

County IT Projects

Quarterly Progress Report

1st Quarter, FY22-23
Jul 1 – Sep 30, 2022



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

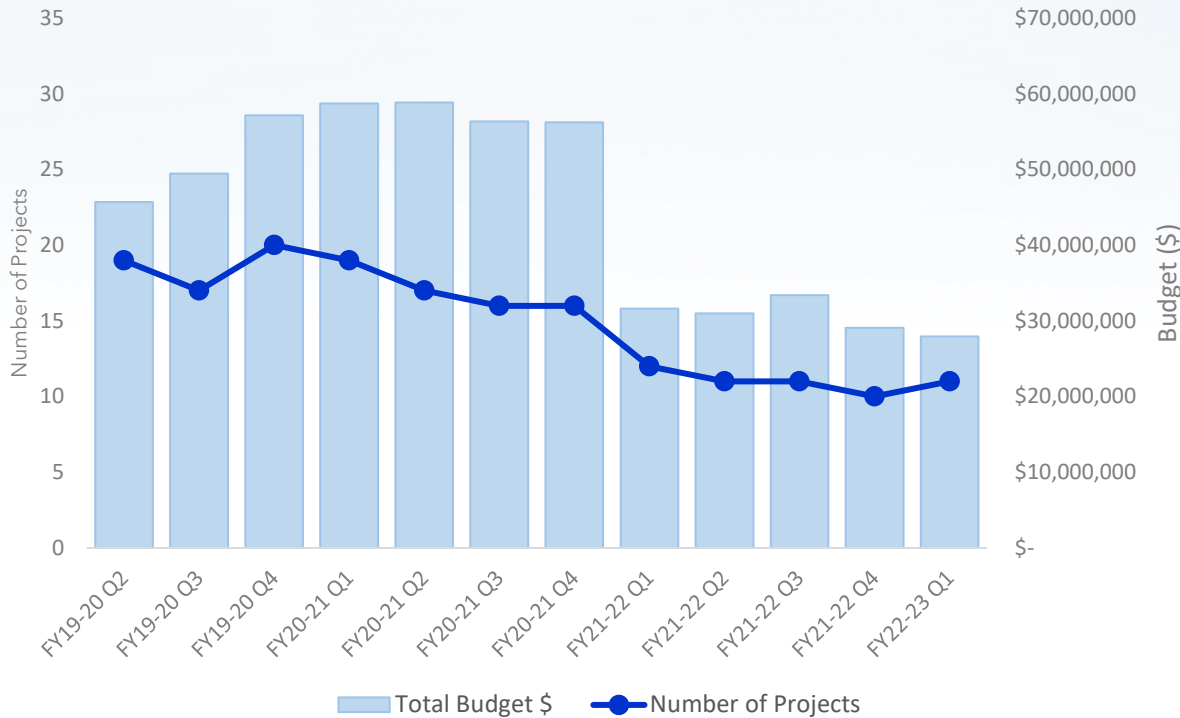
The number of projects in this reporting period is 11, one more than the number of projects reported in the previous quarter. One project was completed last quarter and two new projects were added this quarter. The total budget decreased from \$29,079,496 to \$27,931,767.



Key Accomplishments

Two projects were completed in FY22-23 Q1: Property Tax System (PTS) and OC TIME Implementation. Both projects were managed by Auditor-Controller.

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

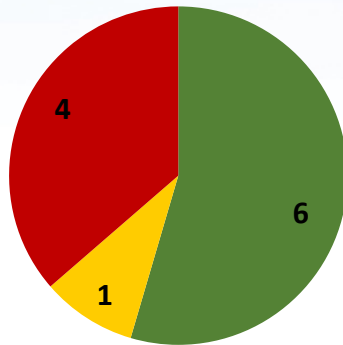


- The number of active projects is 11, one more than the number of projects reported in the previous quarter.
- Project data from the last 12 quarters show an average of 15 and a median of 16 projects.
- The total portfolio budget decreased by \$1,147,729.

