

# County IT Projects

## Quarterly Progress Report

1<sup>st</sup> Quarter, FY23-24  
Jul 1 – Sep 30, 2023



Orange County Information Technology

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, six more than the number reported in the previous quarter. One project, CalSAWS Migration Technical Support, was completed last quarter. A total of seven new projects were added; these reflect projects that were funded effective July 1, 2023, with the start of the new Fiscal Year. The total budget increased from \$35,524,630 to \$52,219,842.

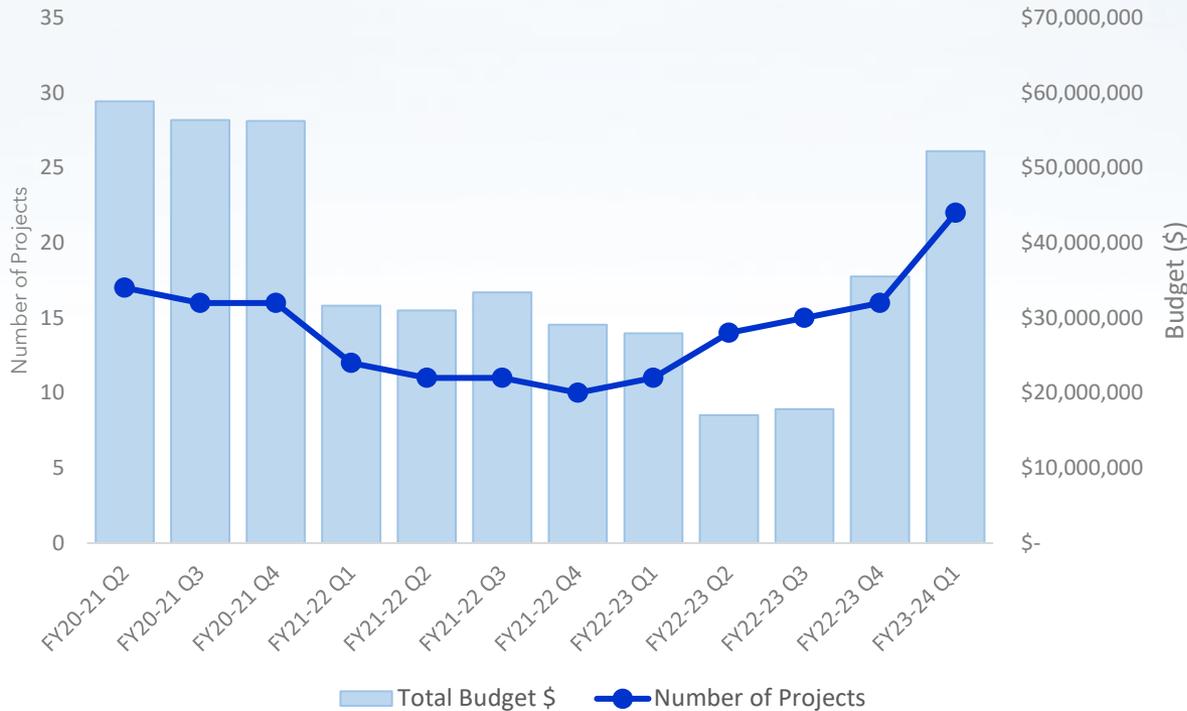


### Key Accomplishments

Two projects, County Reimbursement System (OC METER), managed by Auditor-Controller, and Integrated Talent Management System – Performance Module, managed by CEO-HRS, were successfully completed in FY23-24 Q1.

# IT Portfolio Size and Budget

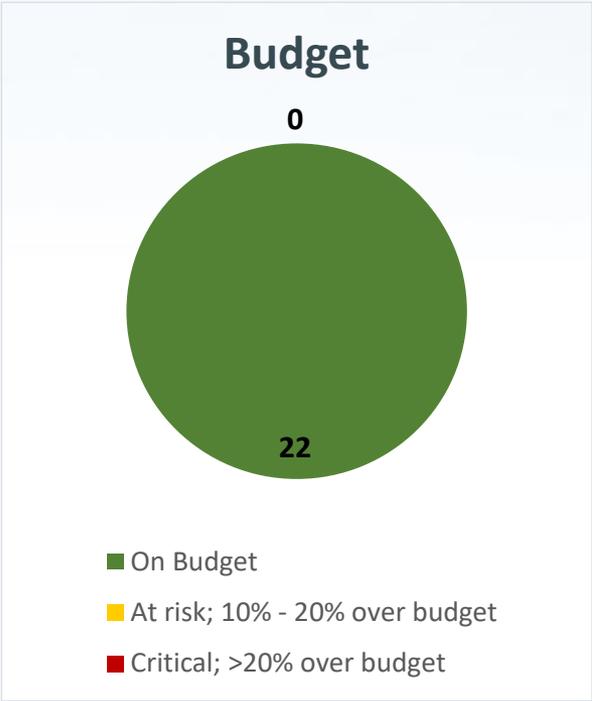
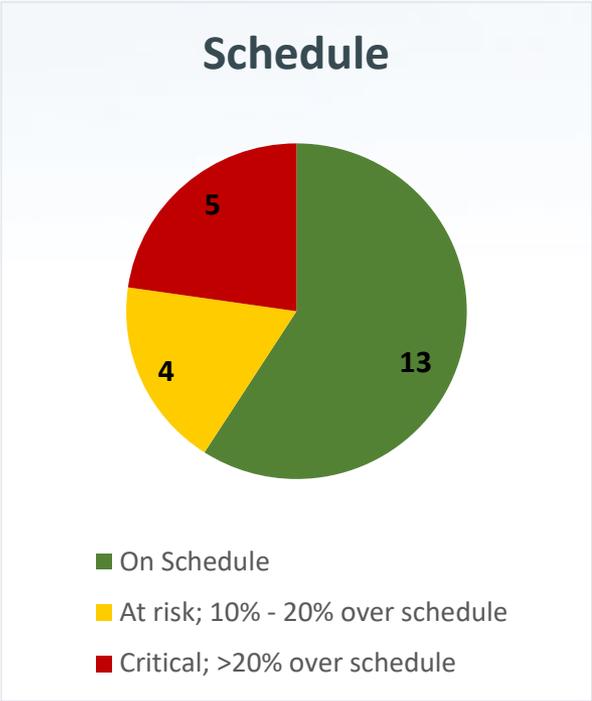
This chart depicts the County’s IT project portfolio size and budget trends over the last 12 quarters.



