

County IT Projects

Quarterly Progress Report

3rd Quarter, FY17-18
January 1 – March 31, 2018



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 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 near-obsolete or end-of-life systems as well as investment in new 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 the status of these projects, this report describes the County's IT project performance trends over the last four quarters.

Highlights



At a Glance

The number of projects in this reporting period is 20, one more than in the last quarter. The total budget increases from \$48,142,614 to \$49,032,614. All of the projects are within budget. Besides the Voice and Data Network Transformation project, two (2) other projects have been experiencing critical schedule delays: the OC Public Works Land Management System and the Public Defender Case Management System.



Accomplishments

- OCIT completed the network installation and workstations in support of the relocation of the Animal Care Shelter to the new shelter, which is now up and running.
- OCIT and SAIC completed the upgrade of the enterprise IBM mainframe. The mainframe serves many of the County's business needs, including the Property Tax System, access from multiple County departments to the DMV Data Center in Sacramento, and printing services for many departments. The completion of this project improves the stability of the mainframe environment, allows business applications to exploit added software capabilities and features, reduces risk by having a more robust software infrastructure, and achieves compliance for County-owned licenses.



New IT Initiatives

Two projects are added to this quarter's report. They are the GovGrants project, a Grant Management Solution for OC Public Works and OC Waste & Recycling, and the pilot of Software Defined Network technologies to assist in the design of computer network.

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

Portfolio Size and Budget Trends



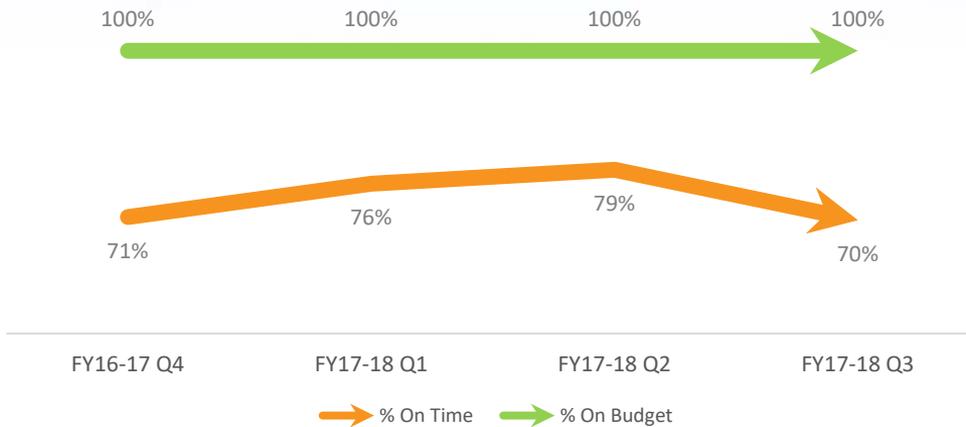
Project data from the last four quarters reflect a stable portfolio of an average of 18.5 and median of 17 projects.

This quarter's budget increased by \$890,000 (2%) due to the introduction of the GovGrants project and the Software Defined Network pilot.

The charts above reflects projects that were active or completed during the reporting period.

This chart depicts the County's IT project schedule and budget performance trends over the last four quarters.

