County IT Projects

Quarterly Progress Report

4th Quarter, FY21-22
Apr 1 – Jun 30, 2022

Summary

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 10, one less than the number of projects reported in the previous quarter. One project was completed last quarter and no new projects were added this quarter. The total budget decreased from $33,409,496 to $29,079,496.
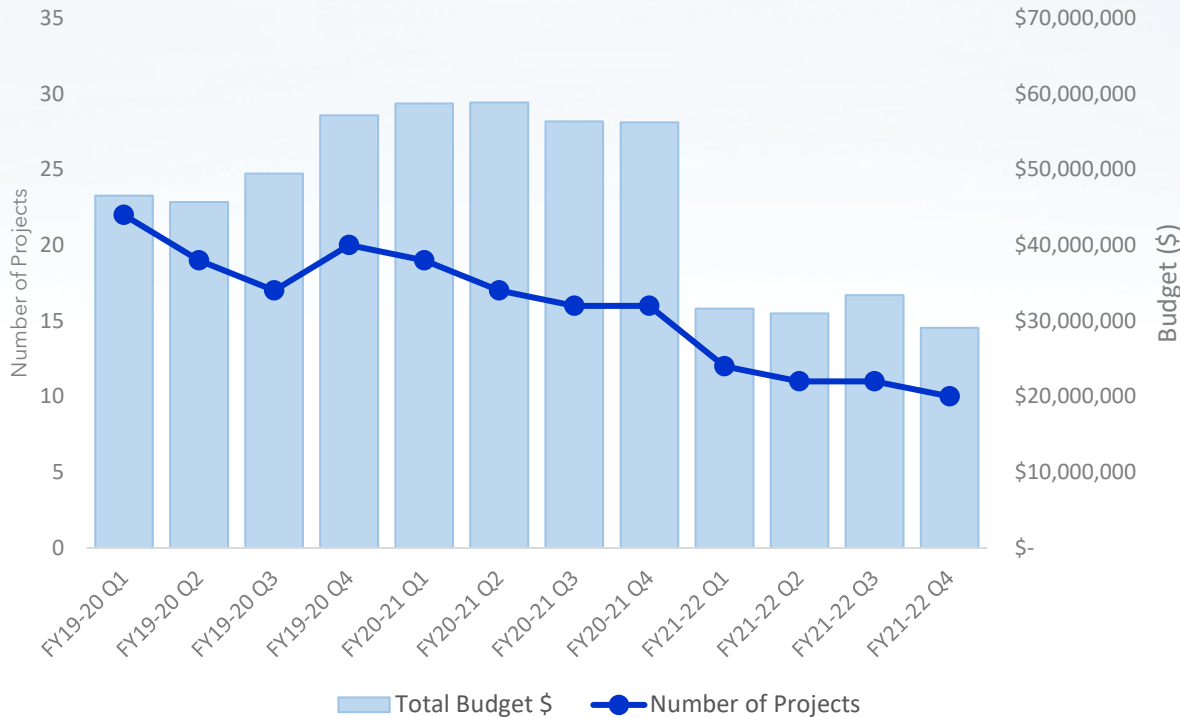
Key Accomplishments

One project was completed in FY21-22 Q4: ServiceNow for Shared Services. The project was managed by OCIT.

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

- The number of active projects is 10, one less than the number of projects reported in the previous quarter.

- Project data from the last 12 quarters show an average of 16 and a median of 17 projects.

- The total portfolio budget decreased by $4,330,000.

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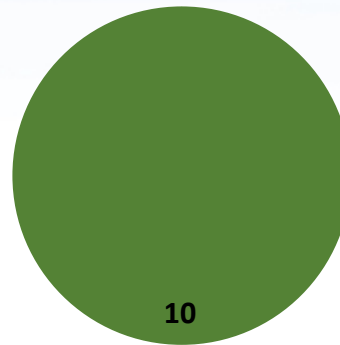
Portfolio Performance

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

3
4
3
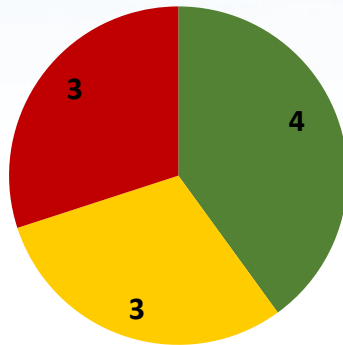
- ■ On Schedule
- ■ At risk; 10% - 20% over schedule
- ■ Critical; >20% over schedule

Budget

10

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

During this reporting period, six 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.

