

County IT Projects

Quarterly Progress Report

4th Quarter, FY20-21
April 1 – June 30, 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 16, the same number of projects as reported in the previous quarter. Two projects were completed last quarter and two new projects were added this quarter. The total budget decreased to \$56,227,223 from \$56,365,930.

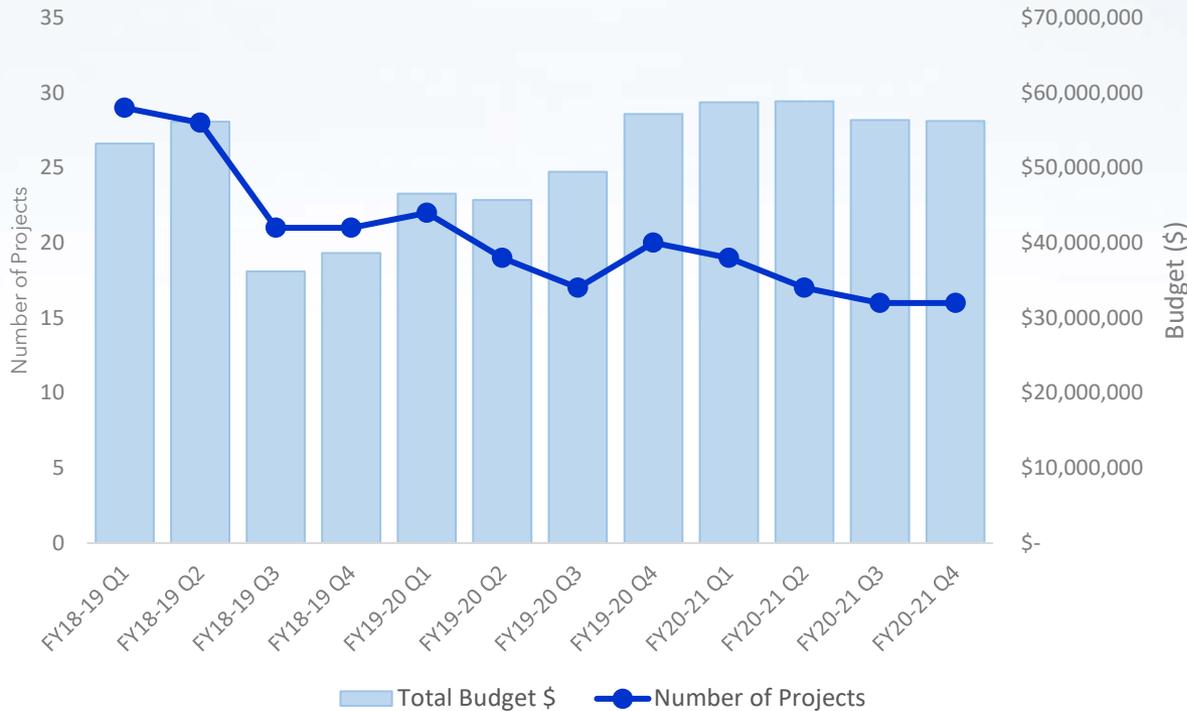


Key Accomplishments

Five projects were completed in FY20-21 Q4: The System of Care Data Integration System (SOCDIS), managed by the Health Care Agency; the Video Management System (VMS) at John Wayne Airport; the Computerized Maintenance Management System (CMMS), a collaborative effort among CEO – Real Estate, CEO – OC Information Technology, OC Public Works, and OC Sheriff's Department; Identity Governance and Administration, an enterprise system managed by OC Information Technology; and Privileged Access Management (PAM) – Phase I, an enterprise-level security system also 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.

