

# County IT Projects

## Quarterly Progress Report

2<sup>nd</sup> Quarter, FY19-20

October 1 – December 31, 2019



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 19, a decrease from 22 projects reported in the previous quarter (Two projects were completed, and one project was cancelled in that quarter). The total budget decreases to \$45,718,651 from \$46,530,651.



### Key Accomplishments

Three projects were completed during this quarter.

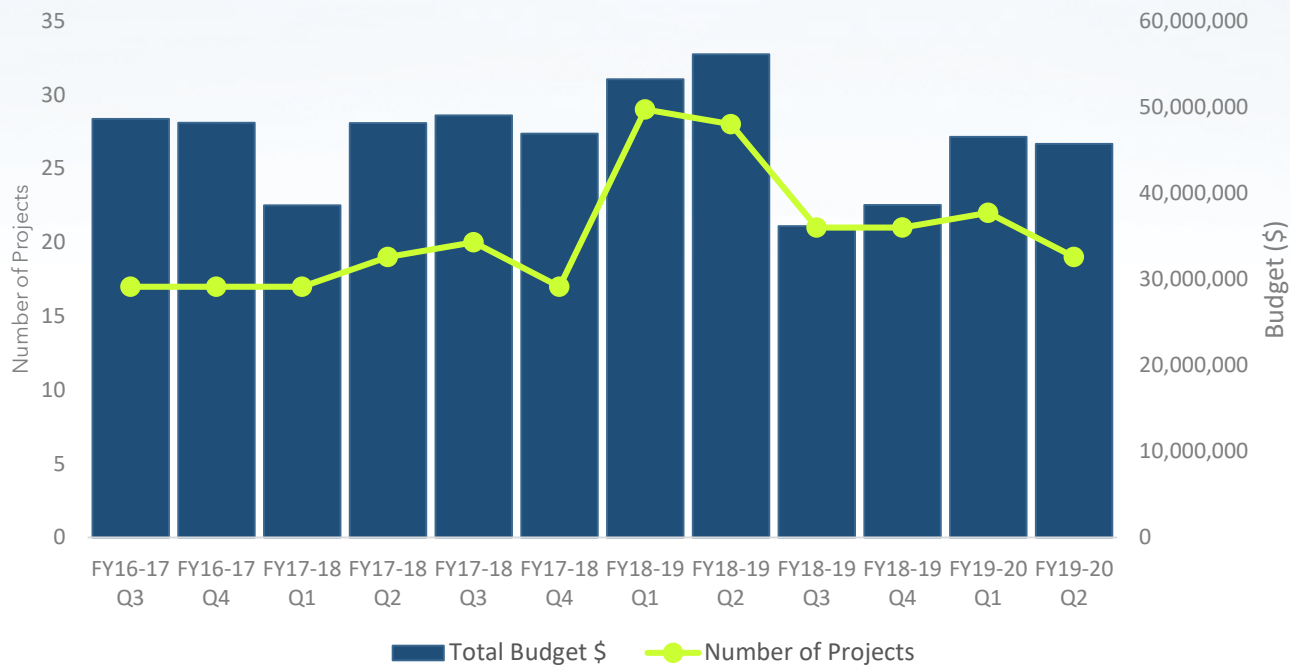
The **Finance Tracker** application went live in November 2019, ready for use by OC Public Works (OCPW) and OC Information Technology in the new budget cycle.

OCPW also went live with the **Lab Information Management System**, a solution that enhances the operations of the Orange County Environmental Resources to comply with environmental regulations, permits and standards to monitor storm water quality for multiple programs.

The Public Defender completed the project to **modernize the Courtroom Wireless & Cabling** and successfully cutover to the new OJUSTICE wireless network at all of the Justice Centers and the Men's Central Jail.

# IT Portfolio Size and Budget

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

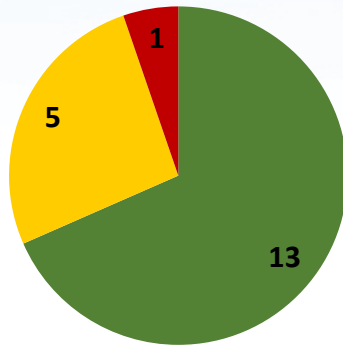


- The number of projects is 19, a decrease from 22 projects reported in the previous quarter.
- Project data from the last 12 quarters show an average of 20.58 and a median of 19.50 projects.
- This quarter's total portfolio budget decreased by \$812,000(2%).

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

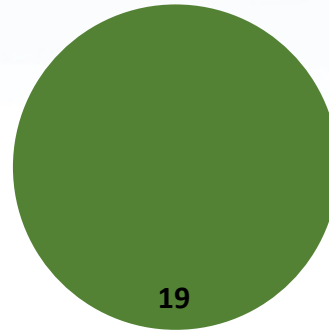
The charts below depict the County's IT project portfolio schedule and budget performance of the active and completed projects during the reporting period.

