login process simple.
- Small group trainings works for smoother user adoption.

3

Connect the dots between strategy and execution

Connecting projects, resources, and programs to strategic initiatives

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Speaker recap

What we heard

How to use projects and resources to inform strategic planning



**Project & program
management**

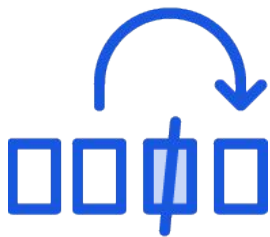


Manage resources

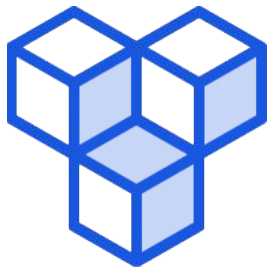


Strategic planning

Barriers to effective strategic planning



**Fragmented views
create blind spots**



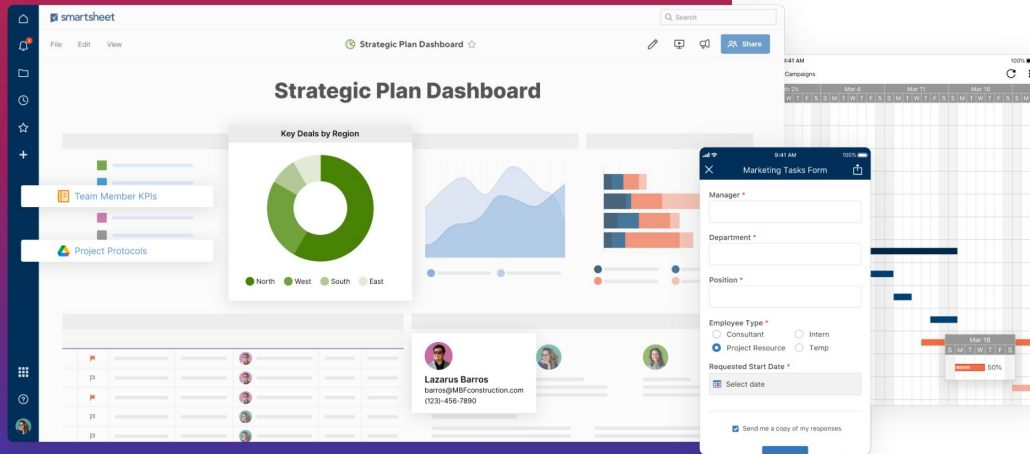
**Cross-functional
dependency creates
complexity**



**Disengaged
employees inhibit
chances of success**

Strategic planning & delivery

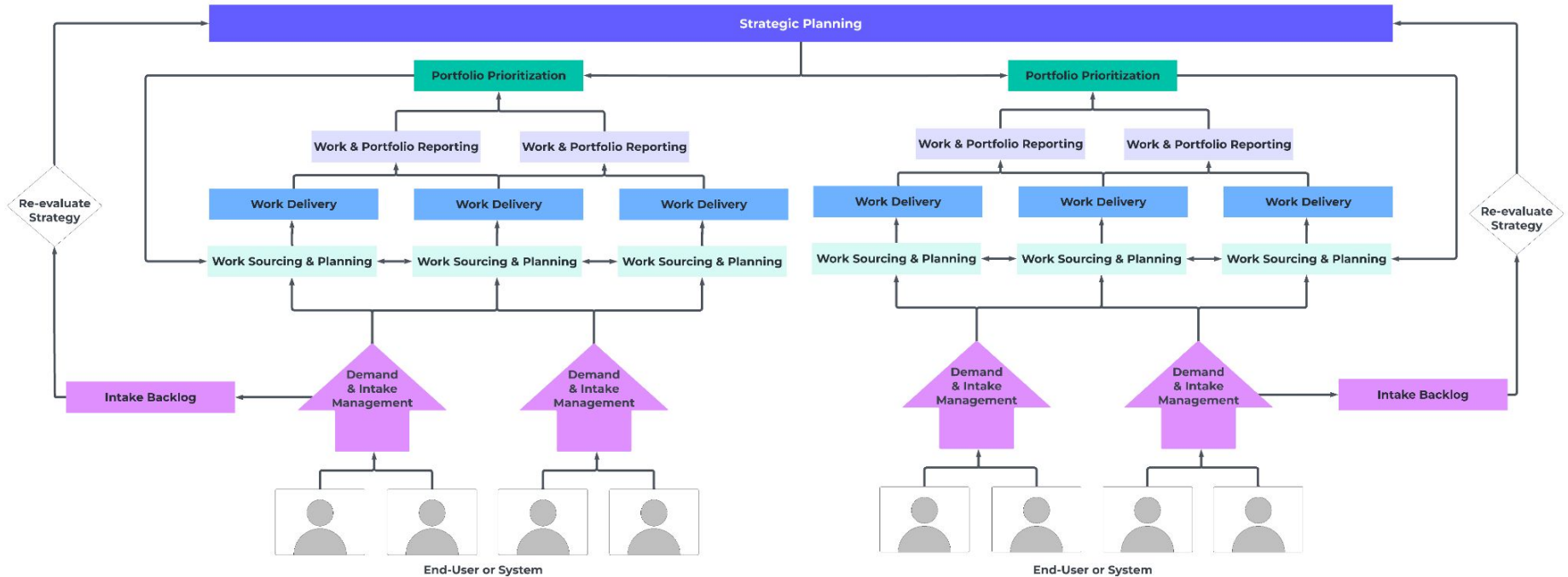
Create a single source of truth for strategic initiatives