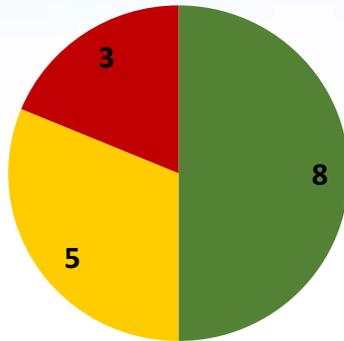


- The number of active projects is 16, the same number of projects reported in the previous quarter.
- Project data from the last 12 quarters show an average of 20 and a median of 20 projects.
- The total portfolio budget decreased by \$138,707.

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

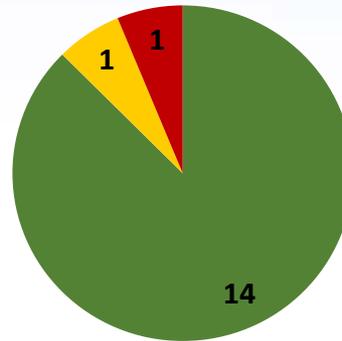
The charts below depict the County's IT project portfolio schedule and budget performance of the active and completed projects during the reporting period.

Schedule



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

Budget



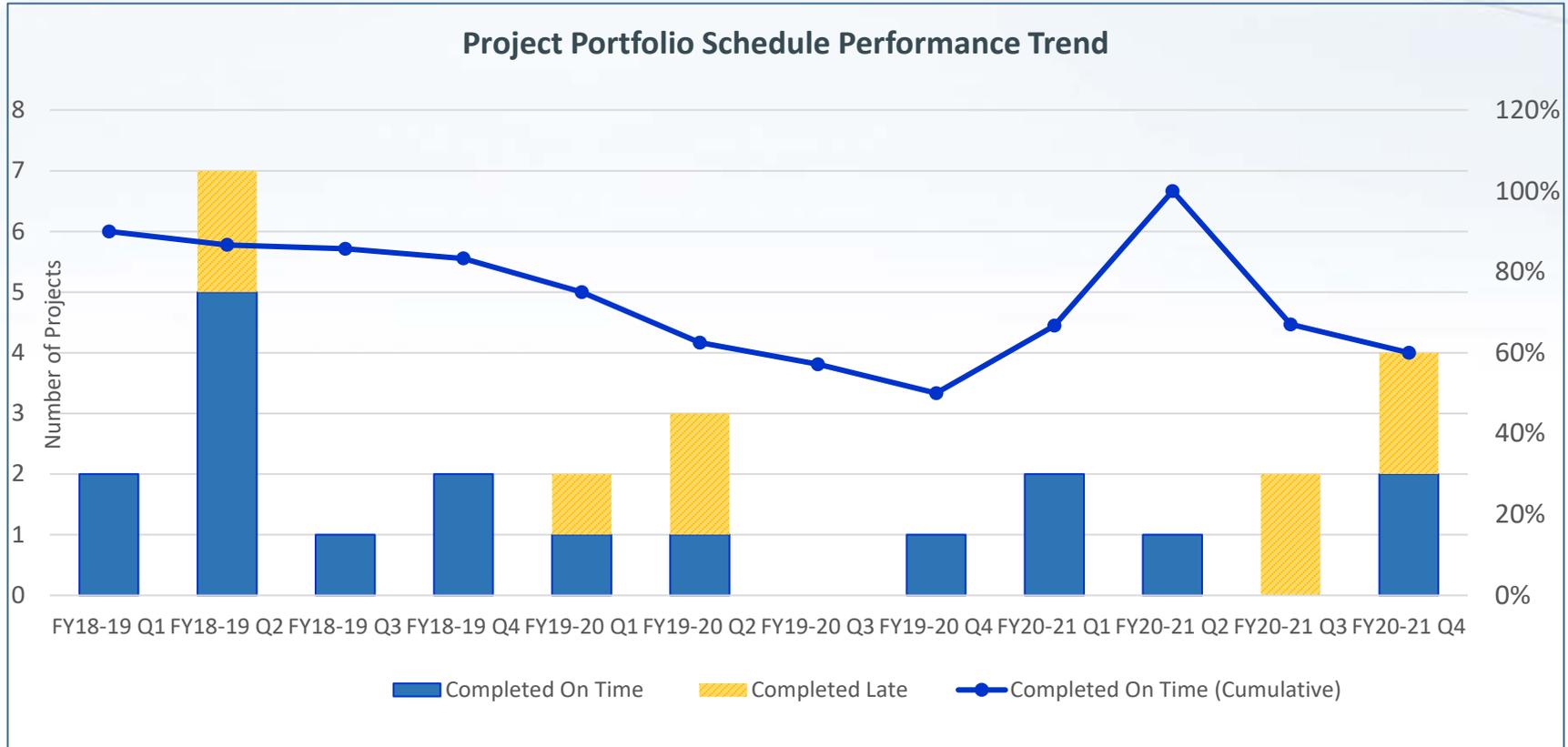
- On Budget
- At risk; 10% - 20% over budget
- Critical; >20% over budget