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.

Project Portfolio Schedule Performance Trend

Legend: Completed On Time | Completed Late | Completed On Time (Cumulative)
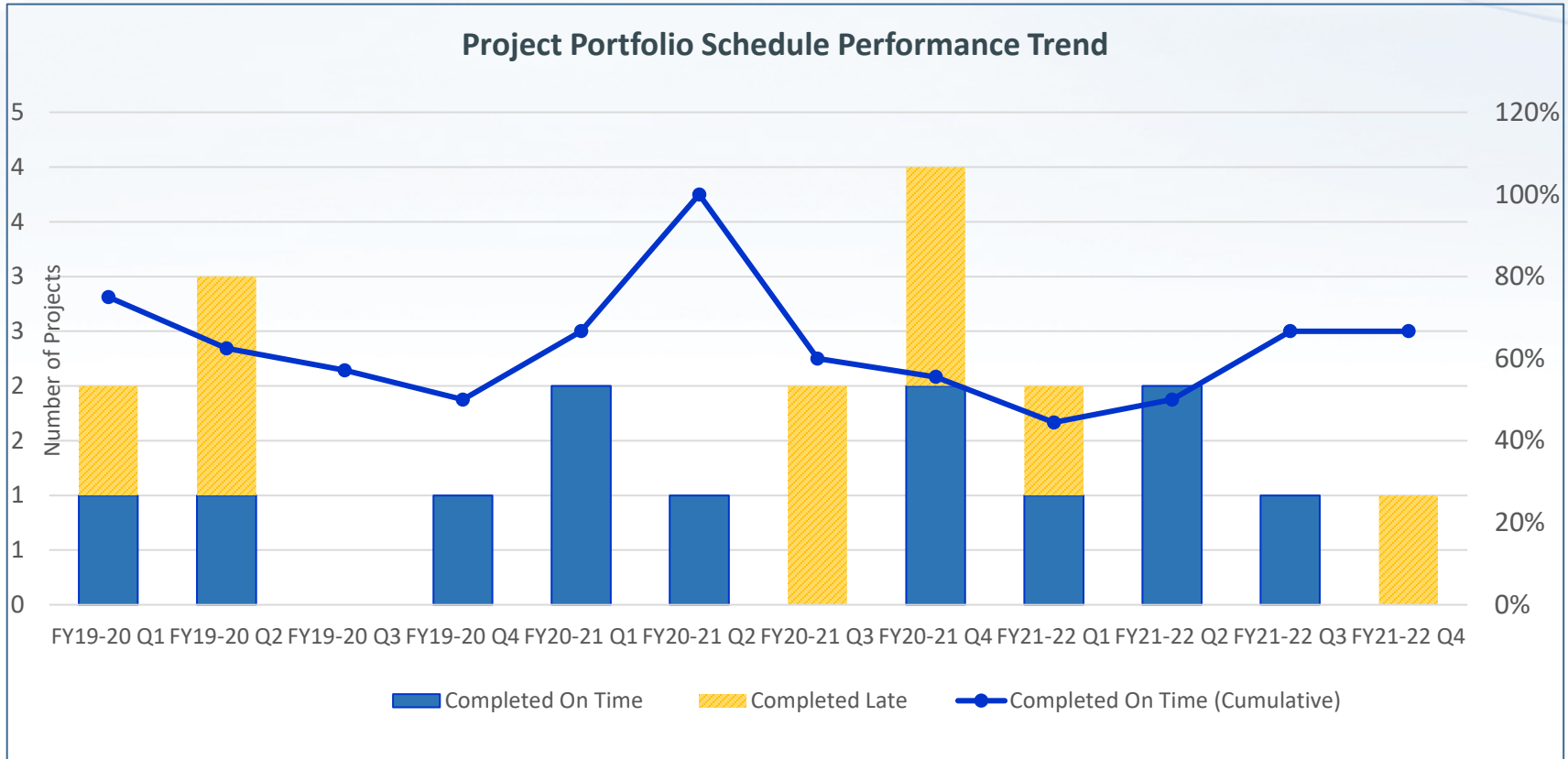
All projects completed in the last twelve quarters were on budget. This portfolio budget performance trend may reflect the County's cost-schedule tradeoff decisions to stay within resource and budget constraints at the expense of schedule.

