

# County IT Projects

## Quarterly Progress Report

2<sup>nd</sup> Quarter, FY21-22  
Oct 1 – Dec 31, 2021



The Quarterly OC Information Technology (OCIT) Project Progress Report provides the status of all County IT projects with a budget of \$150,000 or more and/or that have been identified as meriting the Board of Supervisors' attention.

The IT projects included in this report reflect the County's ongoing commitment to align IT with the County's business values. Projects included in the portfolio cover the upgrade or replacement of aging infrastructure and end-of-life systems and investment in new, innovative, and reliable technology and platforms. These projects also enhance the County's ability to maintain critical business operations, improve productivity, and deliver more and better services to constituents.

In addition to project status updates, this report also describes the County's IT overall project performance trends over the last 12 quarters.

## Highlights



### At a Glance

The number of projects in this reporting period is 11, one less than the number of projects reported in the previous quarter. One new project was added this quarter. The total budget decreased from \$31,606,547 to \$30,753,852.

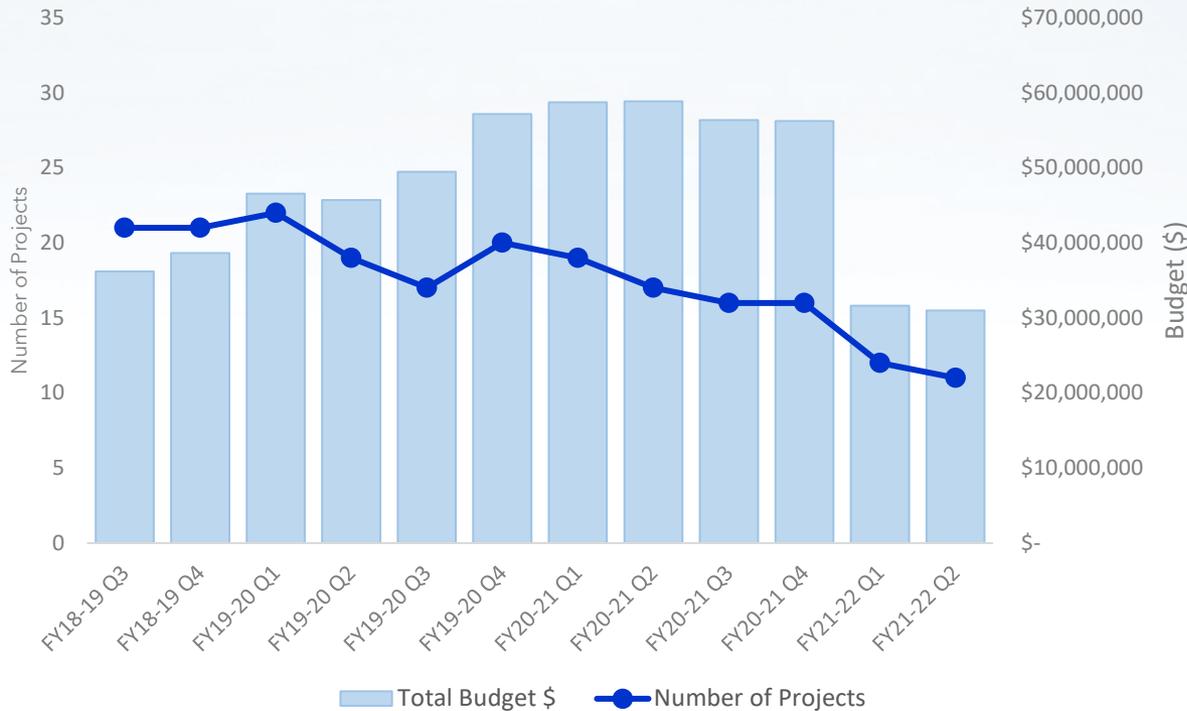


### Key Accomplishments

Two projects were completed in FY21-22 Q2: the OCCR & OCPW Voice Migration and the Workfront PPM Tool Implementation. Both projects were managed by OC Information Technology.

# IT Portfolio Size and Budget

This chart depicts the County’s IT project portfolio size and budget trends over the last 12 quarters.