During this reporting period, eight projects are experiencing schedule delays, and two projects exceed their original budget.

Vendor and internal resource availability continue to be contributing factors to project schedule delays. Scope creep, unplanned work, and product quality issues are the primary contributors to budget overruns.

Portfolio Performance Trend

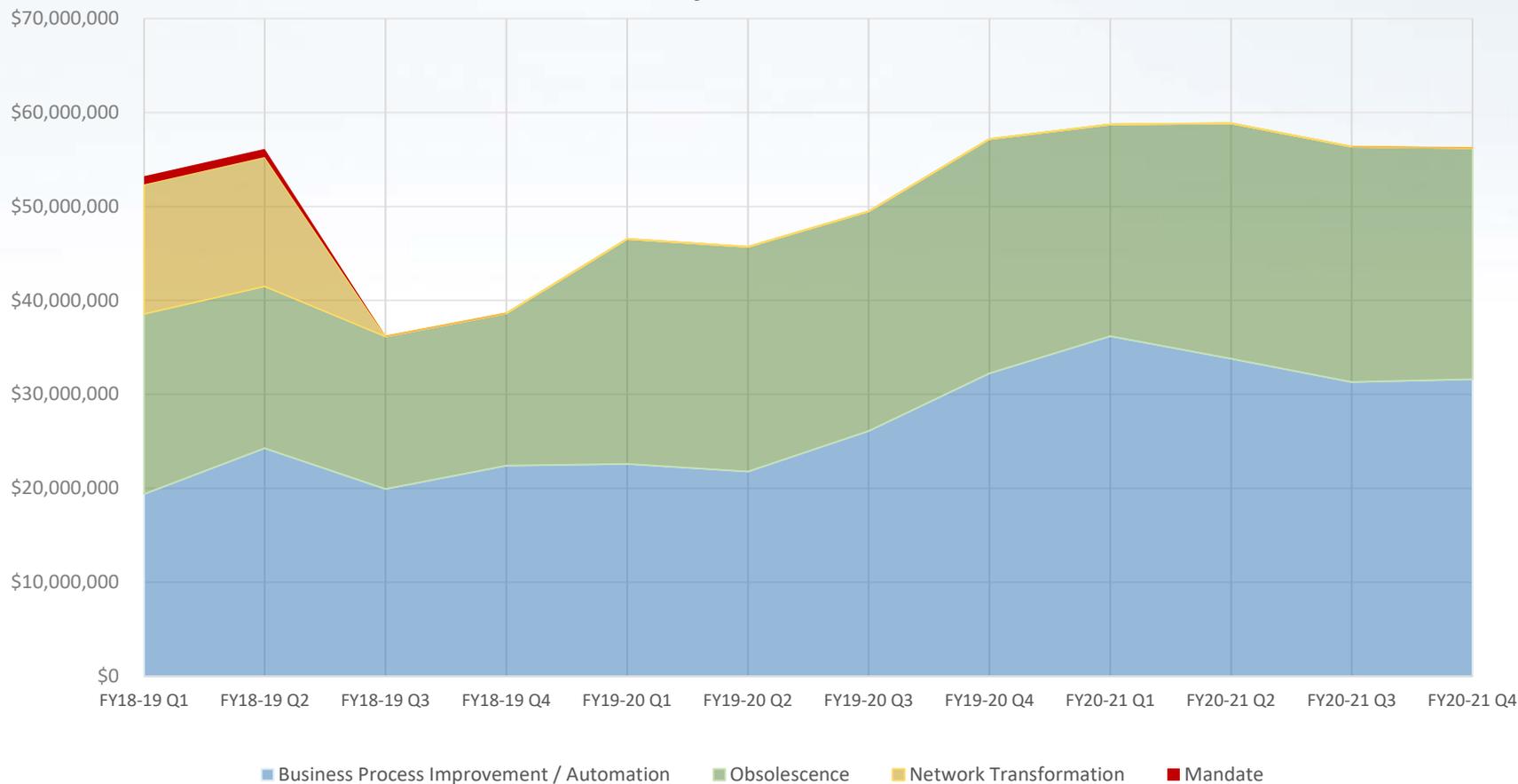
The chart below depicts the County’s IT project schedule performance trend for the projects that were completed over the last 12 quarters. The bars reflect the total number of projects completed in each quarter and the number completed on schedule. The line reflects the percentage of projects completed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

