# County IT Projects

## Quarterly Progress Report

1st Quarter, FY19-20
July 1 – September 30, 2019

# 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 22, an increase from 21 projects reported in the previous quarter (due to two projects completed in that quarter and three new projects this quarter). The three new projects are from John Wayne Airport: Building Automation System, Emergency Phones Upgrade, and Video Management System. The total budget increases to $46,530,651 from 38,861,383. The Property Tax System Re-platform project's budget and schedule have been re-baselined and are on track against the new baseline. The Modernizing the Courtroom Wireless & Cabling project experienced schedule delay due to resource constraints associated with the location moves.
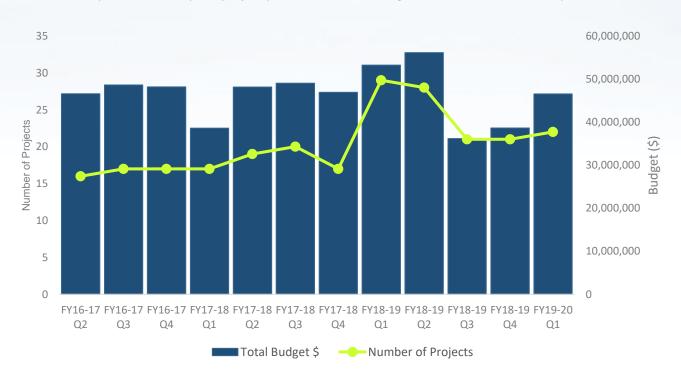
### Key Accomplishments

In collaboration with the pilot departments – Child Support Services, County Counsel, Human Resource Services – OC Information Technology (OCIT) successfully rolled out an **Email Cryptography solution** that enables County employees to encrypt confidential email messages. Leveraging an existing technology platform, OCIT was able to reduce project implementation costs and eliminate additional ongoing software license costs, while completing the pilot on schedule.

Working with the CEO Public Information Officer (PIO) team and the Board offices, OCIT successfully completed "Go Live" with all five Board sites re-designed and migrated to a new **Web Content Management System**. Besides additional features such as Google Translate and Board Bot (conversational search), the new platform provides multiple online channels and formats such as web, mobile apps, mobile devices, email media and social media network.

# 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 projects is 22, an increase from 21 projects reported in the previous quarter.
- Project data from the last 12 quarters show an average of 20.33 and a median of 19.50 projects.
- This quarter's total portfolio budget increased by $7,894,268 (20%).

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

# Portfolio Performance

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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



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

## Budget



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

As of this reporting period, two projects are more than 20% over schedule; all projects are within budget.

The chart below depicts the County's IT project schedule and budget performance trends for the projects that were completed over the last 12 quarters.

The bars reflect the total number of projects completed in each quarter, the number completed on schedule, and the number completed on budget.

The lines reflect the percentage of projects on schedule and on budget for projects completed over four consecutive quarters.

**Project Portfolio Schedule and Budget Performance Trends**

The projects aimed to improve or automate business processes account for half the share (49%) of the County's IT budget this quarter. The remaining projects are for replacing end-of-life or obsolete systems and account for 51% of the budget.

**Investment by Business Justification**



Legend: ■ Business Process Improvement / Automation  ■ Obsolescence  ■ Network Transformation  ■ Mandate

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

Projects that cross multiple departments account for the largest share of the County's IT project investments. Health Care Services and Public Protection each also has a large share of the IT project budget.



| Service Area | Percent | Amount |
| --- | --- | --- |
| Care Coordination | 9% | $4,052,000 |
| Enterprise Cybersecurity | | $0 |
| Enterprise Infrastructure | 2% | $1,065,000 |
| Health Care Services | 17% | $7,900,000 |
| HR Services | 3% | $1,596,423 |
| John Wayne Airport | 14% | $6,325,776 |
| Multi-Department | 37% | $17,328,243 |
| Public Protection | 17% | $8,063,209 |
| Public Works | | $200,000 |

