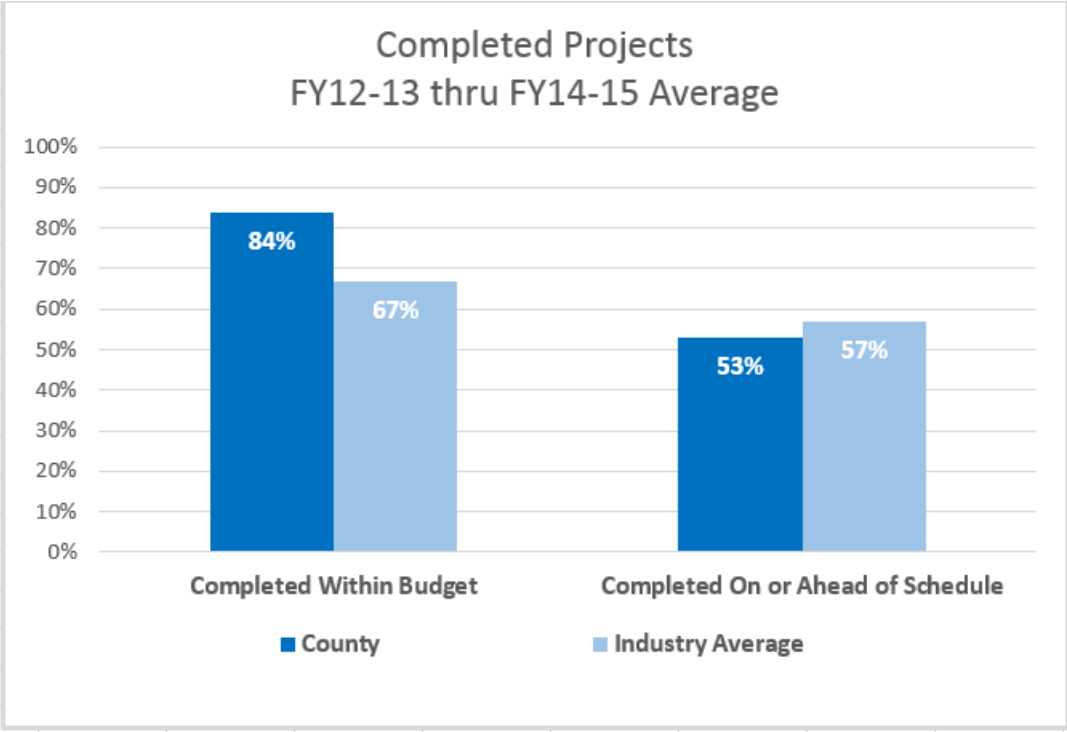
County of Orange ~ Information Technology
Quarterly IT Project Progress Report
Fiscal Year 2014-15, 4th Quarter

Attachment A

The Quarterly Information Technology (IT) Project Progress Detail Report provides the status 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 project schedule and budget metrics over the past three years and assesses overall IT project success.

Industry Comparison – Completed IT Project Metrics

Of the 27 projects reported on over the past three fiscal years (FY12-13 thru FY14-15), 84% of all IT projects were completed on budget and 53% on schedule. The County's percentage exceeded the industry average of 67% for projects completed on budget, while the schedule percentage is a little below the industry average of 57% this quarter.[1]



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

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. Staff completed initial Agile training during this quarter. In addition, although a project management practice is to rebaseline[2] a project schedule in response to approved project change requests related to project scope 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, this practice has been re-instated. Typical reasons to rebaseline a project schedule and/or budget include the following:

- An approved change in scope extends the schedule and/or budget to meet the additional work
- 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 causes a delay