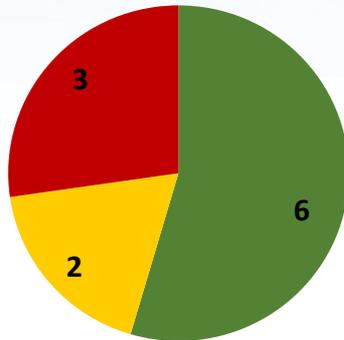


- The number of active projects is 11, one less than the number of projects reported in the previous quarter.
- Project data from the last 12 quarters show an average of 18 and a median of 18 projects.
- The total portfolio budget decreased by \$852,695.

*The chart above reflects projects that were active or completed during each quarter.*

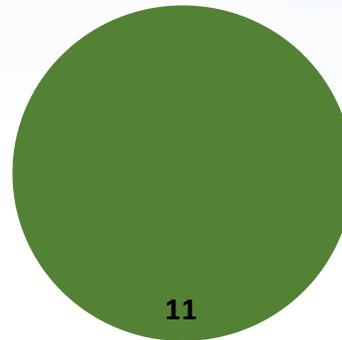
The charts below depict the County's IT project portfolio schedule and budget performance of the active and completed projects during the reporting period.

## Schedule



- On Schedule
- At risk; 10% - 20% over schedule
- Critical; >20% over schedule

## Budget



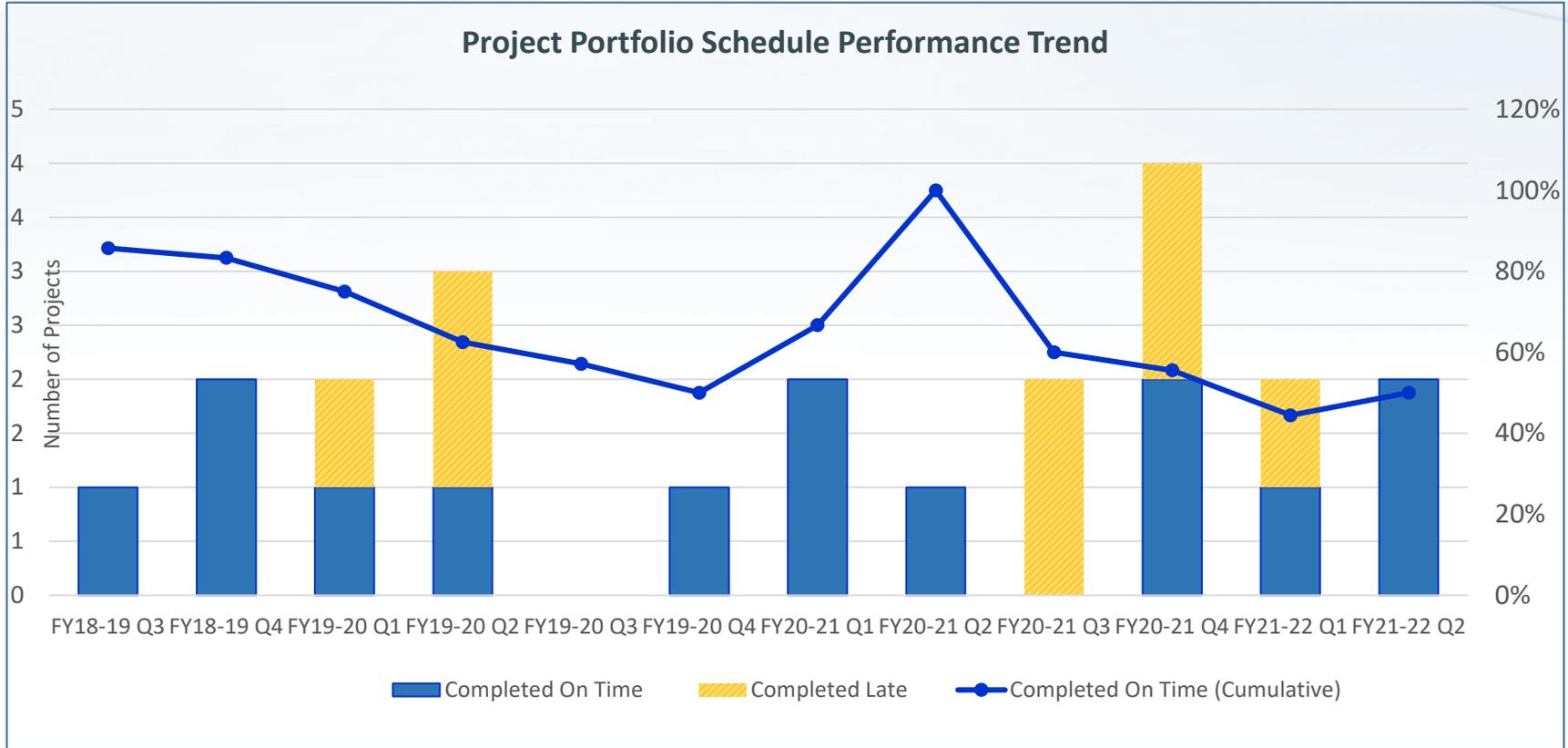
- On Budget
- At risk; 10% - 20% over budget
- Critical; >20% over budget

During this reporting period, five projects are experiencing schedule delays, and no projects exceed their budget.