## Schedule



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

## Budget



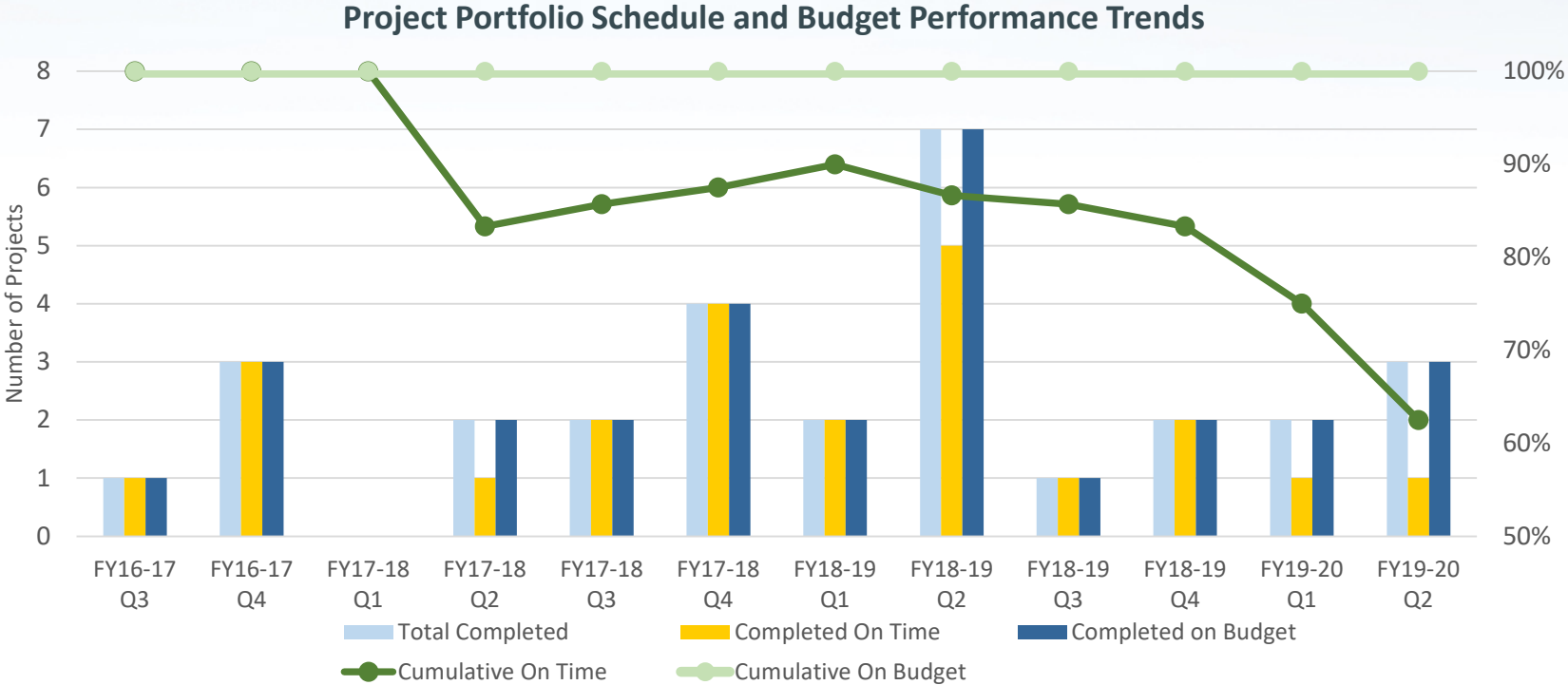
- On Budget
- At risk; 10% - 20% over budget
- Critical; >20% over budget

During this reporting period, three projects were completed: one on time, one more than 10% over schedule, and one more than 20% over schedule.

Four active projects are experiencing schedule delay.

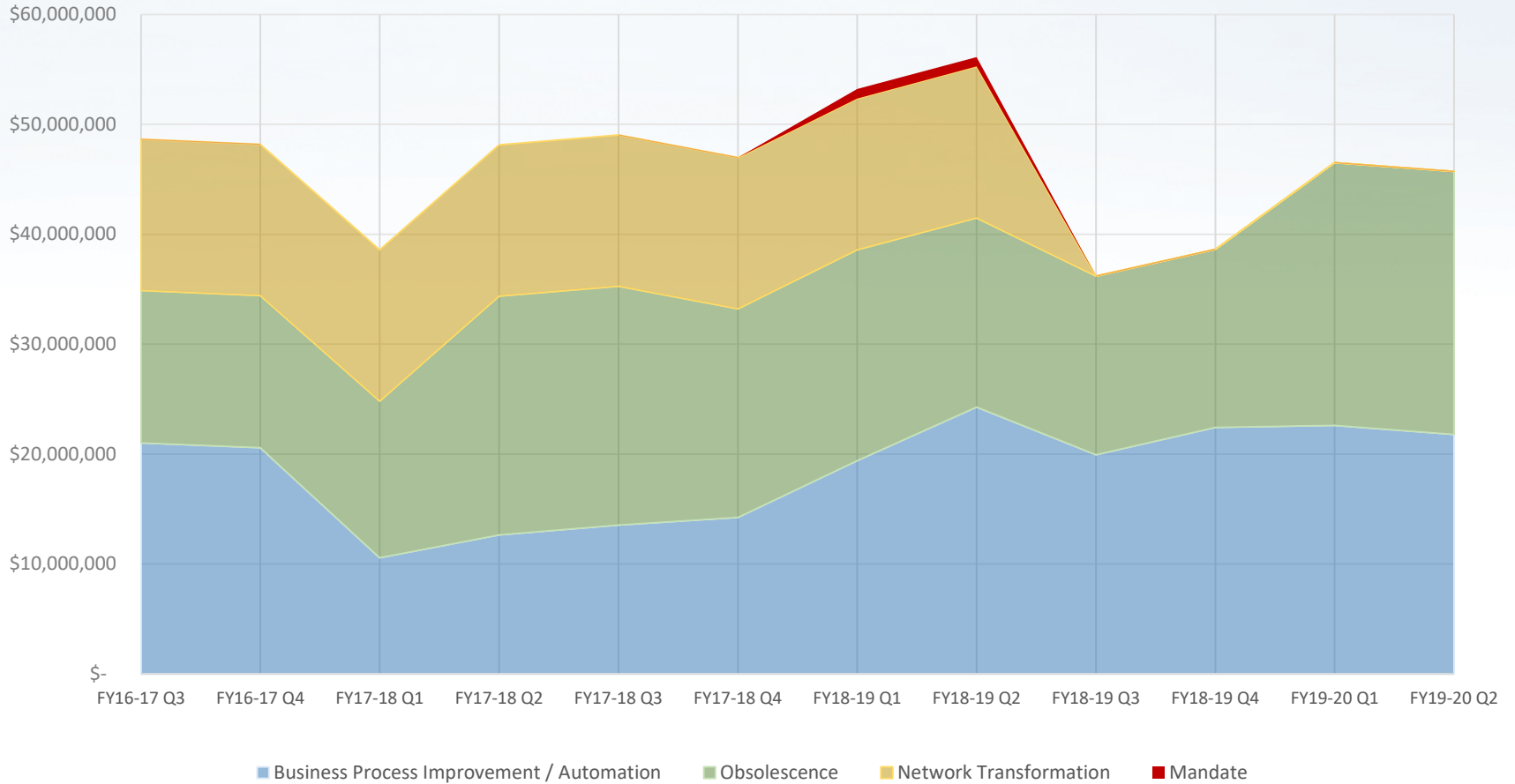
All projects are within budget.

