



County of Orange ~ Information Technology

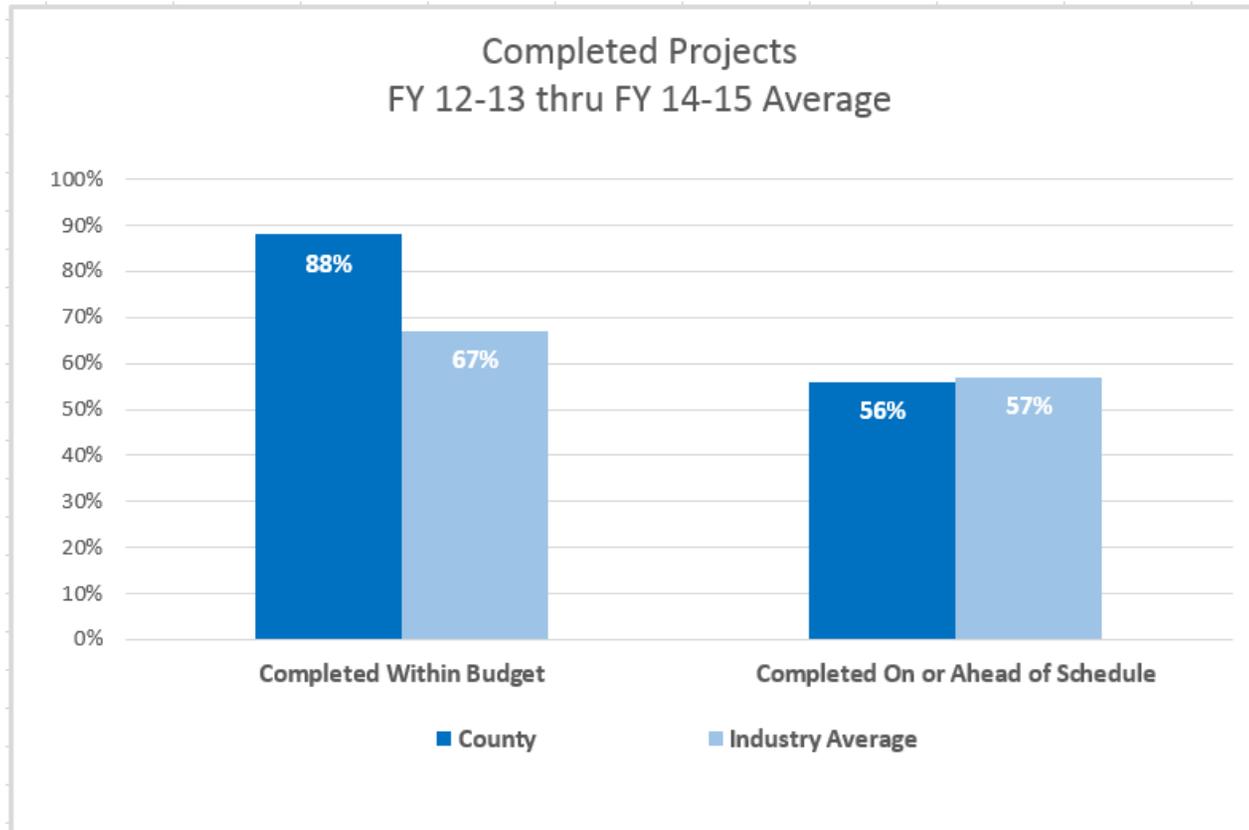
Quarterly IT Project Progress Report

Fiscal Year 2014-15, 2nd Quarter

This report provides an overview of the progress and accomplishments 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 summary of the health of IT projects over time.

Industry Comparison - IT Project Health

Of the 25 County projects reported on over the past three fiscal years (July 12-13 thru Dec 14-15), 88% of all completed IT projects were on budget and 56% on schedule. These County metrics exceeded the annual industry average of 67% of projects completed on budget and are in line with the industry average of 57% of projects completed on schedule¹.



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

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County projects that have been behind schedule are typically the larger (> \$500,000), more complex projects. Key reasons these have fallen behind the planned schedules include:

- Scope creep or revised scope due to changing requirements.
- Technical difficulties that have required additional time to resolve.
- Delays due to constrained technical resources.