Vendor and internal resource availability and product quality issues are the primary contributors to project schedule delays.

# Portfolio Performance Trend

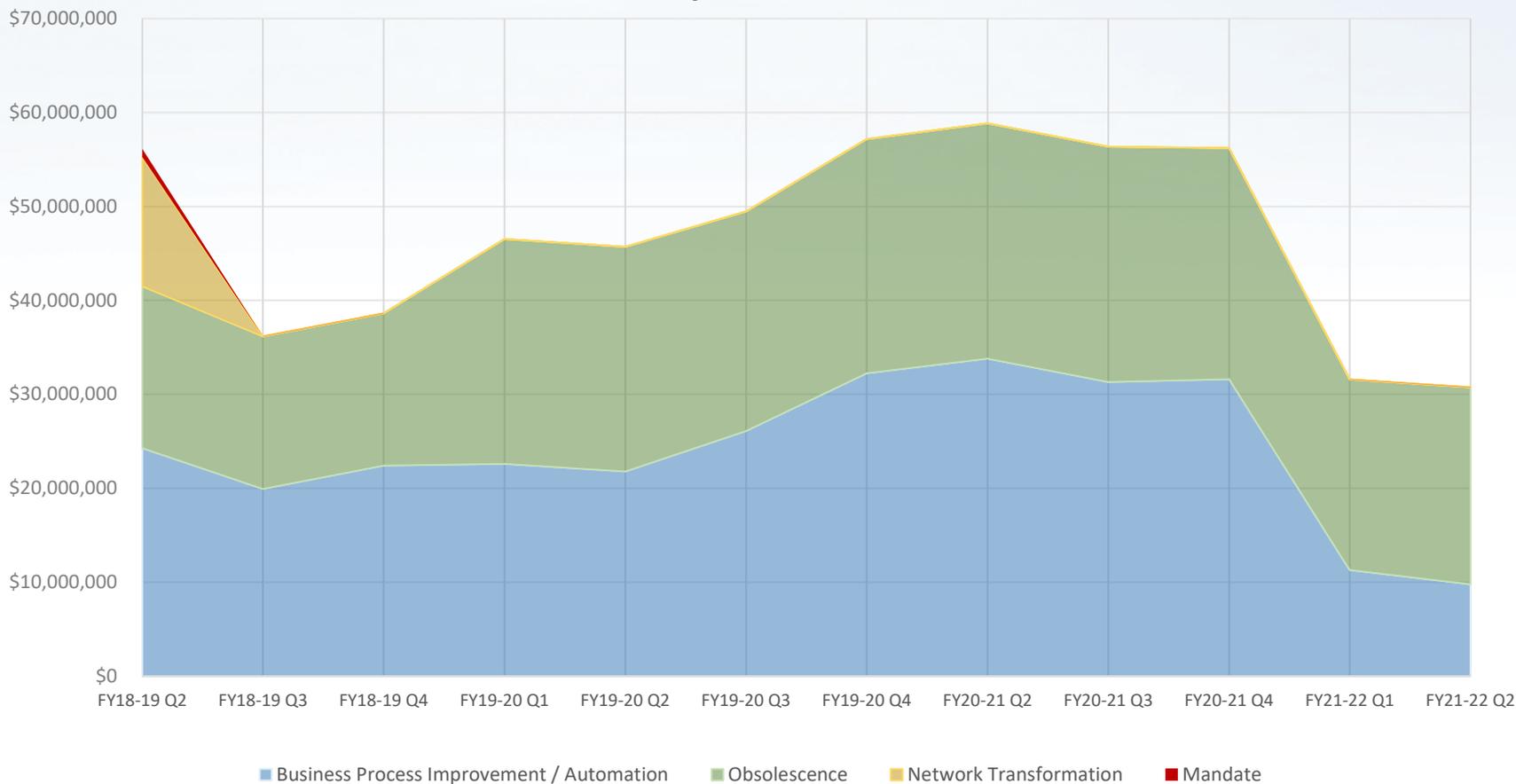
The chart below depicts the County’s IT project schedule performance trend for the projects that were completed over the last 12 quarters. The bars reflect the total number of projects completed in each quarter and the number completed on schedule. The line reflects the percentage of projects completed on schedule over four consecutive quarters.



