

# County IT Projects

## Quarterly Progress Report

1<sup>st</sup> Quarter, FY21-22  
July 1 – Sept 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 12, four fewer than the number of projects reported in the previous quarter. Two projects were completed and no new projects were added this quarter. The total budget decreased to \$31,606,547 from \$56,227,223.

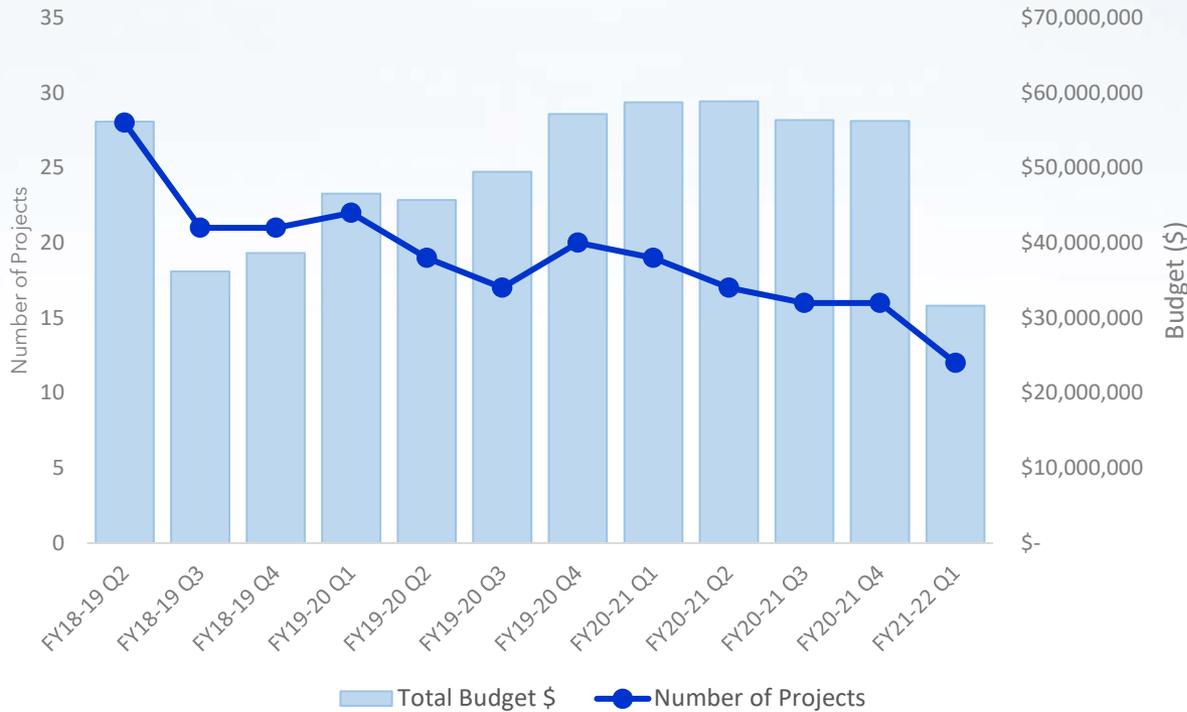


### Key Accomplishments

Two projects were completed in FY21-22 Q1: John Wayne Airport's Building Automation System and the eGov Web Content Management System, which was managed by OC Information Technology and involved the participation of multiple County agencies in updating their public-facing websites;

# IT Portfolio Size and Budget

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

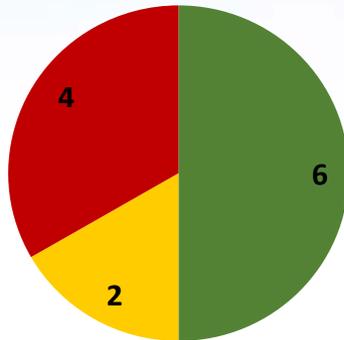


- The number of active projects is 12, four fewer than the number of projects reported in the previous quarter.
- Project data from the last 12 quarters show an average of 19 and a median of 19 projects.
- The total portfolio budget decreased by \$24,620,676.