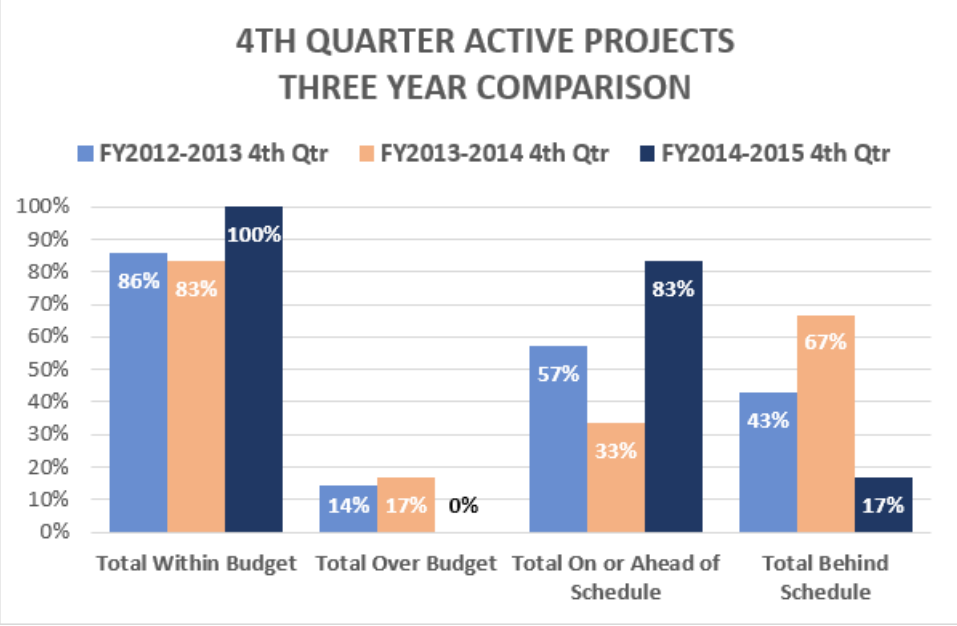
During this reporting period, the A/C CAPS+ AIX Replacement project was rebaselined. The production and development environments of the new AIX platform were completed on budget and within the revised schedule, with several payrolls being completed successfully over the past couple of months. However, the project has been extended to complete additional testing for the User Acceptance Testing and Disaster Recovery environments. The project will remain within budget.

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

Current Quarter Summary

During this quarter, the number of active projects has increased to six from five last quarter, with one project being completed this quarter and two new projects added. All active projects are on budget; four are on schedule with one behind schedule and one rebaselined. When comparing this quarter to the 4th 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
6 Active	$19,592,600	$6,316,474	$13,276,126	$19,592,600	6	-	-	4	1	1
1 Completed	$215,935	$140,904	$75,031	$143,904	-	-	-	-	-	-
5 Future	$9,496,000	$0	$9,496,000	$9,496,000	-	-	-	-	-	-
12 Total Projects	$29,304,535	$6,457,378	$22,847,157	$29,232,504	6	-	-	4	1	1



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

#	Department	Project Name / Project Number	Status B / S *	Funding Source	Original Approved Budget / Actual Budget	Expended/ Encumbered Funds to Date	Remaining Balance	Estimated Cost at Completion	*DESIGN* Original Schedule / Actual Schedule	*BUILD* Original Schedule / Actual Schedule
					ACTIVE PROJECTS					
1	Auditor/Controller **Project Manager:** **Larry McCabe - A/C** **M. Campbell - CEO/IT**	**CAPS+ AIX Replacement** **Project: P091052**	1/3	014	$1,931,141 $1,931,141	$1,931,141	$0	$1,931,141	Jul 2014 - Aug 2014 Jul 2014 - Aug 2014	Sep 2014 – Apr 2015 Sep 2014 – Jan 2016
	Description:	The County's CAPS+ Systems currently resides on an IBM P595 platform. The platform is over 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.								
	Schedule Phase:	Build Schedule – Closing								
	Key Accomplishments:	During this quarter, the team completed the "Production" and "Development" environments, successfully implementing the new AIX P8 platform on May 23, 2015. The system is in full production and has produced several payrolls successfully. Follow-on activity to implement User Acceptance Testing and Disaster Recovery environments are being performed in conjunction with the Countywide Disaster Recovery project.								
	Budget/Schedule Note:	The production and development environments were completed on budget and within the revised schedule. The schedule for completion of the User Acceptance Testing and Disaster Recovery environments has been extended and rebaselined to provide the County time to perform additional testing on these environments. The project will remain within budget.								
2	CEO/IT **Project Manager:** **Lynne Halverson**	**Enterprise SharePoint Phases II & III** **Project: P091071**	1/1	038	$800,000 $800,000	$800,000	$0	$800,000	Sep 2014 – Apr 2015 Sep 2014 – Apr 2015	Mar 2015 – Mar 2016 Mar 2015 – Mar 2016
	Description:	The 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 June 30, 2015, the IntraOC team has conducted 43 IntraOC Open Houses/Roadshows across 22 Agencies/Departments. Nearly 900 users have attended these events. 8,205 users have been authorized to access IntraOC by their Agencies/Departments, with approximately 29% of licensed users having visited the site at least once in the 30-day period between May 31 and June 30. Thirty-nine cross-agency collaboration sites have been deployed and remain in use by multiple project teams and working groups across the County. All project funds were encumbered as of June 30, 2015 with tools purchased to address automated site governance and administration; workflow automation; in-context user help; and gamification software for use in fostering adoption. A Work Order was executed with SAIC for provision of tool implementation support; adoption strategy support; Agency/Department Intranet site design/build support; and workflow automation assistance. Business Intelligence reporting and monitoring solutions are in progress around IT billing data and Countywide utility data. Workflow automation is being established for multiple critical processes, including Board Directives tracking, CEO ASR reviews, and PRA tracking and fulfillment.								
	Budget/Schedule Note:	The project is on budget and on schedule.								