- The number of active projects is 22, six more than the number of projects reported in the previous quarter.
- Project data from the last 12 quarters show an average of 14 and a median of 14.5 projects.
- The total portfolio budget increased by \$16,695,212.

*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.

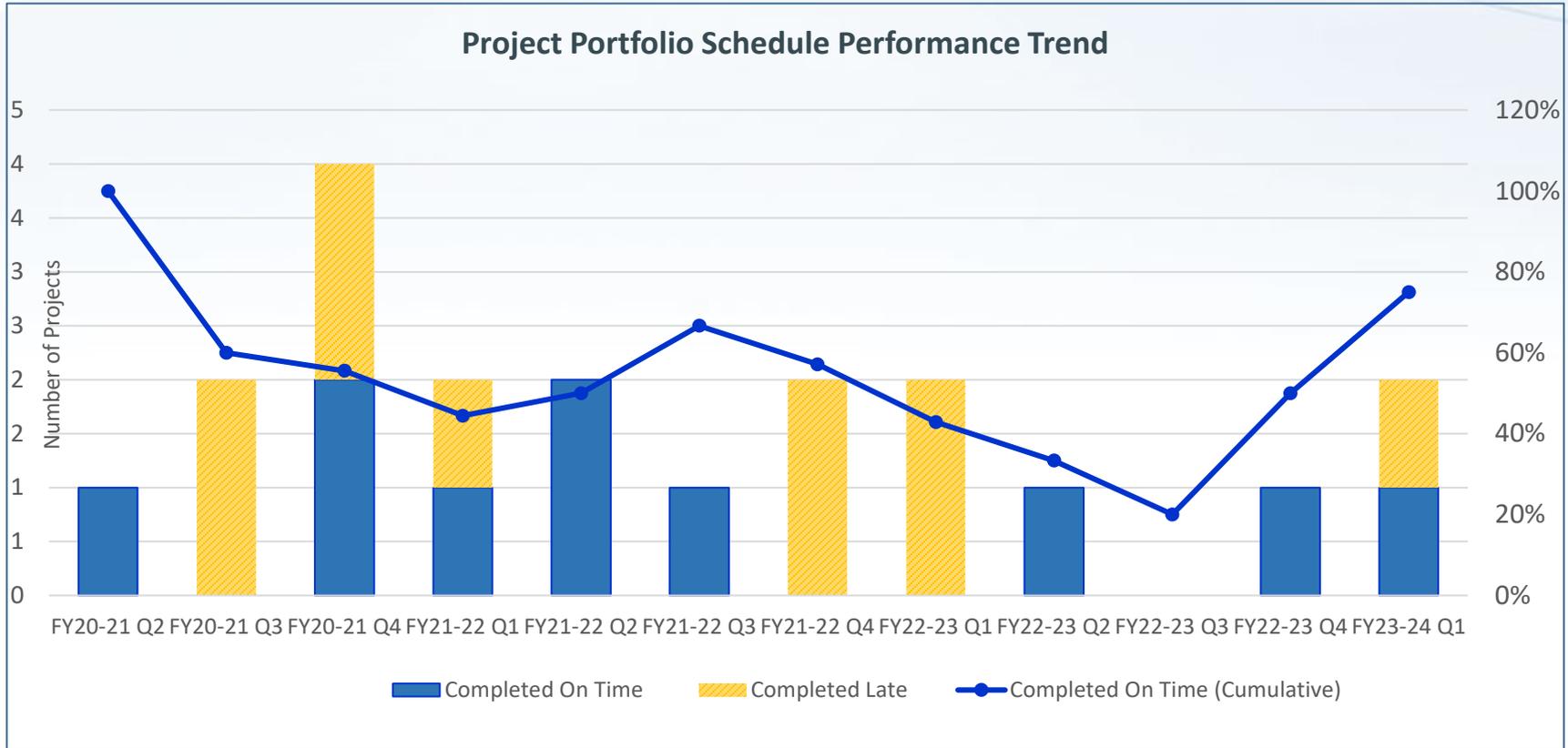


During this reporting period, nine projects are experiencing schedule delays, and no projects exceed their original or rebaselined budgets.