Projects intended to improve or automate business processes account for approximately 36% of the County's IT budget this quarter. The remaining projects are for replacing end-of-life or obsolete systems and account for approximately 64% of the budget.
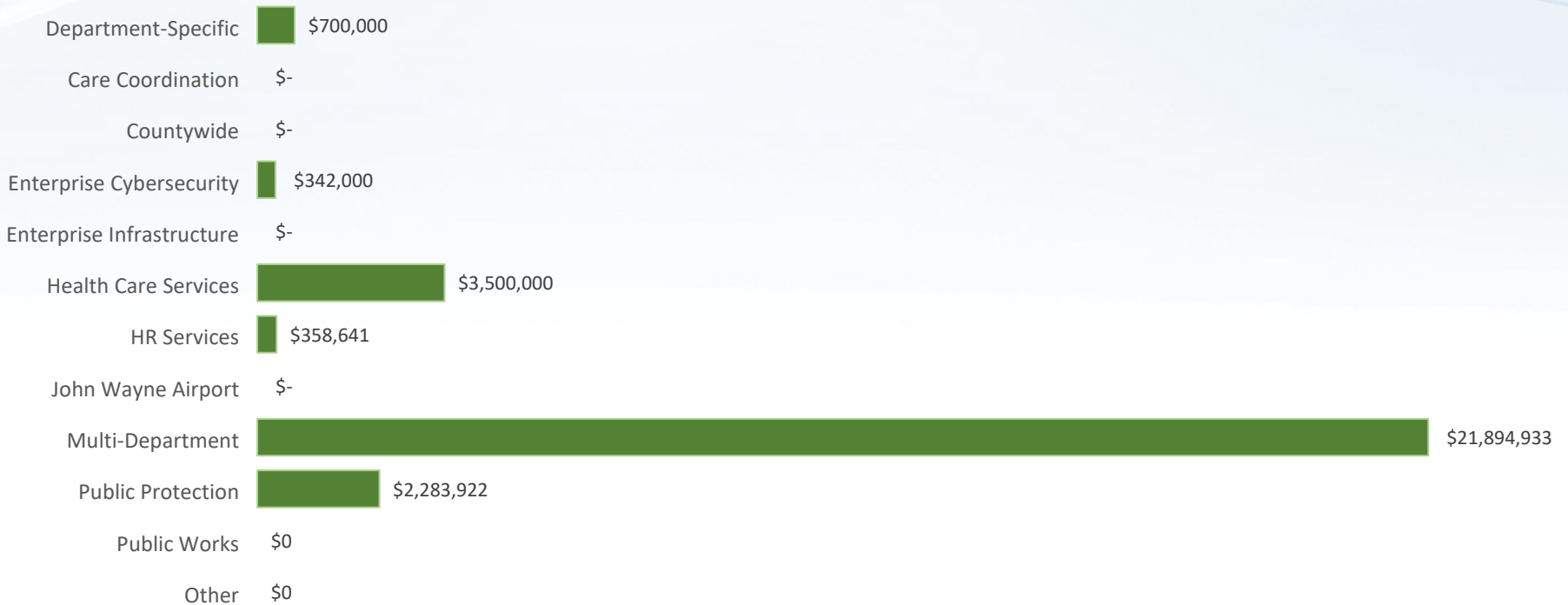
Investment by Business Justification
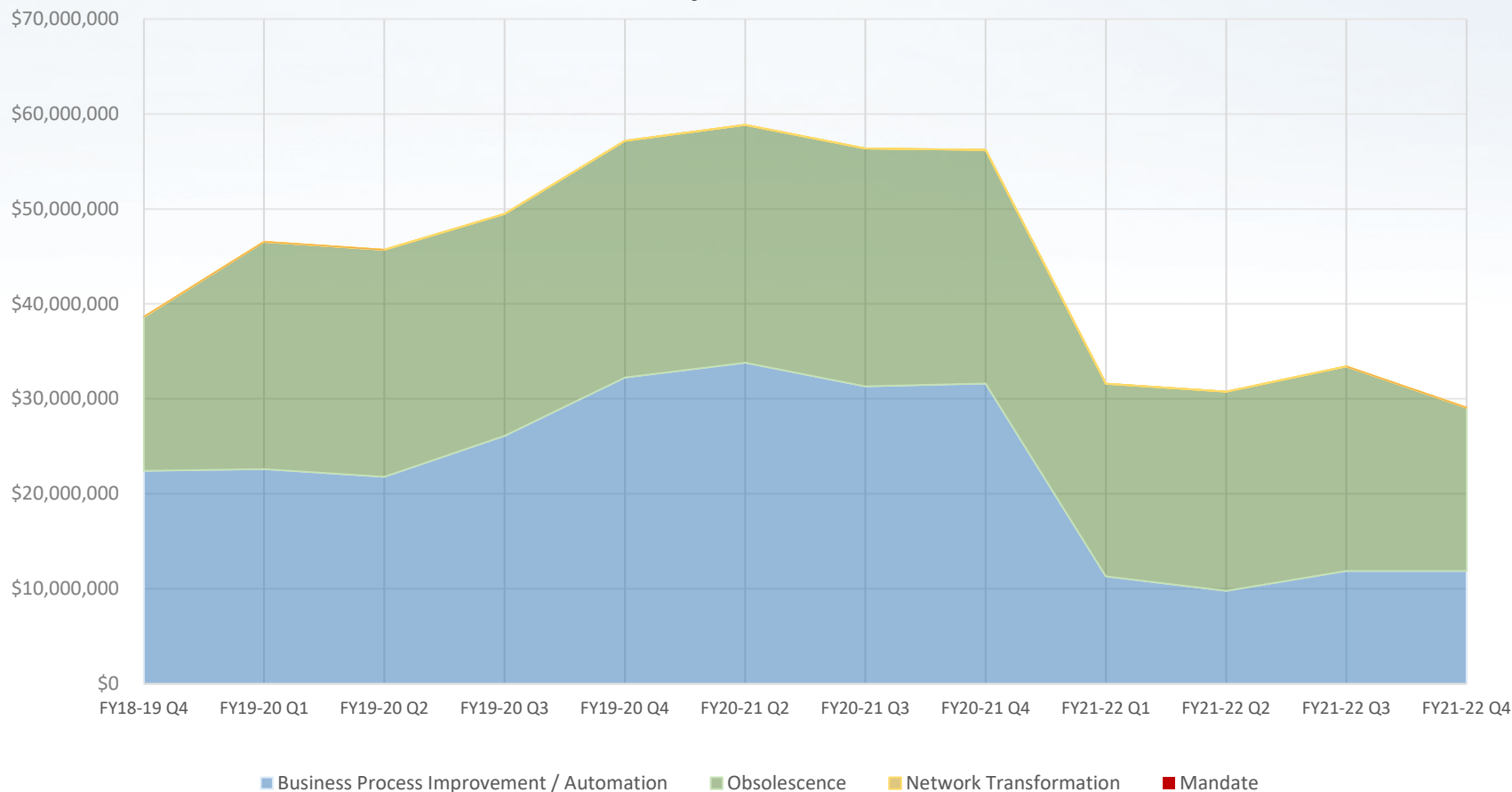
The chart above reflects projects that were active or completed during each quarter.

