County IT Projects

Quarterly Progress Report

4th Quarter, FY 24-25 Apr 1 – Jun 30, 2025



Summary

Attachment A



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 15, four fewer than the number of projects reported in the previous quarter. Three projects were completed last quarter: iConnect Lab Portal (Health Care Agency); Multi-Drug Resistant Organism (MDRO) Data Exchange (Health Care Agency); and OC Recycling and Disposal Reporting System (RDS) (OC Waste & Recycling). One project was cancelled: OC Agenda (third party solution) (Clerk of the Board). No new projects were added this quarter. The total budget decreased from \$94,062,623 to \$88,576,018.



Key Accomplishments

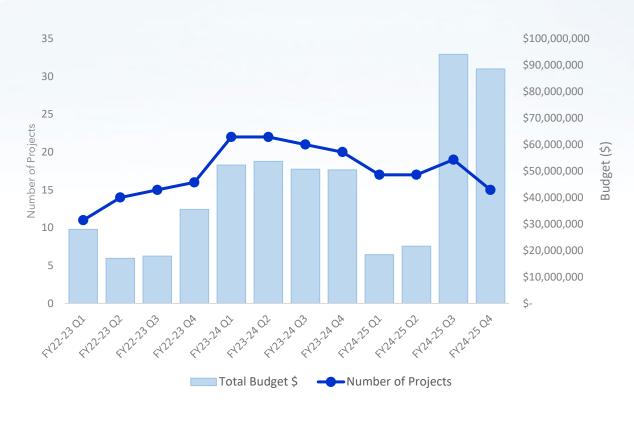
Five projects were successfully completed in FY24-25 Q4: Microsoft 365 Copilot Proof of Concept (OCIT); Privileged Access Management (PAM) Replacement (OCIT); CompassOC (Office of Care Coordination); Employee Information Tracking System (EITS) (Social Services Agency); and Mandated Reporter App (MRA) (Social Services Agency).

IT Portfolio Size and Budget





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

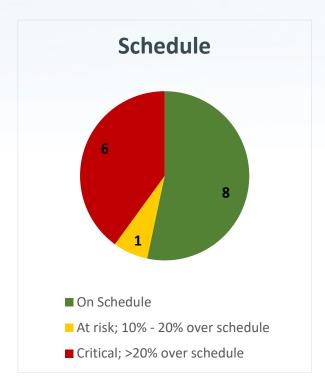


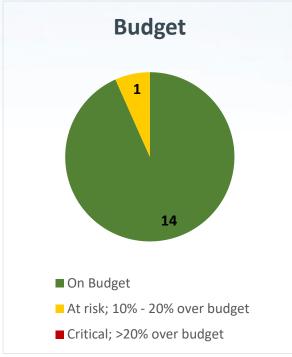
- The number of active projects is 15, four fewer projects than reported in the previous quarter.
- Project data from the last 12 quarters show an average of 17 and a median of 17 projects.
- The total portfolio budget decreased by \$5,486,605.

Portfolio Performance



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





During this reporting period, seven projects experienced schedule delays, and one project exceeded its original or rebaselined budget. Details concerning schedule delays and budget overages are available in the IT Project Dashboard included with this report.

Scope changes and project dependencies are the primary contributors to project schedule delays. Budget overages were primarily due to project scope changes.

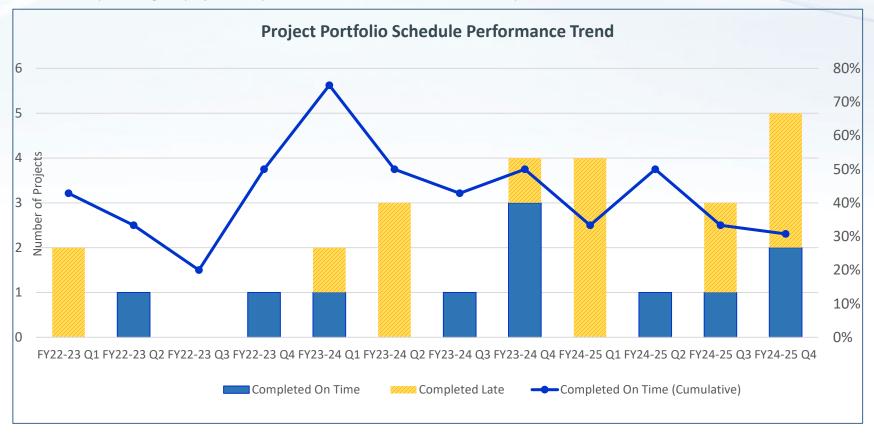
Portfolio Performance Trend



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.



