



County of Orange ~ Information Technology

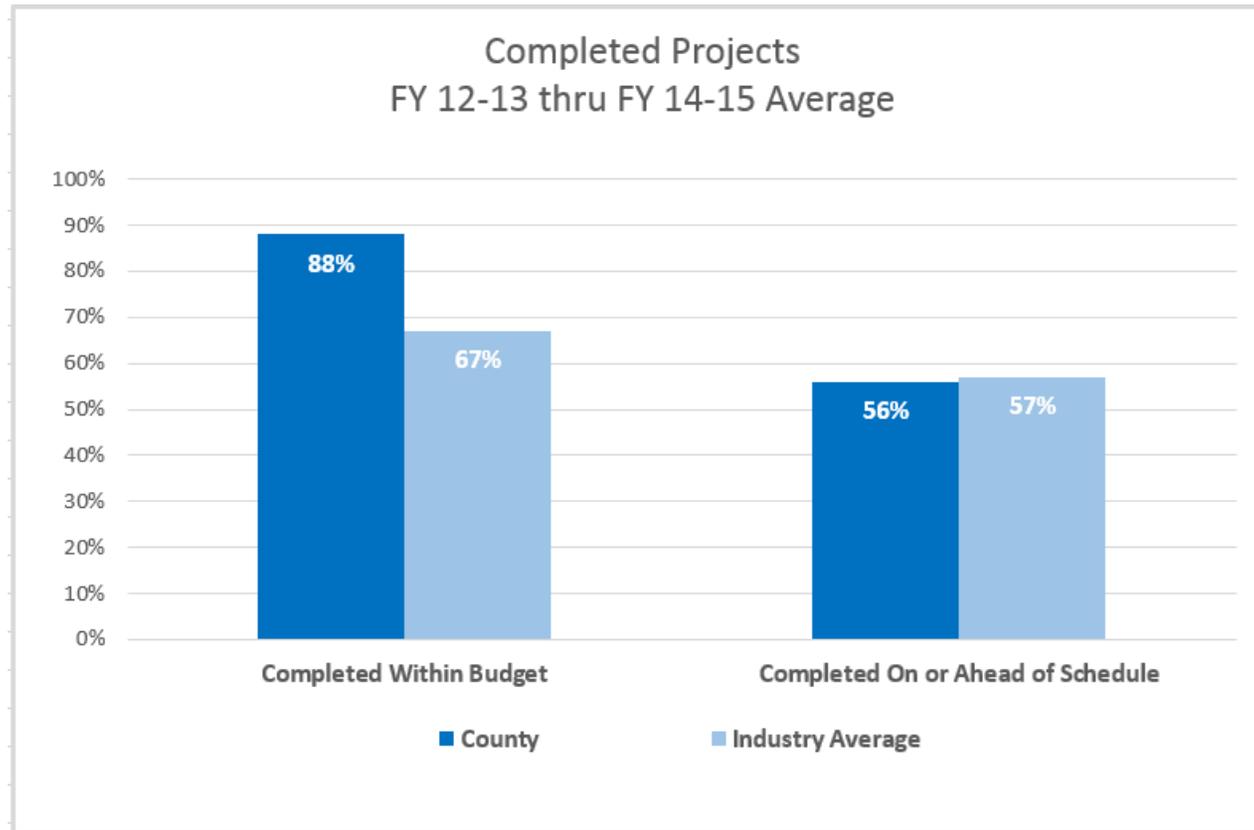
Quarterly IT Project Progress Report

Fiscal Year 2014-15, 3rd Quarter

The Quarterly IT Project Status Detail report provides an inventory of all County IT projects with a budget of \$150,000 or more and/or that have been identified as being significant during the reporting period. It also provides a look at the 3-year project trends and assesses overall IT project success.

Industry Comparison – Completed IT Project Metrics

Of the 25 projects reported on over the past three fiscal years (July 12-13 thru March 14-15), 88% of all IT projects were completed on budget and 56% on schedule. The County's percentage exceeded the industry average of 67% for projects completed on budget, while the schedule percentage is slightly behind the industry average of 57% this quarter¹.



¹ Gartner, IT Key Metrics Data 2015, p. 12-13

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Two projects that have been behind schedule were completed this quarter, the Enterprise SharePoint portal and the Countywide Identity Management solution. The SharePoint portal is now in use by County employees from many agencies/departments, providing the platform for cross-agency collaboration and data sharing, and the ability for new functionality including Business Intelligence, taxonomy and development of business forms and workflow. These features will enhance productivity and improve transparency.

