

# County IT Projects

## Quarterly Progress Report

4<sup>th</sup> Quarter, FY17-18

April 1 – June 30, 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

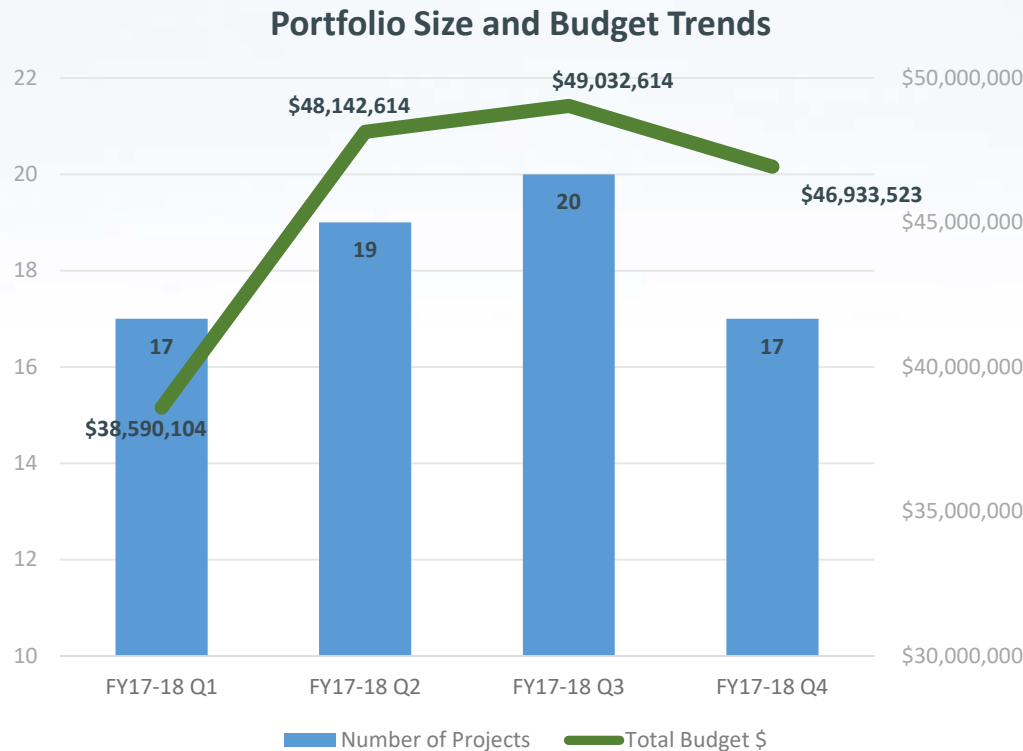
The number of projects in this reporting period is 17, three fewer than in the last quarter. The total budget decreases from \$49,032,614 to \$46,933,523. All of the projects are within budget. Besides the Voice and Data Network Transformation project, three other projects have been experiencing critical schedule delays: the OC Public Works Land Management System, the Public Defender Case Management System, and the Virtual Timecard Interface (VTI) Upgrade.



### Accomplishments

- Working together, OC Public Works, OC Waste & Recycling, and OCIT went live with **GovGrants**, a grants management solution that assists departments with executing grant processes, monitoring finances, and managing overall performance.
- In collaboration with HRS on the **HR Data Portal – Phase II**, OCIT successfully deployed additional HR reports, dashboards for data visualization and analytics, and an ad hoc environment that allows users to create custom reports.
- OCIT collaborated with OC Waste & Recycling (OCWR) to develop the **Master Capital Expenditures Planning (MCEP)** system, which assists OCWR with producing a fiscally sound, long-term plan for waste management services.
- OCIT completed the selection and installation of **Secure DNS**, a cloud-based Internet gateway, which is enabling a Countywide deployment to provide County users with improved Internet experience and reduce ongoing operations and maintenance costs.