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

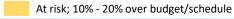| Managing Dept. | Business Owner | Project Description | Budget | Schedule | Schedule / Budget | Project Phase - Status as of End of Reporting Period<br>Key Highlights Since End of Reporting Period | % Completed |
|---|---|---|---|---|---|---|---|
| A-C | Multi | **Property Tax System** - Transform the County's Property Tax System from a legacy mainframe system to an open-architecture platform. | * | * | Planned Start: 10/01/17<br>Planned End: ~~08/31/19~~<br>08/31/20<br><br>Budget: $ 10,353,864<br>Expended: $ 5,626,255<br>Encumbered: $ 2,322,399<br>Balance: $ 2,405,210<br>Source: General Fund | **Execution** - Completed four phases (out of nine). Phases 5 through 9 are in various stages of completion.<br><br>Schedule: The County approved a vendor-requested re-baselining of the project schedule. The revised production cutover date is August 31, 2020. The vendor is successfully meeting "re-baselined" schedule deliverable dates. The original schedule is in a "Red" status; the revised schedule is in a "Green" status. Starting from this quarter, this report shows the schedule status against the new baseline.<br><br>Budget: The transformation vendor under estimated the complexity of the legacy system's code and the rules that are built into that system. As a result, the vendor had to seek additional County funding in order to continue with the transformation effort. The County approved the additional funding. The project's original budget will remain "Red" for the remainder of the project. The revised budget is in a "Green" status. Starting from this quarter, this report shows the budget status against the new baseline.<br><br>Issue: Departmental Labor Constraints: The departments are running their operational staff at very lean levels. The staffing levels are making it very difficult to pull trained, skilled operational resources to participate on the project. Mitigation: The project has been utilizing two "Extra Help/Retiree" positions to fill the labor gap. The utilization of these resources has been successful; however, the "burn rate" on this labor source is running higher than desired and must be closely monitored.<br><br>Other considerations:<br>- The County continues to make positive progress on this effort.<br>- The transformation vendor continues to provide strong developmental knowledge and guidance with the legacy code transformation process.<br>- The transformation vendor continues to deliver high quality code. | 70% |

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

*\* Project has been rebaselined.*
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On track; within 10% of budget/schedule   At risk; 10% - 20% over budget/schedule   Critical: >20% over budget/schedule
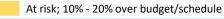
| Managing Dept. | Business Owner | Project Description | Budget | Schedule | Schedule / Budget | Project Phase - Status as of End of Reporting Period<br>Key Highlights Since End of Reporting Period | % Completed |
|---|---|---|---|---|---|---|---|
| DA | DA | **Record Management System** - Implement a fully integrated public safety information system that has mobile or wireless capabilities to replace the manual tracking of case/unit information within the District Attorney Bureau of Investigation (BOI). | ** | ** | Planned Start: 07/01/18<br>Planned End: 02/28/20<br><br>Budget: $ 513,332<br>Expended: $ 0<br>Encumbered: $ 0<br>Balance: $ 513,332<br>Source: General Fund | **Initiation** - Contract negotiations were finalized and the contract was approved by the Board in October 2019. | 16% |
| HCA | HCA | **Business Intelligence & Analytics** - Implement a system to allow for agency-wide data mining, analytics, online analytical processing, monitoring, visibility and presentation 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<br>Planned End: 12/31/21<br><br>Budget: $ 3,900,000<br>Expended: $ 0<br>Encumbered: $ 0<br>Balance: $ 3,900,000<br>Source: MHSA | **Initiation** - Validating pilot project with cloud-based Oracle Enterprise Data Warehouse based on the information gathered from the project team. Continue to work on the scope of work for the Request for Proposal (RFP). Next steps include: identifying various existing sources of clinical/PHI data and the applications that utilize this data that could be good candidates for inclusion in the enterprise data warehouse; completing the scope of work and working with Purchasing to release the RFP.<br><br>Risk Mitigation: Consider possible impact of Countywide data sharing initiatives. Continue collaboration and communication with all stakeholders and gather requirements as necessary to allow integration of enterprise data warehouse to allow sharing of data. | 8% |

