Technology Oversight Committee
Quarterly Report
(April – June 2015)

PART I – Technology Project Oversight in the City of Portland
April – June 2015

Background
On February 2, 2011, City Council approved Resolution #36844 creating an independent five-member citizen committee for City of Portland technology projects. On April 20, 2011, City Council adopted changes to City Code Chapter 3.15.010 and Chapter 3.15.070 to establish the duties and authorities of the Chief Administrative Officer and Chief Technology Officer respectively as they relate to Technology Project Oversight. On June 29, 2011, Council adopted an update to BTS Administrative Rule (A.R.) 4.01 – Technology Project Intake as well as a new rule (BTS A.R. 1.07) on Technology Project Oversight.

As stated in BTS A.R.1.07, technology project oversight for the City of Portland includes the following components:

- Citizen Oversight
- Quality Assurance
- Project Management

Citizen Oversight

The citizen members of the Technology Oversight Committee (TOC) are:

Appointed by	Member
Mayor Hales	Wilfred Pinfold, PhD Director, Extreme Scale Programs at Intel
Commissioner Fish	Ken Neubauer Infrastructure Manager, Standard Insurance
Commissioner Fritz	Dyanna Garcia
Commissioner Novick	Joshua Mitchell Chief Technology Officer, Drupal Association
Commissioner Saltzman	Colleen Gadbois

Quality Assurance
Quality assurance (QA) – provided by external contractors – is a required component of the City's technology project oversight. The role of the QA consultants on a project overseen by the TOC is to provide guidance and oversight to the City staff on the technology project, but ultimately to report the QA's unbiased findings to the TOC.

Project Management
Staff from OMF Business Operations and OMF Bureau of Technology Services provide committee support and technical expertise to the TOC.

There were no major developments this quarter. All the templates and tools are working well.

New Projects under TOC Oversight

- none

Projects no longer under TOC Oversight

- The Procurement Software project (Procurement) is complete.

PART II – Summary of Technology Projects under TOC Oversight

April – June 2015

Project name: **Information Technology Advancement Project (ITAP)**
Bureau: Bureau of Development Services (BDS)

Project Description:
This project develops a paperless permit and case management process and allows complete, online access to the permitting and case review services. Project deliverables include digitization and online access of historical permits and property information, implementation of an updated permit and case review information management system, online case and permit application and review services, mobile online access for field staff, and implementation of an automated queuing system.

Status: The TOC continues to have concerns around project schedule and volume of remaining work.

Major Accomplishments this Quarter:

- Project manager continues to deliver monthly Deficiency Reports to Sierra-Cedar.
- Project now working to amend contracts to remedy contract gaps and rebaseline the project.

Upcoming Milestones next Quarter:

- Rebaseline the project.
- Address development environment support, make adjustments for interfaces moved in/out of scope, address gaps resulting from Phase 1 Gap Analysis.

Risks, Concerns, Comments from TOC:

- The TOC continues to be concerned about project schedule and volume of remaining work.

Project Name: **BDS IT Advancement Project (ITAP)**
Bureau: **Bureau of Development Services**
Reporting Date: **6/9/2015**

	Initial Estimate at TOC Intake date: 3/7/2012 This was a speculative amount only.	**Planned at Baseline*** date: 7/1/2013	**Current Revision** *(Based on Phase One Planning and Analysis as of date: 8/1/14)*	**QA Assessment**			**TOC Assessment**		
Expected Completion	May 29, 2015	December 2015	**Winter 2015-16**	Apr	May	June	Apr	May	June
Confidence Level	**Low**	**Medium**	**Medium**	Red	Red	Red	Red	Red	Red
Budget	**Approx. $8.2 mil** $2.75 mil in vendor services and software license costs plus $5.5 mil in City capital costs (Ordinance allowing BDS to start RFP process included $3 mil vendor service and license costs)	**Approx. $11.8 mil** $6 mil in vendor services and software license costs plus $5.8 mil in City capital costs (vendor costs does not include approx. $1 mil for 5-years of maintenance fees or $0.8 mil in vendor support post go-live)	**Approx. $11.8 mil** Change in schedule may cause increase in City capital costs	Yellow	Yellow	Yellow	Red	Red	Red
Confidence Level	**Low**	**High**	**Medium**						
Scope Stability Confidence Level	**High**	**High**	**High**	Yellow	Yellow	Yellow	Red	Red	Red

*NOTE: Budget baselined on 7/1/2013 at $11.8 M

Project name: **Procurement Solicitation System**
Bureau: Bureau of Revenue and Financial Services

Project Description:
Procurement Services is outgrowing their current solicitation system, which doesn't offer a cost-effective solution or the functionality required by the City. Procurement is planning to replace and integrate three systems into one and add functionality that will allow electronic RFP submissions.

Status: Project is complete.

Major Accomplishments this Quarter:
- Project is complete.

Upcoming Milestones next Quarter:
- 90-day report expected in August.

Risks, Concerns, Comments from TOC:
- None – project is complete.