In order to address these schedule issues, CEO/IT is in the process of incorporating Agile project management into the County Project Management methodology. Agile is an iterative and incremental method of managing the design and build activities of projects in order to improve outcomes, including scope and schedule management. This is especially useful for large IT and application development projects, which will benefit from the iterative nature of completing deliverables. Training for County project managers in the Agile methodology will also begin in June 2015.

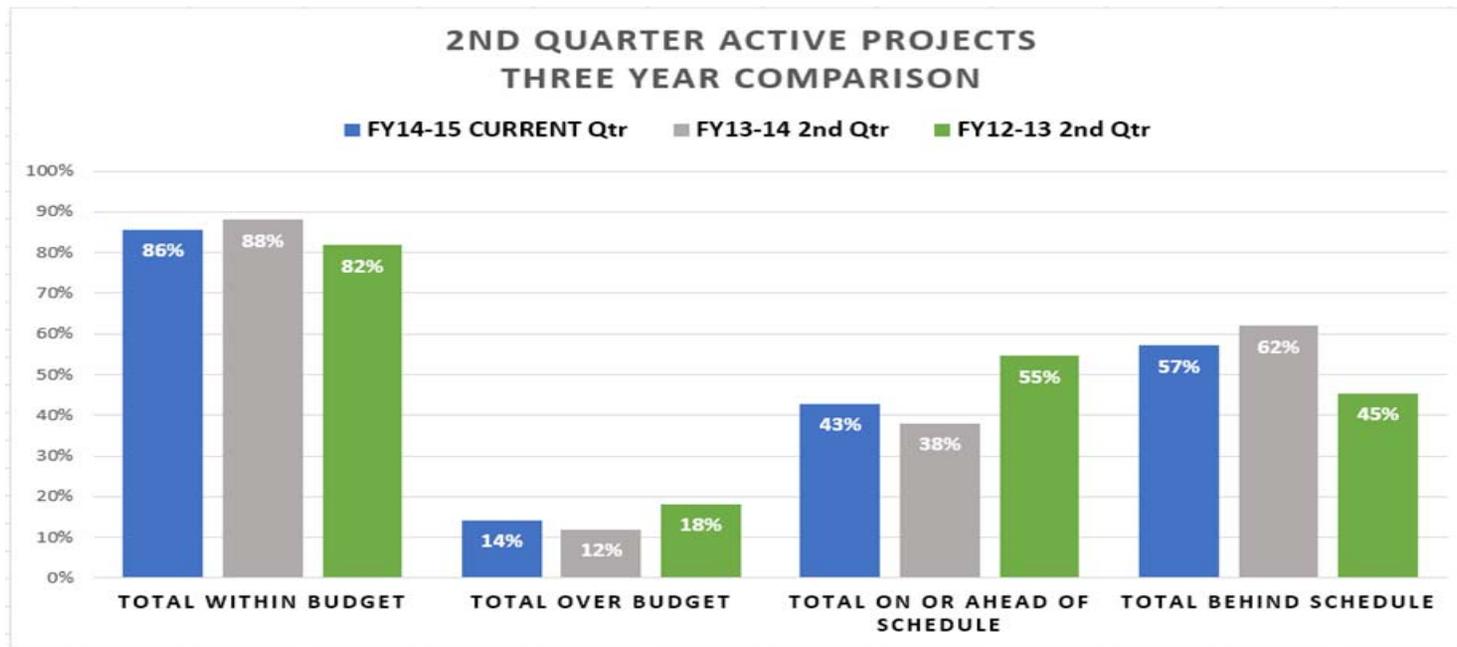
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Current Quarter, Q2 (Oct – Dec) 2014-15

During this quarter, the number of active IT projects decreased from ten to seven, with three projects being completed on time and on budget during the previous quarter. Of the seven active projects remaining, six are on budget and three are on schedule. Those that are behind schedule are very complex initiatives that have taken longer than planned due to scope changes, technical challenges and competing resource demands. The teams have worked to mitigate the issues and all of these projects are on target to complete within their current revised schedules.

When comparing this quarter to the 2nd quarter in the two previous years, the projects that are on budget have been consistent, while the percentage of projects on schedule has increased over last year's 2nd quarter.