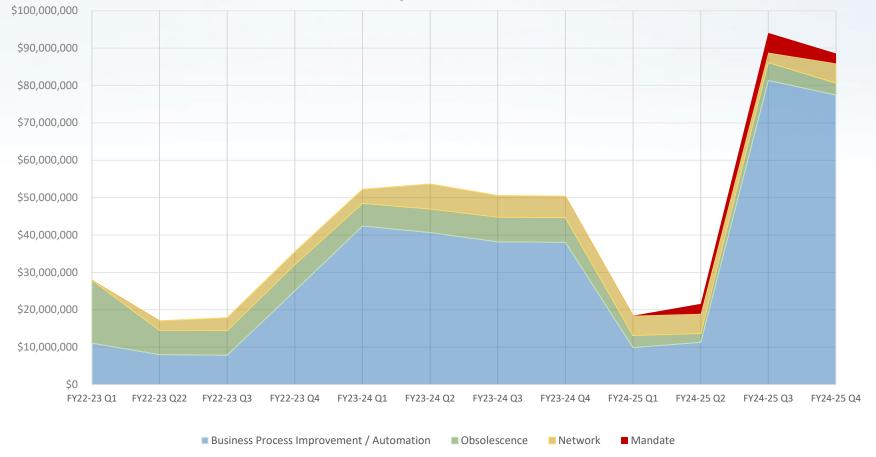
This portfolio budget performance trend may reflect the County's cost-schedule tradeoff decisions to stay within resource and budget constraints at the expense of schedule.

Project Investment Trends



Projects intended to improve or automate business processes account for 87.43% of the County's IT budget this quarter. Projects for replacing end-of-life or obsolete systems account for 3.63% of the budget. Network projects account for 5.97% of the budget. Mandated systems account for 2.98% of the budget.





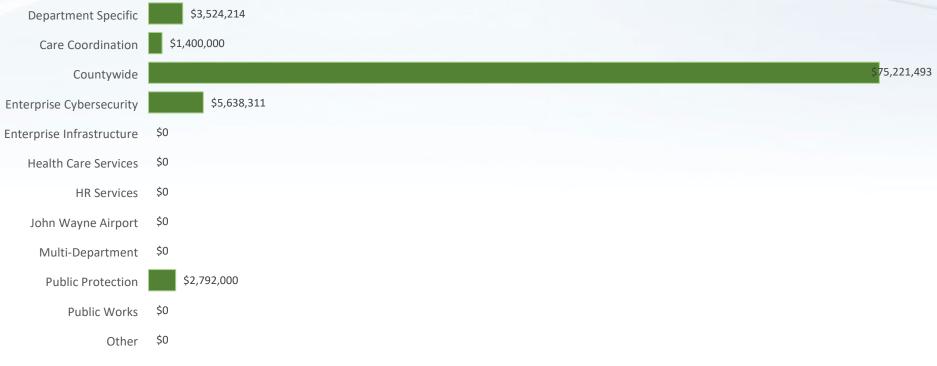
The chart above reflects projects that were active or completed during each quarter.

Investment by Service Area





Countywide projects, which include ERP, account for the largest share of the County's IT project investments this quarter. Enterprise Cybersecurity, Department Specific, and Public Protection projects show significantly less investment as compared with countywide projects.