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



The projects aimed to improve or automate business processes account for half the share (48%) of the County's IT budget this quarter. The remaining projects are for replacing end-of-life or obsolete systems and account for 52% of the budget.

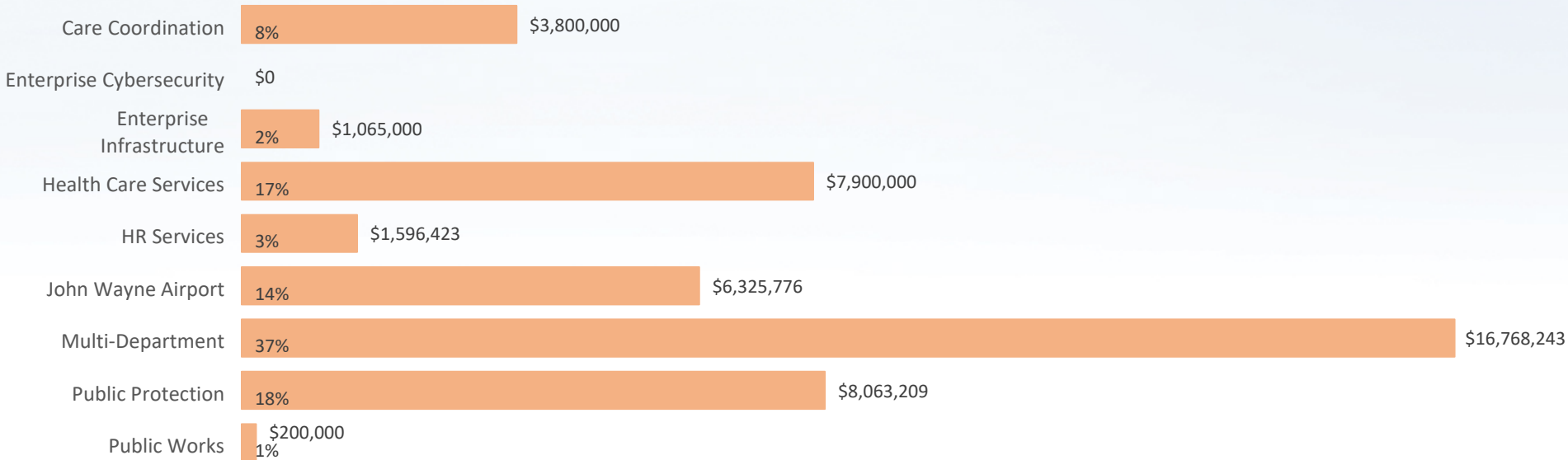
### Investment by Business Justification



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

# Investment by Service Area

Projects that cross multiple departments account for the largest share of the County's IT project investments. Health Care Services and Public Protection each also has a large share of the IT project budget.



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

| Managing Dept. | Business Owner | Project Description  | Budget | Schedule | Schedule / Budget  | Project Phase - Status as of End of Reporting Period<br>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<br>Planned End: <del>08/31/19</del><br>08/31/20<br><br>Budget: \$10,353,864<br>Expended: \$ 5,777,065<br>Encumbered: \$ 4,005,426<br>Balance: \$ 571,373<br><br>Source: General Fund | <p><b>Execution</b> - Completed phases 0 through 5. Phases 6 through 9 are in various stages of completion.</p> <p><u>Schedule:</u> The County approved a vendor-requested re-baselining of the project schedule in FY 2018-19 Quarter 4. The revised production cutover date was changed to August 31, 2020. Due to the issues listed below, the project is experiencing a delay and as such, the schedule indicator for the revised schedule has been flagged as yellow as of the quarter ended December 31, 2019. Changes to bring the schedule back to green have been initiated in the first quarter of 2020 and will continue.</p> <p><u>Issues:</u></p> <p>(1) County Labor Constraints: Auditor-Controller (A-C) and Treasurer-Tax Collector (TTC) experienced labor shortage issues in this quarter, especially with securing time from TTC subject matter experts (SME). Beginning in March 2019, TTC has allowed SME staff overtime hours to assist on the project; however, additional hours are needed. The A-C has allowed A-C operational staff who have TTC process knowledge to assist with TTC functionality testing to spend some operational hours devoted to the system testing as well as offering overtime to these individuals. Continued utilization of overtime hours and expanding operational hours of system user testing continues to be a critical point that will be closely monitored and discussed between the affected departments.</p> <p>(2) Extra-Help (EH) Retirees: The project has been utilizing two EH Retiree positions for subject matter expertise staffing. The utilization of these resources has been successful; however, the burn rate on their hours has been extensive and the pool of their mandatory-limited hours has been impacted and almost fully expended. To mitigate this labor shortage, the two EH Retirees are coming out of retirement and returning to work full-time to help the County complete this project. The County Human Resources' and OCERS' re-employment processes were completed in February. The net impact of this change is an additional 1.1 FTE. Each of the EH Retirees has a specific focus, one as a TTC SME and one as the A-C SME.</p> <p>(3) Vendor Scheduling: Although the vendor is on track with transforming the system's core functionality, they are behind schedule on transforming the system's job scheduling tool ("Control-M") and "Printing" functionality. The vendor is expected to catch up on these two functional areas, the County's project manager is closely monitoring the situation to keep on schedule.</p> <p><u>Other considerations:</u></p> <ul style="list-style-type: none"> <li>- The vendor continues to deliver high quality code and the project continues to make positive progress.</li> <li>- The vendor continues to provide strong developmental knowledge and guidance with the legacy code transformation process.</li> </ul> | 75%         |