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

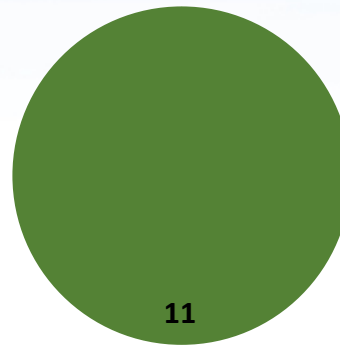
The charts below depict the County's IT project portfolio schedule and budget performance of the active and completed projects during the reporting period.

Schedule



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

Budget



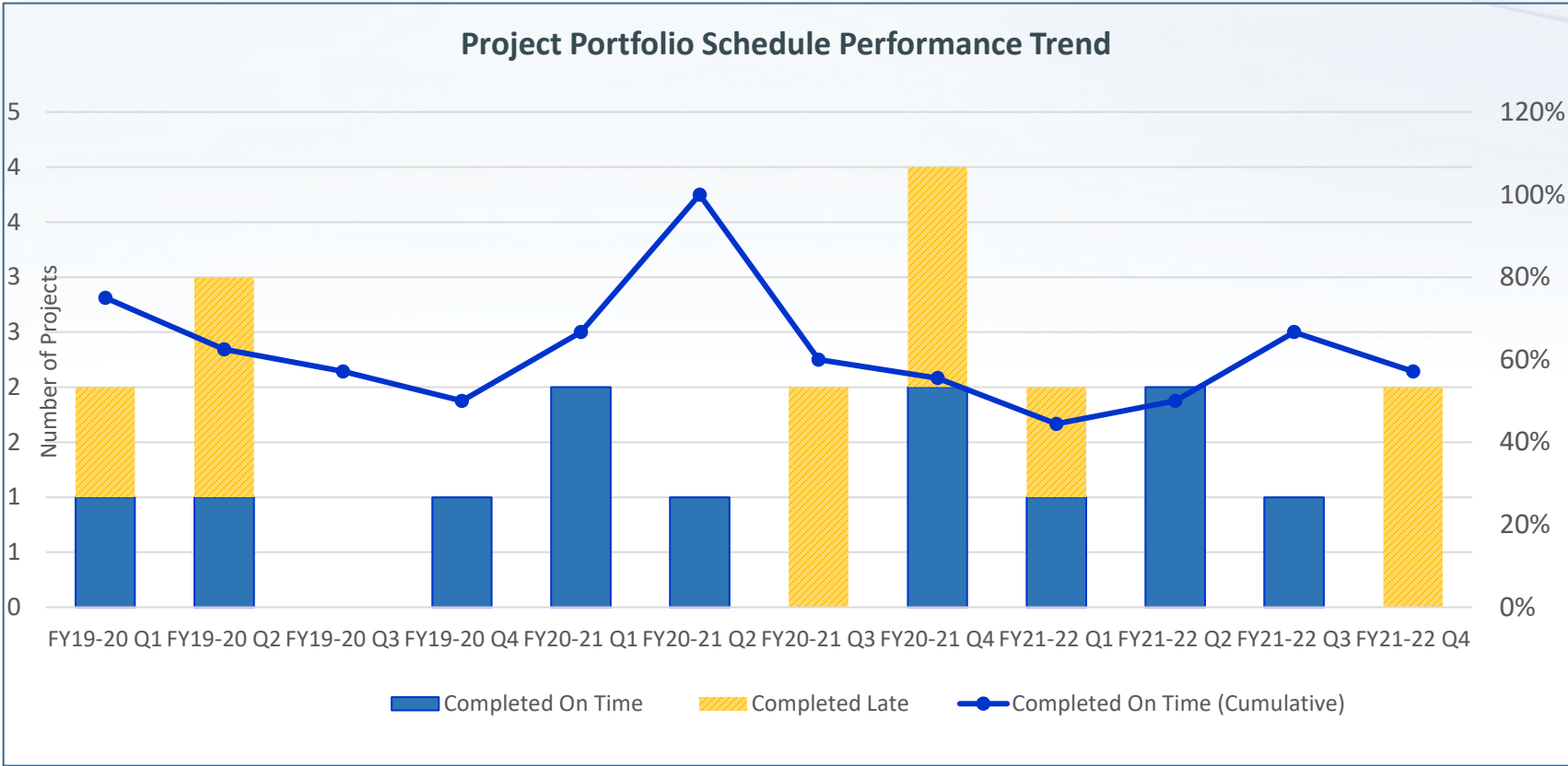
- On Budget
- At risk; 10% - 20% over budget
- Critical; >20% over budget

During this reporting period, five projects are experiencing schedule delays, and no projects exceed their budget.