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

Attachment A



Managing Dept.	Business Owner	Project Description	Budget	Schedule / Budget	Project Phase - Status as of End of Reporting Period Key Highlights Since End of Reporting Period	% Completed
A-C	Multi	ERP Transformation and Modernization - Project will implement an integrated cloud-based ERP System, increase operational automation and efficiency throughout the County, improve collaboration, streamline business processes, strengthen security and workflow, enhance internal controls, and maximize the latest technological innovations. The project includes multiple releases for the business components stated in the key milestones.		Planned Start: 03/11/25 Planned End: 07/31/28 Budget: \$ 70,960,433 Expended: \$ 99,750 Encumbered: \$ 2,368,037 Balance: \$ 68,492,646 Source: General Fund	and vulnerability assessment; OCIT to conduct security assessment (Rel. 1A); hold kickoff meeting and begin work sessions (Rel. 1B); hold kick-off meeting, complete vendor	3%
OCIT	СОВ	OC Agenda Rewrite - In-house development of Agenda Management solution to include all stages of the agenda process lifecycle (creation of ASRs, compiling ASRs/publishing agendas, post meeting minutes processes, archiving and search).		Planned Start: 06/01/24 Planned End: 05/15/26 Budget: \$ 2,400,935 Expended: \$ 889,500 Encumbered: \$ 0 Balance: \$ 1,511,435 Source: General Fund	Execution – Continued work on requirements confirmation; continued development of Agenda Management and Post-Meeting Activities; performed QA testing of delivered functionality; began UAT planning. In next period, to finalize all requirements confirmation activities; continue development of ASR workflows, Agenda Maintenance, and Post-Meeting Activities; continue QA testing of developed functionality; prepare for ASR Process UAT planned for August 2025. Risk Mitigation Existing system is on outdated hardware and software; contingency plan is to require vendor to fix system and/or provide minimally viable replacement system.	42%

On track; within 10% of budget/schedule

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





Managing Dept.	Business Owner	Project Description	Budget	Schedule	Schedule / Budget	Project Phase - Status as of End of Reporting Period Key Highlights Since End of Reporting Period	% Completed
OCIT	Multi	Access Control Conversion - Migrate identified County badge system components to a new platform to reduce material and licensing costs and improve maintenance support channels.			Planned Start: 02/01/23 Planned End: 06/24/24	Execution - Completed cutover to new system of an additional 32 sites. In next period, to complete remaining site and project tasks and close project. Risk Mitigation Vendor unable to get Card Sync function to work with County data; staff will manually update old and new systems during conversion. Database conversion issues added extra time/cost to project schedule. Moved additional funding from Physical Identity and Badge Access project, which was cancelled.	85%
OCIT	Multi	County Enterprise Network Redundancy - 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: 05/02/23 10/15/23 06/30/24 11/04/24 05/30/25 11/30/25 Budget: \$ 2,517,647 Expended: \$ 1,979,367 Encumbered: \$ 0 Balance: \$ 538,280 Source: General Fund, OCIT	Execution – Redundancy implementation and documentation near completion; installation and configuration of ISE node complete. In next period, complete documentation and redundancy implementation (configuration of firewalls and internet redundancy from OCDC to CAS). Risk Mitigation Contract amendment 5 extending end date to 11/30/2025 approved by County. Allows time for completion of prerequisite firewall projects.	92%

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



^{*} Project has been rebaselined.

 $[\]hbox{\it ** Project will be baselined after initiation or procurement activities are complete}.$

Attachment A



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	OC.GOV Migration - The State of California passed a new law, AB1637, that requires all California cities, counties, and local agencies that maintain an internet website for use by the public or maintains public email addresses to utilize a ".gov" top-level domain for their websites and email addresses by January 1, 2029. During this project, all County agencies' external facing websites and email addresses will be migrated from the OCGOV.COM domain to the OC.GOV domain.			Planned Start: 07/15/24 Planned End: 11/29/28 Budget: \$ 1,710,125 Expended: \$ 179,027 Encumbered: \$ 0 Balance: \$ 1,531,098 Source: Participating Departments	Execution - Completed HRS website and email/applications migrations; planned CEO migration and completed pilot user migration; completed CEO Care Coordination email, website, and apps migrations. In next period, to complete migration of CEO, Assessor, County Counsel, Internal Audit, OC Ethics, and Office of Independent Review email, shared mailboxes, and websites. Risk Mitigation N/A	10%
OCIT	Multi	Microsoft 365 Copilot Proof of Concept - Implementation of back-end configurations, Organizational Change Management (OCM) requirements, and user Proof of Concept (POC) for Microsoft 365 Copilot. The POC will enable the County to determine if Copilot is the right Generative AI resource for deployment at the County in terms of applicability to use cases, ease of use, and overall security.			Planned Start: 02/20/25 Planned End: 06/30/25 Budget: \$ 150,000 Expended: \$ 150,000 Encumbered: \$ 0 Balance: \$ 0 Source: Vendor-Funded Fasttrack Program	Closing - Completed OCM program design; developed communications and training plans and documentation; developed Center of Excellence Teams site; conducted user training; deployed Copilot to 100 POC participants; evaluated POC; looked at next steps for future cohorts; received POC report and recommendations from integration vendor. Risk Mitigation N/A	100%