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

\* Project has been rebaselined.

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



On track; within 10% of budget/schedule



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



Critical: >20% over budget/schedule



| Managing Dept. | Business Owner | Project Description   | Budget | Schedule | Schedule / Budget   | Project Phase - Status as of End of Reporting Period<br>Key Highlights Since End of Reporting Period  | % Completed |
|----------------|----------------|---|--------|----------|---|---|-------------|
| DA             | DA             | <b>Record Management System -</b><br>Implement a fully integrated public safety information system that has mobile or wireless capabilities to replace the manual tracking of case/unit information within the District Attorney Bureau of Investigation (BOI).   |        |          | Planned Start: 07/01/18<br>Planned End: 10/01/20<br><br>Budget: \$ 513,332<br>Expended: \$ 0<br>Encumbered: \$ 513,332<br>Balance: \$ 0<br>Source: General Fund | <b>Execution</b> - Contract negotiations were finalized and the contract was approved by the Board in October 2019. Vendor-led configuration and user requirements gathering began. The vendor is late on providing the Detailed Implementation Plan, which may impact the due dates of other milestones. The project team will closely monitor the project schedule.   | 23%         |
| HCA            | HCA            | <b>Business Intelligence &amp; Analytics -</b><br>Implement a system to allow for agency-wide data mining, analytics, online analytical processing, monitoring, visibility and presentation 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. | **     | **       | Planned Start: 07/01/18<br>Planned End: 12/31/21<br><br>Budget: \$ 3,900,000<br>Expended: \$ 0<br>Encumbered: \$ 0<br>Balance: \$ 3,900,000<br>Source: MHSA     | <b>Initiation</b><br>- Identified data pool for inclusion in the data warehouse. Working on creating temporary staging platform for the combined data.<br>- Reviewed several solution providers for the analytics platform, including IBM and SAS.<br>- Worked on Request for Proposal's scope of work, although decision on sole source or public bid is pending.<br>- Held internal discussions on use cases with all program stakeholders.<br><br><b>Risk Mitigation:</b> Consider possible impact of Countywide data sharing initiatives. Continue collaboration and communication with all stakeholders and gather requirements as necessary to allow integration of enterprise data warehouse to allow sharing of data. | 10%         |

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On track; within 10% of budget/schedule



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



Critical: >20% over budget/schedule

| Managing Dept. | Business Owner | Project Description  | Budget | Schedule | Schedule / Budget   | Project Phase - Status as of End of Reporting Period<br>Key Highlights Since End of Reporting Period   | % Completed |
|----------------|----------------|--|--------|----------|---|--|-------------|
| HCA            | HCA            | <p><b>Electronic Health Records (EHR) Interoperability</b> - Implement a solution for EHR with behavioral health service contract providers and other partners to provide better integration of services and 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.</p> | **     | **       | Planned Start: 07/01/18<br>Planned End: 01/04/21<br><br>Budget: \$ 3,750,000<br>Expended: \$ 0<br>Encumbered: \$ 0<br>Balance: \$ 3,750,000<br>Source: MHSA | <p><b>Initiation</b> - OCPRHIO (One California Partnership Regional Health Information Organization) has been determined to be viable platform and discussions are underway to negotiate the agreement. Continued discussions with OCPRHIO to connect Behavioral Health providers to OCPRHIO. Details on transactions volumes will determine individual cost to contract providers.</p> <p>Held internal discussions on architectural plans on integrating the external data within Cerner through interfaces.</p> <p>Next steps: Continue discussions and building consensus of project milestones and tasks, success factors, metrics to be tracked, etc.; complete the cost negotiations on behalf of the contract providers; complete contract with OCPRHIO. The project will be baselined once the contract is in place.</p> <p><u>Risk Mitigation:</u><br/>                     - Consider potential impact of other County-driven data sharing initiatives and related connectivity and integration requirements. Continue collaboration and communication with all stakeholders.</p> <p>- Ensure participation by contract providers (low risk). Communicate and collaborate with contract providers to ensure adoption and use.</p> | 25%         |
| HCA            | HCA            | <p><b>ePrescription for Controlled Substances</b> - Implement system to enable physicians to electronically prescribe controlled substances including opioids through the electronic health record system. This replaces the use of paper prescriptions, decreases risk of fraud and abuses of controlled substances, enables interaction checks and medication alerts, increases accuracy, efficiency, and promotes overall safety and quality of care.</p>   |        |          | Planned Start: 07/01/18<br>Planned End: 06/01/20<br><br>Budget: \$ 250,000<br>Expended: \$ 0<br>Encumbered: \$ 0<br>Balance: \$ 250,000<br>Source: MHSA     | <p><b>Initiation</b> - Updated milestones agreed to by HCA and the vendor (Cerner). Created the Cerner Millennium non-production domain for testing. Compiled physician data and sent to vendor to begin the build. Next steps include completing the setup in the non-prod domain, install of the authentication software, the Millennium build, and testing and validation of the build.</p> <p>Previous dependency on the pending Millennium upgrade has been resolved. The project schedule has been baselined with a planned end date of 06/02/2020.</p>  | 30%         |