Project Performance Trends

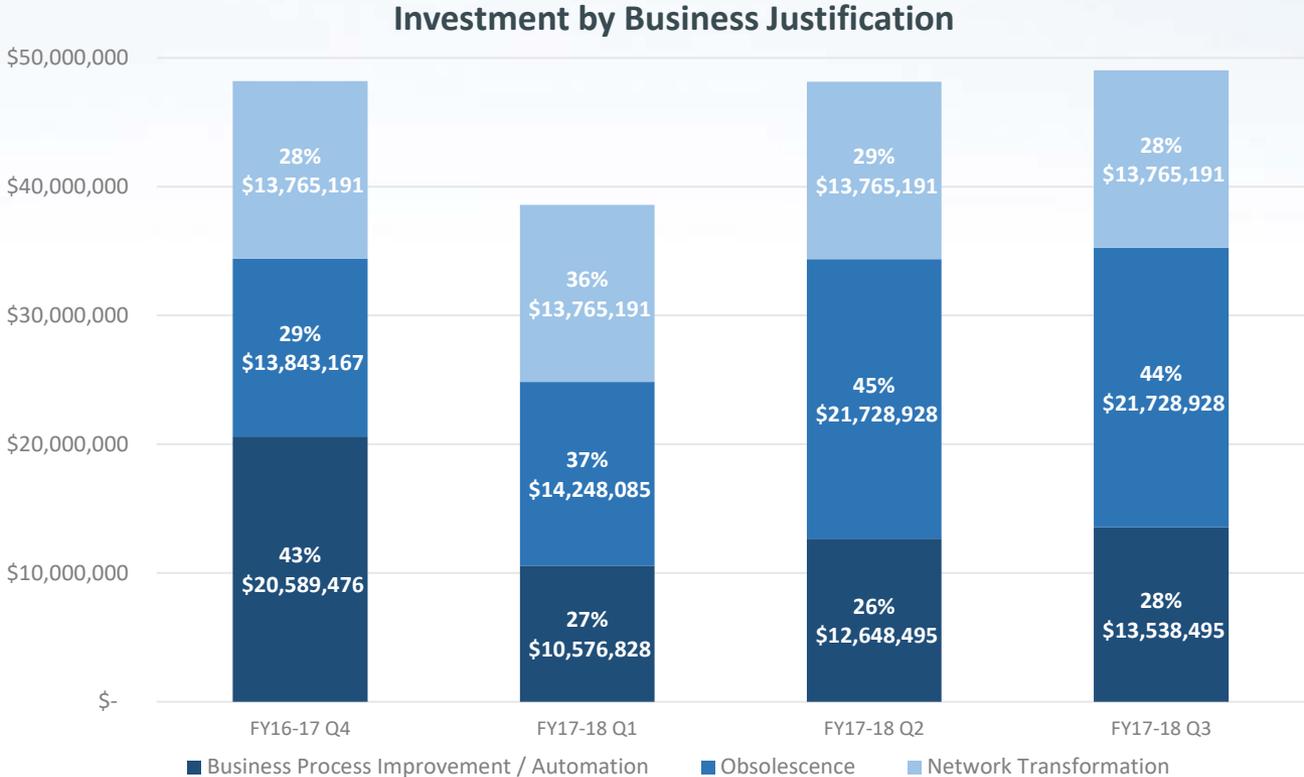


All projects have stayed within budget throughout the last four quarters.

Besides the Voice & Network Transformation project, two projects are 20% over schedule due to various reasons such as additional product enhancements and dependency on department resource availability. In addition, three projects are slightly (<20%) over schedule.

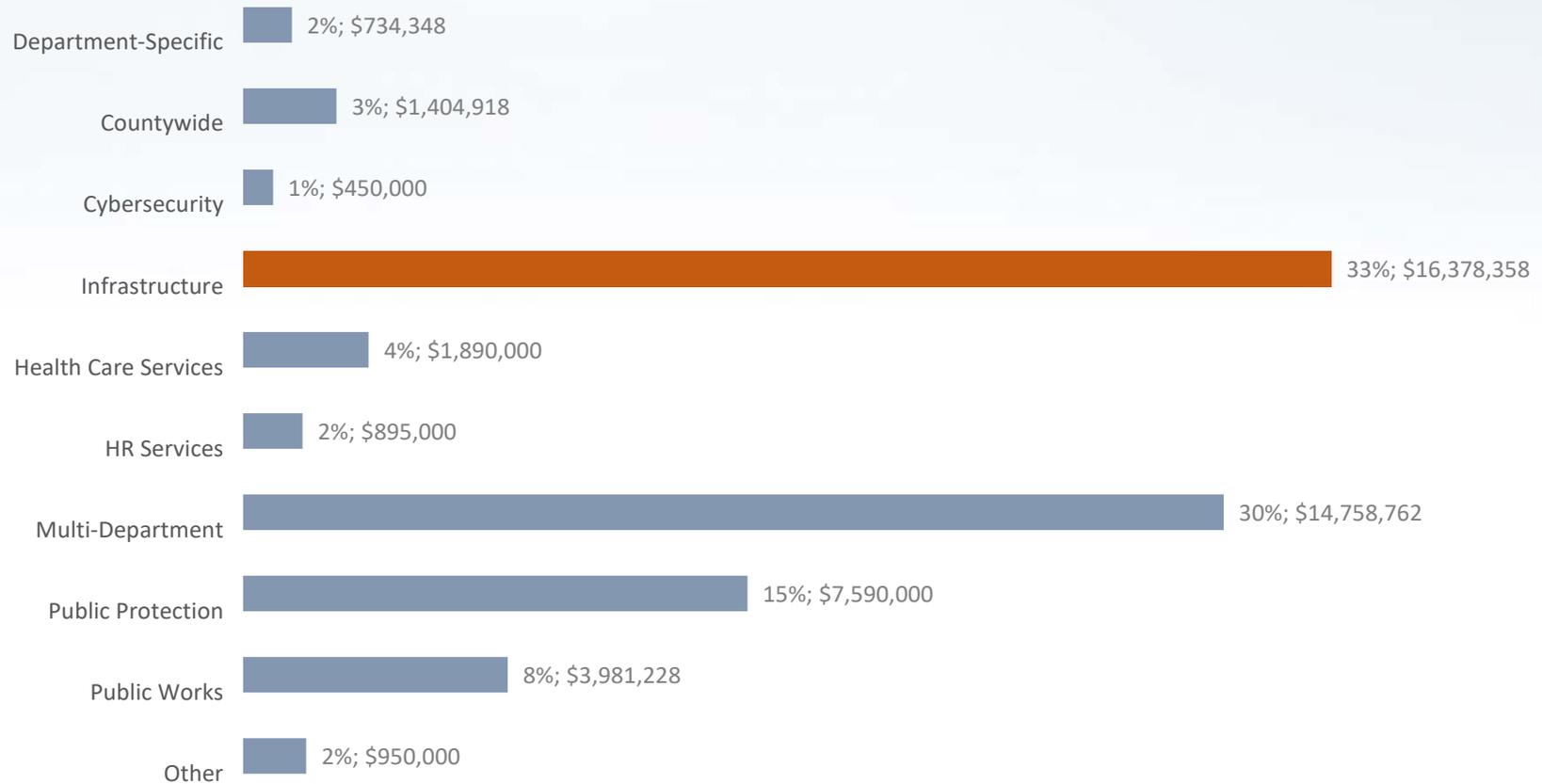
The charts above reflects projects that were active or completed during the reporting period.