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#	Department	Project Name / Project Number	Status B / S *	Funding Source	Original Approved Budget / Actual Budget	Expended/ Encumbered Funds to Date	Remaining Balance	Estimated Cost at Completion	*DESIGN* Original Schedule / Actual Schedule	*BUILD* Original Schedule / Actual Schedule
					ACTIVE PROJECTS					
3	CEO/IT **Project Manager:** **Jim Mata**	**Voice & Data Network Transformation** **Project: P090993**	1/2	289	$13,765,191 $13,765,191	$3,014,577	$10,750,614	$13,765,191	Sep 2013 – Mar 2014 Sep 2013 – Mar 2014	Mar 2014 – Apr 2016 Mar 2014 – Aug 2016*

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.

Schedule Phase: Build Schedule – Executing/Controlling

Key Accomplishments: To date, 19 County sites have been converted to the new (data) network, and 10 sites are now on VoIP telephones. As a result of 911 dialing errors that were discovered at some transformed sites during this quarter, further VoIP cutovers were deferred until all issues were resolved. Network cutovers continued to proceed, but experienced delays due to network performance and stability issues that were encountered on the new network.

Atos has made progress this quarter in migrating Agency servers to the new Atos firewalls, a necessary step toward converting the County to Atos' converged network. Migration of Agencies to the new web-filtering platform (Bluecoat) has also progressed.

Budget/Schedule Note: No payment was made during this quarter. To date, $1,376,519 has been expended and the encumbrance for FY 14-15 was reduced to $1,638,058.

* Since the initiation of the VOIP Transformation project in April 2014, the project has progressively fallen behind schedule. The County formally raised their concerns about contract performance with Xerox. Atos SE has recently acquired Xerox's IT outsourcing business, including the County's contract. Both companies have represented that project performance and services to the County would improve following completion of the acquisition. A contract amendment was negotiated that includes a remediation plan identifying key milestones/deliverables and associated due dates that Atos must meet. This contract amendment was approved by the Board on June 29, 2015, and was followed by Atos submitting to the County a new, rebaselined project schedule which proposes completion of Transformation by mid-2017. The County will complete its review of the new schedule in the next quarter. After the rebaselined schedule is reviewed and approved by the County, next quarter's report will reflect the revised project completion date.