- **Align your efforts**
Consolidate and standardize all project-related data, tasks, and documents in one accessible system
- **Improve collaboration**
Facilitate seamless collaboration amongst cross-functional teams and departments
- **Make data-driven decisions**
Have robust, real-time insights at your fingertips to support faster, better decision making

Portfolio ecosystem powered by project portfolio management disciplines

Deploying solutions via the PPM disciplines can scale up and down to workflows, solutions, and a platform across any industry and most use cases





STRATEGIC ALIGNMENT

PRIORITIZATION & EXECUTION

ACTIONABLE INSIGHTS

KEY LINKS

- FY25 OKR Results
- Intake | Pipeline Sheet

PROJECTS BY INITIATIVE



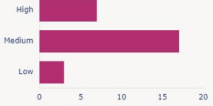
PROJECTS BY OBJECTIVE



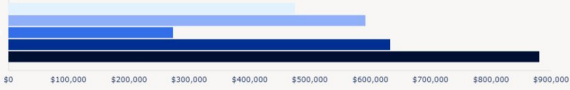
PROJECTS BY DEPARTMENT



PRIORITY



BUDGET ALLOCATION



OKR OVERVIEW

OBJECTIVE #1	OBJECTIVE #2	OBJECTIVE #3	OBJECTIVE #4	OBJECTIVE #5
Civic Engagement The community is empowered to participate in local government Quarterly Health KR ▲ 100% participation in DE&I harrax ▲ 100% participation in DE&I emetic	Responsive Safety Emergency outcomes are improved and the community is safer Quarterly Health KR ▲ 100% completion rate on the qua ▲ 100% attendance on the feedback	Entrepreneurial Growth The local economy is stronger and small businesses are thriving Quarterly Health KR ▲ Achieve a CSAT of 90%+ for all ▼ Resolve 95% of tier-2 support tick	Sustainability The environment is protected and our children will be raised in a healthier climate Quarterly Health KR ▼ Keep the MoM revenue growth ▲ 100% annual customer renewal	Accessible Public Transit Residents have improved, on-time access to public transportation Quarterly Health KR ▲ Implement AI-powered automa ▲ Achieve 20% increase in AI-dri

ROADMAP

PIPELINE REVIEW

Project Name	Project Description	Stage Gate 1	Stage Gate 2	Approval
Eco Evolution				
Renewable Energy Transition	Transitioning to renewable energy sources like solar and wind power.	Under Review	Pending	Under Review
Energy-Efficient Buildings	Upgrading buildings to be more energy-efficient.	Under Review	Pending	Hold - Need M
Waste Reduction Programs	Implementing recycling and composting programs.	Pending	Pending	Under Review
Inclusive Governance				
Youth Engagement	Engage younger residents in local governance and decision-making.	Pending	Pending	New
Neighborhood Empowerment	Strengthen community leadership and involvement in local governance.	Approved	Pending	Under Review
Diverse Representation	Ensure fair representation of all demographics in government decision-making.	Under Review	Pending	Hold - Need M
Pathway to Prosperity				
Mentorship Program	Pair entrepreneurs with experienced mentors.	Pending	Pending	New