Vendor and internal resource availability and product quality issues are the primary contributors to project schedule delays.

Portfolio Performance Trend

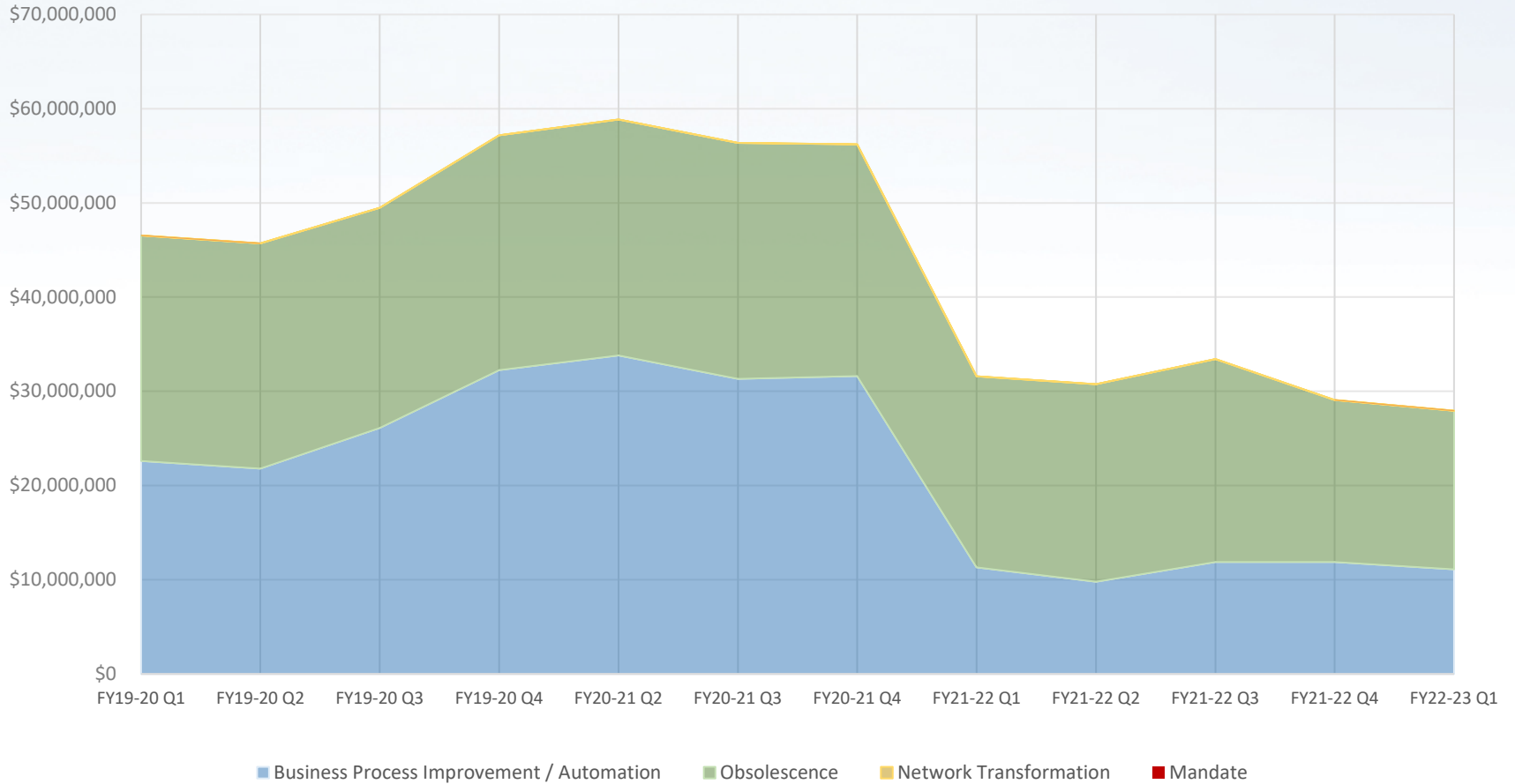
The chart below depicts the County’s IT project schedule performance trend for the projects that were completed over the last 12 quarters. The bars reflect the total number of projects completed in each quarter and the number completed on schedule. The line reflects the percentage of projects completed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