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



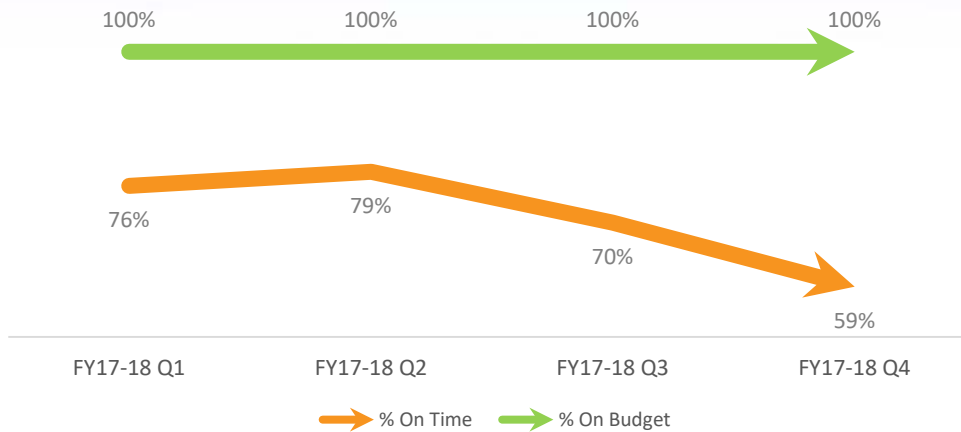
Project data from the last four quarters reflect a stable portfolio of an average of 18.25 and median of 18 projects.

This quarter's budget decreased by \$2,099,092 (4%) due to removal of projects completed in the previous quarter.