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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 (4 of 11)



| Managing Dept. | Business Owner | Project Description  | Budget | Schedule | Schedule / Budget   | Project Phase - Status as of End of Reporting Period<br>Key Highlights Since End of Reporting Period   | % Completed |
|----------------|----------------|--|--------|----------|---|--|-------------|
| HRS/OCIT       | HRS            | <b>Integrated Talent Management System</b> - Implement a pilot of an integrated system for Performance Management Module (pilot) and Learning Management Module.                                     |        |          | Planned Start: 07/01/15<br>Planned End: 06/30/21<br><br>Budget: \$ 1,596,423<br>Expended: \$ 1,049,201<br>Encumbered: \$ 0<br>Balance: \$ 547,222<br>Source: General Fund/Dept. | <p><b>Execution</b> - The County's Integrated Talent Management System has been branded Eureka. For the Learning Management Module: Completed Go Live for both Phase 1 departments (approximately 3,000 users) and Phase 2 departments (approximately 9,000 users). Resolved the WebEx integration issue to enable the Virtual Instructor-Led Training feature; as a result, the project schedule returned to "Green." Next steps include completing Go Live for the last phase - Phase 3 departments (approximately 4,000 users) and deploy the Virtual Instructor-Led Training feature to production environment.</p> <p>Note: The funding request to move forward with the planned implementation of the Performance Module was denied due to the County's funding availability for FY20-21. The Performance Module has been removed from the project scope. The County is working with Procurement and the vendor to modify the contract.</p> <p>The HRS Learning &amp; Organizational Development (L&amp;OD) was notified that their staffing would be reduced by approximately 50%. L&amp;OD is re-establishing priorities, including how to address staffing needs for the project.</p> | 80%         |
| 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: 07/01/19<br>Planned End: TBD<br>Budget: \$ 312,888<br>Expended: \$ 0<br>Encumbered: \$ 0<br>Balance: \$ 312,888<br>Source: JWA                                   | <p><b>Initiation</b> - Meetings taking place with system provider to finalize hardware and software scope. Preparing sole source Agenda Staff Report (ASR) for purchase of the platform upgrade. Expected Board of Supervisors' hearing date in spring 2020. The project schedule and budget will be baselined upon completion of the contract award.</p>  | 20%         |

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On track; within 10% of budget/schedule



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Critical: >20% over budget/schedule

# IT Project Dashboard (5 of 11)

| Managing Dept. | Business Owner | Project Description   | Budget | Schedule | Schedule / Budget  | Project Phase - Status as of End of Reporting Period<br>Key Highlights Since End of Reporting Period   | % Completed |
|----------------|----------------|---|--------|----------|--|--|-------------|
| JWA            | JWA            | <b>Emergency Phones</b> - This project is an upgrade to both hardware and software of the existing emergency phone system at JWA.   | **     | **       | Planned Start: 07/01/19<br>Planned End: TBD<br>Budget: \$ 412,888<br>Expended: \$ 0<br>Encumbered: \$ 0<br>Balance: \$ 412,888<br>Source: JWA                    | <b>Initiation</b> - Completed several site walks with the vendor for developing specifications for hardware and system layout. The vendor is expected to submit a detailed proposal for the entire system upgrade by the end of February 2020. Upon approval of the proposal, JWA will proceed with procurement activities. The project schedule and budget will be baselined upon completion of the procurement process.  | 15%         |
| 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.             | **     | **       | Planned Start: 01/07/19<br>Planned End: 06/30/20<br>Budget: \$ 1,000,000<br>Expended: \$ 112,500<br>Encumbered: \$ 112,500<br>Balance: \$ 775,000<br>Source: JWA | <b>Execution</b> - Working on low-level network redesign. Next steps include procurement of equipment and contract award for implementation. The project team is ready to start the network refresh discovery, which is a prerequisite of the implementation. This discovery work is pending JWA's approval. JWA requested a delay until it finalizes the project plan for a parallel project to analyze and evaluate JWA's air and cooling systems for computer rooms and network equipment closets.<br><br>The project budget and schedule will be baselined after the completion of equipment procurement and contract award. | 45%         |
| JWA            | JWA            | <b>Video Management System (VMS)</b> - This project is the video recording and storage system for the CCTV system. It is a component of the P409 capital project to upgrade the Airport's Sheriff Control Center and the Airport's Service Desk and have them co-located. | **     | **       | Planned Start: 07/01/19<br>Planned End: TBD<br>Budget: \$ 4,600,000<br>Expended: \$ 0<br>Encumbered: \$ 0<br>Balance: \$ 4,600,000<br>Source: JWA                | <b>Initiation</b> - Finalized the selection of manufacturer and integrator of VMS. Also decided on Video Storage provider. Next steps include finalizing system specifications and pricing. Start of system setup onsite is anticipated for July 2020. The project schedule and budget will be baselined upon completion of the procurement process.   | 24%         |