#	Department	Project Name / Project Number	Status B / S *	Funding Source	Original Approved Budget / Actual Budget	Expended/ Encumbered Funds to Date	Remaining Balance	Estimated Cost at Completion	*DESIGN* Original Schedule / Actual Schedule	*BUILD* Original Schedule / Actual Schedule
4	Health Care Agency NEW **Project Manager:** **Adil Siddiqui**	**Behavioral Health Services Electronic Health Records (EHR) Project-Phase 2 of 3** **Project: P091087**	1/1	MHS Act Prop 63-84%; State-8% Federal-2% Fees/Licenses/Other-4% NCC- 2%	$1,500,726 $1,500,726	$570,756	$929,970	$1,500,726	Jun 2015 – Sep 2015 Jun 2015 – Sep 2015	Sep 2015 – Jun 2016 Sep 2015 – Jun 2016

Description: The scope of work for Phase Two of the EHR for Behavioral Health Services includes professional services and products for additional functionality such as voice recognition based dictation for select staff, tools for better management of summaries of care, development tool kit for web-enabled presentation of data via dashboards, a medication clinical decision support system, interfaces with other systems, Meaningful Use related interoperability tools, and other related items.

Schedule Phase: Design Phase: Contract Award and Planning

Key Accomplishments: The Cerner EHR contract amendment was negotiated and approved by the Board on June 23, 2015.

Budget/Schedule Note: The project is on budget and schedule; $570,756 of the total budget was encumbered in FY 14-15.

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#	Department	Project Name / Project Number	Status B / S *	Funding Source	Original Approved Budget / Actual Budget	Expended/ Encumbered Funds to Date	Remaining Balance	Estimated Cost at Completion	*DESIGN* Original Schedule / Actual Schedule	*BUILD* Original Schedule / Actual Schedule
				ACTIVE PROJECTS – AGENCY/DEPARTMENT CATEGORY						
5	Health Care Agency NEW	**Public Health Electronic Health Record System** **Project: P091116**	1/1	State - 93%; NCC – 7%	$805,542 $805,542	$0	$805,542	$805,542	May 2015 –Aug 2015 May 2015 – Aug 2015	TBD
	Project Manager: **John Crane**									
	Description:	Cerner Corporation (Cerner) is the vendor that provides the existing functionality and maintenance and support for the IRIS system, which serves both Public and Behavioral Health Services. HCA determined that continuing to use the same vendor and leveraging the existing infrastructure and resources for building the additional content and functionality to serve the needs of Public Health Services is the best approach in serving the Agency's desire to have an integrated and comprehensive Electronic Health Record within its Public and Behavioral Health service areas. For Public Health Services, this system will provide EHR functionality for STD/HIV and Pulmonary diseases.								
	Schedule Phase:	Design Phase: Contract Award and Planning								
	Key Accomplishments:	The Cerner contract was negotiated and approved by the Board on June 23, 2015. Planning for the "Build" schedule is in progress and will be reported next quarter.								
	Budget/Schedule Note:	Project is on budget and schedule.								
6	Public Defender	**Case Management System** **Project: P091080**	1/1	038	$790,000 $790,000	$0	$790,000	$790,000	Sep 2014 – June 2015 Sep 2014 – June 2015	TBD
	Project Manager: **Jerry Sakelaris**									
	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 (e.g.,. 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 –Request For Proposal (RFP)								
	Key Accomplishments:	During this quarter, the RFP process was completed and a Case Management system was selected. The contract is being finalized and will be brought to the Board for approval next quarter.								
	Budget/Schedule Note::	The project is currently on schedule. There have been no expenditures to date. The build schedule will be finalized when the vendor contract award is completed next quarter.								
		Active Project Grand Total Original Budget			**$19,592,600**					
		Actual Budget			**$19,592,600**	**$6,316,474**	**$13,276,126**	**$19,592,600**		

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#	Department	Project Name / Project Number	Status B / S *	Funding Source	Original Approved Budget Actual Budget	Expended/ Encumbered Funds to Date	Remaining Balance	Estimated Cost at Completion	*DESIGN* Original Schedule Actual Schedule	*BUILD* Original Schedule Actual Schedule
					COMPLETED PROJECTS					
7	CEO/HRS Project Manager: Robin Gurien	**HRS Data Warehouse Requirements Development** **Project: P091109**	0/1	014	$ 215,935 $ 215,935	$140,904	$75,031	$143,904	Oct 2014 - Dec 2014 Oct 2014 – Dec 2014	Jan 2015 - Jun 2015 Jan 2015 – Jun 2015

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-priority 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 – Closing

Key Accomplishments: During this quarter the project team analyzed the current data warehouse architecture and data tables to better understand the "AS IS" reporting model. The "TO BE" reporting model was designed and presented based on business needs of the data warehouse users. This will be used to address HR reporting needs for any future upgrades to CAPS+.