The projects aimed to improve or automate business processes account for more than half the share (56%) of the County's IT budget this quarter. The remaining projects are for replacing end-of-life or obsolete systems and account for 44% 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, including Care Coordination, also have a large share of the IT project budget.



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 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 Budget: \$ 13,943,094 Expended: \$ 9,356,762 Encumbered: \$ 1,028,832 Balance: \$ 3,557,500 Source: General Fund	<p>Execution - Completed phases 0 through 7, JCL Replacement, and Control-M Transformation. User Acceptance Testing (UAT)/Production platform setups complete. Print Development and Testing complete. Vendor System Integration Test Plan Development and Testing complete. County UAT Plan Development complete. System Integration and Vendor Performance Testing complete. UAT in progress for Auditor-Controller, Treasurer-Tax Collector, and Clerk of the Board. Production-ready and Disaster Recovery Planning efforts to be initiated.</p> <p>Risk Mitigation</p> <p>Budget Status Budget (Original) – The vendor was granted additional funding that exceeds 20% of the original budget. As such, the budget status remains red.</p> <p>Budget (Revised) – The Board of Supervisors approved additional funding at its November 17, 2020, meeting. The project continues to operate within its revised budget</p> <p>Schedule Status The production-ready cutover schedule has been revised to October 31, 2021. The County has concerns as to whether the vendor has the ability to make the revised production cutover date. The team has moved the schedule status to yellow. At the request of the County, the vendor is increasing its on-site staff presence. Further, the team meets daily to address defect resolution. Finally, a “War” room has been set-up to further increase team communications. Due to the high-volume of system defects being uncovered within the testing effort, the County is monitoring the achievability of the October 31, 2021, production-ready cutover date. The vendor is working hard to resolve the defects as they are uncovered. County will continue to work closely with project Steering Committee to determine completion date after October 31, 2021 if necessary.</p>	90%