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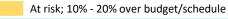| | | |
|---|---|---|
| 🟩 On track; within 10% of budget/schedule | 🟨 At risk; 10% - 20% over budget/schedule | 🟥 Critical: >20% over budget/schedule |

| 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 a solution for EHR with behavioral health service contract providers and other partners to provide better integration of services and 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. | | | Planned Start: 07/01/18<br>Planned End: 06/30/20<br><br>Budget: $ 3,750,000<br>Expended: $ 0<br>Encumbered: $ 0<br>Balance: $ 3,750,000<br>Source: MHSA | **Initiation** - Continued discussions with OCPRHIO (One California Partnership Regional Health Information Organization) to determine feasibility of connecting Behavioral Health providers to OCPRHIO. Researched participation in a program, Cal-HOP (California Health Information Exchange Onboarding Program), which will provide funding to assist Medi-Cal providers with participation in a Health Information Exchange.<br><br>Next steps: Hold discussions and consensus of project milestones and tasks, success factors, metrics to be tracked, etc.; continue defining other aspects of interoperability with business partners and future integration into the EHR; consider connectivity options using APIs (Application Programming Interfaces) and FHIR (Fast Healthcare Interoperability Resources) standards; and decide whether OCPRHIO is the best solution, or to begin work on custom self-owned solution for data sharing and connectivity.<br><br>Risk Mitigation:<br>- Consider potential impact of other County-driven data sharing initiatives and related connectivity and integration requirements. Continue collaboration and communication with all stakeholders.<br><br>- OCPRHIO's long-term viability is being researched as part of due diligence and risk management. Alternatives to OCPRHIO are being considered if this becomes necessary. | 25% |
| HCA | HCA | **ePrescription for Controlled Substances** - Implement system to enable physicians to electronically prescribe controlled substances including opioids through the electronic health record system. This replaces the use of paper prescriptions, decreases risk of fraud and abuses of controlled substances, enables interaction checks and medication alerts, increases accuracy, efficiency, and promotes overall safety and quality of care. | ** | ** | Planned Start: 07/01/18<br>Planned End: TBD<br><br>Budget: $ 250,000<br>Expended: $ 0<br>Encumbered: $ 0<br>Balance: $ 250,000<br>Source: MHSA | **Initiation** - Held kick-off meeting with vendor and business stakeholders. Began design and build of the workflows. This project has a dependency on the Cerner Millennium system upgrade, which went live on October 19, 2019. The revised schedule of the ePrescription project will be determined after the completion of the Cerner Millennium upgrade. | 15% |

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| | |
|---|---|
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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 |
|---|---|---|---|---|---|---|---|
| HRS/ OCIT | HRS | **Integrated Talent Management System -** Implement a pilot of an integrated system for performance management and learning management. | 🟩 | 🟨 | Planned Start: 07/01/15<br>Planned End: 06/30/21<br><br>Budget: $ 1,596,423<br>Expended: $ 353,698<br>Encumbered: $ 154,000<br>Balance: $ 1,088,725<br>Source: General Fund/Dept. | **Execution -** The County's Integrated Talent Management System has been branded Eureka. For the Learning Management Module: Completed Go Live for both Phase 1 departments (approximately 3,000 users) and Phase 2 departments (approximately 9,000 users). Next steps include completing Go Live for the last phase - Phase 3 departments (approximately 4,000 users) and the Virtual Instructor-Led Training feature to set up trainers, classes, and participants.<br><br>Issue: The Virtual Instructor-Led Training feature requires an integration with WebEx. The project continues to have challenges with the integration of WebEx into Eureka due to WebEx upgrade. This has delayed the rollout of the Virtual Instructor-Led Training feature, and the project schedule is flagged as "Yellow." As a resolution provided by Cornerstone, the County completed the installation of a previous version of WebEx. The County has escalated the technical integration issue and is working with the vendors to troubleshoot the issue. | 70% |
| JWA | JWA | **Building Automation System -** This project is an upgrade to the existing Building Automation System at JWA which controls temperature and airflow to interior spaces of the Terminal building. | ** | ** | Planned Start: 07/01/19<br>Planned End: TBD<br>Budget: $ 312,888<br>Expended: $ 0<br>Encumbered: $ 0<br>Balance: $ 312,888<br>Source: JWA | **Initiation -** Meetings for hardware and software scope finalization from the system provider. Initiated requisition for system procurement. The project schedule and budget will be baselined upon completion of the project planning and/or procurement process. | 0% |
| JWA | JWA | **Emergency Phones -** This project is an upgrade to both hardware and software of the existing emergency phone system at JWA. | ** | ** | Planned Start: 01/07/19<br>Planned End: TBD<br>Budget: $ 412,888<br>Expended: $ 0<br>Encumbered: $ 0<br>Balance: $ 412,888<br>Source: JWA | **Initiation -** Meetings with system specialists for server and associated hardware specification and software upgrades. The project schedule and budget will be baselined upon completion of the project planning and/or procurement process. | 0% |