The Countywide Identity Management solution was also deployed for all County users. This system provides a critical step in managing County users' digital identities securely. It also enables single sign-on capability for several applications, reducing the number of user passwords required. As the system progresses, additional applications will be integrated, further reducing the need for users to remember multiple passwords.

As mentioned in the previous quarter's report, in order to improve the schedule management of larger initiatives, CEO/IT is in the process of incorporating Agile project management into the County Project Management methodology. Agile training is scheduled for June of this year. In addition, although a project management practice is to rebaseline² a project schedule in response to approved project change requests related to project scope changes and other issues that cause delays outside of the project's control, the County has not been rebaselining IT projects during the past year. To provide a truer picture and measurement of ongoing performance and progress of complex initiatives, it is recommended that the quarterly report re-instate this practice going forward. Typical reasons to rebaseline a project schedule and/or budget include the following:

- Approved change in scope that will extend the schedule to meet the new requirements.
- New or alternative technology becomes available since the initial project was conceived, causing consideration of a new direction that would be more advantageous.
- A project dependency with a partnering entity that is outside of the project's control.

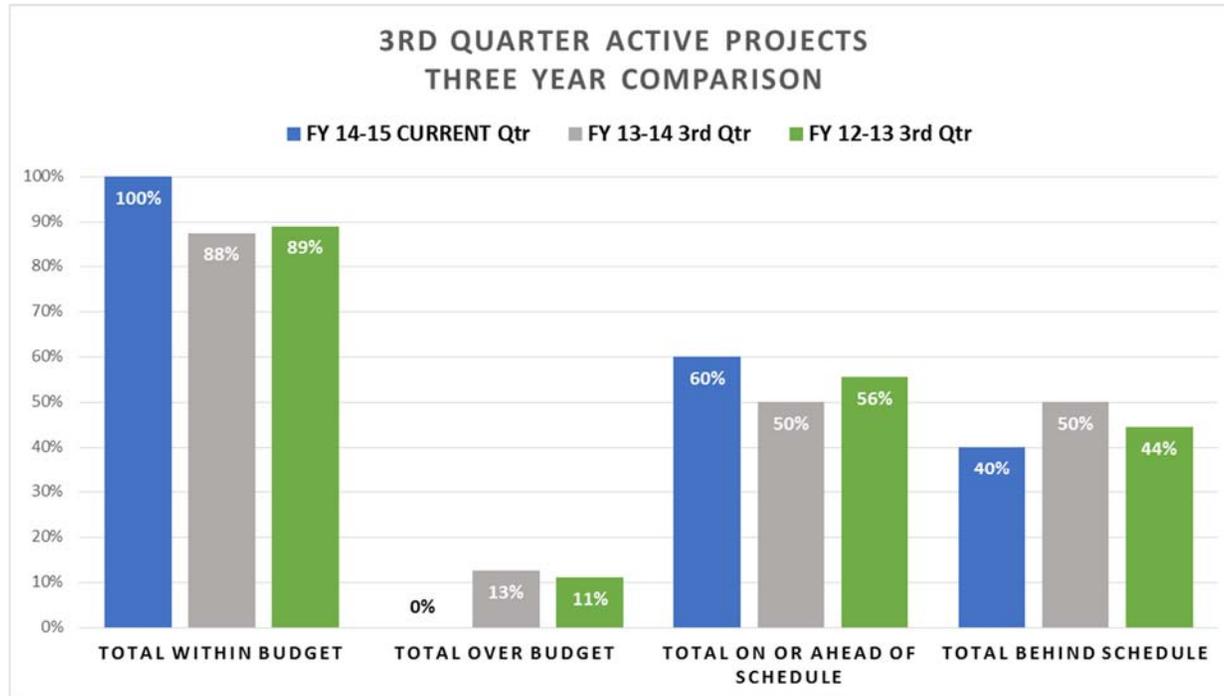
² "A Guide to the Project Management Body of Knowledge Fourth Edition", p. 92.

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Current Quarter: Q3 2014-15

During this quarter, the number of active projects has decreased to five, with two projects being completed this quarter. The five active projects are on budget and three are on schedule. The two projects that are behind schedule are very complex; these projects have made significant progress and are on target to complete within their current revised schedules. When comparing this quarter to the 3rd quarter in the two previous years, the percentage of projects that are on budget and on schedule shows improvement.