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
7 Active	\$18,908,124	\$9,204,340	\$9,703,784	\$18,999,127	6	1	-	3	4	-
1 Completed	\$166,448	\$166,448	\$0	\$166,448	-	-	-	-	-	-
1 Future	\$0	\$0	\$0	\$0	-	-	-	-	-	-
9 Total Projects	\$19,074,572	\$9,370,788	\$9,703,784	\$19,165,575	6	1	-	3	4	-



Quarterly IT Project Progress Report
2nd Quarter, October - December 2014

#	Department	Project Name / Project Number	Status B / S *	Funding Source	Original Approved Budget <u>Actual Budget</u>	Expended/ Encumbered Funds to Date	Remaining Balance	Estimated Cost at Completion	<i>DESIGN</i> Original Schedule <u>Actual Schedule</u>	<i>BUILD</i> Original Schedule <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>	\$1,463,313	\$467,828	\$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 servers for the new AIX hardware platform were delivered and the CAPS+ HR and FS Advantage software was installed. The Control-M scheduling system and back-up system were also delivered. The team worked to complete the production system configuration this quarter. Due to the complexity of this project, some tasks took longer than originally planned.</p> <p>Schedule/Budget Note: The project is on budget, but due to technical complexities, some deliverables were completed behind schedule. The project is 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	\$1,463,313	\$467,828	\$1,931,141		

*Status Code Budget Status (B): 0 – Under Budget 1 – Within Budget 2 – Over Budget 3 – Revised Budget
 Schedule Status (S): 0 – Ahead Schedule 1 – On Schedule 2 – Behind Schedule 3 – Revised Schedule

Quarterly IT Project Progress Report
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#	Department	Project Name / Project Number	Status B / S *	Funding Source	Original Approved	Expended/ Encumbered	Remaining	Estimated	DESIGN	BUILD
					Budget	Funds to			Balance	Cost at
ACTIVE PROJECTS – CEO CATEGORY										
					<u>Actual Budget</u>	<u>Date</u>		<u>Completion</u>	<u>Actual Schedule</u>	<u>Actual Schedule</u>
2	CEO/IT	Countywide Identity Management – Phase I & Phase II (OCid) Project: P090979	2/2	289	\$728,030 <u>\$908,127</u>	\$964,130	(\$56,003)	\$999,130	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:	Build Schedule – Executing/Controlling								
	Key Accomplishments:	The OCid infrastructure is in production and is being used to authenticate users to the Central IT Service Desk. This quarter, OCid has been successfully leveraged to provide single sign-on for a number of enterprise applications, including Office 365, Expediter, and VOIP. In addition, the project team defined, documented, reviewed, and implemented the audit requirements to complete a thorough independent Security Assessment. Technical documentation is in progress.								
	Schedule/Budget Note:	The project is over budget due to unplanned resource costs needed to perform additional work, changes to the project scope. In addition, some project tasks were put on hold due to other CEO/IT project priorities. The project is on target to meet the revised March 2015 completion.								
3	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:	Build Schedule - Executing/Controlling								
	Key Accomplishments:	The IntraOC Enterprise SharePoint site was completed in December 2014. Rollout of the site was delayed due to some concerns from the Office 365 Steering Committee related to data security and wanting to limit access of this cloud-based solution to internal County use only. These issues have been addressed and a phased site deployment to agencies began in December 2014. Onboarding of additional agencies will move forward at a rate of two to four per month until access has been established for all licensed users.								
	Schedule/Budget Note:	The project is on budget. The project completion was revised this quarter from December 2014 to March 2015 due to unplanned network access restriction requirements. The revised schedule is on target.								

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2nd Quarter, October - December 2014