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

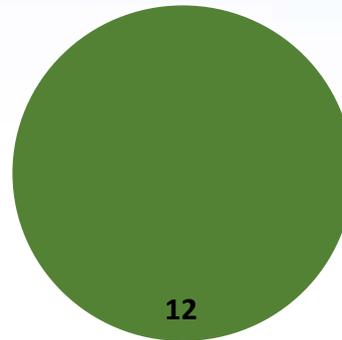
The charts below depict the County's IT project portfolio schedule and budget performance of the active and completed projects during the reporting period.

## Schedule



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

## Budget



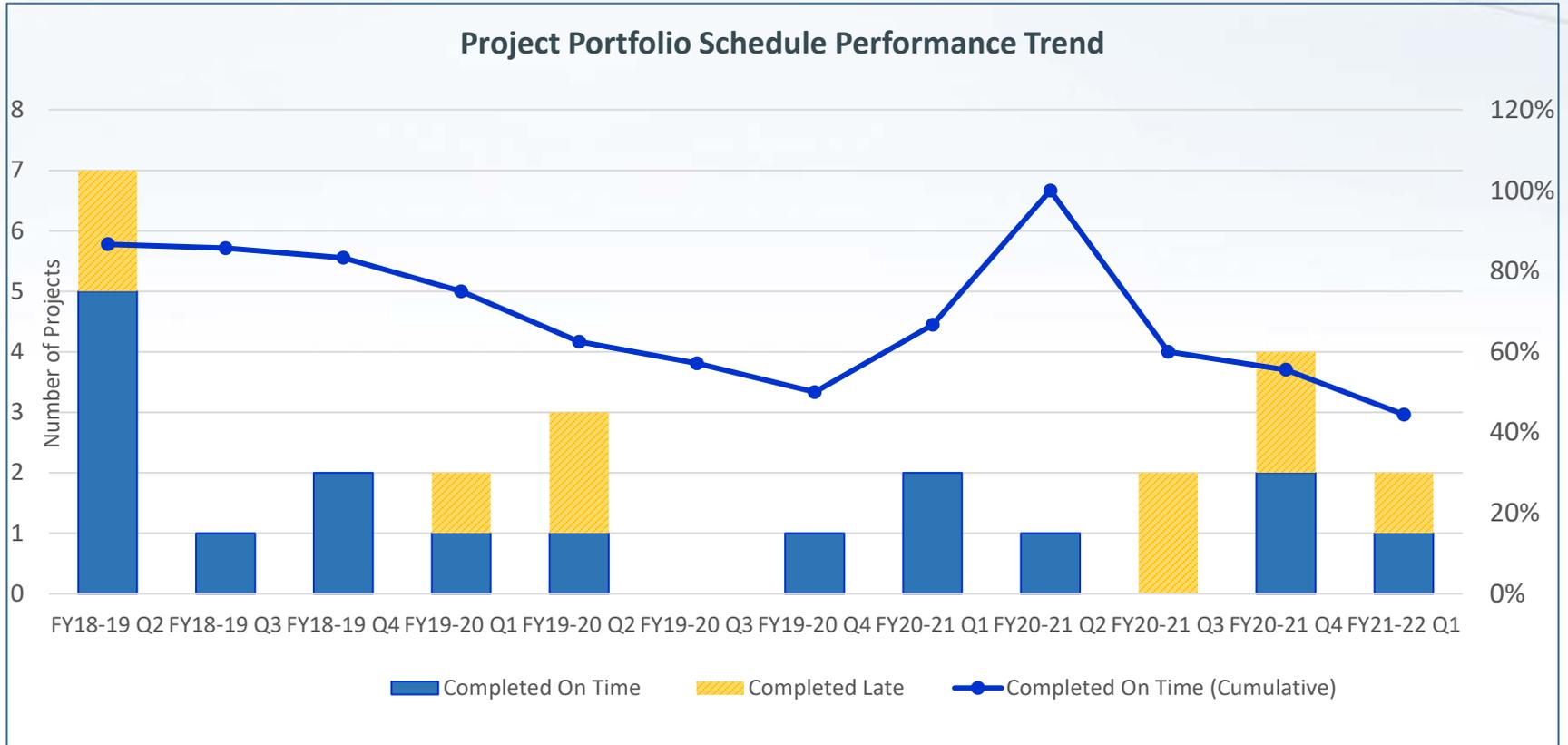
- On Budget
- At risk; 10% - 20% over budget
- Critical; >20% over budget

During this reporting period, 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.