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On track; within 10% of budget/schedule



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



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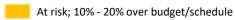
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Managing Dept.	Business Owner	Project Description	Budget	Schedule	Schedule / Budget	Project Phase - Status as of End of Reporting Period Key Highlights Since End of Reporting Period	% Completed
OCIT	Multi	Multi-Factor Authentication (MFA) System - This project expands the County's current Multi-Factor Authentication (MFA) with an enterprise level solution, to includes badge readers and hardware tokens, to significantly improve security and user experience.			Planned Start: 11/01/24 Planned End: 06/30/25 Budget: \$ 930,000 Expended: \$ 460,050 Encumbered: \$ 99,156 Balance: \$ 377,764	Execution - Completed rollout for OCIT and CSS; rollout for Probation in progress. In next period, to work with vendor to resolve issues with card readers for MFA. Project on pause until there is a resolution to these issues. Risk Mitigation Unresolved issues with hardware and software have put the project on hold. Card readers have randomly stopped working; credentials are disappearing for remote users. Issued a cure letter to the vendor. Applied new patch from vendor in June; currently testing applied fixes.	55%
OCIT	Multi	Privileged Access Management (PAM) Replacement - Migration of County's PAM solution to new software. Privileged access refers to computer and user accounts that have a higher level of access and permissions than standard accounts. Because of this higher level of privilege, they are often targeted for attack. The PAM solution provides visibility, centralized control, and protection for these accounts.			Planned Start: 01/02/25 Planned End: 04/30/25 07/31/25 Budget: \$ 152,000 Expended: \$ 152,000 Encumbered: \$ 0 Balance: \$ 0 Source: General Fund	Closing – Brought new PAM solution into production; migrated existing customers to new platform; decommissioned old platform. Risk Mitigation N/A	100%

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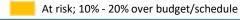
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Managing Dept.	Business Owner	Project Description	Budget	Schedule	Schedule / Budget	Project Phase - Status as of End of Reporting Period Key Highlights Since End of Reporting Period	% Completed
OCIT	Multi	Virtual Private Network (VPN) Solution Expansion – This project seeks to consolidate the multiple VPN solutions within the County into a single platform, 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.			Planned Start: 02/01/23 Planned End: 09/30/23 11/24/23 12/31/24 01/15/25 03/31/25 05/30/25 07/31/25 Budget: \$ 890,000 \$ 1,230,000 Expended: \$ 1,398,533 Encumbered: \$ 0 Balance: \$ (168,533) Source: General Fund, OCIT	Executing — Completed Child Support Services user acceptance testing and rollout. Initiated OC Waste & Recycling user acceptance testing. In next period, to finalize rollout for OC Waste & Recycling. Risk Mitigation Schedule and budget delays due to additional scope and reprioritization of rollouts. OC Waste & Recycling is scheduled to be complete by 7/31/25.	98%

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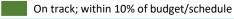


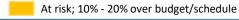


Managing Dept.	Business Owner	Project Description	Budget	X	dule / dget	Project Phase - Status as of End of Reporting Period Key Highlights Since End of Reporting Period	% Completed
OCIT	occ	CompassOC: Network for Success (formerly OC CareConnect) - The County's System of Care Data Coordination System (SOCDIS) is a configurable and integrated platform for the collection, consolidation, sharing and utilization of certain distributed data across each of the systems of care within different service organizations. To reduce the ongoing expenditures of maintaining this system and future upgrades, the Office of Care in collaboration with OC Information Technology has decided to develop a custom-built, in-house system. By developing the system in house, it will save the County approximately \$1,804,689 annually as well as increase support and flexibility in expanding the use to future cohorts.		Planned Start Planned End: Budget: Expended: Encumbered: Balance: Source: Gene	06/15/25 \$ 1,400,000 \$ 1,072,942 \$ 0 \$ 327,058	Closing - Finalized production infrastructure; completed data cleaning, security review, and user acceptance testing; continued decommission activities for IBM Care Manager; supported go-live activities; prepared training materials and conducted training; executed communications plan. Application live as of 6/2/25. Risk Mitigation N/A	100%

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^{*} Project has been rebaselined.





