

County IT Projects

Quarterly Progress Report

2nd Quarter, FY 25-26

Oct 1 – Dec 31, 2025



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

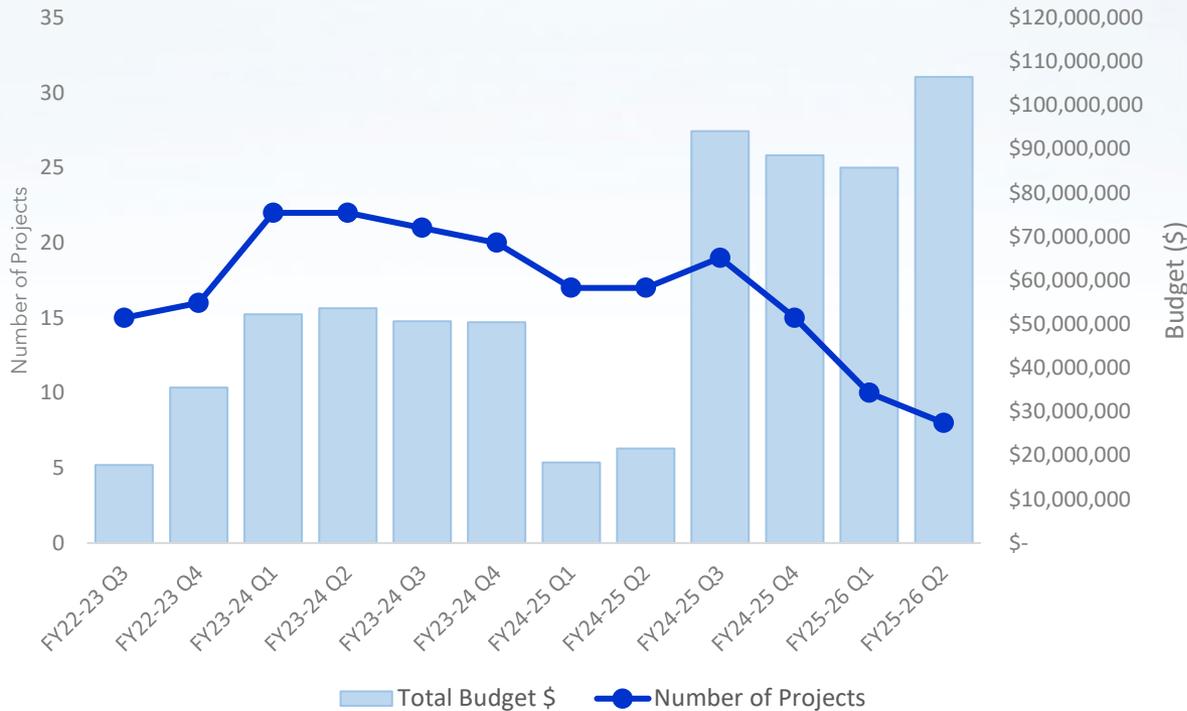
The number of projects in this reporting period is eight, two less than the number of projects reported in the previous quarter. Two projects were completed last quarter: Access Control Conversion (OCIT) and Virtual Private Network (VPN) Solution Expansion (OCIT). No new projects were added this quarter. The total budget increased from \$85,766,538 to \$106,452,441. The increase reflects an adjustment upwards to the ERP Transformation and Modernization project, which had not previously been reporting internal project team budget and expenditures as part of project accounting.



Key Accomplishments

Significant progress has been made on the OC Agenda Rewrite project (OC Information Technology and Clerk of the Board), which is on track to meet its projected end date of May 15, 2026.

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

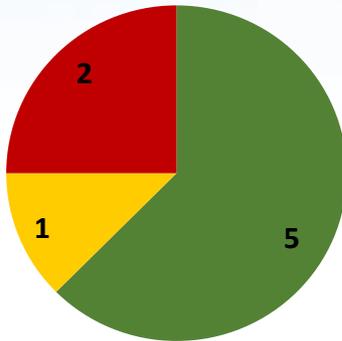


- The number of active projects is eight, two less projects than reported in the previous quarter.
- Project data from the last 12 quarters show an average of 16.8 and a median of 17 projects.
- The total portfolio budget was adjusted to show an increase of \$20,685,903.