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
A-C	Multi	<p>Workforce Time and Attendance Implementation - Replace the current Virtual Timecard Interface with three modules: Time & Attendance, Absence Compliance Tracker, and Advanced Scheduling, providing the County with an efficient online timecard tracking tool that meets federal and state regulations.</p>			<p>Planned Start: 04/29/20 Planned End: 12/31/21 02/21/22 03/08/22 03/16/22</p> <p>Budget: \$ 4,899,728 Expended: \$ 947,863 Encumbered: \$ 1,412,326 Balance: \$ 2,539,540</p> <p>Source: General Fund</p>	<p>Project Phase / Status Execution - Solution design completed and approved. Worked with key business stakeholders to finalize business requirements and decisions. System configuration in progress. QA testing completed for major processes; integration testing initiated. Developed Countywide rollout plan with Central Payroll SMEs. Training initiated for department payroll teams. Project end date changed to 03/16/22 to coordinate with payroll calendar.</p> <p>Risk Mitigation - The vendor's original proposed solution to interface with OnBase did not meet the County's business needs. The vendor has proposed a different solution that has been reviewed and approved by the County. County will continue to monitor to ensure the solution continues to meet the County's business needs while keeping the overall schedule stays on track.</p>	73%
HCA	HCA	<p>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.</p>	**	**	<p>Planned Start: 07/01/18 Planned End: 12/31/21</p> <p>Budget: \$ 3,000,000 Expended: \$ 0 Encumbered: \$ 0 Balance: \$ 3,900,000</p> <p>Source: MHSA</p>	<p>Execution - Discussions in progress to define functional requirements. Servers have been purchased and delivered in support of improved technical infrastructure. Conducted additional training for program staff. Upcoming work includes installation of new servers and identification of all data sources.</p> <p>Risk Mitigation - Project needs to consider possible impact to Countywide data sharing initiatives. Will continue communications with agency and County stakeholders.</p>	15%

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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	<p>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.</p>	**	**	<p>Planned Start: 07/01/18 Planned End: 06/30/21 01/31/22</p> <p>Budget: \$ 500,000 Expended: \$ 142,660 Encumbered: \$ 0 Balance: \$ 357,340</p> <p>Source: MHSA</p>	<p>Execution - Agreement established between South Coast Community and OCPRHIO for information exchange. South Coast working with EHR vendor to develop interface with OCPRHIO. County efforts will continue when interface is ready.</p> <p>Risk Mitigation - Currently there is a major risk to timeline since South Coast has not yet obtained a quote from their EHR vendor, NetSmart, to develop interface. County to communicate and collaborate with contract providers to ensure adoption and use and provide possible support for budget through their BHS contracts.</p>	50%

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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	Multi	<p>System of Care Data Integration System (SOCDIS) - In examining the causes of homelessness and what can be done to address it, the County has identified the need to strengthen care coordination throughout five (5) systems that touch on individual care: Behavioral Health, Health Care, Housing, Benefits and Supportive Services, and Community Corrections. Collectively, these five (5) systems are referred to as the System of Care ("SOC"). In an effort to improve the performance of the County's SOC, the County is pursuing a strategy of Inter-Departmental collaboration and Data Systems Integration. System of Care Data Integration System ("SOCDIS") capability from IBM and to organize the products and implementation services as a project. SOCDIS consists of three releases - 1a, 1b, and 1c.</p>			<p>Planned Start: 03/25/20 Planned End: 06/30/21</p> <p>Budget: \$ 12,905,154 Expended: \$ 9,829,217 Encumbered: \$ 0 Balance: \$ 3,075,937</p> <p>Source: NCC & MHSA, CARES Act, WPC</p>	<p>Closing - Performed load testing with mock data and closed all error messages. Performed data mapping, formatting and validation. Conducted training for users and launched release 1c. Established automated change management system.</p> <p>Risk Mitigation - ICMS will not be able to provide the probationer's end date. To calculate the probationer's estimated end date by taking the start date and adding the remaining probation period.</p>	100%