INTAKE HEALTH

REQUESTS BY STATUS



REQUESTS BY OBJECTIVE



REQUESTS BY DEPARTMENT



SLA

Our service level agreement for complete requests is **45 days** from Awaiting Review to Final Decision. If your request has been pending longer than 60 days, please submit an escalation via [insert form].

AVG DAYS IN STATUS

65

Awaiting Review

53

In Review

REJECTED REQUESTS

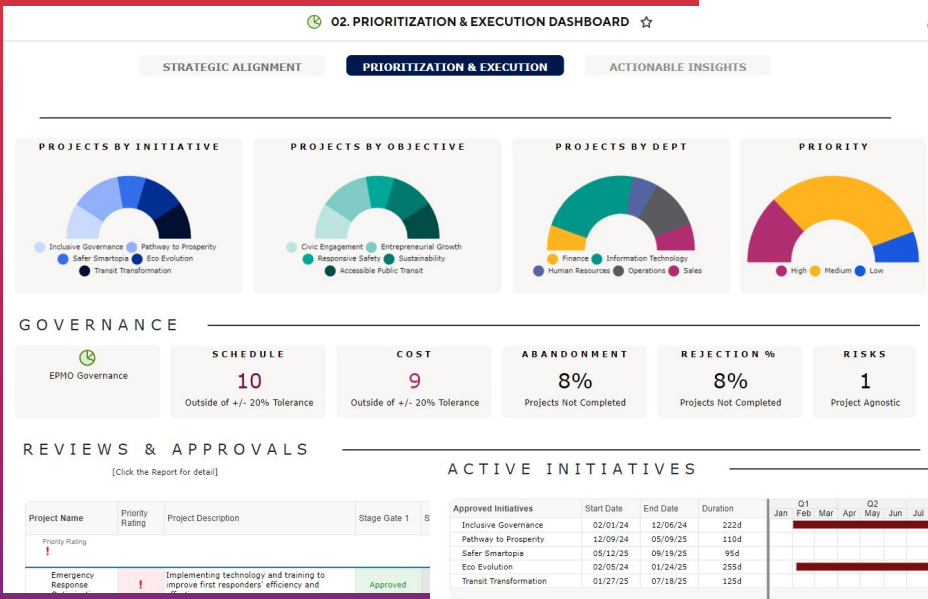


Beginner

Standardized intake

Advanced

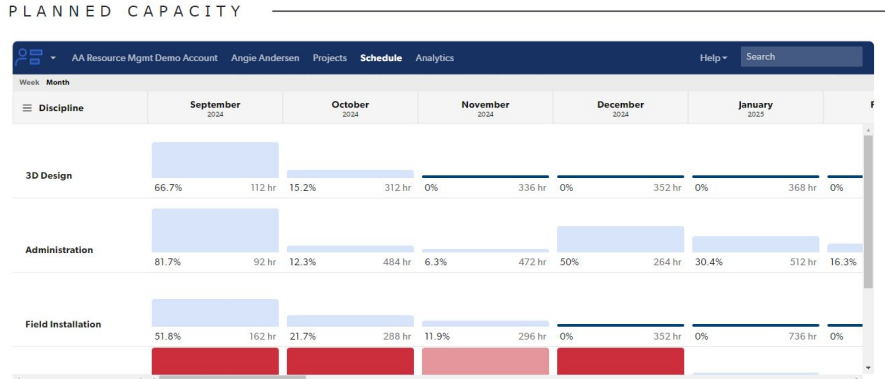
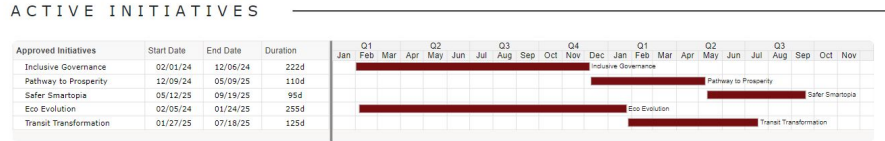
Standardized intake aligned to strategic initiatives