Together with the Voice and Data Network Transformation project, the County’s IT projects to replace obsolescent systems and technologies account for the majority of the County’s IT investments over the last four quarters.



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

Excluding certain departments, the County is investing more on Countywide projects or those that cross multiple departments than on department-specific projects.



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

IT Project Dashboard (1 of 5)



Managing Dept.	Business Owner	Project Description	Budget	Schedule	Baselined Budget	Expended	Encumbered	Balance	Planned Start	Planned End	% Complete	Project Phase - Status as of End of Reporting Period Key Highlights Since End of Reporting Period
A-C	Multi	Property Tax System - Transform the County's Property Tax System from a legacy mainframe system to an open-architecture platform			\$ 7,480,843	\$ 1,843,110	\$ 4,594,629	\$ 1,043,104	10/01/17	08/31/19	10%	Execution - Completed the assessment phase. Schedule is in "Yellow" status since Phase 1 (of 8) was 95% done and not fully completed by its scheduled date. The overall project schedule is expected to return to "Green" status over the next two to three quarters. Initiated Phase 2.
A-C	Multi	Virtual Timecard Interface (VTI) Upgrade - Provide a maintenance upgrade and the implementation of the Sheriff Department onto the County's Time Keeping system			\$ 1,054,918	\$ 542,136	\$ 512,781	\$ -	05/23/17	08/30/18	55%	Execution - Completed Phase I Part A (Countywide rollout without new functionalities). Phase I Part B, which includes enhancements and follows a department rollout methodology, is in progress. Phase 2 (implementation for Sheriff Department) is in progress. Project team is evaluating change order proposals from the vendor and may need to revise the project schedule to accommodate the unplanned analysis of potential business features.
HCA	HCA	PA/PG Conservatorship System - Upgrade the existing EPAGES system to move onto the latest platform for maintaining PA and PG client needs and compliance with court and general public services	*	*	\$ 1,890,000	\$ 706,000	\$ 1,184,000	\$ -	06/19/17	06/30/18 08/16/18	68%	Execution - Completed Go-Live of the DA/PA side of the project. Schedule for the PG side was extended due to the complexity of the referral and court calendaring tracking features.

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

* Project has been rebaselined.