All projects completed in the last twelve quarters were on budget. 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 approximately 40% of the County's IT budget this quarter. The remaining projects are for replacing end-of-life or obsolete systems and account for approximately 60% of the budget.

Investment by Business Justification



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

Projects that are countywide or cross multiple departments account for the largest share of the County's IT project investments. Health Care Services and the OC Sheriff's Department also have a large share of the IT project budget.



*Two projects, OC TIME and OC Agenda, were previously classified as a multi-department projects. They were reclassified this quarter as 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	Property Tax System - Transform the County's Property Tax System from a legacy mainframe system to an open-architecture platform.	*		Planned Start: 10/01/17 Planned End: 08/31/19 08/31/20 10/31/21 05/31/22 09/16/22 Budget: \$ 14,487,631 Expended: \$ 13,634,631 Encumbered: \$ 0 Balance: \$ 853,000 Source: General Fund	Project Phase / Status Closing - The County moved the new PTS system into production on September 19, 2022. The project is now closed. Risk Mitigation N/A	100%
A-C	County wide	OC TIME Implementation (formerly <i>Workforce Time and Attendance Implementation</i>) - Auditor-Controller will implement a new Time & Attendance System with advanced scheduling capabilities, using Workforce Software, to provide the County with an efficient online process where employee timekeeping can be properly managed and meet federal and State regulations.			Planned Start: 04/29/20 Planned End: 12/31/21 02/21/22 03/08/22 03/16/22 08/31/22 10/28/22 Budget: \$ 3,952,878 Expended: \$ 3,190,513 Encumbered: \$ 496,876 Balance: \$ 265,489 Source: General Fund	Closing – Completed all four rollout phases. County employees in all departments and special districts are now live on OC TIME effective September 23, 2022. Risk Mitigation N/A	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

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
CEO-HRS	CEO-HRS	<p>Integrated Talent Management System (ITMS) - Performance Module - This project will implement the Performance Module into the current integrated talent management system (Eureka) to modernize the performance management process for Administrative Managers, enable the automation of the evaluation process, and provide line of sight of performance throughout the organization.</p>			<p>Planned Start: 02/15/22 Planned End: 02/15/23</p> <p>Budget: \$ 358,641 Expended: \$ 158,183 Encumbered: \$ 0 Balance: \$ 200,458</p> <p>Source: General Fund</p>	<p>Execution – Continued drafting customized acceptance test scripts. Conducted final L&OD User Acceptance Testing (UAT). Continued configuration in pilot portal. Continued work on new performance process for administrative managers with HRS.</p> <p>In upcoming period, to review system configuration with broader HRS group; finalize customized acceptance test scripts; complete UAT with broader HRS group; and continue work on new performance process for administrative managers with HRS.</p> <p>Risk Mitigation</p> <ul style="list-style-type: none"> - Two of eight regular L&OD positions will be unfilled by August due to vacancies (1) and LOA (1); will redirect remaining L&OD personnel to this project, defer all non-essential work, and continue with recruitment cycles. - Launch moved to CY 2023 to allow for completion of the Administrative Manager Class & Comp Study. LT AMI support for this project only budgeted through February 2023. Launch will occur after this dedicated resource LT position ends. Delayed decisions where Class & Comp Study input is needed; worked on advancing other launch items such as the training and communication plan. - Key milestone dates are being revised to align with completion of the Administrative Manager Class & Comp Study. 	50%