All projects completed in the last twelve quarters were on budget. This portfolio budget performance trend may reflect the County’s cost-schedule tradeoff decisions to stay within resource and budget constraints at the expense of schedule.

Projects intended to improve or automate business processes account for approximately 32% of the County's IT budget this quarter. The remaining projects are for replacing end-of-life or obsolete systems and account for approximately 68% of the budget.

### Investment by Business Justification



*The chart above reflects projects that were active or completed during each quarter.*

# Investment by Service Area

Projects that cross multiple departments account for the largest share of the County's IT project investments. Health Care Services and John Wayne Airport also have a large share of the IT project budget.



*The chart above reflects projects that were active or completed during this reporting period.*

# IT Project Dashboard

Managing Dept.	Business Owner	Project Description	Budget	Schedule	Schedule / Budget	Project Phase - Status as of End of Reporting Period Key Highlights Since End of Reporting Period	% Completed
A-C	Multi	<b>Property Tax System -</b> Transform the County's Property Tax System from a legacy mainframe system to an open-architecture platform.	*		Planned Start: 10/01/17 Planned End: <del>08/31/19</del> <del>08/31/20</del> <del>10/31/21</del> 05/31/22  Budget: \$ 14,431,033 Expended: \$ 11,223,888 Encumbered: \$ 681,064 Balance: \$ 2,385,532  Source: General Fund	<p><b>Execution</b> – UAT in progress for Auditor-Controller, Treasurer-Tax Collector, and Clerk of the Board. Production-ready and Disaster Recovery Planning efforts ongoing.</p> <p><b>Risk Mitigation</b></p> <p><b>Budget Status</b>  <u>Budget (Original)</u> – The vendor was granted additional funding that exceeds 20% of the original budget. As such, the budget status remains Red.  <u>Budget (Revised)</u> – The Board of Supervisors approved additional funding at its November 17, 2020, meeting. The project continues to operate within its revised budget</p> <p><b>Schedule Status</b></p> <ul style="list-style-type: none"> <li>- <u>Production Cutover</u> – The vendor has missed the revised production-ready cutover of October 31, 2021. The vendor has provided a new production-ready date of May 31, 2022. The new cutover date falls within the current, revised contract term ending October 1, 2022.</li> <li>- <u>UAT Testing</u> – Though positive progress is being made, due to the level of defects uncovered during the project’s UAT effort, the County has demanded an additional layer of simulation testing after UAT testing completes. The vendor has agreed to the additional testing. The quality of this critical system must be assured and is the County’s top priority. The vendor is working hard to resolve the defects as they are uncovered.</li> <li>- <u>Percentage Complete</u> - The percentage of project completion has been impacted by the addition of the new simulation testing. As such, though a tremendous amount of progress has been made since the last report, the new reported completion level appears to be lower than what would be expected. However, as previously explained, the metric is including additional work that was not previously planned upon.</li> </ul>	91%

List is ordered by Managing Dept., then by Business Owner.

\* Project has been rebaselined.

\*\* Project will be baselined after initiation or procurement activities are complete.