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

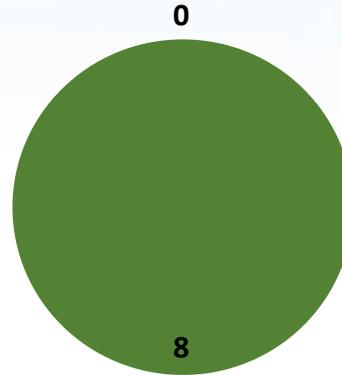
The charts below depict the County's IT project portfolio schedule and budget performance of the active and completed projects during the reporting period.

Schedule



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

Budget



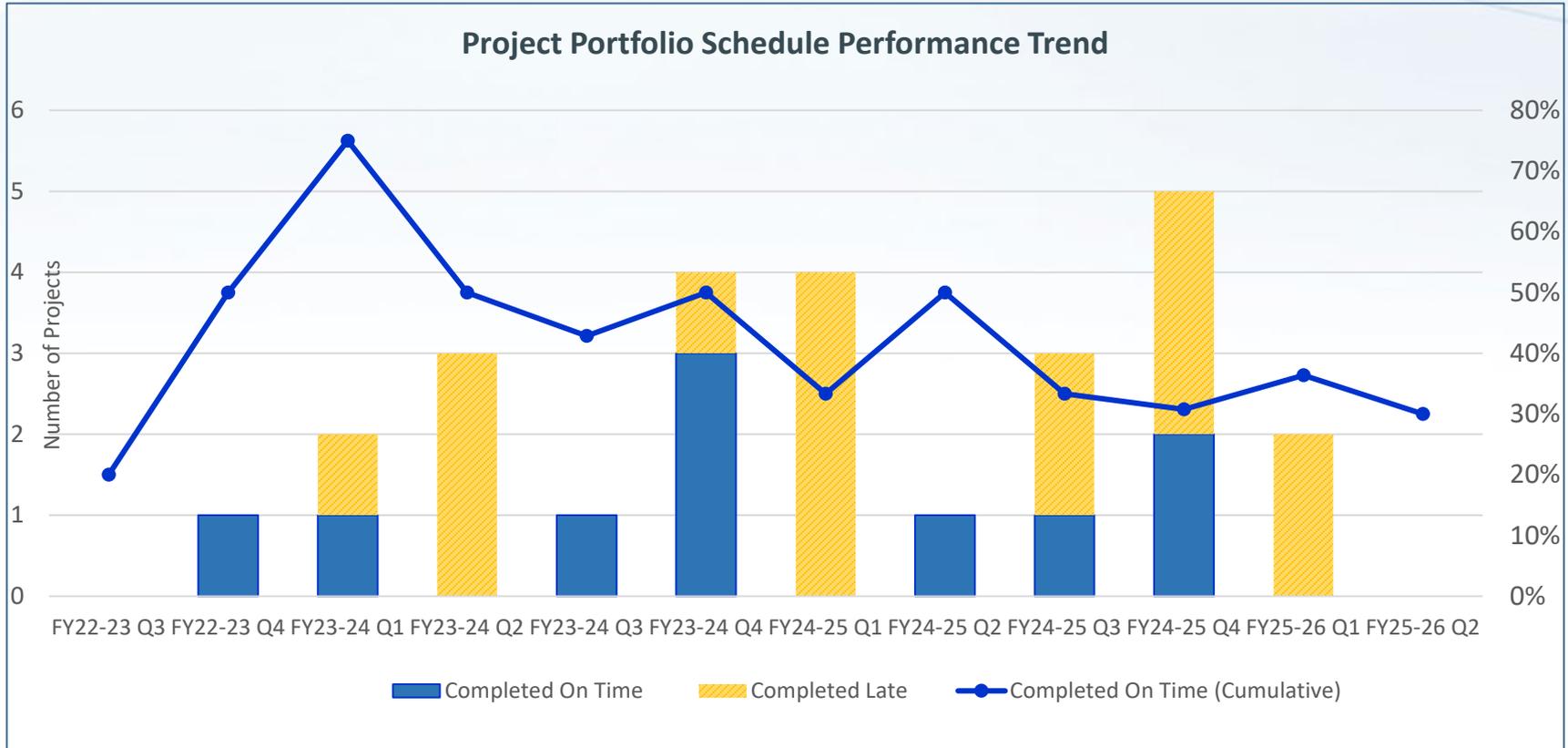
- On Budget
- At risk; 10% - 20% over budget
- Critical; >20% over budget

During this reporting period, three projects experienced schedule delays of more than 10%, and no projects exceeded their original or rebaselined budget by more than 10%. Details concerning schedule delays are available in the IT Project Dashboard included with this report.

Scope changes and project dependencies are the primary contributors to project schedule delays.