IT Projects	Budgeted Funds	Expended to Date	Remaining Balance	Estimated at Completion	Within or Under Budget	Over Budget	Rebaselined Budget	On or Ahead of Schedule	Behind Schedule	Rebaselined Schedule
5 Active	\$17,502,267	\$8,084,620	\$9,417,647	\$17,502,267	5	-	-	3	2	-
2 Completed	\$1,405,857	\$1,479,415	\$(73,558)	\$1,479,415	-	-	-	-	-	-
1 Future	\$0	\$0	\$0	\$0	-	-	-	-	-	-
8 Total Projects	\$18,908,124	\$9,564,035	\$9,344,089	\$18,981,682	5	-	-	3	2	-



Quarterly IT Project Progress Report
3rd Quarter, January - March 2015

#	Department	Project Name / Project Number	Status B / S *	Funding Source	Original Approved Budget	Expended/ Encumbered Funds to Date	Remaining Balance	Estimated Cost at Completion	DESIGN	BUILD
					<u>Actual Budget</u>				<u>Actual Schedule</u>	<u>Actual Schedule</u>
ACTIVE PROJECTS – ASSESSMENT TAX SYSTEM CATEGORY										
1	Auditor/Controller	CAPS+ AIX Replacement Project: P091052	1/2	014	\$1,931,141 <u>\$1,931,141</u>	\$1,721,687	\$209,454	\$1,931,141	Jul 2014 - Aug 2014 <u>July 2014 - Aug 2014</u>	Sep 2014 – April 2015 <u>Sep 2014 – Jun 2015</u>
	<p>Project Manager: Larry McCabe - A/C M. Campbell - CEO/IT</p> <p>Description: The County's CAPS+ Systems currently resides on an IBM P595 platform. The platform is over nine (9) years old and has reached its end of life and is beginning to experience system failures. Replacing the platform with two new IBM AIX P8 systems was planned and approved in the FY 2014-15 budget process. The County's managed services provider, SAIC, will be replacing the platform under work order number CY1-010. The County will also need to move the CAPS+ FS and HR software to the new IBM AIX P8 platforms and has contracted with CGI Technologies and Solutions for this effort. The CGI contract also includes a provision for CGI to train County staff and provide detailed process documentation so future installations of software can be performed by County staff.</p> <p>Schedule Phase: Build Schedule – Executing/Controlling</p> <p>Key Accomplishments: During this quarter, the team began the "Production" environment testing and verified, that if necessary, the County is able to run a payroll on the new production system. Additional testing of the Accounting and Human Resource functions is under way. System latency issues have been uncovered and are being addressed. The team also initiated efforts on the loading of the "Development" software environment. Completion of this deliverable is about 4 weeks behind schedule due to some technical challenges.</p> <p>Schedule/Budget Note: The project is on budget, but due to technical complexities, the project is behind by about six weeks and expected to be completed by June 2015. [See the detailed Risk Assessment Report for this project.]</p>									
Assessment Tax System Category Total					\$1,931,141	\$1,721,687	\$209,454	\$1,931,141		

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ACTIVE PROJECTS – CEO CATEGORY										
2	CEO/IT	Enterprise SharePoint Phases II & III	1/1	038	\$800,000 <u>\$800,000</u>	\$106,487	\$693,513	\$800,000	Sep 2014 – Apr 2015 <u>Sep 2014 – Apr 2015</u>	Mar 2015 – Mar 2016 <u>Mar 2015 – Mar 2016</u>
	Project Manager: Lynne Halverson	Project: P091071								
	Description:	Enterprise SharePoint Project Phases II-III: Will build on the baseline services established during Phase I to enable features and functionality that have been identified by the County as being of high value to the enterprise SharePoint site. Phases II-III will also include implementation of an Enterprise Adoption and Training program to ensure that employees have opportunity to gain the basic skills they'll need to make use of the Enterprise SharePoint portal as well as the selection and implementation of enhanced tools for use in site administration; workflow design and automation; metadata management; and business intelligence and reporting.								
	Schedule Phase:	Build – Planning/Executing								
	Key Accomplishments:	As of March 31 st , the IntraOC project team has conducted 25 Open Houses for 22 agencies/departments. 2,495 users have been authorized to access IntraOC by their agencies/departments. Twenty-two cross-County collaboration sites have been deployed and are actively being used by multiple project teams and working groups. The IntraOC project team is evaluating administrative, workflow, and adoption tools with the expectation of making final selections and purchase requisitions in Q4 FY 14-15.								
	Schedule/Budget Note:	The project is on budget and on schedule. 038 funds will be encumbered prior to this Fiscal Year-end, but the project performance period has been extended to accommodate additional scope.								
3	CEO/IT	Voice & Data Network Transformation	1/2	289	\$13,765,191 <u>\$13,765,191</u>	\$6,194,336	\$7,570,855	\$13,765,191	Sep 2013 – Mar 2014 <u>Sep 2013 – Mar 2014</u>	Mar 2014 – Apr 2016 <u>Mar 2014 – Aug 2016</u>
	Project Manager: Jim Mata	Project: P090993								
	Description:	This project includes the design and implementation of the new Countywide, converged Voice and Data Network. During this project, the voice and data network that is in place today will be replaced with a single, streamlined network that will handle both voice (telephones) and data. This will allow the County to eliminate duplicate circuits and maintenance costs, while increasing the network capacity to support County business requirements now and into the future. During this project, County users will receive new phone equipment and training to ensure a smooth transition.								
	Schedule Phase:	Build Schedule – Executing/Controlling								
	Key Accomplishments:	During this quarter, additional sites were converted to the new network and VoIP system, for a total of seven sites to date. Another four sites have been converted to the new network and their VoIP upgrades will be completed in the next quarter. The new Bluecoat web filtering tool is being implemented to schedule; adjustments are being made as necessary to ensure users have access to all Internet sites required to perform their jobs.								
	Schedule/Budget Note:	Project is on budget; however, scope changes may increase budget. To date, \$1,376,519 has been expended, while \$4,817,817 was encumbered this fiscal year. The County continues to meet with Xerox regarding some schedule delays and revised dates for key milestones. These will be presented to the Board upon completion. [The detailed Risk Assessment Report for this project will be provided upon completion of County and Xerox meetings.]								