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Managing Dept.	Business Owner	Project Description	Budget	Schedule	Schedule / Budget	Project Phase - Status as of End of Reporting Period Key Highlights Since End of Reporting Period	% Completed
HCA	HCA	<p>Business Intelligence & Analytics - Implement a system to allow for data mining, analytics, online analytical processing, monitoring, visibility 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.</p>	**		Planned Start: 07/01/18 Planned End: 12/31/21 03/31/22 12/31/22 12/31/23 Budget: \$ 3,000,000 Expended: \$ 2,078,582 Encumbered: \$ 0 Balance: \$ 921,418 Source: MHSA	<p>Execution – Continuing enterprise data warehouse construction and data load; considering additional tools and technologies such as Snowflake and Oracle; in process of procuring data science-based tools; implemented R-Studio Workbench server and software; continued detailed discussions on use cases with the Data Advisory Group. Tableaux dashboard certification and adoption best practices.</p> <p>In upcoming period, to continue to review and finalize all sources of data to consolidate into data warehouse; create Tableaux user group to promote sharing and standardization; work toward completing the technology expansion platform; continue discussions on data governance and classifications; conduct procurement negotiations and compliance requirements for Data Bricks, etc.; continue detailed discussions on use cases with the Data Advisory Group.</p> <p>Risk Mitigation</p> <ul style="list-style-type: none"> - Possible impact of countywide data sharing initiatives, Population Health and Equity strategies . Will continue collaboration and communication with all agency and County stakeholders. - Budget is based on MHSA funding, and unused budget at end of each fiscal year is no longer available for this project and will be reallocated to other BHS projects. HCA to ensure funds are spent in the fiscal year budgeted. - Project rebaselined to end December 2023 due to extended negotiations and legal and compliance related issues. 	52%

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HCA	HCA	<p>Electronic Health Records (EHR) Interoperability - Implement an acceptable and industry standards-driven interoperability solution for the EHR with HCA behavioral health service contract providers and other partners to allow a better integration of services and the 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. This will also enable a more standardized approach to data definitions, terminology, vocabulary, security standards, and compliance.</p>			<p>Planned Start: 07/01/18 Planned End: 06/30/21 01/31/22 10/31/22 12/31/23</p> <p>Budget: \$ 500,000 Expended: \$ 192,660 Encumbered: \$ 0 Balance: \$ 307,340</p> <p>Source: MHSA</p>	<p>Execution – South Coast continuing work with their EHR vendor to develop interface with OCPRHIO; began development of ADT interface between Cerner and OCPRHIO.</p> <p>In upcoming period, interface development to OCPRHIO will continue.</p> <p>Risk Mitigation</p> <ul style="list-style-type: none"> - Potential impact of other County driven data sharing initiatives and related connectivity and integration requirements; will continue collaboration and communication with all stakeholders and weekly meetings. - Participation by contract providers based on technical and budget constraints. Will communicate and collaborate with contract providers to ensure adoption and use and provide possible support for budget through their MHRS contracts. - Budget is based on MHSA funding, and unused budget at end of each fiscal year is no longer available for this project and gets reallocated to other BHS projects. HCA to ensure funds are spent in the fiscal year budgeted to the extent possible. - Key PM resource replacement in progress pending recruitment efforts. - CalAIM Payment Reform will change billing requirements in California, which will impact the build of the new interface; HCA will work with State to define new requirements. Estimated date for CalAIM Payment Reform go-live is July 2023. 	51%