Portfolio Performance Trend

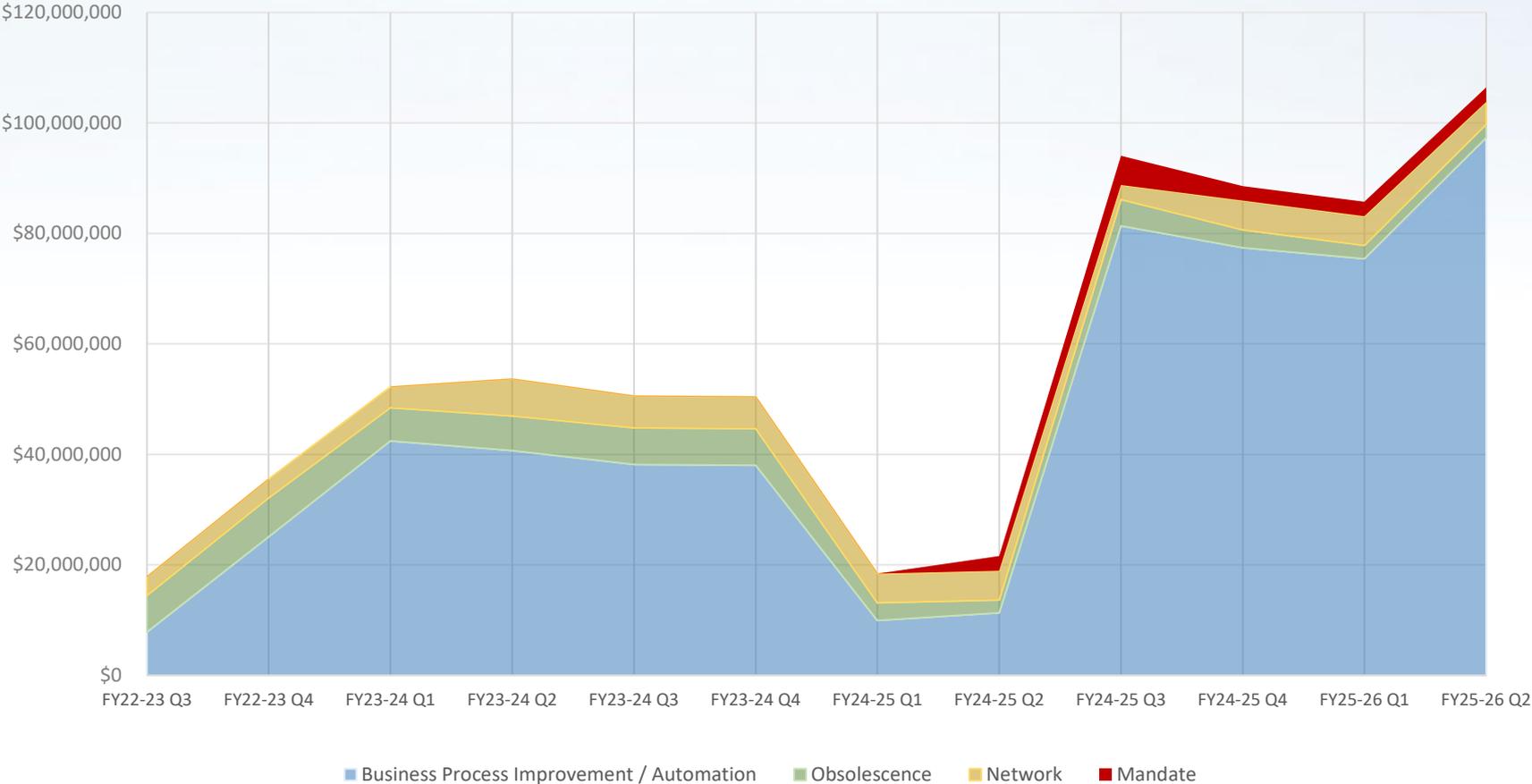
The chart below depicts the County’s IT project schedule performance trend for the projects that were completed over the last 12 quarters. The bars reflect the total number of projects completed in each quarter and the number completed on schedule. The line reflects the percentage of projects completed 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 91.46% of the County's IT budget this quarter. Projects for replacing end-of-life or obsolete systems account for 2.26% of the budget. Network projects account for 3.81% of the budget. Mandated systems account for 2.48% of the budget.

Investment by Business Justification



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.