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On track; within 10% of budget/schedule

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

Critical: >20% over budget/schedule

| Managing Dept. | Business Owner | Project Description   | Budget | Schedule | Schedule / Budget  | Project Phase - Status as of End of Reporting Period<br>Key Highlights Since End of Reporting Period  | % Completed |
|----------------|----------------|---|--------|----------|--|---|-------------|
| OCIT           | CEO            | <b>System of Care Data Integration System (SOCDIS)</b> - Develop a technology strategy and solution that provides coordinated data sharing across County departments to assist those experiencing, or at risk of, homelessness with improved care coordination. | **     | **       | Planned Start: 04/01/19<br>Planned End: 12/31/20<br><del>02/28/21</del><br><br>Budget: \$ 3,800,000<br>Expended: \$ 0<br>Encumbered: \$ 475,888<br>Balance: \$ 3,324,112<br>Source: Grant & General Fund | <p><b>Initiation</b> - The selected consultant, Gartner, completed their consulting engagement and has provided the County with all of the contract deliverables, including: Business Capabilities Model and Use Cases; Integration and Technical Capabilities Model, Architecture and Integration Diagrams; Sourcing Strategies for procurement and implementation; solicitation-ready Statement of Work; and Technical Roadmap and phased implementation plan. This is an urgent priority for the County, so Gartner agreed to a fast-track schedule and completed their consulting work in December 2019.</p> <p>Project team will consider solution and procurement options and provide County leadership with recommendations.</p> <p>This project has been re-assigned to the Health Care Agency (HCA) who will take over project reporting starting Q3 FY 2019-20.</p> <p>Post-quarter updates from HCA: The project team is working on the following:</p> <ul style="list-style-type: none"> <li>- Discussions with vendor on best approach to develop and implement the technical solutions to support the desired use cases, negotiations with vendor on overall legal issues and terms and conditions and other contract related matters, determination of cost and budget finalization, and development of overall project management and governance methodology.</li> <li>- Internal discussions and steps towards readiness of the information data hubs to support the data integration platform.</li> <li>- Preparation of ASR and Sole Source documents for Board approval in March.</li> </ul> <p><u>Issues/Risks and Mitigation:</u></p> <ul style="list-style-type: none"> <li>- SOCDIS costs will not be known until vendor and solution options are final. Mitigation: The County secured Whole Person Care grant funding to help mitigate costs. The project team will consider procurement and solution options with County leadership and establish a plan that will best meet County business and budget requirements.</li> </ul> | 5%          |

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On track; within 10% of budget/schedule



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



Critical: >20% over budget/schedule

| Managing Dept. | Business Owner | Project Description  | Budget | Schedule | Schedule / Budget   | Project Phase - Status as of End of Reporting Period<br>Key Highlights Since End of Reporting Period  | % Completed |
|----------------|----------------|--|--------|----------|---|---|-------------|
| OCIT           | Multi          | <b>Computerized Maintenance Management System (CMMS)</b> - Replace the existing legacy systems with a centralized repository for all County's real estate assets, starting with OCSD, OCPW and CEO/Real Estate.                                      |        |          | Planned Start: 12/06/17<br>Planned End: 05/31/20<br>10/31/20<br><br>Budget: \$ 5,643,379<br>Expended: \$ 3,854,496<br>Encumbered: \$ 1,788,883<br>Balance: \$ 0<br>Source: General Fund | <p><b>Execution</b> - Continue the implementation of the Operations &amp; Maintenance (O&amp;M) module, which is the 3rd of five modules in the project. This module includes CAPS+ interface development with the Auditor-Controller IT team and the vendor. The County signed off on the core interface designs and is reviewing the final draft of the O&amp;M Standard Operation Procedures (SOP). The project team also re-prioritized the schedule to provide flexibility for OCSD Go Live date. Next steps include County sign-off of core data conversion, County sign-off of O&amp;M SOP, Go Live for AiM CAD tool, continuation of the implementation of the O&amp;M module, and continuation of the O&amp;M interfaces.</p> <p><u>Issues/Risks and Mitigation:</u></p> <ul style="list-style-type: none"> <li>- The County and the vendor did not anticipate the complexity of the data that needs to be imported into the new system, which resulted in additional time and effort to ensure data integrity prior to data import. The County and the vendor were able to agree on a solution for data import that will satisfy the County's needs.</li> <li>- The County team continues to work diligently to demand quality deliverables from the vendor in order to be able to leverage this solution to future departments that are not currently in scope.</li> </ul> | 40%         |
| OCIT           | Multi          | <b>Finance Tracker</b> - To implement an end-to-end, comprehensive financial and budgeting system for the pilot departments (OCPW and OCIT). The project is expected to complete in November 2019 to be ready for the County's next budgeting cycle. |        |          | Planned Start: 02/01/19<br>Planned End: 11/30/19<br><br>Budget: \$ 281,000<br>Expended: \$ 256,790<br>Encumbered: \$ 0<br>Balance: \$ 24,210<br>Source: OCPW                            | <p><b>Closing</b> - The Finance Tracker application went live on November 4, 2019.</p> <p>Note: The project scope was reduced to key budget and revenue expense forms in order for the system to be available by the start of the budget cycle, November 2019. The scope reduction resulted in a baselined budget of \$281,000.</p> <p>A small portion (less than \$150K) of the remaining budget from the original approved amount of \$750,000 is being used for Phase 2, which began after "Go Live" to address other budget forms and reporting capabilities. This effort is expected to complete by March 2020.</p>  | 100%        |

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On track; within 10% of budget/schedule