*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

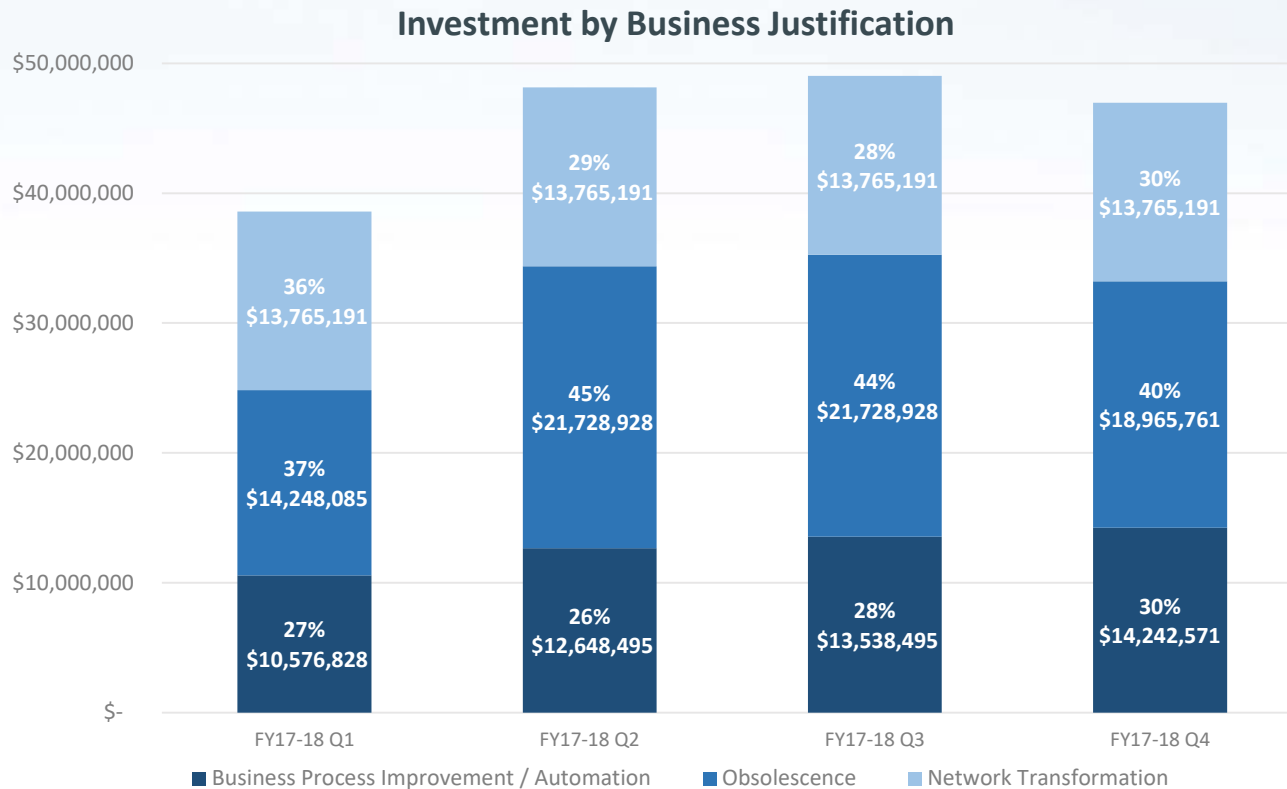


All projects have stayed within budget throughout the last four quarters.

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

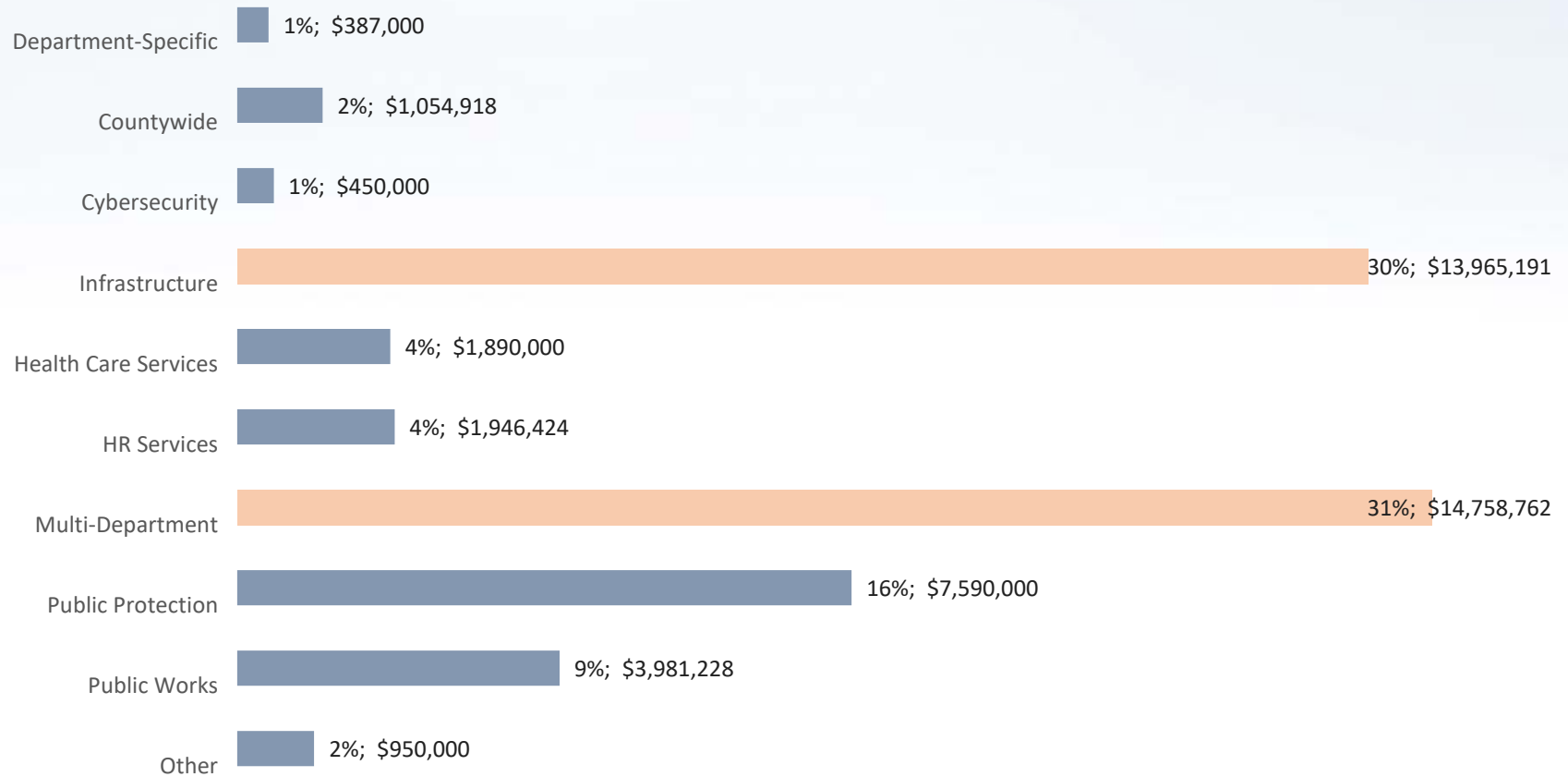
*The charts above reflects projects that were active or completed during the reporting period.*