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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
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: 08/07/19 Planned End: 10/30/20 12/16/20 02/26/21 06/30/21 Budget: \$ 452,695 Expended: \$ 362,156 Encumbered: \$ 0 Balance: \$ 90,539 Source: JWA	Execution - Completed graphics review and identified items needing updates. Conducted training for system startup and shutdown. Wrap up work to include final graphics corrections and Continued troubleshooting of field device communication issues as needed. Risk Mitigation - Identified final graphics correction items; Siemens to provide their system graphic designer to JWA on August 26 and 27 for finalize graphics. Will troubleshoot field device communication items as they arise; Siemens will support any corrective programming issues that arise from regular system use.	98%
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. Scope includes Phase 1, recommendations for network remediations and deployment plan, and Phase 2, network refresh implementation.			Planned Start: 01/07/19 Planned End: 06/30/21 11/23/21 Budget: \$ 4,330,000 Expended: \$ 1,154,878 Encumbered: \$ 852,099 Balance: \$ 2,323,023 Source: JWA	Execution - Core build out completed; fiber install 85% complete. PARCS Main Street conduit and building structure contracted and in progress. JWA physical UPS installations completed. AT&T integration complete. Next steps include completion of Phase 2 and 3 activities (migration of Admin and PARCS users); migration of Phase 4 CUPPS users; and completion of UPS monitoring and turn-up. Risk Mitigation - PARCS Main Street conduit and building structure required; County contracted with vendor to mitigate - PARCS fiber delay outside of County control; re-baselined schedule due to project delays outside of County control - Boingo Wireless potential risk at Terminals during migration; technical discussions with vendors to mitigate risks to continue through project	52%

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On track; within 10% of budget/schedule



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Critical: >20% over budget/schedule

IT Project Dashboard (7 of 10)



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	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: 02/20/20 Planned End: 10/15/20 11/23/20 01/31/21 03/31/21 06/30/21 Budget: \$ 4,808,162 Expended: \$ 4,808,162 Encumbered: \$ 0 Balance: \$ 0 Source: JWA	Closing - Project is complete and system has gone live. Risk Mitigation Use of system may present issues and bugs that will require warranty work. JWA to track client feedback on system usage and resolve through warranty work with contractor.	100%
OCIT	County wide	eGov - Web Content Management System - Develop corporate style guides and website templates; design and migrate all legacy public-facing websites to the new platform.			Planned Start: 02/04/20 Planned End: 09/13/21 Budget: \$ 1,100,000 Expended: \$ 665,545 Encumbered: \$ 38,089 Balance: \$ 396,365 Source: General Fund/ NGF	Execution - New website development, legacy website content migration, testing and production go-live completed for OC Community Resources, OC Animal Care, OC Parks, OC Housing and Community Development, and OC Housing Authority. Next steps include discovery, website design, legacy content migration, search engine configuration, testing and production go-live for Assessor and SSA.	85%

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Critical: >20% over budget/schedule

IT Project Dashboard (8 of 10)



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	Identity Governance & Administration - consists of four phases: Phase 1: Global Address List (GAL) synchronization; Phase 2: Self-Service Password Reset; Phase 3: Portal for user and group management; Phase 4: Automated user-provisioning and de-provisioning using HR database as the authoritative source			Planned Start: 07/01/18 Planned End: 05/14/21 Budget: \$ 800,000 Expended: \$ 885,221 Encumbered: \$ 0 Balance: \$ (85,221) Source: General Fund	<p>Closing - Project close-out completed. Implemented post-deployment support and issue mitigation.</p> <p>Risk Mitigation</p> <ul style="list-style-type: none"> Documentation for end users and administrators incomplete, putting product adoption at risk. Post-go-live workgroup formed to complete documentation and address user training during Operations & Maintenance of product. <p>Budget Status</p> <p>Project has exceeded budget by approximately 11%. OCIT and CEO Finance meeting to cover additional costs.</p>	100%
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 Budget: \$ 1,515,789 Expended: \$ 511,623 Encumbered: \$ 41,600 Balance: \$ 962,566 Source: General Fund	<p>Execution - Pre-Meeting functionality – User Acceptance Testing (UAT) in progress. Product configuration in progress for In-Meeting & Post-Meeting functionality. Finalized product roadmap items for go-live. Product in development. Next steps include determining solution for collaboration with MS Word; completion of data migration testing; completion of pre-, in-, and post-meeting UAT; and revisions, supplementals, and post-meeting development completed and ready for testing.</p> <p>Risk Mitigation</p> <ul style="list-style-type: none"> Reason for re-baseline (June 2021): Microsoft declined the PrimeGov integration request with MS Word due to the 365 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 needs additional time to develop this solution which moves out the overall project timeline. The County continues to work closely with the vendor on this critical path item. We are finishing a proof-of-concept and demos to stakeholders to ensure that the solution will work to meet the County requirements. The County is monitoring this risk area very closely. Vendor assumption is that OC's functional requirements will be met with product configuration. If a gap between the product and County requirement is identified, the County and vendor will need to work out an acceptable solution. Vendor to directly engage with the stakeholders as much possible during the information gathering and gap analysis. 	50%