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IT Project Dashboard

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OCIT	COB	OC Agenda - Implement an Agenda Management replacement solution that meets the County's requirements of the agenda process lifecycle (creating Agenda Staff Reports (ASRs), compiling ASRs/publishing agendas, posting meeting minutes, and archiving).		*	Planned Start: 05/07/20 Planned End: 06/30/21 10/25/21 06/25/22 09/30/22 03/27/23 Budget: \$ 1,365,617 Expended: \$ 912,482 Encumbered: \$ 41,600 Balance: \$ 411,535 Source: General Fund	<p>Execution – Continued functional testing and bug fixes for application and OneDrive collaboration.</p> <p>In next period, to complete functional testing; demo for key stakeholders; readiness for end-to-end system testing.</p> <p><u>Risk Mitigation</u> - Reason for re-baseline (August 2022): The PrimeGov OneDrive solution for intra/interdepartmental collaboration on ASRs tested out as a viable alternative solution, but the vendor ran into unexpected security risks that caused a rework before OCIT Information Security would approve. The deliverable experienced a four-month delay. This delay impacted the overall product design, testing, and approvals. Consequently, the go-live date has been extended to March 27, 2023.</p>	90%
OCIT	Multi	Identity and Badge Data Integration - Integration of the Lenel badge system with the OC HARP system to enhance automation of badge provisioning and physical access control capabilities.			Planned Start: 04/26/22 Planned End: 06/01/23 Budget: \$ 150,000 Expended: \$ 4,032 Encumbered: \$ 0 Balance: \$ 145,938 Source: General Fund	<p><u>Project Phase / Status</u> Execution - Completed research and requirements gathering; proposal received from vendor.</p> <p>In next period, to complete revisions to vendor proposal; establish contract with vendor; begin software development work.</p> <p><u>Risk Mitigation</u> - Unauthorized badge access might be granted; test plan will be developed in conjunction with Cybersecurity team to test for the granting of unauthorized access. - The solution may result in unauthorized changes to data; test plan will be developed in conjunction with Cybersecurity team to test for unauthorized changes. - Replication may impact system performance; test plan will include stress testing; solution will use strategic scheduling. - Replication may impact system availability; solution will include monitoring and alerting of data flow.</p>	20%

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OCIT	Multi	<p>Privileged Access Management (PAM) Implementation - Privileged Access Management (PAM) is a security service that provides centralized management and auditing for IT administrative accounts. This provides benefits like explicit access control, reduced attack surface of stolen passwords, audited/recorded remote sessions, "just-in-time" privilege (rather than standing privilege), and MFA anywhere.</p>			<p>Planned Start: 04/01/21 Planned End: 06/30/21 12/31/22</p> <p>Budget: \$ 342,000 Expended: \$ 232,365 Encumbered: \$ 0 Balance: \$ 109,635</p> <p>Source: General Fund</p>	<p>Execution – Completed onboarding for County Counsel and Treasurer-Tax Collector; completed onboarding of majority of OC Public Works servers with the exception of two out-of-forest servers. These will be onboarding in October - November timeframe.</p> <p>In next period, will complete onboarding to Probation and Social Services Agency.</p> <p>Risk Mitigation N/A</p>	75%
OCIT	SSA	<p>CalSAWS Migration Technical Support - On April 23, 2019, the Board of Supervisors authorized the Social Services Agency (SSA) to enter the CalSAWS Joint Powers Authority (JPA) effective June 28, 2019. This authorization allowed SSA to begin work with a statewide consortium for the transition of the eligibility determination system to the California State Automated Welfare System (CalSAWS), as required by federal mandate. SSA's migration date to the new CalSAWS system is April 24, 2023. This is an SSA-led project with support from multiple partners, including OC Information Technology (OCIT). Program progress is reported separately to the Board by SSA.</p>		*	<p>Planned Start: 04/10/20 Planned End: 06/30/23</p> <p>Budget: \$ 700,000 Expended: \$ 675,459 Encumbered: \$ 0 Balance: \$ 24,541</p> <p>Source: SSA</p>	<p>Execution – Completed data/document migration upload. Commenced scanner rollouts and replacements. Continued work on ancillary system updates.</p> <p>In next period, to initiate data/document delta uploads and network configurations / connectivity to CalSAWS. Migration of retained ancillary systems will continue into December 2022 with UAT to occur in January 2023.</p> <p>Risk Mitigation</p> <ul style="list-style-type: none"> - Ancillary system mitigation may not be possible for all identified systems. Will map ancillary system data to CalSAWS, use APIs that can be leveraged for integration with CalSAWS. - Budget will exceed original estimate of \$700,000; revised estimate is \$1.1MM. Budgeted number is inclusive of resources already embedded in and budgeted by SSA (application developers, desktop support). Only additional costs are for Business Analyst and Project Manager support. 	60%