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#	Department	Project Name / Project Number	Status B / S *	Funding Source	Original Approved Budget	Expended/ Encumbered Funds to Date	Remaining Balance	Estimated Cost at Completion	DESIGN Original Schedule	BUILD Original Schedule
					<u>Actual Budget</u>				<u>Actual Schedule</u>	<u>Actual Schedule</u>
ACTIVE PROJECTS – CEO CATEGORY										
4	CEO/HRS	HRS Data Warehouse Requirements Development	1/1	014	\$ 215,935 <u>\$ 215,935</u>	\$ 62,110	\$153,825	\$ 215,935	Oct 2014 - Dec 2014 <u>Oct 2014 – Dec 2014</u>	Jan 2015 - Jun 2015 <u>Jan 2015 – Jun 2015</u>
	Project Manager: Robin Gurien									
	Project: P091109									
	Description:	As the County improves its ability to use data and metrics for HR-related planning and decision making, the HRS data warehouse must be enhanced both from a business perspective—agencies need additional information than what is currently available—and from a functional perspective—agencies need an efficient way of creating reports and analyzing data. This project will identify high-order business requirements for an upgrade of the HRS Data Warehouse so that agencies can: access relevant and reliable data quickly, identify trends and perform “what-if” scenarios, and make reasonable, data-based decisions that support County goals.								
	Schedule Phase:	Build – Executing & Controlling								
	Key Accomplishments:	During this quarter the project team conducted a countywide needs analysis with more than 50 stakeholders, documented and distributed a summary report to all stakeholders, conducted a webinar of overall needs to validate focus-group findings, and implemented a data access plan so that project team members could identify potential solutions available in the current HRS data warehouse.								
	Schedule/Budget Note:	Project is on schedule and on budget.								
CEO Category Total:					Original Budget	\$14,781,126				
					Actual Budget	\$14,781,126	\$6,362,933	\$8,418,193	\$14,781,126	

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#	Department	Project Name / Project Number	Status B / S *	Funding Source	Original Approved Budget	Expended/ Encumbered Funds to	Remaining Balance	Estimated Cost at Completion	DESIGN	BUILD
					<u>Actual Budget</u>	Date			Original Schedule	Original Schedule
ACTIVE PROJECTS – AGENCY/DEPARTMENT CATEGORY										
5	Public Defender	Case Management System	1/1	038	\$790,000	\$0	\$790,000	\$790,000	Sep 2014 – June 2015	TBD
	Project Manager: Jerry Sakelarlis	Project: P091080			<u>\$790,000</u>				<u>Sep 2014 – June 2015</u>	<u>TBD</u>
	Description:	The Public Defender is developing a Request for Proposal (RFP) for a new case management application designed for Public Defender offices that has the ability to integrate with other Justice Partners (i.e. District Attorney, Courts, etc.). The project will include the RFP process, system selection, installation, data migration and implementation of the new system.								
	Schedule Phase:	Design Phase – Preparation of Request For Proposal								
	Key Accomplishments:	During this quarter, the RFP was finalized and will be released after County Counsel review.								
	Schedule/Budget Note:	The project is currently on budget and on schedule. The build schedule will be developed when the vendor is selected and a contract award is completed.								
Agency/Department Category Total:					Original Budget	\$790,000				
					Actual Budget	\$790,000	\$0	\$790,000	\$790,000	
All Active Project Categories as of 03/31/2015										
Active Project Grand Total					Original Budget	\$17,502,267				
					Actual Budget	\$17,502,267	\$8,084,620	\$9,417,647	\$17,502,267	