On track; within 10% of budget/schedule

At risk; 10% - 20% over budget/schedule

Critical: >20% over budget/schedule

# IT Project Dashboard

Managing Dept.	Business Owner	Project Description	Budget	Schedule	Schedule / Budget	Project Phase - Status as of End of Reporting Period Key Highlights Since End of Reporting Period	% Completed
A-C	Multi	<p><b>OC TIME Implementation</b> (formerly <i>Workforce Time and Attendance Implementation</i>) - Auditor-Controller will implement a new Time &amp; Attendance System with advanced scheduling capabilities, using WorkForce Software, to provide the County with an efficient online process where employee timekeeping can be properly managed and meet federal and State regulations.</p>			<p>Planned Start: 04/29/20                      Planned End: <del>12/31/21</del>                                        <del>02/21/22</del>                                        <del>03/08/22</del>                                        <del>03/16/22</del>                                        08/31/22</p> <p>Budget: \$ 4,899,728                      Expended: \$ 2,053,463                      Encumbered: \$ 1,633,926                      Balance: \$ 1,212,339</p> <p>Source: General Fund</p>	<p><b>Execution</b> – Completed UAT and regression testing of Time and Attendance; began systems integration development and testing; conducted planning for simulation testing, including end-to-end payroll processing. End-user training materials in progress. Initiated change management, including stakeholder communications and coordination with departments in preparation for system rollout.</p> <p>Next period activities include continued simulation testing; ongoing systems integration and testing; review of and revisions to rollout plan as needed; planning of countywide training schedules; preparation of end-user training materials; obtaining employee work schedule for system implementation.</p> <p><b>Risk Mitigation</b></p> <ul style="list-style-type: none"> <li>- Orange County team members are carrying a heavy operational workload. This environment creates a risk to meeting County project deliverables in a timely manner. Will closely monitor project activities and deadlines and be in close communication with both OC team members and vendor to make sure project deliverables are completed on time.</li> <li>- Due to the complex nature of the payroll rules and regulations, there are many factors that may impact the project schedule and budget. Such factors include additional business requirements, payroll processing rules for specific or unique business cases, countywide coordination, additional testing, and additional training materials for County staff. These factors demand the project team continually revisit the overall timeline, including the go-live/rollout schedule.</li> <li>- Percentage Complete - The percentage complete did not change from the prior quarter. The project team is conducting additional integration testing with other departments' systems as well as backend payroll processing. In addition, a critical business requirement was introduced and required additional configurations and testing. The project team is reviewing and updating the rollout schedule.</li> </ul>	75%

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On track; within 10% of budget/schedule



At risk; 10% - 20% over budget/schedule



Critical: >20% over budget/schedule

# IT Project Dashboard

Managing Dept.	Business Owner	Project Description	Budget	Schedule	Schedule / Budget	Project Phase - Status as of End of Reporting Period Key Highlights Since End of Reporting Period	% Completed
HCA	HCA	<p><b>Business Intelligence &amp; Analytics -</b> Implement a system to allow for data mining, analytics, online analytical processing, monitoring, visibility of key historical and predictive modeling-based data. System benefits include timely availability of key information, decision support systems, increased development and standardization of best practices, performance and outcomes measurement and improvements, more efficient and meaningful collaboration, production of reliable and accurate key metrics, and increased overall data accuracy, security and governance.</p>	**		<p>Planned Start: 07/01/18 Planned End: <del>12/31/21</del> 03/31/22 12/31/22</p> <p>Budget: \$ 3,000,000 Expended: \$ 1,318,920 Encumbered: \$ 0 Balance: \$ 1,681,080</p> <p>Source: MHSA</p>	<p><b>Execution</b> – Contracted with Tableau for additional training classes; created second Tableau Dashboard (COVID19 ); SQL Server, VMware, and switches and renewed Tableau licenses; sent out Database Survey to gather information on types of databases in use and type of data being collected. Data has been collected and is being analyzed. Discussion in progress regarding use of data science-based tools and techniques. Continued detailed discussions on use cases with the Data Advisory Group.</p> <p>In upcoming period, to continue to define functional requirements for each work area; continue to work with PMO and Quality department to develop and finalize charter and use cases and identify all sources of data for consolidation; begin discussions on data governance; complete acquisition of data science tools and techniques; continue detailed discussions on use cases with the Data Advisory Group.</p> <p><b>Risk Mitigation</b></p> <ul style="list-style-type: none"> <li>- Possible impact of countywide data sharing initiatives. Will continue collaboration and communication with all agency and County stakeholders. Gather requirements as necessary to allow integration of enterprise data warehouse to ensure sharing of data.</li> <li>- Budget is based on MHSA funding, and unused budget at end of each fiscal year is no longer available for this project and will be reallocated to other BHS projects. HCA to ensure funds are spent in the fiscal year budgeted.</li> <li>- Project end date extended from 03/31/22 to 12/31/22.</li> </ul>	45%

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On track; within 10% of budget/schedule