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.*

The VoIP and data network transformation project and projects that cross multiple departments account for the majority of the County's IT project investments.



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


# IT Project Dashboard (1 of 4)


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	<b>Property Tax System</b> - Transform the County's Property Tax System from a legacy mainframe system to an open-architecture platform			\$ 7,480,843	\$ 1,983,913	\$ 4,594,629	\$ 902,301	10/01/17	08/31/19	25%	<b>Execution</b> - Completed assessment and Phase 1 (out of 9). Schedule is in "Yellow" status since Phase 2 was 65% done and not fully completed by its scheduled date. Vendor has added resources to address the delay.
A-C	Multi	<b>Virtual Timecard Interface (VTI) Upgrade</b> - Provide a maintenance upgrade and the implementation of the Sheriff Department onto the County's Time Keeping system		**	\$ 1,054,918	\$ 542,136	\$ 512,782	\$ -	05/23/17	8/30/18 TBD	55%	<b>On Hold</b> - The County did not agree with the vendor's change order proposals. In addition, the vendor did not deliver the requested configurations which delayed the start of User Acceptance Test of Phase 1 Part B . Due to critical unresolved issues, the Auditor Controller made a decision to cease the project until the vendor and the County agree on an appropriate resolution that will meet the County's business needs.
HCA	HCA	<b>PA/PG Conservatorship System</b> - 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 09/10/18	83%	<b>Execution</b> - Completed Go-Live of the DA/PA side of the project. Work on the PG side is in progress. Schedule for the PG side was extended due to resource availability for testing.
HRS/OCIT	HRS	<b>Integrated Talent Management System</b> - Implement a pilot of an integrated system for performance management and learning management			\$ 1,596,424	\$ 134,494	\$ 220,000	\$ 1,241,930	07/01/15	06/30/21	25%	<b>Execution</b> - Obtained Board approval of contract award. Adjusted the project timeline and budget to reflect the approved contract's scope of work. Documented processes for the Learning Management module. The vendor has requested an addendum to the SOW in order to align with its processes. The County is working with the vendor to finalize the revisions of the addendum while not modifying the original intent of the contract.


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 4)

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	HRS	<b>HRS Data Analytics Phase II</b> - Add Employee Benefits reports and reporting features to the HRS Portal		*	\$ 350,000	\$ 338,519	\$ -	\$ 11,481	04/04/17	03/29/18 06/27/18	100%	<b>Closing</b> - Re-baselined project schedule and communicated to customer on the plan to complete the project. Completed all remaining tasks and went live with the remaining components - Ad hoc environment and Dashboard.
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		*	\$ 5,143,099	\$ 2,234,253	\$ 1,285,527	\$ 1,623,319	09/15/16	12/05/19 03/09/20	5%	<b>Execution</b> - Rebaselined project schedule to accommodate four new interfaces and additional time for Common Core data collection.
OCIT	Multi	<b>Project Information Management System (PIMS)</b> - Provide a standard, countywide system to enhance the management of capital improvement projects			\$ 974,820	\$ 408,863	\$ 430,406	\$ 135,551	03/01/16	06/28/18 09/27/18	60%	<b>Execution</b> - Design documents and CAPS+ and CRM integration requirements have been completed for review and sign-off. Implementation activities will begin in the next reporting period. Schedule was revised due to lack of vendor resource availability. Vendor has added a new resource to mitigate further delay.
OCIT	Multi	<b>Secure DNS</b> - Deploy a Secure DNS solution to further protect the County against ransomware and malicious cyber attacks via the Internet			\$ 450,000	\$ 2,627	\$ 439,532	\$ 7,841	07/01/17	06/30/18	100%	<b>Closing</b> - Selected solution upon completion of Proof of Concept (POC) with two vendors. Completed installation in production environment.
OCIT	Multi	<b>ServiceNow for Shared Services</b> - Implement a single ticketing system to improve the Service Desk experience for Shared Services departments			\$ 490,000	\$ 46,226	\$ -	\$ 443,774	07/01/17	06/30/19	20%	<b>Execution</b> - Deployed ServiceNow portal and application version updates. Cutover CSS to ServiceNow ticketing system. Next steps include transition of CSS to Central IT Service Desk and analysis of existing ticketing systems at Probation and OCPW.