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COMPLETED PROJECTS										
6	CEO/IT	Countywide Identity Management – Phase I & Phase II (OCid) Project: P090979	2/2	289	\$728,030 <u>\$908,127</u>	\$981,685	(\$73,558)	\$981,685	July 2011 – Dec 2011 <u>July 2011 – Dec 2011</u>	Jan 2012 – Jun 2013 <u>Jan 2012 – Mar 2015</u>
	Project Manager: Mai Le									
	Description:	<p><u>Phase I</u> - This project deploys an efficient enterprise approach to the management of County users and their access to County IT systems and applications. The project leverages user self-service workflows to establish/manage unique identities for all County workforce members so that they can login to both County and non-County systems and applications with fewer usernames and passwords, while also ensuring County has accurate contact information and meets new regulatory compliance requirements. This phase includes implementation of the new Identity Management platform and application, HR database synchronization, roll-out to several Agencies, and the establishment of specifications for Agencies to integrate their internal applications.</p> <p><u>Phase II</u> – This extends the accomplishments of Phase I to expand the scope of application integrations to the Identity Management directory and provide new single sign-on capabilities. It also enhances the ability for County IT to control user access to County systems, meet Security compliance requirements and reduces the amount of support required for password resets and other user account management.</p>								
	Schedule Phase:	Closing								
	Key Accomplishments:	The OCid infrastructure is in production and is being used to authenticate users to the Central IT Service Desk, Office 365, Expediter, and VOIP. This quarter, the project team implemented Audit requirements and completed technical documentation and project closeout activities. This project is now completed and closed.								
	Schedule/Budget Note:	The project was completed over budget and behind schedule due to unplanned resource costs needed to perform additional work and changes to the project scope. In addition, an alternative technical approach was implemented that has proven to be more effective for the County. The project was completed and met the revised March 2015 schedule.								
7	CEO/IT	Enterprise SharePoint Portal Design and Implementation Project: P090704	1/2	038	\$497,730 <u>\$497,730</u>	\$497,730	\$0	\$497,730	Jul 2012 – Sep 2012 <u>Sep 2012 – Feb 2014</u>	Sep 2013 – Dec 2013 <u>Feb 2014 – Mar 2015</u>
	Project Manager: Lynne Halverson									
	Description:	This project includes the design and implementation of an Enterprise SharePoint Portal (Employee Collaboration). This includes the implementation of a SharePoint technical solution as a foundation for Enterprise SharePoint availability Countywide. This project also includes the redesign of the existing County Intranet (“blue screen”); enabling of baseline taxonomy, governance and standard SharePoint features; and establishing SharePoint Administration and Operation & Maintenance protocols.								
	Schedule Phase:	Closing								
	Key Accomplishments:	The IntraOC Enterprise SharePoint site was completed in October 2014. Site deployment was delayed due to concerns from the Office 365 Steering Committee concerning data security and limitation of access for internal County use only until integrated two-factor authentication can be deployed. Interim security solutions have been implemented and formal deployment to agencies/departments began in December 2014. While site adoption efforts will continue as part of the Phase II/III project, this phase of the project is complete.								
	Schedule/Budget Note:	The project was completed on budget and within the revised schedule.								
Completed Projects Total Original Budget					\$1,225,760					
Actual Budget					\$1,405,857	\$1,479,415	\$(73,558)	\$1,479,415		

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#	Department	Project Name / Project Number	Status B / S *	Funding Source	Estimated Budget		<i>DESIGN</i>	<i>BUILD</i>	
							Original Schedule <u>Actual Schedule</u>	Original Schedule <u>Actual Schedule</u>	
FUTURE PROJECTS									
8	Health Care Agency	Behavioral Health Services Electronic Health Records (EHR) Project-Phase 2 of 3 Project: P091087		MHS Act Prop 63-84%; State-8% Federal-2% Fees/Licenses /Other-4% NCC- 2%	\$TBD	Phase II of this project will begin in FY14-15, Q4.	TBD <u>TBD</u>	TBD <u>TBD</u>	
		Future Projects Total Estimated Budget			\$TBD				
All Active, Closed & Future IT Projects as of 03/31/2015									
					Grand Total Original Budget	\$18,728,027			
					Actual Budget	\$18,908,124	\$9,564,035	\$9,344,089	\$18,981,682