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

# Portfolio Performance Trend

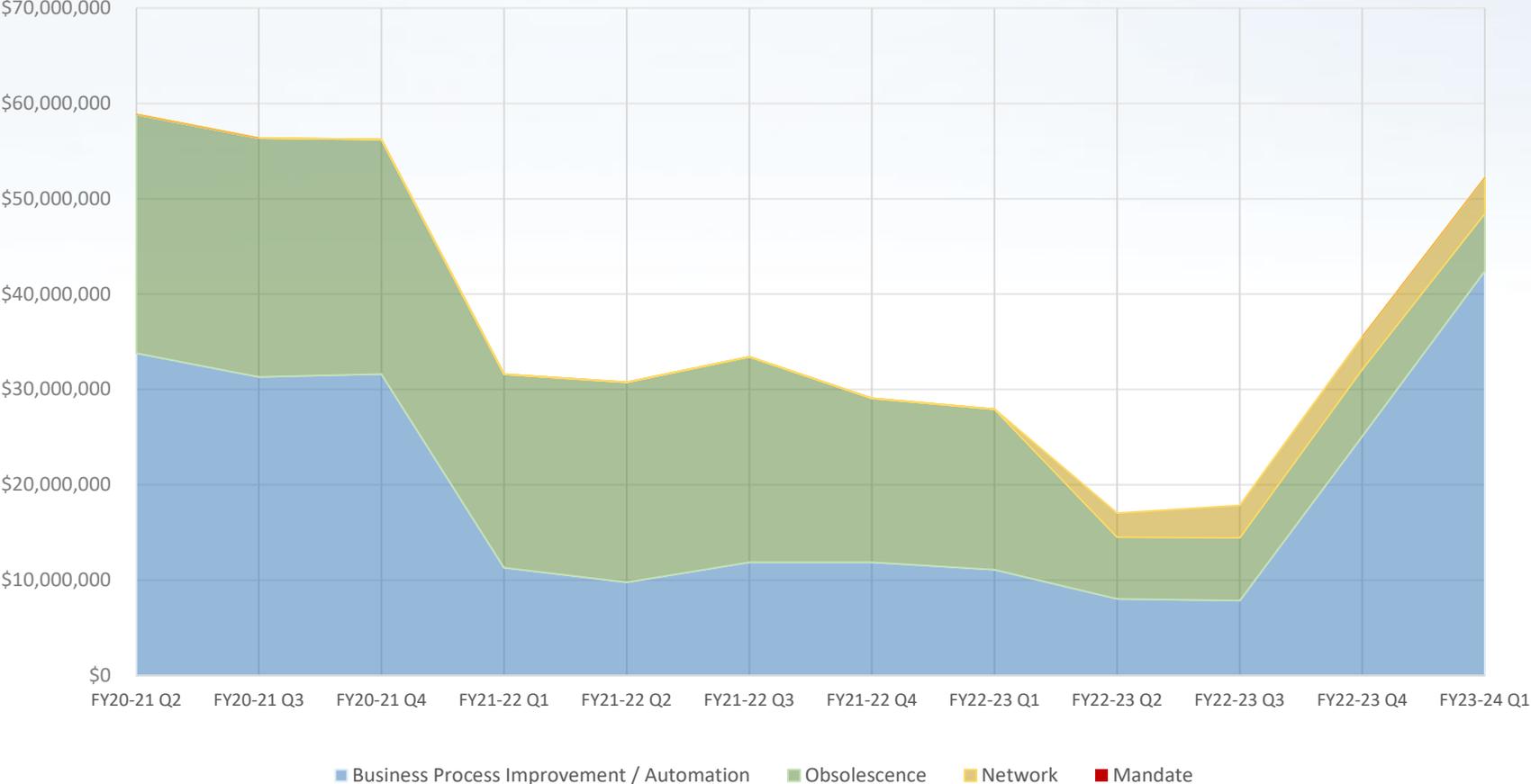
The chart below depicts the County’s IT project schedule performance trend for the projects that were completed over the last 12 quarters. The bars reflect the total number of projects completed in each quarter and the number completed on schedule. The line reflects the percentage of projects completed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



This portfolio budget performance trend may reflect the County’s cost-schedule tradeoff decisions to stay within resource and budget constraints at the expense of schedule.

Projects intended to improve or automate business processes account for approximately 81% of the County’s IT budget this quarter. Projects for replacing end-of-life or obsolete systems account for approximately 12% of the budget. Network projects account for approximately 7% of the budget.

**Investment by Business Justification**



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

Health Care Services accounts for the largest share of the County's IT project investments this quarter. Enterprise Cybersecurity, John Wayne Airport, Public Protection, and Countywide projects 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	AC	<p><b>County Reimbursement System</b> - The Auditor-Controller Office is implementing a solution for the County's employee reimbursement programs, which includes mileage and expense claims, travel expenses, lodging, meals, and educational and professional reimbursements in accordance with the County of Orange Memoranda of Understanding (MOUs) and travel policy. This solution will replace the end-of-life Online Mileage Claim system and utilize current technology to handle workflow, user authentication, and integration with the County's Enterprise Resource Planning (ERP) and document management systems.</p>			<p>Planned Start: 09/01/22 Planned End: <del>08/30/24</del> 10/20/23</p> <p>Budget: \$ 492,126 Expended: \$ 290,276 Encumbered: \$ 201,400 Balance: \$ 0</p> <p>Source: General Fund</p>	<p><b>Closing</b> – Completed system configurations work, system interfaces/integration work, user acceptance testing, and training materials and provided countywide training. Completed implementation support and transitioned to post deployment support. Completed system rollout to County employees across all departments on September 08, 2023.</p> <p><b>Risk Mitigation</b> - None. The County has successfully completed two payroll cycles with OC METER as of October 10, 2023. Project closure activities will be completed by the end of October. There will be no quarterly IT report after this one.</p>	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