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					<u>Actual Budget</u>				Original Schedule	Original Schedule
ACTIVE PROJECTS – CEO CATEGORY										
4	CEO/IT	Enterprise SharePoint Phases II & III	1/1	038	\$800,000	\$79,289	\$720,711	\$800,000	Sep 2014 – April 2015	Jan 2015 – Dec 2015
	Project Manager: Lynne Halverson	Project: P091071			<u>\$800,000</u>				<u>Sep 2014 – April 2015</u>	<u>Jan 2015 – Dec 2015</u>
	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:	Design – Planning/Executing								
	Key Accomplishments:	Initial IntraOC site enhancements are in progress. Requirements for IntraOC governance, administration and workflow automation tools are in progress. Established initial online SharePoint training resources and conducting SharePoint orientation/open houses at agency/department locations to foster adoption. Additionally, cross-agency collaboration sites are being implemented as requested.								
	Schedule/Budget Note:	The project is on budget and on schedule.								
5	CEO/IT	Voice & Data Network Transformation	1/2	289	\$13,765,191	\$6,194,336	\$7,570,855	\$13,765,191	Sep 2013 – Mar 2014	Mar 2014 – Apr 2016
	Project Manager: Jim Mata	Project: P090993			<u>\$13,765,191</u>				<u>Sep 2013 – Mar 2014</u>	<u>Mar 2014 – Aug 2016</u>
	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, four sites were converted to the new network and VoIP system. The web filtering policies were finalized and the new Bluecoat web filtering tool is being implemented; 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 is meeting 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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2nd Quarter, October - December 2014**

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					<u>Actual Budget</u>				<u>Actual Schedule</u>	<u>Actual Schedule</u>
ACTIVE PROJECTS – CEO CATEGORY										
6	CEO/HRS	HRS Data Warehouse Requirements Development	1/1	014	\$ 215,935 <u>\$ 215,935</u>	\$ 5,542	\$210,393	\$ 215,935	Oct 2014 - Dec 2014 <u>Oct 2014 – Dec 2014</u>	Jan 2015 - Jun 2015
	<i>Project Manager: Robin Gurien</i>	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:	Design – Planning & Procurement								
	Key Accomplishments:	During this quarter the project team developed a plan and timeline for stakeholder discovery and needs analysis, identified key stakeholders to participate in the analysis, and developed a communication plan to implement throughout the project duration.								
	Schedule/Budget Note:	Project is on schedule and on budget.								
CEO Category Total:					Original Budget	\$16,006,886				
					Actual Budget	\$16,186,983	\$7,741,027	\$8,445,956	\$16,277,986	

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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										
7	Public Defender	Case Management System	1/1	038	\$790,000	\$0	\$790,000	\$790,000	Sep 2014 – June 2015	TBD
	Project Manager: Jerry Sakelaris	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 requirements definition was completed. The development of the RFP is in progress.								
	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 12/31/2014										
Active Project Grand Total					Original Budget	\$18,728,027				
					Actual Budget	\$18,908,124	\$9,204,430	\$9,703,784	\$18,999,127	

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					<u>Actual Budget</u>				Original Schedule	Original Schedule
COMPLETED PROJECTS										
8	Social Services Agency	SSA Data Center Move to OCDC	1/1	Fed-38.4%, State-55.3%, County-6.3%	\$166,448	\$166,448	\$0	\$166,448	May 2014 – Aug 2014	Sept 2014 – Nov 2014
		Project: P091076			<u>\$166,448</u>				<u>May 2014 – Aug 2014</u>	<u>Sept 2014 – Nov 2014</u>
		Project Manager: Hugo Ortega								
		Description:								SSA's server room and data assets are currently housed in a building that was built in 1965, providing little or no protection against considerable seismic events and power outages. SSA's Information Technology Department's goal is to move these data assets to the OC Data Center (OCDC), which is a more secure environment that will provide protection against seismic events up to 8.0 earthquakes, unscheduled power outages, and safeguarding of data by way of 24/7 physical security. The move will align SSA with efforts towards more efficient use of county resources and disaster preparedness.
		Schedule Phase:								Closed
		Key Accomplishments:								During 2 nd quarter, all of the SSA server room equipment was successfully moved to the Data Center.
		Schedule/Budget Note:								Project was completed on budget and on schedule.
Completed Projects Total					Original Budget	\$166,448				
					Actual Budget	\$166,448	\$166,448	\$0	\$166,448	

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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								
9	Health Care Agency Future Project Manager: Adil Siddiqui	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, Q3.	TBD <u>TBD</u>	TBD <u>TBD</u>
Future Projects Total Estimated Budget					\$TBD			
All Active, Closed & Future IT Projects as of 12/31/2014								
Grand Total Original Budget					\$18,894,475			
Actual Budget					\$19,074,572	\$9,370,788	\$9,703,784	\$19,165,575