** Procurement activities in process; project may need to be rebaselined.

On track; within 10% of budget/schedule

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

Critical: >20% over budget/schedule

IT Project Dashboard (2 of 5)



Managing Dept.	Business Owner	Project Description	Budget	Schedule	Baselined Budget	Expended	Encumbered	Balance	Planned Start	Planned End	% Complete	Project Phase - Status as of End of Reporting Period Key Highlights Since End of Reporting Period
OCIT	COB	eAgenda Replacement - Replace end-of-life system and automate end-to-end ASR (Agenda Staff Report) process. This project has been repurposed to gather and document detailed requirements to help the Steering Committee determine the next steps.	*		\$ 350,000	\$ 177,747	\$ 38,625	\$ 133,628	07/01/15	06/30/18 08/30/18	N/A	Closing - The Steering Committee determined that a Software-as-a-Service (SaaS) solution cannot meet business needs and terminated the contract. A new effort has been initiated to gather detailed business requirements for a custom solution. Steering Committee will decide the next steps upon completion of the detailed requirements.
OCIT	HRS	HRS Data Analytics Phase II - Add Employee Benefits reports and reporting features to the HRS Portal			\$ 350,000	\$ 325,370	\$ -	\$ 24,630	04/04/17	03/29/18 06/08/18	95%	Execution - All reports were completed and deployed to production. The Ad hoc environment and Dashboard module were deployed to production with limited access. Project schedule was extended due to the expanded User Acceptance Testing of the Ad hoc environment and Dashboard module, new data file being added to the project scope, and availability of HRS resources. Project scope will also be revisited to address feedback from business stakeholders.
OCIT	HRS	Integrated Talent Management System - Implement a pilot of an integrated system for performance management and learning management	**	**	\$ 545,000	\$ 70,175	\$ -	\$ 474,825	07/01/15	06/30/19 06/30/21	29%	Procurement - Implementation roadmap was finalized; contract negotiations concluded. ASR was submitted for Board date of April 24 with a cumulative contract amount of \$4.2M for an initial 38-month contract plus two 2-year renewal option.
OCIT	Multi	Computerized Maintenance Management System (CMMS) - Replace the existing legacy systems with a centralized repository for all County's real estate assets, starting with OCSD, OCPW and CEO/Real Estate			\$ 5,143,099	\$ 2,281,136	\$ 1,238,644	\$ 1,623,319	09/15/16	12/05/19	2%	Initiation - Held project kickoff meeting; initiated CAPS+ interface discussions; began core data collection; completed conceptual training and configured workflows for Asset & Real Estate Management module.

* Project has been rebaselined.

** Procurement activities in process; project may need to be rebaselined.

On track; within 10% of budget/schedule

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

Critical: >20% over budget/schedule

IT Project Dashboard (3 of 5)



Managing Dept.	Business Owner	Project Description	Budget	Schedule	Baselined Budget	Expended	Encumbered	Balance	Planned Start	Planned End	% Complete	Project Phase - Status as of End of Reporting Period Key Highlights Since End of Reporting Period
OCIT	Multi	Project Information Management System (PIMS) - Provide a standard, countywide system to enhance the management of capital improvement projects			\$ 974,820	\$ 213,145	\$ 631,499	\$ 130,176	03/01/16	06/28/18	55%	Execution - Completed business requirements gathering and CAPS+ and CRM integration requirements gathering. Submitted draft design documents for review.
OCIT	Multi	Secure DNS - Deploy a Secure DNS solution to further protect the County against ransomware and malicious cyber attacks via the Internet	**	**	\$ 450,000	\$ -	\$ -	\$ 450,000	07/01/17	06/30/18	60%	Execution - Completed Proof of Concept (POC) with one product. POC with the second (and last) product is in progress. Solution/vendor will be selected upon completion of the last POC.
OCIT	Multi	ServiceNow for Shared Services - Implement a single ticketing system to improve the Service Desk experience for Shared Services departments			\$ 490,000	\$ -	\$ -	\$ 490,000	07/01/17	06/30/19	15%	Execution - Completed requirements gathering and system configuration for CSS.
OCIT	Multi	Software Defined Network (SDN) Pilot - Implement a pilot of the SDN technologies that allow network design to be more open and interoperable, potentially leading to lower costs and increased flexibility and control			\$ 200,000	\$ 146,000	\$ -	\$ 54,000	07/01/17	08/30/18	10%	Execution - Completed procurement of hardware and software. Pending installation and configuration.
OCIT	OCAC	Animal Care Management Center Relocation - Perform IT services such as network installation and workstations in support of the relocation of the Animal Care Shelter to the new shelter in Tustin			\$ 347,348	\$ 313,374	\$ -	\$ 33,974	07/01/17	03/16/18	100%	Closing - Project completed in March 2018, and the new center is now up and running.