# Portfolio Performance Trend

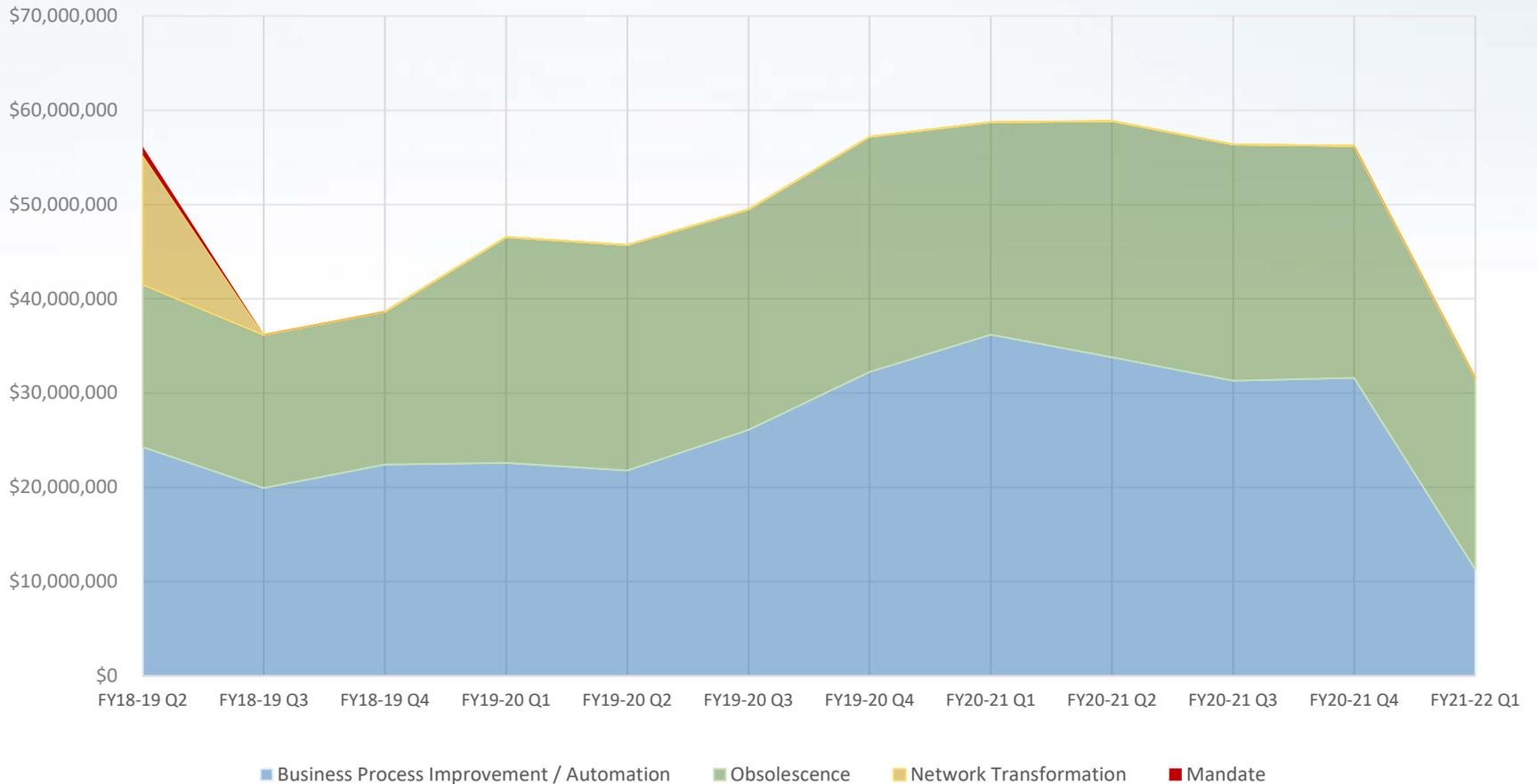
The chart below depicts the County’s IT project schedule performance trend for the projects that were completed over the last 12 quarters. The bars reflect the total number of projects completed in each quarter and the number completed on schedule. The line reflects the percentage of projects completed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



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

Projects intended to improve or automate business processes account for 36% of the County’s IT budget this quarter. The remaining projects are for replacing end-of-life or obsolete systems and account for 64% of the budget.