Budget/Schedule Note: The project was completed under budget and on schedule.

Completed Projects Total Original Budget	**$215,935**				
Actual Budget	**$215,935**	**$140,904**	**$75,031**	**$143,904**	

#	Department	Project Name / Project Number	Funding Source	Original Approved Budget / Actual Budget	Expended/ Encumbered Funds to Date	Remaining Balance	Estimated Cost at Completion	*Project Start Date*	*BUILD* Original Schedule / Actual Schedule
				FUTURE PROJECTS					
8	Auditor/Controller **Future**	**CAPS+ Upgrade** **Project P091112**	014	$6,500,000	$0	$6,500,000	$6,500,000	Aug 2015	TBD
	Description:	The project will provide a maintenance upgrade to the County's CAPS+ Advantage Financial/Procurement and Human Resources/Payroll software systems. The upgrade will be carried out in two subprojects. In the first subproject, the Advantage Finance/Purchasing software system will be upgraded from Advantage version 3.7 to version 3.10.0.1. The second subproject will upgrade the CAPS+ Advantage Human Resources/Payroll software system from version 3.8 to version 3.11. "Train-the-Trainer" services and updates to the County's training documentation and "Computer Aided Training" videos will be included in both phases of the project.							
9	CEO/HRS **Future**	**Talent Management** **Project: P091114**	038	$545,000	$0	$545,000	$545,000	July 2015	TBD
	Description:	This project will select and implement an integrated talent management system to better develop, promote, and retain talent to meet current and future business needs. The system will allow for the automation, tracking, and efficient management of fundamental human resource activities such as performance management, succession management, workforce analytics and learning management. An integrated talent management system will enable greater efficiency and effectiveness of identifying, monitoring, and providing human resource data to ultimately improve quality of service.							
10	CEO/IT **Future**	**OCid – Phase III** **Project: P091111**	038	$425,000	$0	$425,000	$425,000	July 2015	TBD
	Description:	Building on the Identity and Access Management (IAM) foundation implemented in Phases I & II, the purpose of this project is to continue to mature and enhance OCid capabilities. The project's major objectives are 1) to leverage OCid to retire some existing directories; 2) to update and/or implement the relevant processes and policies to improve the timeliness of provisioning users to new systems; and 3) to leverage new technology to enhance IAM capabilities and enable other initiatives such as the Microsoft O365 Cloud initiative.							
11	Clerk of the Board **Future**	**eAgenda Replacement** **Project: P091110**	038	$1,000,000	$0	$1,000,000	$1,000,000	July 2015	TBD
	Description:	This project will implement a solution to replace the existing eAgenda system that has reached end-of-life. The project seeks to implement a new solution that improves the user experience, is flexible to meet the needs of the different Agencies/Departments, and is cost effective.							
12	Health Care Agency/District Attorney **Future**	**Public Guardian (PG)/Public Administrator (PA) Conservatorship System**	038	$1,026,000	$0	$1,026,000	$1,026,000	July 2015	TBD
	Description:	This project will ensure that the Public Guardian (PG)/Public Administrator (PA) will be able to timely and accurately fulfill its program responsibilities in the years to come by replacing its current end-of-life information system (ePages) with an updated system. The replacement system will be scalable and capable of adapting to new and upcoming mandated regulations, civil mandates and external workforce process change.							
		Future Projects Total Estimated Budget		**$9,496,000**	**$0**	**9,496,000**	**$9,496,000**		
		All Active, Closed & Future IT Projects as of 06/30/2015							
		Grand Total Original Budget		**$29,304,535**					
		Actual Budget		**$29,304,535**	**$6,457,378**	**$22,847,157**	**$29,232,504**		

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