# 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
CEO-HRS	CEO-HRS	<p><b>Integrated Talent Management System (ITMS) - Performance Module</b> - This project will implement the Performance Module into the current integrated talent management system (Eureka) to modernize the performance management process for Administrative Managers, enable the automation of the evaluation process, and provide line of sight of performance throughout the organization.</p>			<p>Planned Start: 02/15/22 Planned End: <del>02/15/23</del> 07/01/23 10/01/23</p> <p>Budget: \$ 358,641 Expended: \$ 278,943 Encumbered: \$ 0 Balance: \$ 79,698</p> <p>Source: General Fund</p>	<p><b>Closing</b> – Coordinated new process with OCMA; completed UAT within broader HRS; finalized development of training and communication materials to support launch; launched September 27, 2023.</p> <p><b>Risk Mitigation</b></p> <ul style="list-style-type: none"> <li>Project has been completed. Going forward, HRS will continue to support ongoing maintenance of the system and performance processes.</li> </ul>	100%
CEO-HRS	CEO-HRS	<p><b>HRS Onboarding</b> - Project provides a central hub that keeps employees compliant, automates onboarding paperwork and tasks, and builds team culture with a personalized self-service employee portal. The County has an active contract with NEOGOV to recruit talent to fill various positions across County departments. Serving as our applicant tracking database, NEOGOV would provide for a seamless transition as new hires navigate the onboarding experience in the same system as their application process.</p>			<p>Planned Start: 07/28/23 Planned End: 12/04/23</p> <p>Budget: \$ 218,000 Expended: \$ 0 Encumbered: \$ 0 Balance: \$ 218,000</p> <p>Source: General Fund, CEO-HRS</p>	<p><b>Execution</b> - Kicked off project; and built checklist and portals.</p> <p>In upcoming period, to finalize system validation; present to CHRO and Onboard Workgroup, implement rollout.</p> <p><b>Risk Mitigation</b></p> <ul style="list-style-type: none"> <li>Transition of information and account creation. To complete demo on system and complete applicant transition to employee testing within system.</li> </ul>	85%

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HCA	HCA	<p><b>Business Intelligence &amp; Analytics -</b> Implement a system to allow for data mining, analytics, online analytical processing, monitoring, visibility of key historical and predictive modeling-based data. System benefits include timely availability of key information, decision support systems, increased development and standardization of best practices, performance and outcomes measurement and improvements, more efficient and meaningful collaboration, production of reliable and accurate key metrics, and increased overall data accuracy, security and governance.</p>			<p>Planned Start: 07/01/18 Planned End: <del>12/31/21</del> <del>03/31/22</del> <del>12/31/22</del> <del>12/31/23</del> 12/31/24</p> <p>Budget: \$ 3,000,000 Expended: \$ 2,199,502 Encumbered: \$ 0 Balance: \$ 800,498</p> <p>Source: MHSA</p>	<p><b>Execution</b> – Continued working on most optimal approach and strategy; technical details are being evaluated related to EDW architecture and construction. Continued work on developing standards/best practices for dashboards. Continued internal SQL EDW construction and data load prototypes at smaller scale for supporting increased Tableau activity across HCA. Continued to review and finalize sources of data.</p> <p>In upcoming period, to work towards development of RFP solicitation for the enterprise data warehouse; continue discussions on data governance and data classifications, and work to develop strategies and approaches to build. Continue various data use strategy discussions with agency data advisory group. Work with Chorus to develop data exchange with the transitional HCA EDW.</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.</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 to December 2024 based on revised procurement approach.</li> </ul>	53%

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HCA	HCA	<p><b>CHORUS</b> - Build several integrated digital solutions on the CHORUS platform to create a more responsive crisis response system, a comprehensive online resource directory that supports consumers and providers when searching for behavioral health and other resources, and a closed-loop referral system to streamline clients' timely access to County programs. These solutions digitize program workflows, reduce the need for duplicate data entry, provide a secure method for sharing data as permissible, and visualize key program indicators and operational data on custom dashboards. This is a multi-phase, multi-year project.</p>			<p>Planned Start: 06/01/21 Planned End: 06/30/24</p> <p>Budget: \$ 17,225,000 \$ 27,920,000 Expended: \$ 13,660,000 Encumbered: \$ 0 Balance: \$ 4,260,000</p> <p>Source: MHSA</p>	<p><b>Execution</b> – BOS approved amendment to increase budget and adjust scope of work on Sept. 26, 2023. Activities have been adjusted accordingly. Completed go-live for improvements/enhancements/Phase 2 solutions for OC Navigator, multi-language support, OC Links, CAT, CSU bed/boards, and O&amp;E Admin; worked on alpha/initial designs for O&amp;E expanded solutions, Crisis Res bed/board, and crisis closed-loop referrals. Completed planning/requirements gathering for MH/SUD programs, Inpatient Treatment Authorization Requests (TAR) system, Single Sign On/Multi-Factor Authentication (SSO/MFA), data integration with EHR/Cerner data, and location services.</p> <p>In upcoming period, ongoing improvement cycles and module enhancements for existing modules; develop go-live PEI solution, Crisis Res Programs bed/board, crisis services closed-loop referrals, and County SSO/MFA; complete alpha/initial designs of In Home Crisis Stabilization and TAR modules and first forms for CARE Act implementation; conduct planning and requirements gathering for additional CARE Act forms, comprehensive closed-loop referrals and linkages, location services, and data integration.</p> <p><b>Risk Mitigation</b></p> <ul style="list-style-type: none"> <li>- Chorus data integration work will begin once EDW solicitation is completed. HCA will create alternative solutions for Chorus data integration to meet program needs during the solicitation period.</li> <li>- The State has not provided information on CARE Act data submission requirements and has not yet indicated when they will be available. HCA will model data elements and code sets based on the CARE Act data dictionary provided by the State and will submit.</li> </ul>	70%

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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>  <del>01/31/22</del>  <del>10/31/22</del>  <del>12/31/23</del>                      12/31/24</p> <p>Budget: \$ 500,000                      Expended: \$ 192,660                      Encumbered: \$ 0                      Balance: \$ 307,340</p> <p>Source: MHSA</p>	<p><b>Execution</b> – Interoperability requirements and specifications continue to be evaluated. Multiple data sharing mandates and initiatives from State and federal sources have been presented, e.g., AB133, 21st Century Cures Act, MHP expansion, etc. Following procurement process for HIE solution.</p> <p>In upcoming period, to work towards finalizing approach and development of strategies.</p> <p><b>Risk Mitigation</b></p> <ul style="list-style-type: none"> <li>- Disengagement from OCPRHIO HIE because of non-responsiveness (no cost impact); following procurement process for HIE solution. As a result, project percent complete has been adjusted downwards.</li> <li>- Potential impact of other County driven data sharing initiatives and related connectivity and integration requirements; will continue collaboration and communication with all stakeholders.</li> <li>- Participation by contract providers based on technical and budget constraints. Will communicate and collaborate with contract providers to ensure adoption and use and provide possible support for budget through their MHRS contracts.</li> <li>- Budget is based on MHSA funding, and unused budget at end of each fiscal year is no longer available for this project and gets reallocated to other BHS projects. HCA to ensure funds are spent in the fiscal year budgeted to the extent possible.</li> </ul>	41%