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

* Project has been rebaselined.

** Procurement activities in process; project may need to be rebaselined.

On track; within 10% of budget/schedule

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

Critical: >20% over budget/schedule

IT Project Dashboard (4 of 5)



Managing Dept.	Business Owner	Project Description	Budget	Schedule	Baselined Budget	Expended	Encumbered	Balance	Planned Start	Planned End	% Complete	Project Phase - Status as of End of Reporting Period Key Highlights Since End of Reporting Period
OCIT	OCIT	Enterprise IBM Mainframe Hardware & Software Upgrade - Upgrade the County's mainframe hardware and software to support Property Tax System and other systems			\$ 2,413,167	\$ 1,801,647	\$ -	\$ 611,520	07/01/14	06/30/18 01/30/18	100%	Closing - Completed the upgrade of all hardware and software components well ahead of schedule and under budget.
OCIT	Multi	Voice & Data Network Transformation - Implement a Countywide, converged Voice and Data Network in order to eliminate duplicate circuits and maintenance costs and increase network capacity		*	\$ 13,765,191	\$ 11,700,413	\$ 2,064,779	\$ -	09/01/13	12/31/17 06/30/18	80%	Execution - 80% of the sites in scope have been transformed. Schedule delays due to unique OCSD facilities challenges, Atos staff turnover, slow equipment procurement and other project challenges. Transformation will not be completed for 7 sites pending required extensive environmental upgrades that the County is responsible for.
OCIT	OCSD	Integrated Jail Management System - Replace the existing 25-year-old system currently on the Unisys mainframe			\$ 6,800,000	\$ 836,349	\$ -	\$ 5,963,651	06/15/16	10/31/19	52%	Execution - Completed requirements validation for 12 of 28 functional areas. Purchased hardware to support the implementation. Began working on data conversion. \$5M has been allocated for the project implementation. The additional estimated \$1.8M will be requested in future years and are required to support disaster recovery of the system.
OCIT	OCWR	Master Capital Expenditure & Planning (MCEP) System - Automate and standardize MCEP process for managing landfill capital projects in order to assess and respond to impacts from changes in tonnage and site conditions.			\$ 387,000	\$ 288,617	\$ -	\$ 98,383	02/01/17	05/31/18	85%	Execution - Completed 7 out of 8 application development sprints

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

* Project has been rebaselined.

** Procurement activities in process; project may need to be rebaselined.

■ On track; within 10% of budget/schedule

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

■ Critical: >20% over budget/schedule

IT Project Dashboard (5 of 5)

Managing Dept.	Business Owner	Project Description	Budget	Schedule	Baselined Budget	Expended	Encumbered	Balance	Planned Start	Planned End	% Complete	Project Phase - Status as of End of Reporting Period Key Highlights Since End of Reporting Period
OCPW	OCPW	Customer Relationship Management (CRM) / Land Management System - Implement a unified portal on the Salesforce.com CRM platform and integrate with the Land Management System			\$ 3,981,228	\$ 3,889,724	\$ 91,436	\$ 68	08/01/16	4/20/18 11/12/18	70%	Execution - Through testing, business stakeholders have identified issues with the features and functionality of the LMS solution. Platform selected for LMS is requiring unanticipated customization to meet OCPW's defined core requirements. Key vendor personnel, including the initial solution architect, have left the project, which has introduced additional risks. OCPW has requested the vendor to develop a revised project plan and implementation schedule.
OCIT	OCPW/ OCWR	GovGrants - Implement a comprehensive Grant Management Solution (GMS) for OCPW and OCWR departments. This GMS will provide functionalities for County as a Grantee, Grantor and Sub-Recipient.			\$ 670,000	\$ 15,964	\$ 552,901	\$ 101,135	02/12/18	07/01/18	35%	Execution - Completed business requirements gathering, definition and analysis.
OCPW/ OCS D	COB	Boardroom AV System Upgrade - Upgrade the existing Crestron audio/video equipment in the Board Hearing Room		*	\$ 950,000	\$ 86,012	\$ 7,001	\$ 856,987	07/01/15	8/16/18 10/31/18	18%	Execution - Completed detailed project plan; working on a contract for the construction phase of the upgrade. Schedule extended due to lead time in procuring and programming equipment.
PD	PD	PD Case Management System - Develop a new case management system for the PD that will also have the ability to integrate with other Justice Partners (e.g., DA, Courts, etc.)			\$ 790,000	\$ 787,500	\$ -	\$ 2,500	04/01/16	6/30/17 TBD	95%	Execution - The system is fully up and operational except for the interfaces with the DA, TTC, and the Courts. The project continues to face resource availability challenges from the DA and the Courts.
Grand Total					\$ 49,032,614	\$ 26,024,419	\$ 10,916,295	\$ 12,091,901				

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

* Project has been rebaselined.