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| Managing Dept. | Business Owner | Project Description | Budget | Schedule | Schedule / Budget | Project Phase - Status as of End of Reporting Period<br>Key Highlights Since End of Reporting Period | % Completed |
|---|---|---|---|---|---|---|---|
| JWA | JWA | **Network Redesign for John Wayne Airport** - 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. | ** | ** | Planned Start: 01/07/19<br>Planned End: 06/30/20<br><br>Budget: $ 1,000,000<br>Expended: $ 96,725<br>Encumbered: $ 245,000<br>Balance: $ 658,275<br>Source: JWA | **Execution -** Completed high-level redesign of the network. JWA and OCIT are having weekly meetings to discuss the progress of the project. Budget and schedule will be re-baselined after the completion of equipment procurement and contract award for implementation. | **45%** |
| JWA | JWA | **Video Management System (VMS)** - This project is the video recording and storage system for the CCTV system. It is a component of the P409 capital project to upgrade the Airport's Sheriff Control Center and the Airport's Service Desk and have them co-located. | ** | ** | Planned Start: 07/01/19<br>Planned End: TBD<br><br>Budget: $ 4,600,000<br>Expended: $ 0<br>Encumbered: $ 0<br>Balance: $ 4,600,000<br>Source: JWA | **Initiation** - Meeting with the design team and finalizing system capacities and settings as well as reviewing cost proposals from the contractor. The project schedule and budget will be baselined upon completion of the project planning and/or procurement process. | **0%** |

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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 | CEO | **System of Care Data Integration System (SOCDIS)** - Develop a technology strategy and solution that provides coordinated data sharing across County departments to assist those experiencing, or at risk of, homelessness with improved care coordination. | ** | ** | Planned Start: 04/01/19<br>Planned End: 12/31/20 02/28/21<br><br>Budget: $ 3,800,000<br>Expended: $ 0<br>Encumbered: $ 450,000<br>Balance: $ 3,350,000<br>Source: Grant & General Fund | **Initiation** - Staff presented recommendations and obtained approval from the Board for a contract with Gartner Consulting. Gartner kicked off the project and conducted workshops with County departments to identify business/technical requirements and use cases. A workshop was conducted with the Commission to End Homelessness Data Ad Hoc Committee to provide feedback for SOCDIS.<br><br>As the next step, Gartner and County departments will: finalize business and technical requirements for SOCDIS; complete the Business Capabilities Model and Use Cases; complete an Integration and Technical Capabilities Model, Architecture and Integration Diagrams; develop sourcing strategies for procurement and implementation; develop a solicitation-ready Statement of Work; develop a Technical Roadmap and phased implementation plan.<br><br>Issues/Risks and Mitigation:<br>- This is an urgent priority for the County, so the selected consultant will propose a work plan that provides the necessary deliverables within the County's required timeframe. County staff must be made available to support interviews, workshops and deliverables review activities. Mitigation: Gartner agreed to a fast-track schedule for roadmap completion in November 2019. After roadmap completion, the County will solicit vendors to implement a solution. The County targets to complete the implementation and have all funds expended by December 31, 2020. CEO/OCIT staff will assist the consultant in coordinating meetings and project activities requiring County staff involvement. To date there have been no issues.<br>- SOCDIS costs will not be known until use cases, requirements and roadmap are final. Mitigation: The County secured Whole Person Care grant funding to help mitigate costs. | 5% |