At risk; 10% - 20% over budget/schedule



Critical: >20% over budget/schedule

# IT Project Dashboard

Managing Dept.	Business Owner	Project Description	Budget	Schedule	Schedule / Budget	Project Phase - Status as of End of Reporting Period Key Highlights Since End of Reporting Period	% Completed
HCA	HCA	<p><b>Electronic Health Records (EHR) Interoperability</b> - Implement an acceptable and industry standards-driven interoperability solution for the EHR with HCA behavioral health service contract providers and other partners to allow a better integration of services and the sharing of key clinical and financial data, resulting in better care coordination, elimination of duplicate data entry and maintenance, easier collaborations and transitions of care amongst the provider community, and access to a more comprehensive clinical dataset for shared clients. This will also enable a more standardized approach to data definitions, terminology, vocabulary, security standards, and compliance.</p>			<p>Planned Start: 07/01/18                      Planned End: <del>06/30/21</del>                                        01/31/22                                        10/31/22</p> <p>Budget: \$ 500,000                      Expended: \$ 192,660                      Encumbered: \$ 0                      Balance: \$ 307,340</p> <p>Source: MHSA</p>	<p><b>Execution</b> – South Coast working with EHR vendor to develop interface with OCPHIO. During next period, South Coast will work on developing the interface between their EHR vendor and OCPHIO.</p> <p><b>Risk Mitigation</b></p> <ul style="list-style-type: none"> <li>- Potential impact of other County driven data sharing initiatives and related connectivity and integration requirements; will continue collaboration and communication with all stakeholders and weekly meetings.</li> <li>- Participation by contract providers based on technical and budget constraints. Will communicate and collaborate with contract providers to ensure adoption and use and provide possible support for budget through their MHRS contracts.</li> <li>- Budget is based on MHSA funding, and unused budget at end of each fiscal year is no longer available for this project and gets reallocated to other BHS projects. HCA to ensure funds are spent in the fiscal year budgeted.</li> </ul>	50%

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On track; within 10% of budget/schedule



At risk; 10% - 20% over budget/schedule



Critical: >20% over budget/schedule

# IT Project Dashboard

Managing Dept.	Business Owner	Project Description	Budget	Schedule	Schedule / Budget	Project Phase - Status as of End of Reporting Period Key Highlights Since End of Reporting Period	% Completed
JWA	JWA	<p><b>Network Redesign for John Wayne Airport</b> - Implement a new network infrastructure, using the latest industry standard and technology, to address increasing network traffic volume, eliminate network congestion issues, and provide system redundancy. Scope includes Phase 1, recommendations for network remediations and deployment plan, and Phase 2, network refresh implementation.</p>			<p>Planned Start: 01/07/19                      Planned End: <del>06/30/21</del>  <del>11/23/21</del>                      02/23/22</p> <p>Budget: \$ 4,330,000                      Expended: \$ 2,805,947                      Encumbered: \$ 101,612                      Balance: \$ 1,422,441</p> <p>Source: JWA</p>	<p><b>Execution</b> – CUPPS airlines migrated; new JWA Internet circuit installed; migrated servers/firewalls; PCI audit of new network finalized. During next period, to complete migration of JWA Internet and finalize legacy device decommissioning.</p> <p><b>Risk Mitigation</b></p> <ul style="list-style-type: none"> <li>Lumen legacy internet circuit terminates 2/28/22. Mitigation measures include early planning/scheduling for Internet, including early migration to allow for rollback/rescheduling. Will queue three-month extension of Lumen agency Internet circuit in the event migration cannot be completed in a timely manner.</li> </ul>	87%

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On track; within 10% of budget/schedule



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Critical: >20% over budget/schedule

# IT Project Dashboard

Managing Dept.	Business Owner	Project Description	Budget	Schedule	Schedule / Budget	Project Phase - Status as of End of Reporting Period Key Highlights Since End of Reporting Period	% Completed
OCIT	SSA	<p><b>CalSAWS Migration Technical Support</b> - On April 23, 2019, the Board of Supervisors authorized the Social Services Agency (SSA) to enter the CalSAWS Joint Powers Authority (JPA) effective June 28, 2019. This authorization allowed SSA to begin work with a statewide consortium for the transition of the eligibility determination system to the California State Automated Welfare System (CalSAWS), as required by federal mandate. SSA's migration date to the new CalSAWS system is April 24, 2023. This is an SSA-led project with support from multiple partners, including OC Information Technology (OCIT). Program progress is reported separately to the Board by SSA.</p>			<p>Planned Start: 04/10/20 Planned End: 06/30/23</p> <p>Budget: \$ 700,000 Expended: \$ 340,385 Encumbered: \$ 0 Balance: \$ 359,615</p> <p>Source: MHSA</p>	<p><b>Execution</b> – Received approval from SSA Executive Team on ancillary system recommendations (offboard vs. retain at CalSAWS go-live). Identified migration protocols for 40TBs of data to CalSAWS / Amazon Web Services (AWS). In next period, to assess incompatible scanner equipment and begin replacement process; conduct document migration testing; ongoing assessment and mitigation of ancillary systems.</p> <p><b>Risk Mitigation</b></p> <ul style="list-style-type: none"> <li>- To date data migration methodology (DataSync) has not been tested. To complete test migration of OnBase data in coordination with AWS and CalSAWS project teams.</li> <li>- Ancillary system mitigation may not be possible for all identified systems. Will map ancillary system data to CalSAWS and continue assessment of whether or not systems should be retained and, if so, identify APIs that can be leveraged for integration with CalSAWS.</li> </ul>	11%