** Procurement activities in process; project may need to be rebaselined.

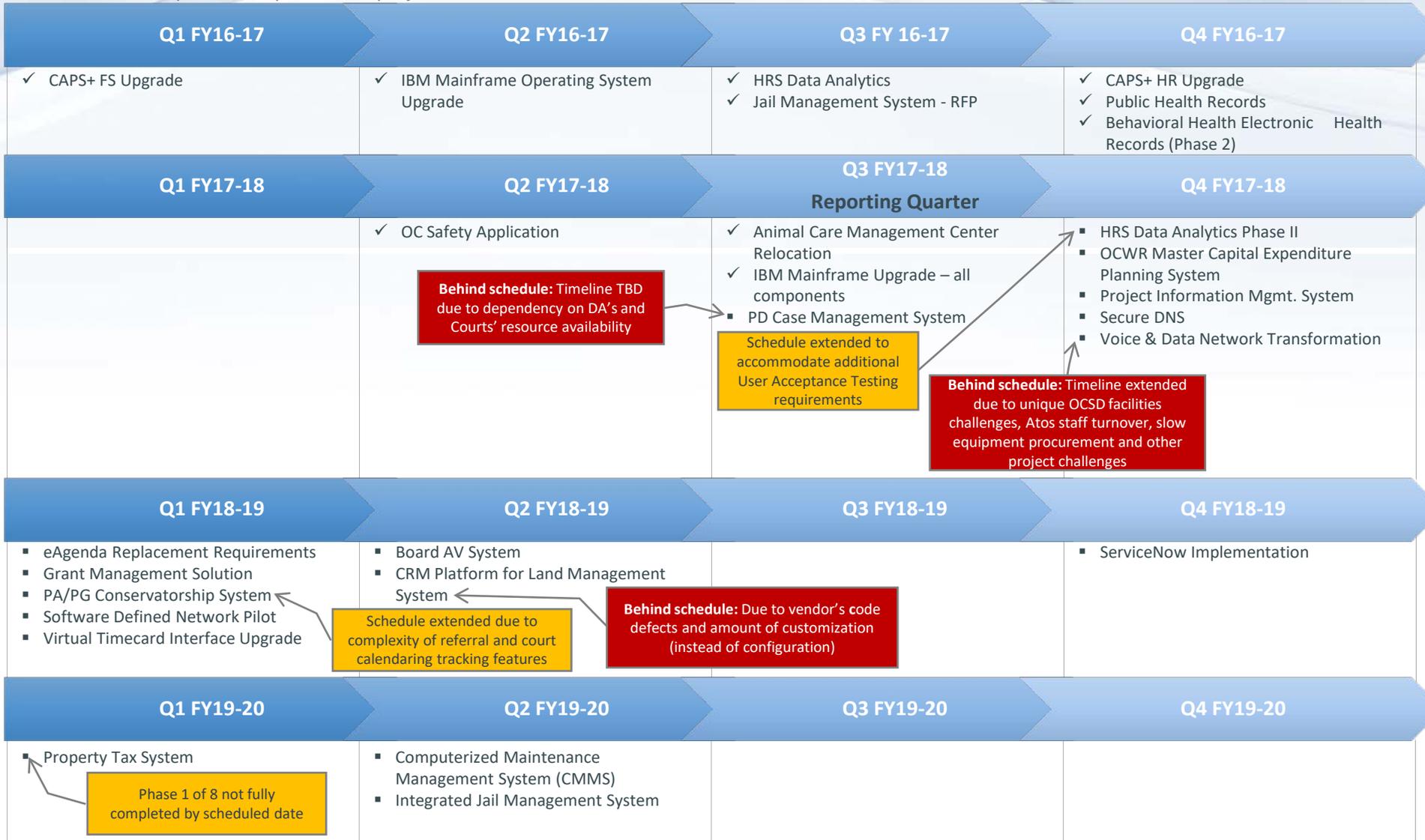
 On track; within 10% of budget/schedule

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

 Critical: >20% over budget/schedule

Project Landing Map

The map below depicts when project benefits are realized.



✓ *Project benefits that have been realized.*