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>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.</p> | | | <p>Planned Start: 03/11/25 Planned End: 07/31/28</p> <p>Budget: \$ 93,685,000 Expended: \$ 6,342,014 Encumbered: \$ 19,132,645 Balance: \$ 68,219,341</p> <p>Source: General Fund</p> | <p>Execution - Conducted Hypercare activities, completed data refresh #2, and started gathering data extracts for refresh #3; deliverable sign-off set post data refresh #3 for Release 1A. Confirmed 8 of 10 scenarios in preparation for development for Release 1B. Continued delivery (build) phase, system configuration, and data conversion; Steering Committee approved two-phased rollout approach for release 1C. Continued delivery (build) phase, system configuration, and data conversion for release 1D. Completed design phase for release 1E. Continued the design phase; conducted workshops to identify and complete process maps and user stories for release 2A. Conducted Organizational Change Management (OCM) sharing sessions with various County stakeholder groups. Collected change impacts from R2A design workshops. Completed R1 OCM Plan deliverable.</p> <p>In next period, complete deliverable sign-off for Release 1A. Identify remaining 2 scenarios and continue development for Release 1B. Continue delivery (build) phase, system configuration, and data conversion for Release 1C and 1D. Continue the delivery (build) phase and system integrations for Release 1E. Complete design phase and begin delivery (build) phase for Release 2A. For OCM, continue regular information sharing sessions. Identify change agents and super users. Continue collecting and validating change impacts for R2A. Complete R2 OCM Plan deliverable.</p> <p>Risk Mitigation Due to data conversion complexity and Oracle cloud integration steep learning curve, County and Deloitte teams are assessing potential risks and developing necessary mitigation plans as needed.</p> <p>NOTE: Budget increase to \$93,685,000 from the previously reported \$70,960,433 is due to CEO Budget request to include ERP implementation team budget and expenditures in the project accounting.</p> | 18% |

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 | COB | 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: \$ 1,443,813 Encumbered: \$ 0 Balance: \$ 957,122 Source: General Fund | <p>Execution – Completed development of ASR workflows and functionality. Continued development of Agenda Maintenance and Post Meeting Activities, QA of COB functionality, UAT of COB functionality, and creation of training materials and training plan/schedule.</p> <p>In next period, to begin End-to-End testing, Training for ASR functionality, roll-out of ASR phase “Entering ASRs”, development of training materials for COB. Complete development of Agenda Maintenance and Post Meeting Activities.</p> <p>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.</p> | 60% |
| 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 02/28/26 Budget: \$ 2,517,647 Expended: \$ 2,026,932 Encumbered: \$ 0 Balance: \$ 490,715 Source: General Fund, OCIT | <p>Execution - Redundancy implementation and documentation efforts continued.</p> <p>In next period, complete documentation and redundancy implementation (internet redundancy from OCDC to CAS failover testing).</p> <p>Risk Mitigation Contract amendment 6 extending end date to 2/28/2026 approved by County. Required due to conflicts with Freeze Calendar.</p> | 93% |

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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

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|----------------|----------------|--|--------|----------|--|---|-------------|
| OCIT | Multi | <p>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.</p> | | | <p>Planned Start: 11/01/24 Planned End: 06/30/25 03/31/26</p> <p>Budget: \$ 930,000 Expended: \$ 705,453 Encumbered: \$ 0 Balance: \$ 224,547</p> <p>Source: General Fund</p> | <p>Execution - Initiated hardware purchases for OC Community Resources (OCCR); completed testing.</p> <p>In next period, to complete rollout for OCCR, HRS Admin, County Procurement Office, and Office of Care Coordination; initiate rollout for OC Waste and Recycling.</p> <p>Risk Mitigation Time to complete extended due to need for vendor to resolve hardware/software issues.</p> | 83% |
| OCIT | Multi | <p>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.</p> | | | <p>Planned Start: 07/15/24 Planned End: 11/29/28</p> <p>Budget: \$ 1,710,125 Expended: \$ 352,429 Encumbered: \$ 0 Balance: \$ 1,357,696</p> <p>Source: Participating Departments</p> | <p>Execution - Completed email, shared mailbox, and website migrations for Clerk of the Board, Board of Supervisors, and Auditor-Controller.</p> <p>In next period, to complete email, shared mailbox, and website migrations for District Attorney, Public Defender, and CFCOC.</p> <p>Risk Mitigation N/A</p> | 25% |

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■ On track; within 10% of budget/schedule

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■ Critical: >20% over budget/schedule