### Investment by Business Justification



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 John Wayne Airport also have a large share of the IT project budget.



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

# IT Project Dashboard

Managing Dept.	Business Owner	Project Description	Budget	Schedule	Schedule / Budget	Project Phase - Status as of End of Reporting Period Key Highlights Since End of Reporting Period	% Completed
A-C	Multi	<b>Property Tax System -</b> Transform the County's Property Tax System from a legacy mainframe system to an open-architecture platform.	*		Planned Start: 10/01/17 Planned End: <del>08/31/19</del> 08/31/20 10/31/21 05/31/22  Budget: \$ 14,431,033 Expended: \$ 11,128,543 Encumbered: \$ 696,292 Balance: \$ 2,606,198  Source: General Fund	<p><b>Execution</b> – 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 ongoing.</p> <p><b>Risk Mitigation</b></p> <p><b>Budget Status</b>  <u>Budget (Original)</u> – The vendor was granted additional funding that exceeds 20% of the original budget. As such, the budget status remains Red.                      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><b>Schedule Status</b>                      - <u>TTC UAT Testing</u> – The Treasurer-Tax Collector’s testers are finding a significant number of defects during the User Acceptance Testing process. The identification of these defects is impacting the schedule as they must be addressed and corrected. The County has no plans to back off its testing effort. The quality of this critical system must be assured and is its top priority. The vendor is working hard to resolve the defects as they are uncovered.                      - <u>Production Cutover</u> – Due to the high-volume of system defects being uncovered within the testing effort, the vendor has notified the County that the October 31, 2021, production-ready cutover date will not be achieved. The production-ready cutover date has been moved to May 31, 2022. The new cutover date falls within the current, revised contract.</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

# IT Project Dashboard

Managing Dept.	Business Owner	Project Description	Budget	Schedule	Schedule / Budget	Project Phase - Status as of End of Reporting Period Key Highlights Since End of Reporting Period	% Completed
A-C	Multi	<p><b>Workforce Time and Attendance Implementation</b> - Replace the current Virtual Timecard Interface with three modules: Time &amp; 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: <del>12/31/21</del>                                        <del>02/21/22</del>                                        <del>03/08/22</del>                                        <del>03/16/22</del>                                        08/31/22</p> <p>Budget: \$ 4,899,728                      Expended: \$ 1,820,538                      Encumbered: \$ 1,039,991                      Balance: \$ 2,039,199</p> <p>Source: General Fund</p>	<p><b>Execution</b> – System configuration, QA testing, and training for department payroll and technical support teams completed; User Acceptance Testing (UAT) of Time &amp; Attendance (T&amp;A) and Advanced Scheduling (AS) functionality in progress; system integration development and testing in progress; initiated change management, which includes end-user training materials, stakeholder communications, and coordination with departments in preparation for system rollout.</p> <p>Next period activities include completion of UAT and regression testing of T&amp;A and AS functionality; completion of system integration development and testing; review/revision of rollout plan as needed; initiation of simulation and end-to-end testing; finalization of end-user training materials.</p> <p><b>Risk Mitigation</b>                      Factors such as additional system requirements, countywide coordination, additional testing, and additional training materials for County staff demand that the project team revisit the overall timeline, including the go-live/rollout schedule. The project team will continuously monitor changes to project deliverables that may impact the overall timeline and communicate to departments in a timely manner. Project end date revised to 08/31/2022 from 03/16/2022 to add a fourth wave of go-live; a new interface for the Sheriff's schedule data; and more time for UAT, system integration testing, regression testing, and simulation testing. While the project schedule has been extended, the project budget remains green.</p>	75%

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On track; within 10% of budget/schedule