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|---|---|---|---|---|---|

| Managing Dept. | Business Owner | Project Description | Budget | Schedule | Schedule / Budget | Project Phase - Status as of End of Reporting Period<br>Key Highlights Since End of Reporting Period | % Completed |
|---|---|---|---|---|---|---|---|
| OCIT | CEO | **Bed Reservation System for the Shelter System -** Implement a strategy and solution within the shelter system to electronically track bed inventory, and provide outreach teams and referral partners a mechanism to view available shelter beds and place reservations from the field. Additionally, the solution should enable new data reporting about the shelter system within the System of Care to help support planning and decision-making activities. This solution will consist of collaboration software and a reporting system. The solution will also integrate to existing County systems that provide geographic and demographic information, and should be capable in the future of integrating with the larger County System of Care Data Integration System when it becomes available. The project scope includes an initial pilot with one shelter. | | | Planned Start: 05/01/19<br>Planned End: N/A<br><br>Budget: $ 252,000<br>Expended: $ 0<br>Encumbered: $ 0<br>Balance: $ 252,000<br>Source: General Fund | **Cancelled -** The project has been cancelled by CEO Office of Care Coordination, pending completion of the Gartner Consulting engagement to determine strategic, business and technical requirements for a County System of Care Data Integration System (SOCDIS). The findings and outcomes of this engagement are expected to help guide the County's technology roadmap for the System of Care, which includes shelter bed management. | N/A |

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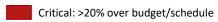*\*\* Project will be baselined after initiation or procurement activities are complete.*

On track; within 10% of budget/schedule       At risk; 10% - 20% over budget/schedule       Critical: >20% over budget/schedule

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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 | Multi | **Computerized Maintenance Management System (CMMS)** - Replace the existing legacy systems with a centralized repository for all County's real estate assets, starting with OCSD, OCPW and CEO/Real Estate. | (green) | (yellow) * | Planned Start: 12/06/17<br>Planned End: ~~05/31/20~~ 10/31/20<br><br>Budget: $ 5,643,379<br>Expended: $ 3,702,777<br>Encumbered: $ 498,054<br>Balance: $ 1,442,548<br>Source: General Fund | **Execution -** Continue the implementation of the Operations & Maintenance (O&M) module, which is the 3rd of five modules in the project. This module includes CAPS+ interface development with the Auditor-Controller IT team and the vendor. Will begin to propagate O&M data in order to enable visualization for process improvement initiative.<br><br>Issues/Risks and Mitigation:<br>- The County and the vendor did not anticipate the complexity of the data that needs to be imported into the new system, which resulted in additional time and effort to ensure data integrity prior to data import. The County and the vendor were able to agree on a solution for data import that will satisfy the County's needs. The County agreed to re-baseline the project schedule by four months so that the vendor could re-design the data import solution. This rework is performed at no additional cost to the County.<br><br>- The County team is diligently working to demand quality deliverables from the vendor in order to be able to leverage this solution to future departments that are not currently in scope. The County will continue to work closely with vendor to increase quality and to revisit overall project timeline. | 35% |

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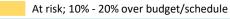
(green) On track; within 10% of budget/schedule  (yellow) At risk; 10% - 20% over budget/schedule  (red) Critical: >20% over budget/schedule