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HCA	HCA	<p><b>iConnect Lab Portal</b> - The development and implementation of the iConnect Lab Web Portal will provide Public Health Lab (PHL) the ability to facilitate electronic transmissions of specimen request and patient demographic data from clients external to the Health Care Agency's (HCA) Electronic Health Record system. The iConnect solution will share external specimen results electronically with Cerner through the LIMSSConnect ETOR platform service. The integration between Cerner and the Lab Web Portal will reduce errors and save staff resource time and shall be performed by HPG.</p>			Planned Start: 03/31/23 Planned End: <del>06/30/24</del> 02/28/24  Budget: \$ 349,500 Expended: \$ 580 Encumbered: \$ 0 Balance: \$ 348,920  Source: ELC2	<p><b>Execution</b> – Deployed LWP to QC1 Test environment for TRF form testing; initiated TRF Batch Upload development for Water Quality, PHL Corrections, Supply Order, and Rabies; the Annual PHL Client Update in progress. Clinical TRF form still in rework as PHL is fine tuning the test variations available on form. Began LIMSSConnect configuration and TRF mapping in Cerner. Built and configured two LIMSSConnect Servers.</p> <p>In next period, to continue LWP testing in QC1 Test environment for TRF forms; continue TRF Batch Upload development and data mapping in Cerner; finalize Clinical TRF form; continue development of the LIMSSConnect interface between LWP and Cerner; continue to meet with HPG/iConnect on deliverables and strategies for integrating LIMSSConnect.</p> <p><b>Risk Mitigation</b></p> <ul style="list-style-type: none"> <li>- Possible impact of non-availability of PHL staff due to competing priorities; will continue collaboration and communication with PHL to ensure availability.</li> <li>- Budget is based on ELC2 funding and budgeted funds must be used by July 2024; to ensure project is completed and funds are spent within the project timeline.</li> <li>- Vendor resource change; to implement change and continue to anticipate and plan for possible changes, assess their impact and feasibility, and communicate changes as needed.</li> </ul>	41%
HCA	HCA	<p><b>Multi-Drug Resistant Organism (MDRO) Data Exchange</b> - Software development project for a custom MDRO Data Exchange to accommodate LTACH, ACH, and SNFs to ensure appropriate handling of patients with MDROs. The solution will include logical workflows, scalability, configurations, reporting, and interoperability. The final product will be hosted as a Software as a Service (SaaS) solution and will provide data processing, high-quality user experience, and up-to-date architecture and security infrastructure to future-proof the system.</p>			Planned Start: 09/23/23 Planned End: 09/30/24  Budget: \$ 3,595,000 Expended: \$ 0 Encumbered: \$ 0 Balance: \$ 3,595,000  Source: ELC2	<p><b>Initiation</b> - Signed contract; held project kickoff meeting; initiated planning activities.</p> <p>In next period, to review &amp; validate scope; review &amp; validate requirements; develop project management plan and project charter; develop product vision, personas, and user journeys; plan Sprint 0; initiate Infrastructure &amp; Architecture Setup &amp; Design.</p> <p><b>Risk Mitigation</b></p> <ul style="list-style-type: none"> <li>- Possible impact of non-availability of PHL staff due to other competing priorities; to continue collaboration and communication with PHL to ensure availability.</li> <li>- Budget is based on ELC2 funding, which ends July 2024; ensure project is completed and identified funding is available up to completion date.</li> </ul>	3%

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JWA	JWA	<p><b>Baggage Handling System</b> - This project is to replace the Upper-Level Controls (Baggage Handling System) at JWA. Replacement includes network infrastructure, hardware, and software.</p>	*		<p>Planned Start: 12/06/22 Planned End: <del>05/11/24</del> 05/14/24</p> <p>Budget: \$ <del>2,922,268</del> \$ 3,366,099</p> <p>Expended: \$ 530,291 Encumbered: \$ 2,677,394 Balance: \$ 158,414</p> <p>Source: JWA</p>	<p><b>Execution</b> – Execution - Completed integrated testing.</p> <p>In next period, to complete Factory Acceptance Testing.</p> <p><b>Risk Mitigation</b></p> <ul style="list-style-type: none"> <li>- Risk of failure of current system before new system is implemented; a contingency plan has been developed in the event of failure.</li> <li>- Budget was rebaselined in FY 22-23 Q4.</li> </ul>	78%
OCIT	COB	<p><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).</p>			<p>Planned Start: 05/07/20 Planned End: <del>06/30/21</del> <del>10/25/21</del> <del>06/25/22</del> <del>09/30/22</del> <del>03/27/23</del> <del>09/26/23</del> 12/31/23</p> <p>Budget: \$ <del>1,365,617</del> \$ 1,451,708</p> <p>Expended: \$ 1,272,924 Encumbered: \$ 41,600 Balance: \$ 137,184</p> <p>Source: General Fund</p>	<p><b>Execution</b> – Completed Functionality Testing and User Acceptance Testing.</p> <p>In next period, to conduct Clerk of the Board user training; parallel testing; Board offices training; go live.</p> <p><b>Risk Mitigation</b></p> <ul style="list-style-type: none"> <li>- Vendor continues to work on outstanding functionality issues; set up biweekly progress meetings and weekly check-ins. Continue to test functionality. Final deliverables now expected by calendar year end.</li> <li>- Percent complete does not reflect actual project status. Adjusted downward to reflect items not completed in last reporting period per plan.</li> <li>- Additional budget needed; increased to \$1,451,708.</li> </ul>	85%