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



Critical: >20% over budget/schedule

| Managing Dept. | Business Owner | Project Description  | Budget | Schedule | Schedule / Budget  | Project Phase - Status as of End of Reporting Period<br>Key Highlights Since End of Reporting Period   | % Completed |
|----------------|----------------|--|--------|----------|--|--|-------------|
| OCIT           | Multi          | <b>Identity Governance &amp; Administration</b> - consists of four phases: Phase 1: Global Address List (GAL) synchronization; Phase 2: Self-Service Password Reset; Phase 3: Portal for user and group management; Phase 4: Automated user-provisioning and de-provisioning using HR database as the authoritative source                 |        |          | Planned Start: 07/01/18<br>Planned End: 05/14/21<br><br>Budget: \$ 800,000<br>Expended: \$ 84,945<br>Encumbered: \$ 300,000<br>Balance: \$ 415,055<br>Source: General Fund | <p><b>Execution</b> - Reviewed and approved the Vision and Scope document, a deliverable from the discovery and analysis phase. Obtained Board approval for Microsoft investment funds to expand scope for cloud-based (vs. on-premises) self-service password reset. Started work on Phase 1: established dev/test environment; completed configurations and testing in the test environment; working on configurations in production environment.</p> <p><b>Risk:</b> This project requires actions by the departments to provide system access, set up network connectivity, and perform data cleanup. Not getting these tasks completed in a timely manner may cause schedule delay or cost overrun.</p> <p><b>Mitigation Plan:</b> Continue to provide information and status updates and communicate with the departments on a regular basis. Conduct monthly project updates for the departments. Hold sessions with individual departments as needed. Follow up with action items. Provide advanced notice to the departments on upcoming tasks and milestones.</p>  | 25%         |
| OCIT           | Multi          | <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 tool to capture infrastructure components; and modify ServiceNow portal and service catalog for ease-of-use Countywide. |        |          | Planned Start: 07/01/17<br>Planned End: 06/30/20<br><br>Budget: \$ 490,000<br>Expended: \$ 185,836<br>Encumbered: \$ 0<br>Balance: \$ 304,164<br>Source: General Fund      | <p><b>Execution</b></p> <ul style="list-style-type: none"> <li>- ServiceNow Discovery module deployment complete.</li> <li>- OCPW: Agency-based forms complete and pending release to production.</li> <li>- CSS: Agency-based forms in production; phone has been cut over to Central IT Service Desk</li> <li>- OC Badge Access: Forms, workflows, and testing complete; move to production pending completion of user training (February 2020).</li> <li>- Probation Department: Decision to deploy ServiceNow on hold pending completion of the annual budget process. Project schedule has been flagged as "yellow" and will be re-assessed after the decision is made.</li> <li>- In Progress Activities: ServiceNow dashboards (as requested by agencies) and revisions to Service Catalog to meet Countywide end-user needs. Internal scheduling issues and OCIT resource bandwidth have required that project team revise timeline and approach to ensure timely engagement of agencies in obtaining catalog feedback; plan is to develop agency-based forms for all agencies and to overlay portal enhancements developed by SAIC. Will encumber necessary funds from available budget to cover costs post 6/30/20.</li> </ul> | 62%         |

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On track; within 10% of budget/schedule



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



Critical: >20% over budget/schedule

| Managing Dept. | Business Owner | Project Description   | Budget | Schedule | Schedule / Budget   | Project Phase - Status as of End of Reporting Period<br>Key Highlights Since End of Reporting Period   | % Completed |
|----------------|----------------|---|--------|----------|---|--|-------------|
| OCIT           | OCIT           | <b>Enterprise Network Redesign</b> - Assess current network infrastructure and develop a network design that will meet the County's future business and technology needs. Project scope includes a Proof of Concept (POC) for two sites and a County enterprise wide-area-network (WAN) design for future implementation. |        |          | Planned Start: 07/01/18<br>Planned End: <del>03/31/20</del><br>05/30/20<br><br>Budget: \$ 265,000<br>Expended: \$ 73,969<br>Encumbered: \$ 99,550<br>Balance: \$ 91,481<br>Source: General Fund | <b>Execution</b> - Completed all of the tasks required for the Proof of Concept, which is planned for the next quarter.<br><br><b>Risks:</b> Production issues with the Storage Area Network impacted both pilot departments (OCCR and OCPW) and caused delay in conducting the Proof of Concept. Prior to these issues, Building 16 infrastructure activities impacted resource availability to work on this project. As a result, the project schedule was extended by two months. In addition, lack of resources due to competing priorities may impact the revised schedule. This project has a lower priority than other more pressing and time-sensitive projects. The project team will continue to monitor and re-baseline if required to accommodate higher priorities. | 60%         |
| OCIT           | OCPW           | <b>Lab Information Management System</b> - Implement a solution to enhance the operations of the Orange County Environmental Resources to comply with environmental regulations, permits and standards to monitor storm water quality for multiple programs.  |        |          | Planned Start: 07/01/18<br>Planned End: <del>10/30/19</del><br>12/20/19<br><br>Budget: \$ 200,000<br>Expended: \$ 63,484<br>Encumbered: \$ 136,516<br>Balance: \$ 0<br>Source: OCPW             | <b>Closing</b> - Completed remaining projects tasks (acceptance testing, general configuration, and end-user training). The system was deployed to production and went live on December 20, 2019. Post Go Live production support starts from this period.   | 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