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# IT Project Dashboard (3 of 4)

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	<b>Software Defined Network (SDN) Pilot</b> - 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	\$ 146,292	\$ 50,000	\$ 3,708	07/01/17	08/30/18 11/30/18	30%	<b>Execution</b> - Project experienced delay in the procurement of the Power Distribution Units. Project experienced another delay due to vendor sending the wrong Cisco switch. Project schedule has been rebaselined to take into account these delays.
OCIT	Multi	<b>Voice &amp; Data Network Transformation</b> - 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	95%	<b>Execution</b> - 90% of the sites in scope have been transformed. The remaining six sites that the vendor is able complete was delayed beyond June 2018 due to the County's responsibility for upgrading power at those facilities before transformation could be conducted. Contract amendment #5 was approved by the Board on 7/31/18 for additional funding for the vendor to retain transformation staff to complete these six sites beyond June.
OCIT	OCSD	<b>Integrated Jail Management System</b> - Replace the existing 25-year-old system currently on the Unisys mainframe			\$ 6,800,000	\$ 1,725,158	\$ -	\$ 5,074,842	06/15/16	10/31/19	37%	<b>Execution</b> - Completed requirements validation for 18 of 28 functional areas. Completed conversion of sample data. Modified % complete to reflect that of the implementation milestone. Note: \$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.
OCIT	OCWR	<b>Master Capital Expenditure &amp; Planning (MCEP) System</b> - 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	\$ 377,595	\$ -	\$ 9,405	02/01/17	05/31/18	100%	<b>Closing</b> - Went live on 5/31/2018; project completed within schedule and budget.

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# IT Project Dashboard (4 of 4)

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	<b>Customer Relationship Management (CRM) / Land Management System</b> - 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	04/20/18 11/12/18	80%	<b>Execution</b> - Go-live date continues to be unknown; dates put forth by vendor are overly aggressive and do not take into consideration required functionality still to be developed and tested. End-to-end system testing has not been demonstrated. Requested vendor to review remaining tasks and develop a realistic go-live date.
OCIT	OCPW/ OCWR	<b>GovGrants</b> - 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	\$ 240,506	\$ 347,901	\$ 81,593	02/12/18	07/01/18	100%	<b>Closing</b> - Completed system configurations and User Acceptance Testing. System went live on 6/29/18.
OCPW/ OCSD	COB	<b>Boardroom AV System Upgrade</b> - Upgrade the existing Crestron audio/video equipment in the Board Hearing Room		*	\$ 950,000	\$ 107,294	\$ 740,126	\$ 102,580	07/01/15	08/16/18 10/31/18	25%	<b>Execution</b> - Completed contract award for construction; contractor performed preliminary site inspection. Next steps include procurement of equipment, programming, and implementation.
PD	PD	<b>PD Case Management System</b> - 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	06/30/17 06/30/18	95%	<b>Closing</b> - The system is fully up and operational except for the interfaces with the DA, TTC, and the Courts. Closing the project and will continue development of the interfaces based on the resource availability of these departments. This project is considered closed for future reporting.
<b>Grand Total</b>					<b>\$ 46,973,523</b>	<b>\$ 25,371,513</b>	<b>\$ 11,961,118</b>	<b>\$ 9,640,893</b>				