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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
HCA	HCA	<p><b>Business Intelligence &amp; Analytics -</b> Implement a system to allow for data mining, analytics, online analytical processing, monitoring, visibility of key historical and predictive modeling based data. System benefits include timely availability of key information, decision support systems, increased development and standardization of best practices, performance and outcomes measurement and improvements, more efficient and meaningful collaboration, production of reliable and accurate key metrics, and increased overall data accuracy, security and governance.</p>	**	**	Planned Start: 07/01/18 Planned End: <del>12/31/21</del> 03/31/22  Budget: \$ 3,000,000 Expended: \$ 0 Encumbered: \$ 0 Balance: \$ 3,000,000  Source: MHSA	<p><b>Execution</b> – Discussions ongoing to define functional requirements. Servers have been installed to expand infrastructure. Created dashboard for Suicide Prevention. Next period activities include continued discussions to define functional requirements for each work area; working with PMO and Quality department to develop and finalize charter and use cases and identify all sources of data to consolidate into data warehouse; Use of a Database Survey to gather information on the types of databases in use and the type of data being collected; contracting with Tableau for additional training classes; prototyping the Enterprise Data Warehouse.</p> <p><b>Risk Mitigation</b></p> <ul style="list-style-type: none"> <li>- Possible impact of countywide data sharing initiatives. Will continue collaboration and communication with all agency and County stakeholders. Gather requirements as necessary to allow integration of enterprise data warehouse to ensure sharing of data.</li> <li>- Budget is based on MHSA funding, and unused budget at end of each fiscal year is no longer available for this project and will be reallocated to other BHS projects. HCA to ensure funds are spent in the fiscal year budgeted.</li> <li>- Project end date extended from 12/31/21 to 03/31/22.</li> </ul>	15%

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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
HCA	HCA	<p><b>Electronic Health Records (EHR) Interoperability</b> - Implement an acceptable and industry standards-driven interoperability solution for the EHR with HCA behavioral health service contract providers and other partners to allow a better integration of services and the sharing of key clinical and financial data, resulting in better care coordination, elimination of duplicate data entry and maintenance, easier collaborations and transitions of care amongst the provider community, and access to a more comprehensive clinical dataset for shared clients. This will also enable a more standardized approach to data definitions, terminology, vocabulary, security standards, and compliance.</p>	**	**	<p>Planned Start: 07/01/18                      Planned End: <del>06/30/21</del>                      01/31/22</p> <p>Budget: \$ 500,000                      Expended: \$ 142,660                      Encumbered: \$ 0                      Balance: \$ 357,340</p> <p>Source: MHSA</p>	<p><b>Execution</b> – South Coast working with EHR vendor to develop interface with OCPRHIO. During next period, South Coast will work on developing the interface between their EHR vendor and OCPRHIO.</p> <p><b>Risk Mitigation</b></p> <ul style="list-style-type: none"> <li>- Potential impact of other County driven data sharing initiatives and related connectivity and integration requirements; will continue collaboration and communication with all stakeholders and weekly meetings.</li> <li>- Participation by contract providers based on technical and budget constraints. 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. Will communicate and collaborate with contract providers to ensure adoption and use and provide possible support for budget through their BHS contracts.</li> <li>- Budget is based on MHSA funding, and unused budget at end of each fiscal year is no longer available for this project and gets reallocated to other BHS projects. HCA to ensure funds are spent in the fiscal year budgeted.</li> </ul>	50%

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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	<b>Building Automation System</b> - 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: <del>10/30/20</del> <del>12/16/20</del> <del>02/26/21</del> 06/30/21  Budget: \$ 452,695 Expended: \$ 362,156 Encumbered: \$ 0 Balance: \$ 90,539  Source: JWA	<b>Closing</b> – Continued troubleshooting of field device communication issues as needed. Final graphics issues will be addressed during ongoing operations.	100%
JWA	JWA	<b>Network Redesign for John Wayne Airport</b> - Implement a new network infrastructure, using the latest industry standard and technology, to address increasing network traffic volume, eliminate network congestion issues, and provide system redundancy. Scope includes Phase 1, recommendations for network remediations and deployment plan, and Phase 2, network refresh implementation.			Planned Start: 01/07/19 Planned End: <del>06/30/21</del> <del>11/23/21</del> 02/23/22  Budget: \$ 4,330,000 Expended: \$ 2,805,947 Encumbered: \$ 101,612 Balance: \$ 1,422,441  Source: JWA	<b>Execution</b> – PARCS migrations completed (including Main Street); CUPPS end user device migrations complete; JWA new Internet circuit ordered; PCI audit of new network complete. In next period, will finalize migration of Phase 4 CUPPS users; migrate airlines; migrate servers/firewalls; and migrate JWA Internet.  <b>Risk Mitigation</b> - Airline migrations being scheduled during Nov/Dec Holiday season; to start airline planning/scheduling early and have alternate/backup dates - Checkpoint firewalls reach end of support on 12/31/21; planning to migrate firewalls early to allow for rollback/rescheduling; to queue up six-month extension of Checkpoint maintenance in the event firewall migration cannot be completed in a timely manner.	72%