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■ Critical: >20% over budget/schedule

IT Project Dashboard (9 of 10)



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.		*	Planned Start: 12/06/17 Planned End: 05/31/20 10/31/20 06/30/21 Budget: \$ 6,595,299 Expended: \$ 5,913,310 Encumbered: \$ 107,612 Balance: \$ 574,377 Source: General Fund	Closing - Project implementation completed, including: (1) Custom Interfaces: 13 of 13 LEASE/CPPM interfaces requirements completed, developed and tested; (2) O&M and ReADY modules: training completed; ready for Go Live; (3) CPPM: training completed; ready for Go Live.	100%
OCIT	Multi	OCCR & OCPW Voice Migration - Migrate voice system to the County's enterprise solution			Planned Start: 06/05/20 Planned End: 04/16/21 07/31/21 Budget: \$ 320,302 Expended: \$ 297,881 Encumbered: \$ 0 Balance: \$ 22,421 Source: General Fund	Execution - e911 testing completed. Next step is to complete port of numbers to AT&T. Risk Mitigation - Schedule re-baselined due to delays in e911 testing outside of County control.	90%

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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 (10 of 10)



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	<p>Privileged Access Management (PAM) Implementation - Phase 1 - 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. Phase 1 of the project will implement PAM for OCCR and several Managed Services agencies (CEO, HOA, CFCOC).</p>			<p>Planned Start: 04/01/21 Planned End: 06/30/21</p> <p>Budget: \$ 342,000 Expended: \$ 218,486 Encumbered: \$ 0 Balance: \$ 123,514</p> <p>Source: General Fund</p>	<p>Closing - Performed planning, design, and implementation activities to support the initial configuration of the service components for Agencies included in the Phase 1 scope (OCCR, SAIC, HOA agencies, CFCOC). In next period, will begin Phase 2 of project, which includes rollout to additional Shared Services agencies (OCIT, Probation, OCPW, OCWR, CSS, SSA).</p>	100%
OCIT	Multi	<p>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.</p>		*	<p>Planned Start: 07/01/17 Planned End: 06/30/20 12/31/20 06/30/21 09/30/21</p> <p>Budget: \$ 490,000 Expended: \$ 247,016 Encumbered: \$ 0 Balance: \$ 242,984</p> <p>Source: General Fund</p>	<p>Execution - Probation go-live on 4/2/21. Added self-service password reset (SSPR) feature to ServiceNow production portal. Worked through Service Catalog to identify service items for elimination / change. Work in next period to include deletion of and changes to identified Service Catalog items.</p> <p>Risks and Issues</p> <ul style="list-style-type: none"> - Resource availability issues have pushed out the implementation date for changes to the Service Catalog. Project completion moved to 9/30/21. 	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 (10 of 10)



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>Workfront PPM Tool Implementation - 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: \$ 32,948 Encumbered: \$ 122,925 Balance: \$ 69,127</p> <p>Source: General Fund</p>	<p>Execution - Completed project kickoff with vendor. Project plan and schedule in place for all discovery meetings. Upcoming activities include completion of discovery phase; initiation of system configuration; identification of data for migration.</p>	20%