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	PROB	Juvenile Hall Switch Migration - The purpose of this project is to provide an assessment of the current switch Network design and configuration at the Orange County Probation Department Juvenile Hall, upgrading the video network systems, and migrating the existing services to ongoing managed support.	*	*	Planned Start: 09/09/24 Planned End: 01/17/25 01/19/26 Budget: \$ 1,536,570 Expended: \$ 1,534,131 Encumbered \$ 10,851 Balance: \$ (8,412) Source: Probation	Execution -Continued work on network assessment, discovery, and planning; 72% complete for these activities. In next period, to continue working on network assessment, discovery, and planning; network staging-configuration and validation testing at OCDC; network migration; and network documentation, all pending OCIT/OCPW equipment delivery. Network documentation to be updated upon completion of migration. Risk Mitigation OCIT and OCPW estimate requirements will take until 10/17/25 to complete; new end date is estimated as 1/19/26. Schedule and budget rebaselined in contract amendment #1. A&E Design from OCIT subcontractor is late and may impact the milestone dates; escalated late subcontractor A&E design to OCIT and OCPW. Overall percent complete has been lowered due to identification of multiple project dependencies.	14%

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Attachment A



Managing Dept.	Business Owner	Project Description	Budget	Schedule / Budget	Project Phase - Status as of End of Reporting Period Key Highlights Since End of Reporting Period	% Completed
OCIT	SSA	Employee Information Tracking System (EITS) - 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: 12/20/24 02/26/25 06/20/25 07/01/25 Budget: \$ 585,816 \$ 810,000 Expended: \$ 816,598 Encumbered: \$ 0 Balance: \$ (6,598) Source: SSA	Closing – Went live with pilot group on 6/16/25. Completed go-live rollout to all remaining users on 7/1/25. Risk Mitigation Schedule delay due to complexity of scope, rework, data import challenges. Budget overrun resulting from ongoing user requests for additional/changed functionality and miscommunications re: asset module requirements. Customer has approved revised budget of \$810,000 for completed product with all bugs resolved.	100%
OCIT	SSA	Mandated Reporter App - 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: 03/19/24 07/31/24 10/31/24 12/31/24 02/24/25 06/30/25 Budget: \$ 297,480 Expended: \$ 356,183 Encumbered: \$ 0 Balance: \$ (58,703)	Closing - Completed multi-factor authentication implementation. Fixed bug issues. Conducted end-user training. Go-live completed 6/30/25. Risk Mitigation N/A	100%

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Managing Dept.	Business Owner	Project Description	Budget	Schedule	Schedule / Budget	Project Phase - Status as of End of Reporting Period Key Highlights Since End of Reporting Period	% Completed
OCIT	SSA	Orangewood Children's Information System 2.0 (OCIS2.0) - Orange County Social Services Agency (SSA) is replacing its legacy Orangewood Children's Information System (OCIS) with a web- based application (OCIS2.0) to meet new business needs and enhance daily operational support at the Orangewood Children and Family Center (OCFC). The legacy OCIS application was developed over a decade ago and is near end-of-life. OCIS doesn't have the features, functionality, and reporting necessary to support current business needs: OCIS2.0 will close that gap.			Planned Start: 07/01/2 Planned End: 09/30/2 Budget: \$ 880,86 Expended: \$ 424,93 Encumbered: \$ Balance: \$ 455,23 Source: SSA	four reports; fixed bugs from Sprints 7 & 8. In next period, to complete the following: Administration module; Roles & Permissions; SSRS report integration; reports generation.	68%