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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	County wide	<b>eGov - Web Content Management System</b> - 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: \$ 688,586 Encumbered: \$ 73,225 Balance: \$ 338,189  Source: General Fund/ NGF	<b>Closing</b> – Website design, development, content migration and Go-live completed for three additional agencies: CEO, SSA and Assessor. All legacy website migrations successfully completed; project closed.	100%
OCIT	County wide	<b>OC Agenda</b> - Implement an Agenda Management replacement solution that meets the County's requirements of the agenda process lifecycle (creating Agenda Staff Reports (ASRs), compiling ASRs/publishing agendas, posting meeting minutes, and archiving).		*	Planned Start: 05/07/20 Planned End: <del>06/30/21</del> <del>10/25/21</del> 06/25/22  Budget: \$ 1,515,789 Expended: \$ 514,420 Encumbered: \$ 0 Balance: \$ 1,001,369  Source: General Fund	<b>Execution</b> – Solution to collaborate with MS Word finalized and in development. Data migration in progress. User acceptance testing partially completed (Pre-Meeting Dept, CEO & COB areas). Revisions, supplementals, post-meeting development completed within the product and ready for vendor configuration. Next steps include completion of user acceptance testing for revisions and supplementals; ongoing user testing of all features; data migration testing.  <b>Risk Mitigation</b> Reason for re-baseline (June 2021): Microsoft declined the PrimeGov integration request with MS Word due to the O365 Government licensing. The vendor is now working out a solution to seamlessly collaborate with Word using OneDrive at no cost to the County, but the vendor will not have this solution developed until Feb 2022. This delayed delivery moves out the overall project timeline. The County is monitoring this risk area very closely.	65%

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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	<b>OCCR &amp; OCPW Voice Migration</b> - Migrate voice system to the County's enterprise solution			Planned Start: 06/05/20 Planned End: <del>04/16/21</del> <del>07/31/21</del> 11/15/21  Budget: \$ 320,302 Expended: \$ 297,881 Encumbered: \$ 0 Balance: \$ 22,421  Source: General Fund	<p><b>Execution</b> – e911 testing completed; design and implementation documentation completed; ported 2,505 numbers to date; 370 numbers pending. Activities in next period include porting of remaining numbers and completion of voicemail migrations.</p> <p><b>Risk Mitigation</b> Schedule re-baselined due to delays in e911 testing outside of County control; project completion date moved to 11/15/21.</p>	90%
OCIT	Multi	<b>Privileged Access Management (PAM) Implementation</b> - Privileged Access Management (PAM) is a security service that provides centralized management and auditing for IT administrative accounts. This provides benefits like explicit access control, reduced attack surface of stolen passwords, audited/recorded remote sessions, "just-in-time" privilege (rather than standing privilege), and MFA anywhere.			Planned Start: 04/01/21 Planned End: <del>06/30/21</del> 12/31/22  Budget: \$ 342,000 Expended: \$ 221,668 Encumbered: \$ 0 Balance: \$ 120,332  Source: General Fund	<p><b>Execution</b> – Completed rollout to pilot agencies and OCIT. Monitoring usage statistics and implementing lessons learned for subsequent rollouts. Planned activities include preparation for onboarding of next agencies (CoCo, ROV, CSS, OCWR).</p> <p><b>Risk Mitigation</b> Resource constraints; moving rollout of CoCo and ROV to FY 21-22 Q3 to accommodate.</p>	30%