| Managing Dept. | Business Owner | Project Description   | Budget | Schedule | Schedule / Budget   | Project Phase - Status as of End of Reporting Period<br>Key Highlights Since End of Reporting Period   | % Completed |
|----------------|----------------|---|--------|----------|---|--|-------------|
| OCSD           | OCSD           | <p><b>Integrated Jail Management System (IJMS)</b> - Replace the existing 25-year-old system currently on the Unisys mainframe.</p> |        |          | <p>Planned Start: 06/15/16<br/>                     Planned End: <del>12/31/19</del><br/>                                       03/31/20<br/>                                       09/11/20</p> <p>Budget: \$ 6,800,000<br/>                     Expended: \$ 1,882,626<br/>                     Encumbered: \$ 2,256,786<br/>                     Balance: \$ 2,660,588<br/>                     Source: General Fund</p> | <p><b>Execution</b> - Continue testing of the latest software release. OCSD met with Courts &amp; Jail Records to determine the data that will be transmitted and discuss system interface. Uploaded the latest data from the mainframe to new system for the next global testing. Held Executive Command meeting on 11/27/19 and secured vendor and OCSD commitment to expand resources to meet planned completion date. Next steps are to continue the following: configuring the new system as modules are available; performing data migration and validation from the mainframe to the new system; designing the interfaces to other systems; meeting with Courts, Records, Probation, and Cashiering to discuss the transmission of electronic data; and refining the Classification form. Next steps also include locking down design, architecture, and configuration for the production environment infrastructure.</p> <p><u>Budget Note:</u> \$5M has been allocated for the project implementation. The additional estimated \$1.8M will be requested in future years to support disaster recovery of the system.</p> <p><u>Issue:</u> Schedule delay in this quarter due to technical issues with data conversion and version upgrades. Courts interface delayed slightly as they reprioritized their projects. These minor delays are being mitigated by compressing the frequency of data conversion testing, interface validation, and external agency meetings. Benefits of schedule compression are beginning to be realized to full potential; ramping up deployment/testing and commitment on both ends is encouraging and should be rewarded over the next quarter.</p> <p>This project has a firm end date of 3/31/20 for Execution Phase, since OCSD needs to move the current system off the mainframe November 2020 in order to avoid additional maintenance costs. Project team is working feverishly to meet this goal.</p> | 52%         |

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On track; within 10% of budget/schedule



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



Critical: >20% over budget/schedule

| Managing Dept. | Business Owner | Project Description   | Budget | Schedule | Schedule / Budget   | Project Phase - Status as of End of Reporting Period<br>Key Highlights Since End of Reporting Period   | % Completed |
|----------------|----------------|---|--------|----------|---|--|-------------|
| PD             | PD             | <b>Modernizing the Courtroom Wireless &amp; Cabling</b> - Replace end-of-life wireless and network access system. |        |          | Planned Start: 09/01/18<br>Planned End: <del>08/31/19</del><br>12/31/19<br><br>Budget: \$ 749,877<br>Expended: \$ 690,236<br>Encumbered: \$ 0<br>Balance: \$ 59,641<br>Source: General Fund | <b>Closing</b> - Successfully cutover to the new OCJUSTICE wireless network at all of the Justice Centers and the Men's Central Jail. Project is completed but more 20% over schedule. | 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

# Project Landing Map

The map below depicts when project benefits are realized.

| Q1 FY19-20  |  | Q2 FY19-20<br>Reporting Quarter  |   | Q3 FY19-20  |  | Q4 FY19-20 |  |
|---|--|--|---|---|--|------------|--|
| <ul style="list-style-type: none"> <li>✓ Email Cryptography</li> <li>✓ Web Content Management System Phase I</li> </ul> | <ul style="list-style-type: none"> <li>✓ Finance Tracker</li> <li>✓ Lab Information Management System</li> <li>✓ Modernizing Courtroom Wireless &amp; Cabling</li> </ul>                                   | <ul style="list-style-type: none"> <li>** JWA Building Automation System</li> <li>** JWA Emergency Phones</li> <li>** JWA Video Management System (VMS)</li> </ul> | <ul style="list-style-type: none"> <li>▪ Enterprise Network Redesign</li> <li>▪ ePrescription for Controlled Substances</li> <li>** Network Redesign for JWA</li> <li>▪ ServiceNow for Shared Services</li> </ul> | <div style="background-color: yellow; padding: 5px; display: inline-block;">Pending business decision</div>   |  |            |  |
| Q1 FY20-21  |  | Q2 FY20-21   |   | Q3 FY20-21  |  | Q4 FY20-21 |  |
| <ul style="list-style-type: none"> <li>▪ Integrated Jail Management System</li> <li>▪ Property Tax System</li> </ul>    | <ul style="list-style-type: none"> <li>▪ DA's Record Management System</li> <li>** System of Care Data Integration System (SOCDIS)</li> <li>▪ Computerized Maintenance Management System (CMMS)</li> </ul> | <ul style="list-style-type: none"> <li>** Electronic Health Records (EHR) Interoperability</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Identity Governance &amp; Administration</li> <li>▪ Integrated Talent Management System</li> </ul>   | <div style="background-color: yellow; padding: 5px; display: inline-block;">Delayed due to resource constraints</div> <div style="background-color: yellow; padding: 5px; display: inline-block; margin-left: 20px;">Delayed due to technical issues</div> <div style="background-color: yellow; padding: 5px; display: inline-block; margin-left: 20px;">Delayed due to technical complexity</div> |  |            |  |
| Q1 FY21-22  |  | Q2 FY21-22   |   | Q3 FY21-22  |  | Q4 FY21-22 |  |
|   |  | <ul style="list-style-type: none"> <li>** HCA Business Intelligence &amp; Analytics</li> </ul>   |   |   |  |            |  |

✓ Project has been completed.

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