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



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Attachment A



Managing Dept.	Business Owner	Project Description	Budget	Schedule / Budget	Project Phase - Status as of End of Reporting Period Key Highlights Since End of Reporting Period	% Completed
OCSD	OCSD	Automated Jail System - Sheriff AJS is a highly customized Jail System that was originally developed in 1990 on a mainframe utilizing Assembly/COBOL programming languages. The new IJMS will be built on current programming languages on commercially available and supported platforms. It will include all of the functional and technical requirements compiled by the IJMS team including languagement, Inmate Property Management, Inmate Classification, Sentence Calculation, Housing, Visits, Mail, Transitional Services, Inmate Accounts, Incidents, Investigations, Transportation, Movement, Count/Census, Medical/Mental Health, Release, Searches, Grievances, Unit Management, Scheduling, Reporting, Callouts, Food Services, and Inmate Requests.		Planned Start: 10/31/17 12/14/21 Planned End: 12/16/22 12/31/24 06/30/25 10/31/25 Budget: \$ 2,792,000 Expended: \$ 633,750 Encumbered: \$ 0 Balance: \$ 2,158,750 Source: General Fund	 Execution – Completed final review of inmate attributes and housing logic for new JMS implementation; completed Tier 1 interviews for personas tied to inmate Tracking & Custody To-Do workflows; crosswalked GuardianRFID events with JMS identifiers (e.g., booking numbers, housing units); initiated workflow design to ensure compliance with BSCC, Title 15, and custody policy. In next period, to begin building ServiceNow interfaces and workflows for the inmate To-Do module with integration loci that syncs with GuardianRFID events and JMS housing/classification data; establish ServiceNow interface schema and dashboard for query history and alerts; conduct client review and testing; plan system integration for GuardianRFID, Medical, and Accounting; build modules on ServiceNow app engine; prepare data for migration and conduct legacy AJS data cleansing. Risk Mitigation Vacant positions. Scope expansion due to stakeholder input or custom feature requests; define minimum viable project (MVP), manage change requests formally, and enforce sprint discipline. Resistance to change, operational slows downs, or user errors; deliver targeted training, use simulation environments, and implement change management strategies. Tight project deadline; tripled project resources to accelerate development and meet schedule. Interface dependencies. 	73%

 ${\it List is ordered by Managing Dept., then by Business Owner.}$

On track; within 10% of budget/schedule

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



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Project Landing Map





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

Q1 FY23-24	Q2 FY23-24	Q3 FY23-24	Q4 FY23-24
Jul – Sep 2023	Oct – Dec 2023	Jan – Mar 2024	Apr – Jun 2024
✓ County Reimbursement System ✓ Integrated Talent Management System (ITMS) Performance Module	 ✓ Electronic Health Records (EHR) Interoperability ✓ HCA Business Intelligence & Analytics ✓ Shared Services Server Platform 	✓ IntraOC Site Design Refresh	 ✓ CHORUS ✓ County Enterprise External Firewall Cluster Enhancements ✓ HRS Onboarding ✓ JWA Baggage Handling System
Q1 FY24-25	Q2 FY24-25	Q3 FY24-25	Q4 FY24-25
Jul – Sep 2024	Oct – Dec 2024	Jan – Mar 2025	Apr – Jun 2025
 eDiscovery Tool Legacy Application Restoration Qualtrics Call Center Analytics Web Property Tax Inquiry & Payment System 	✓ Endpoint Security Transition ■ Identity & Badge Data Integration (Cancelled)	 ✓ iConnect Lab Portal ■ OC Agenda (Cancelled) ✓ Multi-Drug Resistant Organism (MDRO) Data Exchange ✓ OC Recycling and Disposal System (RDS) 	 ✓ CompassOC ✓ Employee Information Tracking System ✓ Mandated Reporter App ✓ Microsoft 365 Copilot Proof of Concept ✓ Privileged Access Management (PAM) Replacement
Q1 FY25-26	Q2 FY25-26	Q3 FY25-26	Q4 FY25-26 ->
Jul – Sep 2025	Oct – Dec 2025	Jan – Mar 2026	Apr – Jun 2026 ->
 Access Control Conversion Orangewood Children's Information System 2.0 Multi-Factor Authentication (MFA) System VPN Solution Expansion 	 Automated Jail System (AJS) County Enterprise Network Redundancy 	■ Juvenile Hall Switch Migration	 ERP Transformation and Modernization (July 2028) OC Agenda Rewrite (May 2026) OC.GOV Migration (Nov 2028)

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