IT Project Dashboard

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|----------------|----------------|--|--------|----------|--|--|-------------|
| OCIT | PROB | <p>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.</p> | * | * | <p>Planned Start: 09/09/24 Planned End: 01/17/25 01/19/26 12/28/26</p> <p>Budget: \$ 1,536,570 Expended: \$ 1,566,711 Encumbered \$ 0 Balance: \$ (30,141)</p> <p>Source: Probation</p> | <p>Execution - Continued work on network assessment, discovery, and planning; 92% complete for these activities.</p> <p>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.</p> <p>Risk Mitigation</p> <ul style="list-style-type: none"> - A&E Design from OCIT subcontractor is late and has impacted the milestone dates. - AM2 has been executed, extending end date to 12/18/2026, per required OC Public Works (OCPW) infrastructure design and build in progress. - Future Tasks are pending OCPW Infrastructure builds. | 18% |
| OCIT | SSA | <p>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.</p> | * | ** | <p>Planned Start: 07/01/24 Planned End: 09/30/25 01/21/26</p> <p>Budget: \$ 880,864 Expended: \$ 713,483 Encumbered: \$ 0 Balance: \$ 166,681</p> <p>Source: SSA</p> | <p>Execution - Completed test case development; development of newly identified enhancements; cybersecurity review; UAT.</p> <p>In next period, to complete end-user training, go-live preparation, and go-live.</p> <p>Risk Mitigation</p> <p>25 enhancements added beyond original requirements. Development and testing of new requirements will add three months to the original schedule. Revised schedule and requirements have been approved by SSA management. New go-live date of 1/21/26.</p> | 94% |

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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 |
|----------------|----------------|--|--------|----------|---|--|-------------|
| OCSD | OCSD | <p>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 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: 10/31/17 12/14/21</p> <p>Planned End: 12/16/22 12/31/24 06/30/25 10/31/25 12/01/25 06/01/26</p> <p>Budget: \$ 2,792,000 Expended: \$ 633,750 Encumbered: \$ 0 Balance: \$ 2,158,750</p> <p>Source: General Fund</p> | <p>Execution Completed system development and middleware integration; development of Jail Core and Inmate Core modules; conducted client review and acceptance testing sessions; completed Records and Booking workflow enhancements; conducted Headcount Deployment and Validation activities.</p> <p>In next period, to continue expanded data migration and final cutover prep for inmate and housing data training and change management planning; begin end-to-end workflow validation with Sheriff's Operations teams; implement advanced reporting dashboards for compliance, grievances, and inmate outcomes; expand ServiceNow app engine modules to cover Classification and Housing logic; prepare for parallel testing and user readiness training ahead of enterprise rollout.</p> <p>Risk Mitigation</p> <ul style="list-style-type: none"> - 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. | 85% |

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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 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"> ✓ eDiscovery Tool ✓ Legacy Application Restoration ✓ Qualtrics Call Center Analytics ✓ Web Property Tax Inquiry & Payment System | <ul style="list-style-type: none"> ✓ Endpoint Security Transition ■ Identity & Badge Data Integration (Cancelled) | <ul style="list-style-type: none"> ✓ iConnect Lab Portal ■ OC Agenda (Cancelled) ✓ Multi-Drug Resistant Organism (MDRO) Data Exchange ✓ OC Recycling and Disposal System (RDS) | <ul style="list-style-type: none"> ✓ CompassOC ✓ Employee Information Tracking System ✓ Mandated Reporter App ✓ Microsoft 365 Copilot Proof of Concept ✓ Privileged Access Management (PAM) Replacement |
| Q1 FY25-26 Jul – Sep 2025 | Q2 FY25-26 Oct – Dec 2025 | Q3 FY25-26 Jan – Mar 2026 | Q4 FY25-26 Apr – Jun 2026 |
| <ul style="list-style-type: none"> ✓ Access Control Conversion ✓ VPN Solution Expansion | | <ul style="list-style-type: none"> ■ County Enterprise Network Redundancy ■ Multi-Factor Authentication (MFA) System ■ Oranewood Children’s Information System 2.0 | <ul style="list-style-type: none"> ■ Automated Jail System (AJS) ■ OC Agenda Rewrite |
| Q1 FY26-27 Jul – Sep 2026 | Q2 FY26-27 Oct – Dec 2026 | Q3 FY26-27 Jan – Mar 2027 | Q4 FY26-27 Apr – Jun 2027 → |
| | <ul style="list-style-type: none"> ■ Juvenile Hall Switch Migration | | <ul style="list-style-type: none"> ■ ERP Transformation and Modernization (July 2028) ■ OC.GOV Migration (Dec 2028) |

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