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On track; within 10% of budget/schedule



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Critical: >20% over budget/schedule

# IT Project Dashboard

Managing Dept.	Business Owner	Project Description	Budget	Schedule	Schedule / Budget	Project Phase - Status as of End of Reporting Period Key Highlights Since End of Reporting Period	% Completed
OCIT	County wide	<b>OC Agenda</b> - Implement an Agenda Management replacement solution that meets the County's requirements of the agenda process lifecycle (creating Agenda Staff Reports (ASRs), compiling ASRs/publishing agendas, posting meeting minutes, and archiving).			Planned Start: 05/07/20 Planned End: <del>06/30/21</del> <del>10/25/21</del> 06/25/22  * Budget: \$ 1,515,789 Expended: \$ 591,408 Encumbered: \$ 0 Balance: \$ 924,381  Source: General Fund	<p><b>Execution</b> – User acceptance testing for revisions and supplementals completed; user testing of all features (except OneDrive) completed; data migration testing completed. Ready to test OneDrive collaboration</p> <p>User acceptance testing for revisions and supplementals in progress. Data migration in progress. User acceptance testing for more advanced workflows in progress.</p> <p><b>Risk Mitigation</b> Reason for re-baseline (June 2021): Microsoft declined the PrimeGov integration request with MS Word due to the O365 Government licensing. The vendor is now working out a solution to seamlessly collaborate with Word using OneDrive at no cost to the County, but the vendor will not have this solution developed until Feb 2022. This delayed delivery moves out the overall project timeline. The County and vendor are monitoring this risk area very closely.</p>	75%
OCIT	Multi	<b>OCCR &amp; OCPW Voice Migration</b> - Migrate voice system to the County's enterprise solution			Planned Start: 06/05/20 Planned End: <del>04/16/21</del> <del>07/31/21</del> 11/15/21  * Budget: \$ 320,302 Expended: \$ 297,881 Encumbered: \$ 0 Balance: \$ 22,421  Source: General Fund	<p><b>Closing</b> – County has accepted project as complete. Total of 977 phones over 87 sites have been migrated to Enterprise Voice Core.</p> <p><b>Risk Mitigation</b> N/A</p>	100%

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On track; within 10% of budget/schedule

At risk; 10% - 20% over budget/schedule

Critical: >20% over budget/schedule

# IT Project Dashboard

Managing Dept.	Business Owner	Project Description	Budget	Schedule	Schedule / Budget	Project Phase - Status as of End of Reporting Period Key Highlights Since End of Reporting Period	% Completed
OCIT	Multi	<b>Privileged Access Management (PAM) Implementation</b> - Privileged Access Management (PAM) is a security service that provides centralized management and auditing for IT administrative accounts. This provides benefits like explicit access control, reduced attack surface of stolen passwords, audited/recorded remote sessions, "just-in-time" privilege (rather than standing privilege), and MFA anywhere.			Planned Start: 04/01/21 Planned End: <del>06/30/21</del> 12/31/22  Budget: \$ 342,000 Expended: \$ 225,740 Encumbered: \$ 0 Balance: \$ 116,260  Source: General Fund	<b>Execution</b> – Completed rollout to pilot agencies and OCIT. Monitoring usage statistics and implementing lessons learned for subsequent rollouts. Planning rollout for additional agencies (CoCo, ROV, CSS, OCWR, and TTC).  <u><b>Risk Mitigation</b></u> N/A	45%
OCIT	Multi	<b>ServiceNow for Shared Services</b> - Implement a single ticketing system for all Shared Services departments; transition Shared Services departments to a unified call center model; deploy automated discovery tools to capture infrastructure components; and modify ServiceNow portal and service catalog to provide for an efficient and user-friendly customer service experience.			Planned Start: 07/01/17 Planned End: <del>06/30/20</del> <del>12/31/20</del> <del>06/30/21</del> <del>09/30/21</del> 06/30/22  Budget: \$ 490,000 Expended: \$ 250,273 Encumbered: \$ 0 Balance: \$ 239,727  Source: General Fund	<b>Execution</b> – SAIC development team completed LOE. Targeting next period to complete work on Service Catalog updates / deletions.  <u><b>Risk Mitigation</b></u> Vendor has been unable to prioritize completion of the Service Catalog due to LOA of key staff member. These changes are for convenience; the fact they are delayed does not put customer service at risk. Continuing dialogue with vendor to complete project.	95%