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OCIT	Multi	<b>Access Control Conversion from Lenel to Genetec</b> - Migrate identified County Lenel badge system components to the Genetec platform to reduce material and licensing costs and improve maintenance support channels.			Planned Start: 02/01/23 Planned End: 06/24/24  Budget: \$ 448,665 Expended: \$ 3,862 Encumbered: \$ 0 Balance: \$ 444,803  Source: General Fund	<b>Initiating</b> - Conducted architecture meetings with contractor; established high level project plan; initiated project charter.  In next period, to agree on high level requirements; finalize project charter; establish contract with vendor.  <b>Risk Mitigation</b> - Failure to maintain consistency between Lenel and Genetec databases during migration; generate automated weekly reports that indicate consistency between the two databases.	9%
OCIT	Multi	<b>County Enterprise Network Redundancy</b> - The purpose of this project is to upgrade and enhance the County network infrastructure in the County Administration South (CAS) building to build additional redundancy in case of network or internet service failure at the Orange County Data Center (OCDC).			Planned Start: 10/10/22 Planned End: <del>05/02/23</del> 10/15/23  Budget: \$ 2,517,647 Expended: \$ 329,999 Encumbered: \$ 484,767 Balance: \$ 1,702,880  Source: General Fund, OCIT	<b>Execution</b> - Execution - Completed discovery and low-level design; installation and configuration of ISE node. Initiated redundancy implementation and documentation.  In next period, complete redundancy implementation; re-deploy two Cisco FirePower firewalls; implement internet redundancy (OCDC to CAS); re-start documentation after firewall completion.  <b>Risk Mitigation</b> - Schedule delay due to pre-requisite of OCIT to deliver firewall equipment; increased costs and scheduling due to scope increase revealed during the discovery period. Contract amendment #2 when approved will extend end date to 3/31/24.	73%

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OCIT	Multi	<b>eDiscovery Tool</b> - Implementation of Exterro eDiscovery Case Management System will provide an end-to-end workflow and automation solution for processing eDiscovery requests. The system will eliminate redundant manual work, reduce data entry errors, efficiently track cases, generate status reports, and share data with agencies.			Planned Start: 07/01/23 Planned End: 02/25/24  Budget: \$ 375,000 Expended: \$ 17,698 Encumbered: \$ 0 Balance: \$ 357,302  Source: General Fund	<p><b>Initiating</b> - Completed scope of work development; contract negotiation with vendor; contract signoff.</p> <p>In next period, to conduct project kickoff; business process review. Identify Legal Holds requirements; security and user permission requirements; HR and SSO integration requirements. Complete SMTP configuration and Legal Hold migration.</p> <p><b>Risk Mitigation</b> N/A</p>	8%
OCIT	Multi	<b>Identity and Badge Data Integration</b> - Integration of the Lenel badge system with the OC HARP system to enhance automation of badge provisioning and physical access control capabilities.			Planned Start: 04/26/22 Planned End: <del>06/01/23</del> 10/23/24  Budget: \$ 150,000 Expended: \$ 18,436 Encumbered: \$ 0 Balance: \$ 131,564  Source: General Fund	<p><b>Execution</b> - Continued meetings in preparation for new County badge system expected FY23-24; realigned project timeline based on dependencies of new County badge system.</p> <p>In next period, to procure new County badge system.</p> <p><b>Risk Mitigation</b></p> <ul style="list-style-type: none"> <li>- Unauthorized badge access might be granted; test plan will be developed in conjunction with Cybersecurity team to test for the granting of unauthorized badge access.</li> <li>- The solution may result in unauthorized changes to data; test plan will be developed in conjunction with Cybersecurity team to test for unauthorized changes.</li> <li>- Replication may impact system performance; test plan will include stress testing; solution will use strategic scheduling.</li> <li>- Replication may impact system availability; solution will include monitoring and alerting of data flow.</li> <li>- Funding for related projects in FY23-24 will impact deliverables for this project; to adjust project deliverables to align with newly funded project objectives.</li> </ul>	52%

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OCIT	Multi	<p><b>IntraOC Site Design Refresh</b> - This project seeks to refresh the design of the County SharePoint hub by implementing the Modern Experience template and its available tools. These upgrades present opportunities to enable faster site responsiveness, drive user adoption, and to maximize the ROI on Office 365-related services and products, for which departments are already paying through their Office 365 licensing fees.</p>			<p>Planned Start: 09/30/22 Planned End: <del>12/31/23</del> 12/15/23</p> <p>Budget: \$ <del>225,000</del> \$ 299,640 Expended: \$ 66,991 Encumbered: \$ 0 Balance: \$ 232,649</p> <p>Source: General Fund</p>	<p><b>Execution</b> – Continuation of Collaboration Sites cleanup and content creation.</p> <p>In next period, to finalize site and prepare organizational communications.</p> <p><b>Risk Mitigation</b> - Additional budget from previously authorized General Fund funding.</p>	78%
OCIT	Multi	<p><b>Legacy Application Restoration</b> - The County maintains multiple “legacy” computer applications. These are applications that are maintained at individual agencies or the OC Data Center and are running on older equipment or operating systems that cannot be updated. These applications are particularly vulnerable to disruption via cyberattack. The project goal is to implement software for the recovery of the legacy applications in the event of a ransomware attack or other security breach.</p>			<p>Planned Start: 08/01/23 Planned End: 05/31/24</p> <p>Budget: \$ 875,000 Expended: \$ 1,764 Encumbered: \$ 0 Balance: \$ 873,236</p> <p>Source: General Fund</p>	<p><b>Initiation</b> - Held project kickoff meeting; located and transferred to OCIT existing assets for system infrastructure; negotiated and locked in pricing with software vendor; drafted and submitted Managed Services Work Order.</p> <p>In next period, to obtain signed Work Order and begin configuration of hardware/software.</p> <p><b>Risk Mitigation</b> N/A</p>	10%