Project Name: **Procurement Software System – project complete**
Bureau: **Bureau of Internal Business Services**
Reporting Date: **5/18/2015**

	Initial Estimate at TOC Intake as of date: 05/09/13	**Planned at Baseline** date: 6/17/13	**Current Revision** *(if applicable)* date: 09/16/2014	**QA Assessment** Red, Yellow, Green			**TOC Assessment** Red, Yellow, Green		
Expected Completion	May 2014	May 2014	May 2015	Apr	May	June	Apr	May	June
Confidence Level	Medium	Medium	Very High	Green	Green	n/a	Green	Green	n/a
Budget	$200,000 - $250,000	$200,000 - $250,000	$522,000 – 561,000	Green	Green	n/a	Green	Green	n/a
Confidence Level	Low	Low	High						
Scope Stability Confidence Level	Medium	Medium	Very High	Green	Green	n/a	Green	Green	n/a

Project name: **Lien Accounting System Rewrite**
Bureau: Auditor's Office

Project Description:
The Lien Accounting System is used to record and manage assessments and liens for the City, as required by City Charter and Oregon State law. The application is written in an old programming language and is one of two remaining applications on the mainframe server, which is scheduled to be decommissioned by July 1, 2015. Because of the tight timeline and resource constraints, the decision was made to rewrite the existing system using a more modern programming language and transfer it to a Windows environment.

Status: Project is currently meeting expectations.

Major Accomplishments this Quarter:
- Completed the development work for most of the "go-live" requirements for all modules.
- Working on report development.
- User Acceptance Testing (UAT) and regression testing in process.
- Production environment is ready; parallel testing is occurring in the production environment.

Upcoming Milestones next Quarter:
- Resolve any issues found in UAT and regression testing.
- Complete UAT, regression, and parallel testing.
- Complete user training.
- Update technical documents.
- Complete cutover.

Risks, Concerns, Comments from TOC:
- Project extended schedule to July for parallel implementation and production phases; mainframe decommission set for July 31, 2015.
- Security module, including "role-based access" may not be fully implemented before go-live. All critical functions will be available.
- Project is currently meeting expectations.

Project Name: **Lien Accounting System**
Bureau: **Auditor's Office**
Reporting Date: **6/5/2015**

	Initial Estimate at TOC Intake As of : 6/9/14	Planned at Baseline As of : 6/9/14	Current Revision As of: 3/17/2015	QA Assessment			TOC Assessment		
Expected Completion	6/19/2015	6/19/2015	No revision	Apr	May	June	Apr	May	June
Confidence Level	Medium	Medium	Medium	Red	Red	Red	Red	Red	Red
Budget	$483,920	$483,920	$668,620 (revised Jan 2015)	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Confidence Level	Medium	Medium	Low						
Scope Stability Confidence Level	Medium	Medium	High	Green	Green	Green	Green	Green	Green

Project name: **PCI/Payment Gateway**
Bureau: Bureau of Technology Services / Public Finance & Treasury

Project Description:
The City is required to meet Payment Card Industry – Data Security Standards (PCI-DSS) as part of a merchant services contract as required by card networks (Visa, MasterCard, American Express, Discover and JCB International). The City does not currently meet PCI-DSS 3.0 standards and is required to remediate the card processing environment, or adopt other means of processing card payments, to enable the City to be compliant by December 31, 2015.

Status:

Major Accomplishments this Quarter:
- Project chose to outsource Payment Gateway to improve transaction processing, reduce support costs, and meet PCI requirements.
- Ready to implement gateway: confirmed bank account mapping and payment flows, executing NIC paperwork to on-board merchant IDs.

Upcoming Milestones next Quarter:
- Develop application integration with parking meter vendors.
- Integrate, test, and migrate payment pages and sales groups to NIC-hosted order pages.
- Determine if enterprise from Windstream Enterprise PCI remediation is viable.
- Implement governance model.
- Integrate training with CityLearner.

Risks, Concerns, Comments from TOC:
- Timeline is extremely short.
- Need to determine if enterprise solution for PCI exists.

Project Name: **Payment Gateway**
Bureau: **Bureau of Technology Services/Public Finance & Treasury**
Reporting Date: **6/8/2015**

	Initial Estimate at TOC Intake as of date: 02/23/2-15	**Planned at Baseline** date: 2/23/2015	**Current Revision** *(if applicable)* date:	**QA Assessment** Red, Yellow, Green			**TOC Assessment** Red, Yellow, Green		
Expected Completion	12/31/2015	12/31/2015		Apr	May	June	Apr	May	June
Confidence Level	Medium	Medium					n/a	Green	Green
Budget	$312K	$312K					n/a	Green	Green
Confidence Level	Medium	Medium							
Scope Stability Confidence Level	Medium	Medium					n/a	Green	Green

Project Name: **PCI**
Bureau: **Bureau of Technology Services/Public Treasury & Finance**
Reporting Date: **6/8/2015**

	Initial Estimate at TOC Intake as of date: 3/23/2015	**Planned at Baseline** date: 3/23/3015	**Current Revision** *(if applicable)* date:	**QA Assessment** Red, Yellow, Green			**TOC Assessment** Red, Yellow, Green		
Expected Completion	12/31/2015	12/31/2015		Apr	May	June	Apr	May	June
Confidence Level	Low	Low		n/a	Red	Red	n/a	Red	Red
Budget	TBD	TBD		n/a	Red	Red	n/a	Red	Red
Confidence Level	Low	Very Low							
Scope Stability Confidence Level	Low	Very Low		n/a	Red	Yellow	n/a	Yellow	Yellow

TOC note from May: We agree with the direction the project is taking, but agree with QA that VOIP is what is driving the caution regarding scope. Still, TOC is not convinced that this warrants a “red” response as the project knows what needs to be include