| 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 | **Email Cryptography** - Research and implement an email encryption solution at pilot departments to address the compliance requirements for the handling of transmission of privacy data and other types of sensitive information. | * | | Planned Start: 07/01/18<br>Planned End: 09/30/19<br><br>Budget: $ 210,000<br>Expended: $ 50,543<br>Encumbered: $ 0<br>Balance: $ 159,457<br>Source: General Fund | **Closing -** The email cryptography solution was piloted successfully at four departments: Child Support Services, County Counsel, Human Resources Services, and OC Information Technology. In addition, detailed documentation such as product demo, deployment procedures, and instructions for end-users was shared with Health Care Agency should the agency decide to implement the solution.<br><br>As part of budget review, it was determined that the project does not need the full approved budget of $250,000. The budget was reduced to $210,000, and the project was completed well within the revised budget. | 100% |
| OCIT | Multi | **Finance Tracker -** To implement an end-to-end, comprehensive financial and budgeting system for the pilot departments (OCPW and OCIT). The project is expected to complete in November 2019 to be ready for the County's next budgeting cycle. | * | | Planned Start: 02/01/19<br>Planned End: 11/30/19<br><br>Budget: $ 281,000<br>Expended: $ 198,004<br>Encumbered: $ 0<br>Balance: $ 82,996<br>Source: OCPW | **Execution -** Successfully completed end-to-end User Acceptance Test with the pilot departments. Onsite training sessions and "Go Live" are scheduled for early November 2019.<br><br>Note: The project scope was reduced to key budget and revenue expense forms in order for the system to be available by the start of the budget cycle, November 2019. The scope reduction resulted in a baselined budget of $281,000. The remaining budget from the original amount of $750,000 that was approved for the project will be used for Phase 2, which will begin right after "Go Live" to address other budget forms and reporting capabilities. | 90% |
| OCIT | Multi | **Identity Governance & Administration -** Implement enterprise user provisioning capabilities and enhance synchronization with department directories. | | | Planned Start: 07/01/18<br>Planned End: 05/14/21<br><br>Budget: $ 800,000<br>Expended: $ 43,121<br>Encumbered: $ 300,000<br>Balance: $ 456,879<br>Source: General Fund | **Initiation -** Held kick-off meeting. Completed discovery and analysis phase. Reviewed and approved the Vision and Scope document, a deliverable from the discovery and analysis phase.<br><br>Risk: The vendor identified a number of out-of-scope items, most significantly, implementing Azure (cloud-based) Self-Service Password Reset (SSPR)instead of an on-premises solution. The Azure solution would allow the County to support its technology strategy of cloud services and to simplify and secure SSPR capability for County employees. The vendor is working with the County to assess and determine the budget and schedule impact of these items. | 16% |

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|---|---|---|---|---|---|

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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 tool to capture infrastructure components; and modify ServiceNow portal and service catalog for ease-of-use Countywide. | 🟩 | 🟩 | Planned Start:  07/01/17<br>Planned End:  06/30/20<br><br>Budget:  $ 490,000<br>Expended:  $ 185,836<br>Encumbered:  $ 0<br>Balance:  $ 304,164<br>Source: General Fund | **Execution**<br>- Completed production deployment of ServiceNow Discovery module.<br>- OCPW: Completed Go-Live for both ServiceNow ticketing system and Central IT Service Desk. Working on remaining task of completing agency-based ticket routing.<br>- CSS: Completed Go-Live for ServiceNow ticketing system and agency-based ticket routing. Completed background checks as prerequisite for cutover of CSS phone line to the Central IT Service Desk.<br>- Probation: The department has provided preliminary approval to move to ServiceNow and Central IT Service Desk. Next step is to work through background checks.<br>- SSA: Onboarding of SSA to the IT Shared Services model will require the agency's transition to ServiceNow/Central IT Service Desk. This is a change in the original project scope; the budget may be able to accommodate this scope change. OCIT will monitor the budget to ensure funding availability.<br>- OC Badge Access: Developed workflows of OC Badge Access; next step is to complete workflow automation.<br>- Other activities that are in progress include enabling agency-requested ServiceNow dashboards and reporting and modifying ServiceNow portal and service catalog to meet the needs of Shared and non-Shared Services departments. | 55% |
| OCIT | Multi | **Web Content Management System - Phase I** - Replace the existing platform and redesign the Board sites to enhance public experience of County online information and service offerings by providing multiple online channels and formats such as web, mobile apps, mobile devices, email media and social media networks. | 🟩 | 🟥 | Planned Start:  07/01/18<br>Planned End:  ~~06/30/19~~<br> 09/30/19<br><br>Budget:  $ 350,000<br>Expended:  $ 260,974<br>Encumbered:  $<br>Balance:  $ 89,026<br>Source: General Fund | **Closing** - "Go Live" was successful for all five Board sites in September 2019. The project was completed under budget. The project schedule is in "red" status since it was extended by three months in order to complete the Google Translate and Board Bot (conversational search) capabilities. | 100% |