Prioritization dashboard

Understanding project priorities as they relate to strategic plans

Beginner	Advanced
Prioritize projects based on key criteria	Prioritize projects based on strategic alignment (and key criteria)





PRIMARY INITIATIVE FOR FY23

ERP Implementation

PROJECTS BY STRATEGIC GOALS



PROJECT DISTRIBUTION



OKR	Goal Health	Type	Owner	Score	End Date
Broaden Awareness	🟡	Objective		67%	11/17/25
La Loma Village (Life Plan Community)	🔴	Key Result		38%	11/17/25
The Colonnade	🟡	Key Result		74%	12/18/24
Sun Health at Home	🟢	Key Result		89%	12/18/24
Empower Our People	🟢	Objective		90%	12/18/24
Infrastructure (All necessary components to allow for project development)	🟢	Key Result		100%	12/18/24
Health & Wellness District	🟢	Key Result		100%	12/18/24
Residential / Middle Market	🟡	Key Result		71%	12/18/24
Operational Excellence	🔴	Objective		31%	12/18/24
Financial	🔴	Key Result		27%	12/18/24
Occupancy	🟡	Key Result		34%	12/18/24
Foundation	🟢	Key Result		34%	12/18/24
Service Delivery	🟡	Objective		36%	12/18/24
Center for Health and Wellness (CHW)	🟡	Key Result		36%	12/18/24

Strategic planning dashboard

PROJECT PIPELINE

Project	Priority	Approval	Proposed Budget	Planned Start Date	Planned End Date	Weighted Total	Alignment w/ Company Goals	Market Positioning	Core Capabilities	Revenue Potential	Technical Risk
Total			Sum	2964425							
Strategic Goal			Sum								
Broaden Awareness			1103000								
Nitzsche-Hagenes	🟡	New	\$103,000	11/21/24	09/17/25	70%	7	7	7	7	7
The Colonnade	🔴	Hold - Need More Info	1,000,000	08/26/24	10/17/24	50%	10	10			
Strategic Goal			Sum								
Empower Our People			\$288,970								
Dick-Larson	🔴	Hold - Need More Info	\$15,000	09/07/24	11/15/24	100%	10	10	10	10	10
Guskowski-Beatty	🔴	New	\$69,985	10/15/24	02/02/27	100%	10	10	10	10	10
Torp-Hagenes	🟡	New	\$33,985	10/12/24	01/29/25	92%	9	9	10	9	9
Muller Group	🔴	New	\$105,000	10/22/24	01/31/25	53%	6	5	5	5	5
Bode Group	🔴	New	\$65,000	10/22/24	11/01/26	30%	3	3	3	3	3
Strategic Goal			Sum								
Operational Excellence			\$314,985								

ACTIVE PROJECTS

Projects by Strategic Goal	Health	Priority	Status	Project Lead	% Complete	Actual Start Date	Actual End Date	Dashboard	Proposed Budget	Variance	Strategic Goal
Total			Count	41							
Health			Count	22							
Stellar Innovate	🟢	🟡	In Progress	Devon Gomez	25%	01/19/24	02/02/25	Bjorn_Hand_and_Parisian	\$58,000	90.2%	Empower Ou
Fahy Inc	🟢	🔴	In Progress	Alexandra Mattson	25%	01/19/24	06/02/26	Fahy Inc	\$117,985	65.6%	Service De
Jaskolski-Walter	🟢	🔴	In Progress	June Taylor	25%	05/25/24	12/10/24	Jaskolski-Walter	\$65,000	97.1%	Strategic G
Moore-Collins and	🟢	🟡	In Progress	Moore-Collins and	25%	05/25/24	04/02/26	Moore-Collins and	\$133,985	65.6%	Operati

In the City of Smartopia, our mission is to inspire collective growth and innovation by fostering increased civic engagement, creating a safer community with better emergency outcomes, having small businesses that thrive, and reducing our carbon emissions for a healthier environment.