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Managing Dept.	Business Owner	Project Description	Budget	Schedule	Schedule / Budget	Project Phase - Status as of End of Reporting Period Key Highlights Since End of Reporting Period	% Completed
OCIT	SSA	<p>Mandated Reporter App - Replace the current Mandated Reporter Application (MRA) with a new app. The replacement will allow mandated reporters to access an external-facing site to open a report for child and/or elder/dependent adult abuse. Through a series of questions, the mandated reporter will be able to open a non-emergent report or be prompted to call the hotline for emergency cases.</p>			<p>Planned Start: 07/15/22 Planned End: 03/19/24</p> <p>Budget: \$ 283,000 Expended: \$ 12,308 Encumbered: \$ 0 Balance: \$ 270,692</p> <p>Source: SSA</p>	<p>Execution - Completed deep dive requirements documentation.</p> <p>In next period, to review requirements with development team; plan application development; begin application development.</p> <p><u>Risk Mitigation</u></p> <ul style="list-style-type: none"> - Due to priority of CalSAWS migration, development team will not be available until January 2023. To review San Diego County's existing application with development team to determine if it would be suitable for use by Orange County in lieu of needing to complete new development. Current schedule reflects new application development by Orange County. 	19%

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Managing Dept.	Business Owner	Project Description	Budget	Schedule	Schedule / Budget	Project Phase - Status as of End of Reporting Period Key Highlights Since End of Reporting Period	% Completed
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 12/13/24</p> <p>Budget: \$ 2,792,000 Expended: \$ 220,000 Encumbered: \$ 0 Balance: \$ 2,572,000</p> <p>Source: General Fund</p>	<p>Execution – Executed Master Agreement with SOMA Global, Inc.; held project kickoff; initiated discovery; configured platform instance; completed configuration training.</p> <p>Risk Mitigation</p> <ul style="list-style-type: none"> - Platform requires new methodology for process improvement; partnered with vendor to create synergy. - Existing legacy system outages pull from project resources; ensure executive buy-in to move project forward. - County Staff turnover requires Communications Plan - Ongoing Covid-19 concerns mitigated by remote sessions with vendor - The project budget was revised to reflect the approved contract; accordingly, the total project cost has changed from \$2,283,922 to \$2,792,500. Additional funding will be included in OCSD Budget Control 060 for future years. Phases 1, 2, 3 and 4 of the project started in December 2021 and are expected to be complete in December 2024; the project schedule has been rebaselined accordingly. 	30%

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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 FY21-22 Jul – Sep 2021	Q2 FY21-22 Oct – Dec 2021	Q3 FY21-22 Jan – Mar 2022	Q4 FY21-22 Apr – Jun 2022
<ul style="list-style-type: none"> ✓ eGov - Web Content Management System ✓ JWA Building Automation System 	<ul style="list-style-type: none"> ✓ OCCR/OCPW Voice Migration ✓ Workfront PPM Tool Implementation 	<ul style="list-style-type: none"> ✓ JWA Network Redesign 	<ul style="list-style-type: none"> ✓ ServiceNow for Shared Services
Q1 FY22-23 Jul – Sep 2022	Q2 FY22-23 Oct – Dec 2022	Q3 FY22-23 Jan – Mar 2023	Q4 FY22-23 Apr – Jun 2023
<ul style="list-style-type: none"> ✓ OC TIME Implementation ✓ Property Tax System 	<ul style="list-style-type: none"> ■ Privileged Access Management (PAM) Implementation 	<ul style="list-style-type: none"> ■ OC Agenda 	<ul style="list-style-type: none"> ■ Identity and Badge Data Integration
Q1 FY23-24 Jul – Sep 2023	Q2 FY23-24 Oct – Dec 2023	Q3 FY23-24 Jan – Mar 2024	Q4 FY23-24 Apr – Jun 2024
	<ul style="list-style-type: none"> ■ Electronic Health Records (EHR) Interoperability ■ HCA Business Intelligence & Analytics 		<ul style="list-style-type: none"> ■ CalSAWS Migration Technical Support ■ Mandated Reporter App
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"> ■ Automated Jail System (AJS) 		

■ 10% - 20% over schedule

■ >20% over schedule

✓ Project has been completed.

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