*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

| 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 | **Enterprise Network Redesign** - Assess current network infrastructure and develop a network design that will meet the County's future business and technology needs. | | | Planned Start: 07/01/18  Planned End: ~~03/31/20~~  05/30/20  Budget: $ 265,000  Expended: $ 55,660  Encumbered: $ 99,550  Balance: $ 109,790  Source: General Fund | **Execution** - Completed Solution Requirements Document. Completed Design Workshop and high-level design for the Proof of Concept (POC). Developing low-level design for the POC.  Risks: Building 16 infrastructure activities impacted resource availability to work on this project. As a result, the project schedule has been extended by two months. In addition, lack of resources due to competing priorities may impact the revised schedule. This project has a lower priority than other more pressing and time-constrained projects such as the DA's location move and JWA network refresh. The project team will continue to monitor and re-baseline if required to accommodate higher priorities. | **45%** |
| OCIT | OCPW | **Lab Information Management System** - Implement a solution to enhance the operations of the Orange County Environmental Resources to comply with environmental regulations, permits and standards to monitor storm water quality for multiple programs. | | | Planned Start: 07/01/18  Planned End: ~~10/30/19~~  12/20/19  Budget: $ 200,000  Expended: $ 59,805  Encumbered: $ 0  Balance: $ 140,195  Source: OCPW | **Execution** - Completed install and setup of Horizon Field, setup of Subcontractor Lab Interface, configuration of Rule Engine, and legacy data migration.  Project tasks did not get completed as scheduled due to lack of vendor resources. As a result, project completion date will be delayed by two months. New resource has been added to the project and schedule revised. | **65%** |

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■ On track; within 10% of budget/schedule   ■ At risk; 10% - 20% over budget/schedule   ■ Critical: >20% over budget/schedule

| Managing Dept. | Business Owner | Project Description | Budget | Schedule | Schedule / Budget | Project Phase - Status as of End of Reporting Period<br>Key Highlights Since End of Reporting Period | % Completed |
|---|---|---|---|---|---|---|---|
| OCSD | OCSD | **Integrated Jail Management System (IJMS)** - Replace the existing 25-year-old system currently on the Unisys mainframe. | | | Planned Start: 06/15/16<br>Planned End: ~~12/31/19~~<br>03/31/20<br><br>Budget: $ 6,800,000<br>Expended: $ 1,585,522<br>Encumbered: $ 2,553,890<br>Balance: $ 2,660,588<br>Source: General Fund | **Execution** - Continue testing of the latest software release (version 2.6). OCSD met with Courts & Jail Records to determine the data that will be transmitted and discuss system interface. Continue data conversion and upload from the mainframe to new system for testing. Next steps are to continue configuring the new system as modules are available; performing data migration and validation from the mainframe to the new system; designing the interfaces to other systems; meeting with Courts, Records, Probation, and Cashiering to discuss the transmission of electronic data; and refining the Classification form.<br><br>Budget Note: $5M has been allocated for the project implementation. The additional estimated $1.8M will be requested in future years to support disaster recovery of the system.<br><br>Issue: Schedule delay in this quarter due to technical issues with data conversion and version upgrades. Further delays are being mitigated by compressing the frequency of data conversion testing, interface validation, and external agency meetings. Benefits of schedule compression are beginning to be realized to full potential; ramping up deployment/testing and commitment on both ends is encouraging and should be rewarded over the next quarter.<br><br>This project has a firm completion date of 3/31/20, since OCSD needs to move the current system off the mainframe November 2020 in order to avoid additional maintenance costs. Project team is working feverishly to meet this goal. | 48% |