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Critical: >20% over budget/schedule

# IT Project Dashboard

Managing Dept.	Business Owner	Project Description	Budget	Schedule	Schedule / Budget	Project Phase - Status as of End of Reporting Period Key Highlights Since End of Reporting Period	% Completed
OCIT	Multi	<p><b>Shared Services Server Platform</b> - OCIT needs to establish a new virtual server system to replace the old system, which is about to reach End of Service Life (EOSL). OCIT will establish the new system under a shared services model wherein County departments will share the cost of the system over six years based on utilization. Multiple County departments will rely on this system to house their 280 virtual servers (VMs).</p>	*		Planned Start: 04/01/21 Planned End: <del>07/14/23</del> 09/06/23 11/01/23  Budget: \$ <del>810,000</del> \$ 910,000 \$ 940,000 Expended: \$ 868,733 Encumbered: \$ 71,267 Balance: \$ 0  Source: OCIT	<p><b>Execution</b> – Accommodated stakeholders' request to increase the number of servers to migrate; re-baselined budget to reflect actual costs. Initiated procurement of additional storage required to finish migration. Completed migration of servers that do not require additional storage.</p> <p>In next period, will take delivery of additional storage and complete migration of the last three servers. To close project.</p> <p><b>Risk Mitigation</b></p> <ul style="list-style-type: none"> <li>Migrated servers may exceed available platform resources; will obtain additional resources as needed to accommodate all migrated servers.</li> </ul>	93%
OCIT	Multi	<p><b>Zscaler Private Access (ZPA) VPN Standardization – Phase 1</b> - This project seeks to consolidate the multiple VPN solutions within the County into a single platform: Zscaler Private Access (ZPA). ZPA is a next-generation VPN alternative that gives users direct connectivity to County applications in contrast to traditional VPNs that provide access at the network level. This significantly enhances security as it minimizes the attack surface and introduces the concept of zero-trust network access. The project will be executed in phases, with Phase 1 targeting implementation for Social Services Agency (SSA).</p>			Planned Start: 02/01/23 Planned End: 09/30/23  Budget: \$ <del>890,000</del> \$ 1,230,000 Expended: \$ 566,147 Encumbered: \$ 0 Balance: \$ 663,853  Source: ARPA	<p><b>Executing</b> – Completed User Acceptance Testing (UAT). Initiated rollout to 3000 SSA users; also rolled out to 500 additional staff that have requested it.</p> <p>In next period, to implement application segmentation policies; close project.</p> <p><b>Risk Mitigation</b></p> <ul style="list-style-type: none"> <li>Project schedule needs to be extended due to requests to extend testing and include additional test groups; push out of implementation start date to allow more time to prepare for support and user communications; add additional locations and users to rollout plan. Phase 1 project end date adjusted to 11/24/23.</li> <li>Budget increased to cover cost of additional licensing.</li> </ul>	72%

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
OCIT	SSA	<b>Employee Information Tracking System (EITS)</b> - Development of an Employee Information Tracking System (EITS) that expedites and automates tracking a position control number, employee provisioning, equipment distribution, and system/application access and that enables ease of approvals, email alert notifications and ability to report on any field.			Planned Start: 08/01/23 Planned End: 05/31/24  Budget: \$ 585,816 Expended: \$ 24,583 Encumbered: \$ 0 Balance: \$ 561,233  Source: SSA	<p><b>Initiating</b> - Conducted requirements gathering for business processes.</p> <p>In next period, to continue requirements gathering and begin development of Master Position Control module.</p> <p><u><b>Risk Mitigation</b></u> N/A</p>	14%
OCIT	SSA	<b>Mandated Reporter App</b> - Replace the current Mandated Reporter Application (MRA) with a new app. The replacement will allow mandated reporters to access an external-facing site to open a report for child and/or elder/dependent adult abuse. Through a series of questions, the mandated reporter will be able to open a non-emergent report or be prompted to call the hotline for emergency cases.			Planned Start: 07/15/22 Planned End: <del>03/19/24</del> 07/31/24 10/31/24  Budget: \$ 283,000 Expended: \$ 15,379 Encumbered: \$ 0 Balance: \$ 267,621  Source: SSA	<p><b>Execution</b> - Reviewed requirements with development team; planned application development; began application development.</p> <p>In next period, to continue application development.</p> <p><u><b>Risk Mitigation</b></u> Due to priority of CalSAWS migration, development team was unavailable until June 2023. Revised project start and end dates reflect this delay in resource availability.</p>	19%

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■ On track; within 10% of budget/schedule

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

■ Critical: >20% over budget/schedule

# IT Project Dashboard

Managing Dept.	Business Owner	Project Description	Budget	Schedule	Schedule / Budget	Project Phase - Status as of End of Reporting Period Key Highlights Since End of Reporting Period	% Completed
OCIT	SSA	<p><b>Qualtrics Call Center Analytics</b> - Social Services Agency Assistance Programs (SSA AP) seeks to implement Qualtrics XM Discover for its call centers. Qualtrics provides new capabilities to convert voice call recordings into text files and analytics. These can then be used to build call center metrics that improve management's decision-making process. The analytics produced will enable SSA to identify staff training needs and significantly improve the caller experience and satisfaction.</p>			<p>Planned Start: 08/01/23 Planned End: 04/30/24</p> <p>Budget: \$ 472,000 Expended: \$ 0 Encumbered: \$ 0 Balance: \$ 472,000</p> <p>Source: SSA</p>	<p><b>Initiation</b> - Completed contract negotiations and contract execution.</p> <p>In next period, to conduct project kick-off and planning activities; begin implementation.</p> <p><b>Risk Mitigation</b> N/A</p>	0%