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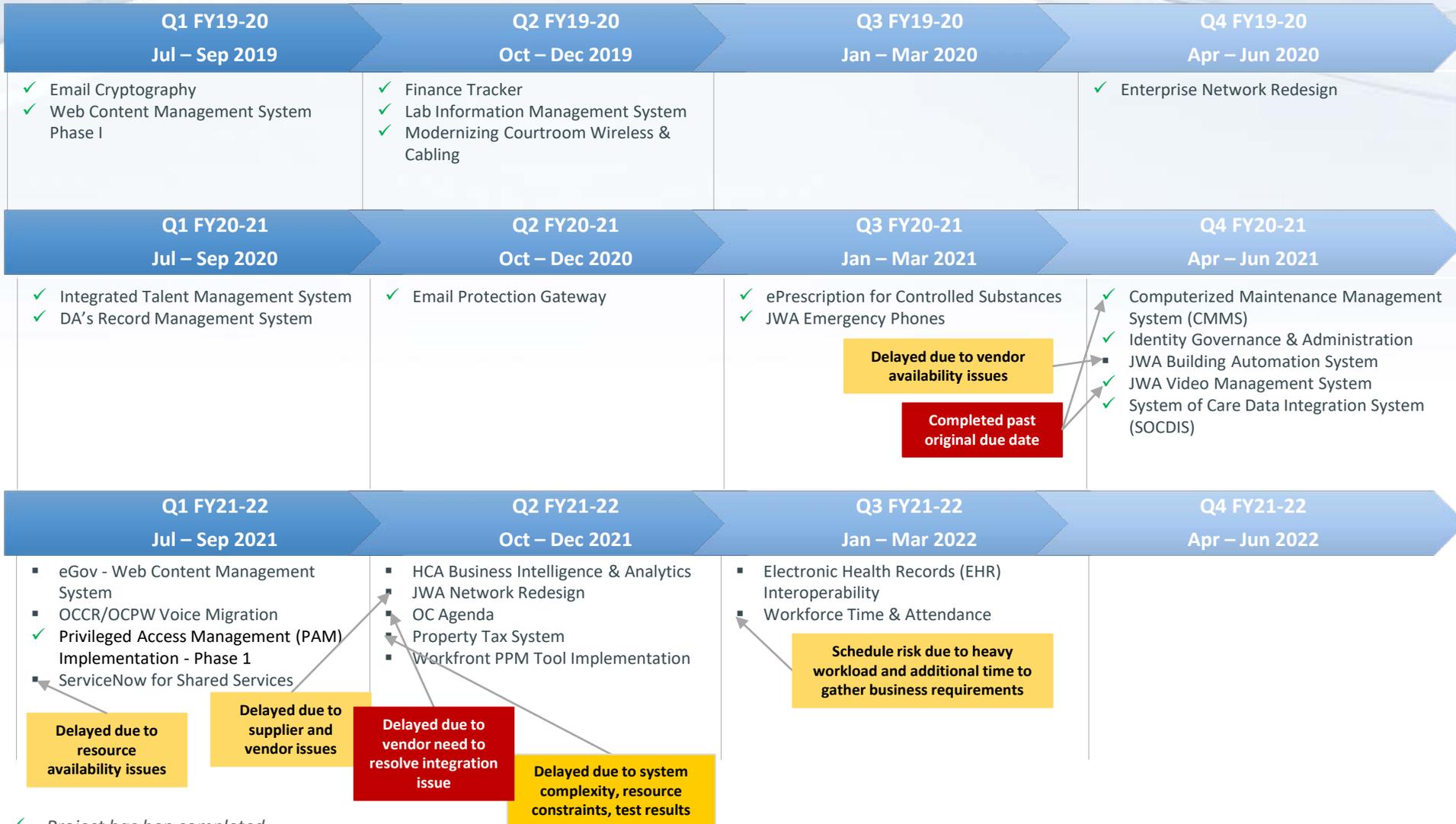
■ On track; within 10% of budget/schedule

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

■ Critical: >20% over budget/schedule

Project Landing Map

The map below depicts when project benefits are realized.



✓ Project has been completed.
 ** Project will be baselined after initiation or procurement activities are complete.