Our annual corporate OKRs set the priorities for the coming year and provide guidance as to what elements of our strategies we will focus on and invest in within the next fiscal year.

- **Civic Engagement:** Community empowerment to participate in local government
- **Responsive Safety:** Emergency outcomes are improved for a safer community
- **Entrepreneurial Growth:** Small businesses can thrive and our local economy can grow
- **Sustainability:** Our environmental impact is lower, creating a healthier environment for our children's future
- **Accessible Public Transit:** Residents have safer, on-time access to clean public transportation

Our OKRs are designed to be ambitious goals that we are able to track and report on, and that we believe are achievable for the year. Each OKR is measured by a set of **Key Results (KRs)**, and are detailed below.

This OKR Results dashboard is intended to provide information and other resources to City of Smartopia employees and is for INTERNAL purposes only.

Objective 1: Civic Engagement

The community is empowered to participate in local government

Sponsor: Everett Crosse
Owner: Kelly Smart

KR	Quarterly Health	Owner	Current Quarter Target	End Q Actuals	YTD	Progress Against Quarterly Target	Progress Against Annual Target	Comments/Path to Green	Data i
100% participation in DE&I harassment training	▲	Kelly Smart	100%	100%	100%	100%	████████████████████	Use this space to provide Comments on your KRs, these could include lessons learned, a path to green or an overall breakdown of the tasks completed during the Quarter.	12/2
100% participation in DE&I emotional intelligence training	▲	Kelly Smart	100%	98%	98%	98%	██████████████████	This space should provide useful insights on why the KR is performing the way it does.	12/2

Strategic alignment

Objective 4: Sustainability

The environment is protected and our children will be raised in a healthier climate

Sponsor: Dominick George
Owner: Vera Bowers

KR	Quarterly Health	Owner	Current Quarter Target	End Q Actuals	YTD	Progress Against Quarterly Target	Progress Against Annual Target	Comments/Path to Green	Data i
Keep the MoM revenue growth above 19%	▼	Vera Bowers	19%	19%	0.19	100%	████████████████████	Use this space to provide Comments on your KRs, these could include lessons learned, a path to green or an overall breakdown of the tasks completed during the Quarter.	12/2
100% annual customer renewal rate	▲	Vera Bowers	50%	48%	48%	96%	██████████████████	This space should provide useful insights on why the KR is performing the way it does.	12/2

Objective 5: Accessible Public Transit

Residents have improved, on-time access to public transportation

Sponsor: Bruce Ferguson
Owner: Devon Gomez

KR	Quarterly Health	Owner	Current Quarter Target	End Q Actuals	YTD	Progress Against Quarterly Target	Progress Against Annual Target	Comments/Path to Green	Data i
Implement AI-powered automation to streamline operational processes	▲	Everett Crosse	19%	19%	0.19	100%	████████████████████	Use this space to provide Comments on your KRs, these could include lessons learned, a path to green or an overall breakdown of the tasks completed during the Quarter.	12/2
Achieve 20% Increase in AI-driven revenue generation	▲	Everett Crosse	50%	48%	48%	96%	██████████████████	This space should provide useful insights on why the KR is performing the way it does.	12/2

Impacts of effective **strategic planning**

Solutions



Act decisively with
transparency
and insight

► Platform Capabilities

- * Approval & governance
- * Real-time KPI tracking
- * Standardized portfolio reporting

► Impact

Optimize Use of
Public Funds



Collaborate
productively across
the organization

- * Data integration
- * Knowledge sharing
- * Open digital workspaces

Enhance Cost
Efficiency



Engage employees
with participation
and ownership

- * Task automation
- * Expert-led no code solutions
- * AI enabled workers

Enhance Employee
Engagement and
Satisfaction



Management outcomes



Spot risks earlier



Get accurate, real-time status



Simplify how employees contribute to project success

PPM Maturity Assessment

Why do we assess your project and portfolio management maturity ?