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On track; within 10% of budget/schedule



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



Critical: >20% over budget/schedule

# IT Project Dashboard

Managing Dept.	Business Owner	Project Description	Budget	Schedule	Schedule / Budget	Project Phase - Status as of End of Reporting Period Key Highlights Since End of Reporting Period	% Completed
OCSD	OCSD	<p><b>Automated Jail System</b> - Sheriff AIS is a highly customized Jail System that was originally developed in 1990 on a mainframe utilizing Assembly/COBOL programming languages. The new IJMS will be built on current programming languages on commercially available and supported platforms. It will include all of the functional and technical requirements compiled by the IJMS team including Intake/Booking, Inmate Property Management, Inmate Classification, Sentence Calculation, Housing, Visits, Mail, Transitional Services, Inmate Accounts, Incidents, Investigations, Transportation, Movement, Count/Census, Medical/Mental Health, Release, Searches, Grievances, Unit Management, Scheduling, Reporting, Callouts, Food Services, and Inmate Requests.</p>			<p>Planned Start: <del>10/31/17</del> 12/14/21</p> <p>Planned End: <del>12/16/22</del> 12/13/24</p> <p>Budget: \$ 2,792,000 Expended: \$ 633,750 Encumbered: \$ 0 Balance: \$ 2,158,750</p> <p>Source: General Fund</p>	<p><b>Execution</b> – Completed core development build and platform enhancements based on agency feedback; created client module reviews and feedback loop; training plan developed with custody ops executives.</p> <p>In next period, to continue core development; conduct client review and testing; work on interface and training development; plan go live.</p> <p><b>Risk Mitigation</b></p> <ul style="list-style-type: none"> <li>- Platform requires new methodology for process improvement; partnered with vendor to create synergy.</li> <li>- Existing legacy system outages pull from project resources; ensure executive buy-in to move project forward.</li> <li>- County Staff turnover requires Communications Plan.</li> <li>- Project scope changes required to meet new laws and compliance requirements; will establish remote sessions with vendor.</li> </ul>	45%

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On track; within 10% of budget/schedule



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



Critical: >20% over budget/schedule

# Project Landing Map

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

Q1 FY21-22 Jul – Sep 2021		Q2 FY21-22 Oct – Dec 2021		Q3 FY21-22 Jan – Mar 2022		Q4 FY21-22 Apr – Jun 2022	
<ul style="list-style-type: none"> <li>✓ eGov - Web Content Management System</li> <li>✓ JWA Building Automation System</li> </ul>	<ul style="list-style-type: none"> <li>✓ OCCR/OCPW Voice Migration</li> <li>✓ Workfront PPM Tool Implementation</li> </ul>	<ul style="list-style-type: none"> <li>✓ JWA Network Redesign</li> </ul>			<ul style="list-style-type: none"> <li>✓ ServiceNow for Shared Services</li> </ul>		
Q1 FY22-23 Jul – Sep 2022		Q2 FY22-23 Oct – Dec 2022		Q3 FY22-23 Jan – Mar 2023		Q4 FY22-23 Apr – Jun 2023	
<ul style="list-style-type: none"> <li>✓ OC TIME Implementation</li> <li>✓ Property Tax System</li> </ul>	<ul style="list-style-type: none"> <li>✓ Privileged Access Management (PAM) Implementation</li> </ul>					<ul style="list-style-type: none"> <li>✓ CalSAWS Migration Technical Support</li> </ul>	
Q1 FY23-24 Jul – Sep 2023		Q2 FY23-24 Oct – Dec 2023		Q3 FY23-24 Jan – Mar 2024		Q4 FY23-24 Apr – Jun 2024	
<ul style="list-style-type: none"> <li>✓ County Reimbursement System</li> <li>✓ Integrated Talent Management System (ITMS) Performance Module</li> </ul>	<ul style="list-style-type: none"> <li>■ County Enterprise Network Redundancy</li> <li>■ HRS Onboarding</li> <li>■ IntraOC Site Design Refresh</li> <li>■ OC Agenda</li> <li>■ Shared Services Server Platform</li> <li>■ Zscaler Private Access – Phase 1</li> </ul>	<ul style="list-style-type: none"> <li>■ eDiscovery Tool</li> <li>■ iConnect Lab Portal</li> </ul>				<ul style="list-style-type: none"> <li>■ Access Control Conversion from Lenel to Genetec</li> <li>■ CHORUS</li> <li>■ JWA Baggage Handling System</li> <li>■ Legacy Application Restoration</li> <li>■ Multi-Drug Resistant Organism (MDRO) Data Exchange</li> <li>■ Qualtrics Call Center Analytics</li> </ul>	
Q1 FY24-25 Jul – Sep 2024		Q2 FY24-25 Oct – Dec 2024		Q3 FY24-25 Jan – Mar 2025		Q4 FY24-25 Apr – Jun 2025	
		<ul style="list-style-type: none"> <li>■ Automated Jail System (AJS)</li> <li>■ Electronic Health Records (EHR) Interoperability</li> <li>■ Employee Information Tracking System</li> <li>■ HCA Business Intelligence &amp; Analytics</li> <li>■ Identity and Badge Data Integration</li> <li>■ Mandated Reporter App</li> </ul>					

- On schedule
- 10% - 20% over schedule
- >20% over schedule
- ✓ Project has been completed