

RESOLUTION No.

Declare temporary moratorium on new program requests and significant changes to existing programs in the Revenue Division of the Bureau of Revenue and Financial Services to ensure successful implementation of the Integrated Tax System (Resolution)

- WHEREAS, The City Council authorized funding for an Integrated Tax System (ITS) Project Manager and a Business Systems Analyst in the Revenue Division's FY2017-2018 budget, kicking off the ITS project. These positions were authorized to begin the work necessary to replace the Revenue Division's multiple aging tax administration databases with a single modern off-the-shelf solution.
- WHEREAS, The ITS project team documented business processes and functional and technical requirements over the course of the first year of the project, laying the ground work for a Request for Proposals (RFP).
- WHEREAS, The ITS project team, working with Procurement Services, released an RFP in November 2018.
- WHEREAS, The Revenue Division has selected a vendor, FAST Enterprises, LLC, to implement ITS and the Chief Procurement Officer (CPO) is bringing a companion Report to Council recommending the contract award.
- WHEREAS, Assuming City Council accepts the CPO's Report on June 19, 2019, the project will have two phases. Phase 1, Implementation, is expected to commence in July or August 2019 and last 13 months, culminating in the cutover to the new ITS platform by August 2020. Phase 2, Stabilization, is expected to be completed by July 2021.
- WHEREAS, A best practice in large-scale software replacement projects is to halt development of new functionality in the software to be retired, and to refrain from increasing scope in the form of new requirements to the replacement software during the Implementation Phase. This best practice is to ensure that software architecture and requirements are not changing over the course of the project, thereby ensuring the highest likelihood of a successful implementation.
- WHEREAS, The City Council, in recognition of this best practice, agrees to impose a temporary moratorium on requesting new programs and significant changes to existing programs in the Revenue Division of the Bureau of Revenue and Financial Services during Phase I of the ITS project.
- WHEREAS, Exceptions to this moratorium include the continued implementation of the City's new Rental Registration and Clean Energy Surcharge programs. An exception will also be made for possible changes to the City's existing personal income tax (Arts Tax).

NOW, THEREFORE, BE IT RESOLVED, The City Council declares a moratorium on requesting new programs and significant changes to existing programs in the Revenue Division during Phase I of the ITS project (effective today through August 31, 2020).

BE IT FURTHER RESOLVED, The City Council authorizes the Revenue Division Director to extend this moratorium for up to an additional six (6) months after Phase I ends as may be necessary to make Phase 2, Stabilization, more successful.

Adopted by the Council:

Mayor Ted Wheeler
Prepared by: Thomas Lannom
Date Prepared: May 14, 2019

Mary Hull Caballero
Auditor of the City of Portland
By

Deputy

IMPACT STATEMENT

Legislation title: Declare temporary moratorium on new program requests and significant changes to existing programs in the Revenue Division of the Bureau of Revenue and Financial Services to ensure successful implementation of the Integrated Tax System (Resolution)

Contact name: Thomas Lannom

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Presenter name: Thomas Lannom

Purpose of proposed legislation and background information:

The Revenue Division of the Bureau of Revenue and Financial Services is in the process of replacing its aging, multiple tax administration software systems with a single, Integrated Tax System (ITS). To ensure the successful implementation of ITS, the legislation declares a temporary moratorium on new Revenue Division programs and significant changes to existing Revenue Division programs. The legislation will allow the Revenue Division to focus on the ITS implementation project and to minimize the potential addition and changing of project requirements.

Financial and budgetary impacts:

There are no budgetary impacts from this resolution.

Community impacts and community involvement:

This resolution has minimal impacts to the community and does not merit significant community involvement. It relates to ensuring the successful implementation of an internal project that is expected to improve compliance and taxpayer interfaces.

100% Renewable Goal:

Not applicable.

Budgetary Impact Worksheet

Does this action change appropriations?

- YES:** Please complete the information below.
- NO:** Skip this section

Fund	Fund Center	Commitment Item	Functional Area	Funded Program	Grant	Sponsored Program	Amount