Investment by Service Area

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

Service Area	Investment
Department-Specific	$700,000
Care Coordination	$-
Countywide	$-
Enterprise Cybersecurity	$342,000
Enterprise Infrastructure	$-
Health Care Services	$3,500,000
HR Services	$358,641
John Wayne Airport	$-
Multi-Department	$21,894,933
Public Protection	$2,283,922
Public Works	$0
Other	$0

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

IT Project Dashboard

OCIT Orange County Information Technology

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	**Property Tax System** - Transform the County's Property Tax System from a legacy mainframe system to an open-architecture platform.	*		Planned Start: 10/01/17
					Planned End: ~~08/31/19~~
					                              ~~08/31/20~~
					                              ~~10/31/21~~
					                              ~~05/31/22~~
					                              09/16/22
					
					Budget: $ 14,989,416
					Expended: $ 12,024,250
					Encumbered: $ 1,348,934
					Balance: $ 1,616,232
					
					Source: General Fund
						Project Phase / Status
						Execution - Development phases complete. User Acceptance Testing (UAT)/Production platforms set up; system integration and vendor performance testing complete; UAT in progress; Production Ready State in progress.
						
						Next period activities include completion of UAT, Disaster Recovery Planning, and Production Ready State.
						
						Risk Mitigation
						Budget Status
						The project's revised budget remains in a "Green" status as it is estimated within a 10% range of revised estimate at completion. The budget numbers have been revised upward to include County labor costs per the request of OCIT.
						
						Schedule Status
						- Production Cutover – The vendor has missed the revised production-ready cutover of October 31, 2021. The vendor has provided a new production-ready date of September 16, 2022. The County expects the vendor to complete the project by the end of the vendor's current, revised contract term of October 1, 2022.
						- UAT Testing – The vendor agreed that additional UAT would be a prudent action. The quality of this critical system must be assured and is the County's top priority. The scheduled start date for final UAT was June 23, 2022. Auditor-Controller and Clerk of the Board testing is going well. Treasurer-Tax Collector testers are finding a significant number of defects, which are being addressed by the vendor as they arise.
							95%

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

OCIT
Orange County Information Technology

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	**OC TIME Implementation** (formerly *Workforce Time and Attendance Implementation*) - Auditor-Controller will implement a new Time & 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.	🟩	🟨	Planned Start: 04/29/20 Planned End: ~~12/31/21~~ ~~02/21/22~~ ~~03/08/22~~ ~~03/16/22~~ ~~08/31/22~~ 10/28/22 Budget: $ 4,899,728 Expended: $ 2,637,513 Encumbered: $ 1,049,879 Balance: $ 1,212,336 Source: General Fund	**Execution** – Completed simulation and regression testing. Continued systems integration development and testing. Reviewed and revised rollout plan as needed and communicated with agencies/departments. Completed end user training materials. Continued change management activities. Planned countywide training schedules. Next period activities include completion of systems integration development and testing. Ongoing communication with agencies. User training. Launch go-live phases (four). **Risk Mitigation** - 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. - 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, monitor deliverables, and communicate to departments in a timely manner.	**85%**

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OCIT
Orange County Information Technology

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
CEO-HRS	CEO-HRS	**Integrated Talent Management System (ITMS) - Performance Module** - This project will implement the Performance Module into the current integrated talent management system (Eureka) to modernize the performance management process for Administrative Managers, enable the automation of the evaluation process, and provide line of sight of performance throughout the organization.			Planned Start: 02/15/22 Planned End: 02/15/23 Budget: $ 358,641 Expended: $ 115,559 Encumbered: $ 0 Balance: $ 243,082 Source: General Fund	**Execution** – Provided use case scenarios to model recommended configuration. Completed design specifications for technical projects. Began drafting customized acceptance test scripts. Conducted initial UAT within L&OD. Continued configuration in pilot portal. Continued work on new performance process for administrative managers with HRS. In upcoming period, to finalize customized acceptance test scripts; begin UAT; and continue work on new performance process for administrative managers with HRS. **Risk Mitigation** - Four of eight regular L&OD positions will be unfilled by August due to vacancies (2) and LOAs (2); will redirect remaining L&OD personnel to this project, defer all non-essential work, and continue with recruitment cycles. - Launch will be moved to CY 2023 to allow for completion of the Administrative Manager Class & Comp Study. LT AMI support for this project only budgeted through February 2023. Launch may occur after this dedicated resource LT position ends. To delay decisions where Class & Comp Study input is needed; work on advancing other launch items such as the training and communication plan while LT AMI resource is available. - Key milestone dates are being revised to align with completion of the Administrative Manager Class & Comp Study.	38%