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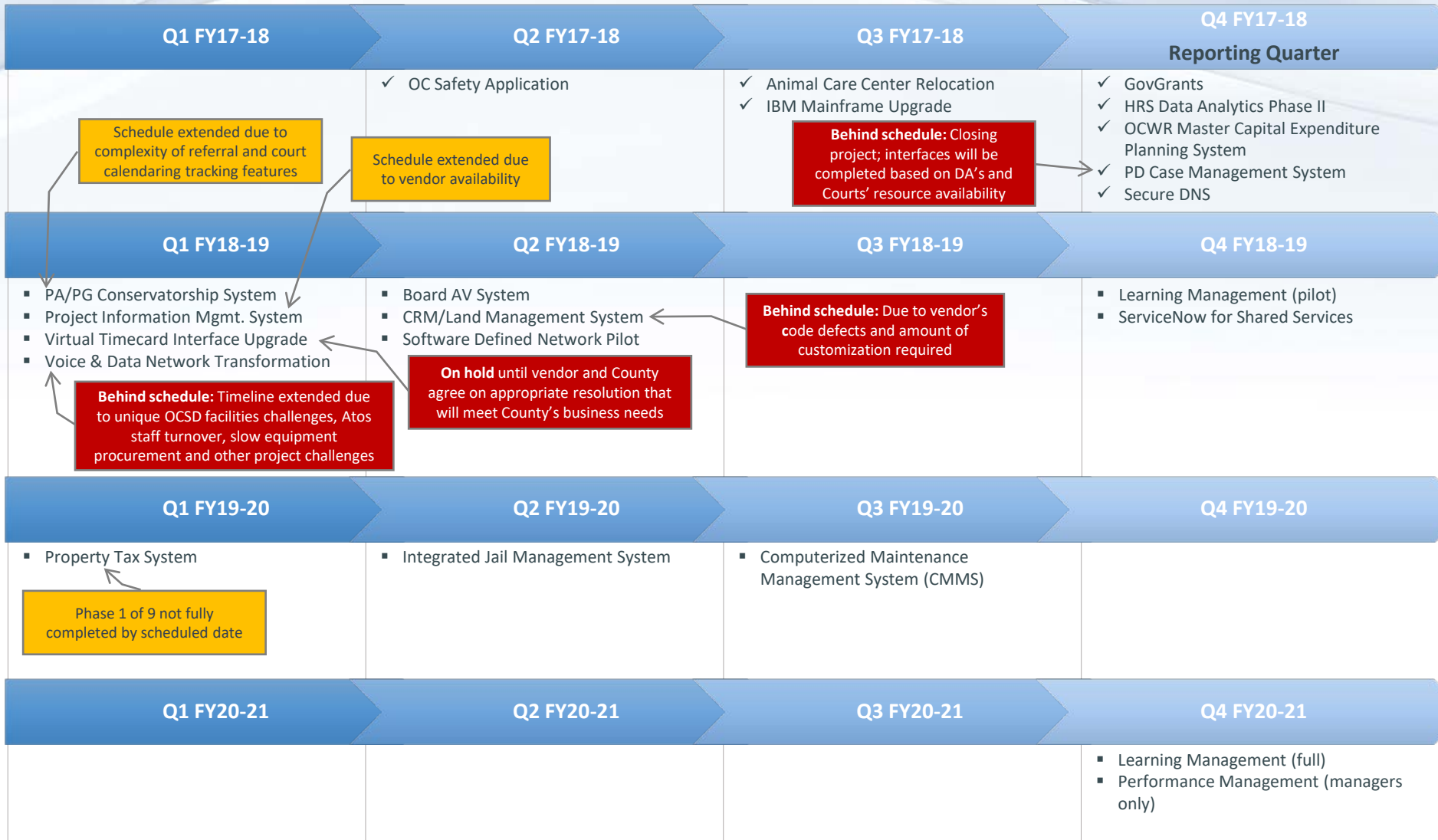
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# Project Landing Map

The map below depicts when project benefits are realized.



✓ Project benefits that have been realized.