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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	<p><b>ServiceNow for Shared Services -</b> Implement a single ticketing system for all Shared Services departments; transition Shared Services departments to a unified call center model; deploy automated discovery tools to capture infrastructure components; and modify ServiceNow portal and service catalog to provide for an efficient and user-friendly customer service experience.</p>		*	<p>Planned Start: 07/01/17 Planned End: <del>06/30/20</del> <del>12/31/20</del> <del>06/30/21</del> 09/30/21</p> <p>Budget: \$ 490,000 Expended: \$ 249,635 Encumbered: \$ 0 Balance: \$ 240,365</p> <p>Source: General Fund</p>	<p><b>Execution</b> – Submitted Service Catalog changes to vendor (SAIC) development team. Effort in next period will be to address delays with vendor and work toward completion of deletion of and changes to Service Catalog items.</p> <p><b>Risk Mitigation</b> Vendor has been unable to prioritize completion of the Service Catalog changes at this time. These changes are for convenience; the fact they are delayed does not put customer service at risk. Continuing dialogue with vendor to complete project. Vendor currently working on Level of Effort (LOE) estimate and timeline for completion.</p>	95%
OCIT	OCIT	<p><b>Workfront PPM Tool Implementation -</b> This project is for the implementation of Workfront, a commercial-off-the-shelf (COTS) Project Management (PM) and Project Portfolio Management (PPM) tool. Workfront will provide a cohesive and robust solution for OC Information Technology (OCIT) to orchestrate, prioritize, and drive business values from projects by tracking scope, budget, schedule, and risk.</p>			<p>Planned Start: 06/22/21 Planned End: 11/30/21</p> <p>Budget: \$ 225,000 Expended: \$ 65,456 Encumbered: \$ 122,925 Balance: \$ 36,619</p> <p>Source: General Fund</p>	<p><b>Execution</b> – Discovery phase completed; configuration complete and ready for validation and validation in progress. In next period, data and user list will be identified for migration and user acceptance testing completed. Go Live will occur by 11/30/21.</p> <p><b>Risk Mitigation</b> N/A</p>	75%

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

Critical: >20% over budget/schedule

# Project Landing Map

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

Q1 FY20-21 Jul – Sep 2020	Q2 FY20-21 Oct – Dec 2020	Q3 FY20-21 Jan – Mar 2021	Q4 FY20-21 Apr – Jun 2021
<ul style="list-style-type: none"> <li>✓ Integrated Talent Management System</li> <li>✓ DA’s Record Management System</li> </ul>	<ul style="list-style-type: none"> <li>✓ Email Protection Gateway</li> </ul>	<ul style="list-style-type: none"> <li>✓ ePrescription for Controlled Substances</li> <li>✓ JWA Emergency Phones</li> </ul>	<ul style="list-style-type: none"> <li>✓ Computerized Maintenance Management System (CMMS)</li> <li>✓ Identity Governance &amp; Administration</li> <li>✓ JWA Video Management System</li> <li>✓ System of Care Data Integration System (SOCDIS)</li> </ul>
Q1 FY21-22 Jul – Sep 2021	Q2 FY21-22 Oct – Dec 2021	Q3 FY21-22 Jan – Mar 2022	Q4 FY21-22 Apr – Jun 2022
<ul style="list-style-type: none"> <li>✓ eGov - Web Content Management System</li> <li>✓ JWA Building Automation System</li> <li>▪ ServiceNow for Shared Services</li> </ul> <div data-bbox="115 768 305 853" style="background-color: red; color: white; padding: 5px; margin-top: 10px;"> <p>Late due to vendor resource constraints</p> </div>	<ul style="list-style-type: none"> <li>▪ OCCR/OCPW Voice Migration</li> <li>▪ Workfront PPM Tool Implementation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Electronic Health Records (EHR) Interoperability</li> <li>▪ HCA Business Intelligence &amp; Analytics</li> <li>▪ JWA Network Redesign</li> <li>▪ Workforce Time &amp; Attendance</li> </ul>	<ul style="list-style-type: none"> <li>▪ OC Agenda</li> <li>▪ Property Tax System</li> </ul>
Q1 FY22-23 Jul – Sep 2022	Q2 FY22-23 Oct – Dec 2022	Q3 FY22-23 Jan – Mar 2023	Q4 FY22-23 Apr – Jun 2023
<ul style="list-style-type: none"> <li>▪ Workforce Time &amp; Attendance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Privileged Access Management (PAM) Implementation</li> </ul>		

✓ Project has been completed.

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