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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	**Business Intelligence & Analytics -** 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.	**		Planned Start: 07/01/18 Planned End: ~~12/31/21~~ ~~03/31/22~~ 12/31/22 Budget: $ 3,000,000 Expended: $ 2,078,582 Encumbered: $ 0 Balance: $ 921,418 Source: MHSA	**Execution** – Continuing work with enterprise data warehouse construction and data load; evaluated additional Snowflake functionality for data cloud and API connections; continued progress toward the selection and use of data science-based tools and techniques; continued detailed discussions on use cases with the Data Advisory Group. In upcoming period, to continue to work with PMO and Quality department to review and finalize all sources of data to consolidate into data warehouse and ensure consistency with broader goals established through the Institute of Healthcare Improvement (IHI) process. Continue discussions on data governance and data classifications; conduct additional ongoing training; continue the identification and acquisition of data science tools; continue detailed discussions on use cases with the Data Advisory Group. **Risk Mitigation** - Possible impact of countywide data sharing initiatives, Population Health and Equity strategies . Will continue collaboration and communication with all agency and County stakeholders. - 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. Project extended to December 2022.	52%

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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

OCIT — Orange County Information Technology

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	**Electronic Health Records (EHR) Interoperability** - 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.	🟩	🟨	Planned Start: 07/01/18 Planned End: ~~06/30/21~~ ~~01/31/22~~ 10/31/22 Budget: $ 500,000 Expended: $ 192,660 Encumbered: $ 0 Balance: $ 307,340 Source: MHSA	**Execution** – VPN created between HCA and OCPRHIO. South Coast is continuing to work with their EHR vendor to develop the interface with OCPRHIO. In upcoming period, County efforts and testing of the VPN will continue when interface is complete. **Risk Mitigation** - 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. - 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. - 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 to the extent possible. - Key PM resource replacement in progress pending recruitment efforts.	51%

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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	**CalSAWS Migration Technical Support** - 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.	(green)	* (green)	Planned Start: 04/10/20 Planned End: 06/30/23 Budget: $ 700,000 Expended: $ 560,525 Encumbered: $ 0 Balance: $ 139,475 Source: MHSA	**Execution** – Initiated data/document migration upload (DataSync). Commenced rollout of new/replacement scanners. Initiated work on ancillary system updates. In next period, to complete data/document migration, scanner deployment, and network configurations / connectivity to CalSAWS. Migration of retained ancillary systems will continue into November 2022. **Risk Mitigation** - 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.	25%

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(green) On track; within 10% of budget/schedule	(yellow) At risk; 10% - 20% over budget/schedule	(red) Critical: >20% over budget/schedule