Assessing PPM maturity using a rigorous, tested model will help uncover:

- The organization's current state of readiness for operating an efficient project management office (PMO) - or even just managing multiple projects, programs, and portfolios across different team
- The gaps that stop your organization from achieving maximum efficiency
- The ideal future state of where they want to be in the PPM maturity curve
- What you need to do to get to the desired level of maturity

Key takeaways



Centralize projects and work efforts for a single source of truth

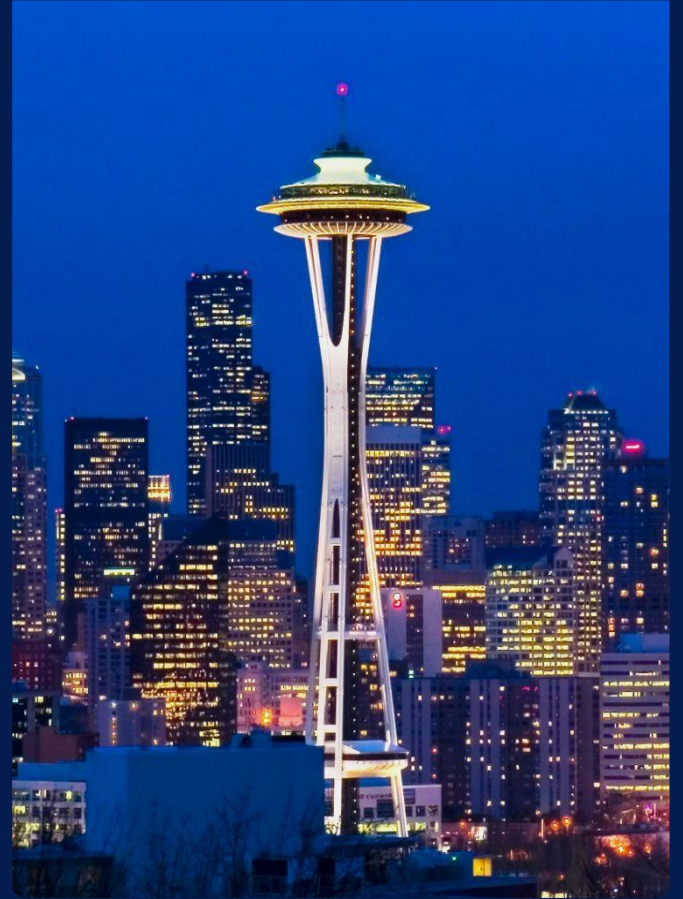


Operate more efficiently by creating a standardized, easy-to-use solution for managing projects and understanding resources



Align projects to strategic initiatives and automate reporting for more reliable visibility into key metrics and measuring impact

Q&A



Next steps...

Industry Solutions & Smartsheet Gov Booths

Learn more about Smartsheet Gov and talk to experts about other government solutions.

Tuesday + Wednesday

Industry Mixers

Network with fellow attendees in government at the Welcome Reception.

Tuesday | 5:00pm-6:30pm

Industry Meet & Eat

Connect and share learnings with government peers over lunch.

Wednesday | 11:45am-12:45pm

Take the survey

We'd love to hear your thoughts on the session.

Open this session in the mobile app, click "Survey," and answer two questions — it's that easy!

Thank you.

 smartsheet

ENGAGE



Recommended sessions...

**Where is my stuff and how do I get it faster:
Inventory management with Smartsheet Gov.**

Tuesday | 1:00-2:00 p.m.

**External collaboration with Dynamic View
for Smartsheet Gov**

Wednesday | 8:30-8:40 a.m.

Share your experience at ENGAGE

by participating in the conversation on social media!
Use **#SmartsheetENGAGE** and tag Smartsheet
in your posts all week long.



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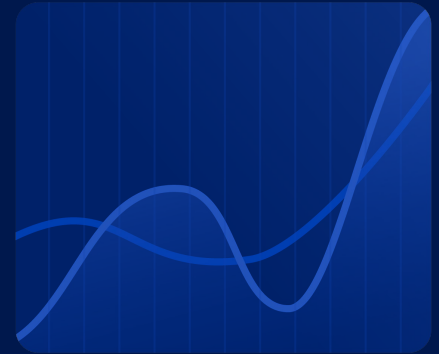
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