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On track; within 10% of budget/schedule



At risk; 10% - 20% over budget/schedule



Critical: >20% over budget/schedule

# IT Project Dashboard

Managing Dept.	Business Owner	Project Description	Budget	Schedule	Schedule / Budget	Project Phase - Status as of End of Reporting Period Key Highlights Since End of Reporting Period	% Completed
OCIT	OCIT	<p><b>Workfront PPM Tool Implementation -</b> This project is for the implementation of Workfront, a commercial-off-the-shelf (COTS) Project Management (PM) and Project Portfolio Management (PPM) tool. Workfront will provide a cohesive and robust solution for OC Information Technology (OCIT) to orchestrate, prioritize, and drive business values from projects by tracking scope, budget, schedule, and risk.</p>			<p>Planned Start: 06/22/21 Planned End: 11/30/21</p> <p>Budget: \$ 225,000 Expended: \$ 226,775 Encumbered: \$ 0 Balance: \$ (1,775)</p> <p>Source: General Fund</p>	<p><b>Closing</b> – Data and user list identified for migration; completed user acceptance testing. Go-live occurred 11/30/21.</p> <p><b>Risk Mitigation</b> N/A</p>	100%

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On track; within 10% of budget/schedule



At risk; 10% - 20% over budget/schedule



Critical: >20% over budget/schedule

# Project Landing Map

The map below depicts when project benefits have been or are expected to be realized.

Q1 FY20-21 Jul – Sep 2020	Q2 FY20-21 Oct – Dec 2020	Q3 FY20-21 Jan – Mar 2021	Q4 FY20-21 Apr – Jun 2021
<ul style="list-style-type: none"> <li>✓ Integrated Talent Management System</li> <li>✓ DA’s Record Management System</li> </ul>	<ul style="list-style-type: none"> <li>✓ Email Protection Gateway</li> </ul>	<ul style="list-style-type: none"> <li>✓ ePrescription for Controlled Substances</li> <li>✓ JWA Emergency Phones</li> </ul>	<ul style="list-style-type: none"> <li>✓ Computerized Maintenance Management System (CMMS)</li> <li>✓ Identity Governance &amp; Administration</li> <li>✓ JWA Video Management System</li> <li>✓ System of Care Data Integration System (SOCDIS)</li> </ul>
Q1 FY21-22 Jul – Sep 2021	Q2 FY21-22 Oct – Dec 2021	Q3 FY21-22 Jan – Mar 2022	Q4 FY21-22 Apr – Jun 2022
<ul style="list-style-type: none"> <li>✓ eGov - Web Content Management System</li> <li>✓ JWA Building Automation System</li> </ul>	<ul style="list-style-type: none"> <li>✓ OCCR/OCPW Voice Migration</li> <li>✓ Workfront PPM Tool Implementation</li> </ul>	<ul style="list-style-type: none"> <li>▪ JWA Network Redesign</li> </ul>	<ul style="list-style-type: none"> <li>▪ OC Agenda</li> <li>▪ Property Tax System</li> <li>▪ ServiceNow for Shared Services</li> </ul>
Q1 FY22-23 Jul – Sep 2022	Q2 FY22-23 Oct – Dec 2022	Q3 FY22-23 Jan – Mar 2023	Q4 FY22-23 Apr – Jun 2023
<ul style="list-style-type: none"> <li>▪ OC TIME Implementation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Electronic Health Records (EHR) Interoperability</li> <li>▪ HCA Business Intelligence &amp; Analytics</li> <li>▪ Privileged Access Management (PAM) Implementation</li> </ul>		<ul style="list-style-type: none"> <li>▪ CalSAWS Migration Technical Support</li> </ul>

✓ Project has been completed.

\*\* Project will be baselined after initiation or procurement activities are complete.