IT Project Dashboard

OCIT — Orange County Information Technology

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	**OC Agenda** - 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: ~~06/30/21~~ ~~10/25/21~~ ~~06/25/22~~ 09/30/22 Budget: $ 1,515,789 Expended: $ 845,785 Encumbered: $ 41,600 Balance: $ 628,404 Source: General Fund	**Execution** – Completed User Acceptance Testing (UAT) and bug fixes for post meeting functionality; UAT and bug fixes for OneDrive collaboration; and data migration testing. Ready for end-to-end system testing. In next period, to complete UAT and have product ready for Go Live. Conduct demos for key stakeholders; prepare training materials; complete Go Live readiness activities. **Risk Mitigation** - Reason for re-baseline (Sept 2021): Microsoft declined the PrimeGov integration request with MS Word due to the O365 Government licensing. The vendor is now working out a new solution to seamlessly collaborate with Word using OneDrive at no cost to the County, but the vendor ran into unexpected security risks that required re-work. The deliverable experienced a four-month delay. This delayed delivery moves out the overall project timeline. The County and vendor are monitoring this risk area very closely.	85%
OCIT	Multi	**Privileged Access Management (PAM) Implementation** - 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: ~~06/30/21~~ 12/31/22 Budget: $ 342,000 Expended: $ 231,617 Encumbered: $ 0 Balance: $ 110,383 Source: General Fund	**Execution** – Completed onboarding for OC Community Resources, County Executive Office, Clerk of the Board, Children & Families Commission of Orange County, OC Information Technology, Registrar of Voters, OC Waste & Recycling, and Child Support Services. Treasurer Tax-Collector was added to the list of agencies and onboarded in May 2022. In next period, will complete rollout to Probation, County Counsel, and OC Public Works. (CoCo rollout delayed to Q3 due to change in priorities.) **Risk Mitigation** N/A	67%

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OCIT	Multi	**ServiceNow for Shared Services** - 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: ~~06/30/20~~ ~~12/31/20~~ ~~06/30/21~~ ~~09/30/21~~ 06/30/22 Budget: $ 490,000 Expended: $ 252,766 Encumbered: $ 0 Balance: $ 237,234 Source: General Fund	**Closing** – SAIC development team completed Service Catalog updates. **Risk Mitigation** N/A	100%

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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
OCSD	OCSD	**Automated Jail System** - Sheriff AJS is a highly customized Jail System that was originally developed in 1990 on a mainframe utilizing Assembly/COBOL programming languages. The new IJMS will be built on current programming languages on commercially available and supported platforms. It will include all of the functional and technical requirements compiled by the IJMS team including Intake/Booking, Inmate Property Management, Inmate Classification, Sentence Calculation, Housing, Visits, Mail, Transitional Services, Inmate Accounts, Incidents, Investigations, Transportation, Movement, Count/Census, Medical/Mental Health, Release, Searches, Grievances, Unit Management, Scheduling, Reporting, Callouts, Food Services, and Inmate Requests.			Planned Start: 10/31/17 Planned End: 12/16/22 Budget: $ 2,283,922 Expended: $ 220,000 Encumbered: $ 0 Balance: $ 2,063,922 Source: General Fund	**Execution** – No updates this period. Project ongoing. **Risk Mitigation** - Platform requires new methodology for process improvement; partnered with vendor to create synergy and ensure executive buy-in - County Staff turnover requires Communications Plan - Ongoing Covid-19 concerns mitigated by remote sessions with vendor	**30%**

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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
✓ Integrated Talent Management System ✓ DA's Record Management System	✓ Email Protection Gateway	✓ ePrescription for Controlled Substances ✓ JWA Emergency Phones	✓ Computerized Maintenance Management System (CMMS) ✓ Identity Governance & Administration ✓ JWA Video Management System ✓ System of Care Data Integration System (SOCDIS)

Q1 FY21-22 Jul – Sep 2021	Q2 FY21-22 Oct – Dec 2021	Q3 FY21-22 Jan – Mar 2022	Q4 FY21-22 Apr – Jun 2022
✓ eGov - Web Content Management System ✓ JWA Building Automation System	✓ OCCR/OCPW Voice Migration ✓ Workfront PPM Tool Implementation	✓ JWA Network Redesign	✓ ServiceNow for Shared Services

Q1 FY22-23 Jul – Sep 2022	Q2 FY22-23 Oct – Dec 2022	Q3 FY22-23 Jan – Mar 2023	Q4 FY22-23 Apr – Jun 2023
🟥 OC Agenda 🟥 Property Tax System	◼ Automated Jail System (AJS) 🟨 Electronic Health Records (EHR) Interoperability 🟨 HCA Business Intelligence & Analytics 🟨 OC TIME Implementation ◼ Privileged Access Management (PAM) Implementation		◼ CalSAWS Migration Technical Support

🟨 *10% - 20% over schedule*
🟥 *>20% over schedule*
✓ *Project has been completed.*
** *Project will be baselined after initiation or procurement activities are complete.*