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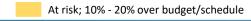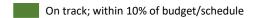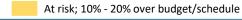| | | |
|---|---|---|
| 🟩 On track; within 10% of budget/schedule | 🟨 At risk; 10% - 20% over budget/schedule | 🟥 Critical: >20% over budget/schedule |

| Managing Dept. | Business Owner | Project Description | Budget | Schedule | Schedule / Budget | Project Phase - Status as of End of Reporting Period<br>Key Highlights Since End of Reporting Period | % Completed |
|---|---|---|---|---|---|---|---|
| PD | PD | **Modernizing the Courtroom Wireless & Cabling** - Replace end-of-life wireless and network access system. | 🟩 | 🟥 | Planned Start: 09/01/18<br>Planned End: ~~08/31/19~~<br>12/31/19<br><br>Budget: $ 749,877<br>Expended: $ 556,113<br>Encumbered: $ 0<br>Balance: $ 193,764<br>Source: General Fund | **Execution** - During this reporting period, successfully cutover the new OCJUSTICE wireless network at Lamoreaux Justice Center. Completed installing CAT6 network cables to the counsel tables in each of the arraignment courtrooms in Lamoreaux Justice Center. Remaining tasks include cutting over the OCJUSTICE wireless networks at the three remaining Justice Centers (North Justice Center, Central Justice Center and Center Men's Jail); installing the CAT6 network cabling to the counsel tables at each of the arraignment courtrooms in North Justice Center; decommissioning the old OCJUSTICE wireless equipment.<br><br>The project is in red status because it has not been completed by the original planned date of August 31, 2019. The new target completion date is the end of the year. The schedule delay was due to resource constraints. Moving out of Building 14 was a high priority for the Public Defender's Office. Both the Courtroom Modernization and the Building 14 Relocation projects overlapped, which caused a major resource constraint with the Public Defender's IT staff and the cabling vendor. The County had multiple moves happening at the same time that involved the same cabling vendor. It was not practical to try to use another cabling vendor since the existing vendor was very familiar with the project and the remaining courthouses. Since the moves have been completed, the Public Defender is now able to schedule the resources that are needed to complete the project. | 80% |

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# Project Landing Map

OCIT
Orange County Information Technology

The map below depicts when project benefits are realized.

| Q1 FY18-19 Completed Projects | Q2 FY18-19 Completed Projects | Q3 FY18-19 Completed Projects | Q4 FY18-19 Completed Projects |
|---|---|---|---|
| ✓ PA/PG Conservatorship System | ✓ Boardroom AV System Upgrade<br>✓ County Data Integration to Aid Homelessness Technology Strategy<br>✓ Customer Relationship Management (CRM) / Land Management System<br>✓ Enterprise CRM Strategy & Architecture<br>✓ OCIT PM Support for ATS II Support Transition<br>✓ Software Defined Network Pilot<br>✓ Voice & Data Network Transformation | ✓ Project Information Management System (PIMS) | ✓ Cybersecurity Remediation<br>✓ Dark Fiber Evaluation |

| Q1 FY19-20 Reporting Quarter | Q2 FY19-20 | Q3 FY19-20 | Q4 FY19-20 |
|---|---|---|---|
| ✓ Email Cryptography<br>✓ Web Content Management System Phase I<br>** ePrescription for Controlled Substances<br>** JWA Building Automation System<br>** JWA Emergency Phones<br>** JWA Video Management System (VMS) | ▪ Finance Tracker<br>▪ Lab Information Management System<br>▪ Modernizing Courtroom Wireless & Cabling<br><br>**Delayed due to resource constraints.**<br>**Delayed due to resource constraints.** | ▪ DA's Record Management System<br>▪ Integrated Jail Management System | ▪ Electronic Health Records (EHR) Interoperability<br>▪ Network Redesign for JWA<br>▪ ServiceNow for Shared Services<br>▪ Enterprise Network Redesign |

| Q1 FY20-21 | Q2 FY20-21 | Q3 FY20-21 | Q4 FY20-21 |
|---|---|---|---|
| ▪ Property Tax System | ▪ Computerized Maintenance Management System (CMMS)<br>▪ System of Care Data Integration System (SOCDIS)<br><br>**Delayed due to technical complexity.** | **Delayed due to technical issues.** | ▪ Identity Governance & Administration<br>▪ Integrated Talent Management System |

| Q1 FY21-22 | Q2 FY21-22 | Q3 FY21-22 | Q4 FY21-22 |
|---|---|---|---|
| | ▪ HCA Business Intelligence & Analytics | | |

✓   *Project have ben completed.*
**   *Project will be baselined after initiation or procurement activities are complete.*