

Technology Oversight Committee Quarterly Report (April – June 2014)

PART I – Technology Project Oversight in the City of Portland

April – June 2014

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 edits to BTS Administrative Rule 4.01 – Technology Project Intake and adopted 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:

Mayor Hales	Wilfred Pinfeld, PhD Director, Extreme Scale Programs at Intel
Commissioner Fish	Ken Neubauer Infrastructure Manager, Standard Insurance
Commissioner Fritz	Vacant
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

- Procurement Software System, Bureau of Internal Business Services – presented an overview to the TOC in June, 2013, but became an active TOC project in May, 2014 during the vendor selection phase.
- Lien Accounting System, Auditor’s Office – entered TOC oversight in June, 2014.

PART II – Summary of Technology Projects under TOC Oversight

April – June 2014

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 has concerns around the lack of an accurate project schedule, which has implications for other areas of the project.

Major Accomplishments this Quarter:

- The project began implementing the project management plan from phase 1, including the communications plan and the decision log.
- Technical and functional requirements and data conversion processes have begun. The vendor is working through the phase 2 deliverables for finalizing the project requirements, though some deliverables are falling behind schedule.
- Vendor is beginning to put more resources towards this project, which is needed. The BDS Bureau Director is involved with bi-weekly calls with the vendor.

Upcoming Milestones next Quarter:

- A robust schedule and resource plan is expected July 1, 2014 from the vendor that must include a credible plan for how work will be completed by the Dec. 2015 go live target.
- The CGIS integration work will be complete in the coming months.

Risks, Concerns, Comments from TOC:

- **Schedule:** The vendor, Sierra, applied faulty assumptions to the original formal project plan and schedule, which was a significant oversight. The vendor is bringing in extra resources to compensate, but the project still lacks a revised project schedule for phases 2 and 3, which represent the bulk of the project. The bureau is actively applying pressure, but this remains an area of concern for both the QA and the TOC.
- **Budget:** There is a good amount of contingency built into the budget, but if the schedule slips significantly, that could ultimately impact the budget.
- **Scope:** There is discussion about breaking some of the scope into different phases. The bureau is requiring the full original scope be implemented, but the timing could change.

Project Name: BDS IT Advancement Project (ITAP)
Bureau: Bureau of Development Services
Reporting Date: 6/15/2014

	Initial Estimate at TOC Intake date: 3/7/2012	Planned at Baseline date: 7/1/2013	Current Revision date: 10/14/13	QA Assessment			TOC Assessment		
	May 29, 2015	Summer 2015	Dec. 2015	Apr	May	Jun	Apr	May	Jun
Expected Completion	May 29, 2015	Summer 2015	Dec. 2015						
Confidence Level	Low	Medium	Medium						
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						
Confidence Level	Low Confidence level was not formally addressed or provided at time of submission - assessed retroactively	High	Medium						
Scope Stability Confidence Level	High Confidence level was not formally addressed or provided at time of submission - assessed retroactively	High	High						

Project name: **Affordable Housing Software**
Bureau: Portland Housing Bureau (PHB)

Project Description:

PHB contracted with Housing Development Software (HDS), Inc. to implement a solution that will provide a single data repository for the City's affordable housing programs. This effort replaces disparate systems with a modern and effective single core system, providing data-entry efficiencies, reducing overall costs, and improving access to data and reporting tools.

Status: The final loan servicing module went live in April, but the TOC is concerned about the lingering issues that remain that are preventing the bureau from signing off on final acceptance.

Major Accomplishments this Quarter:

- After an original go-live date of over a year ago, the project continued to struggle with delays on the final Loan Servicing module, which did successfully go live in April 2014.
- The project continues to experience issues that need to be fixed by the vendor before the City agrees to final sign off and payment. None of these issues are preventing the system from running, but they are items that need to be fixed. The issues list was numbered 23 in April and was down to 17 issues the end of June.
- The City has been prioritizing the remaining issues and discussing final acceptance and payment terms with the City Attorney's Office.

Upcoming Milestones next Quarter:

- The project hired Online Business Systems to complete the 90 day post implementation report. Assuming that final acceptance occurs soon, the 90 day report will be presented next quarter.

Risks, Concerns, Comments from TOC:

- The TOC stopped providing a colored dashboard rating for this project in April due to go live.
- The delays on final acceptance are a concern, and the TOC recommends that the project continue to check in with the TOC until the final acceptance and payment issues are resolved.

Project name: Office 365
Bureau: Bureau of Technology Services (BTS)

Project Description:

This project is responsible for migrating all City computers to Microsoft Office 365. The City currently uses MS Office 2003, which Microsoft will no longer support after April 2014. Migrating to the cloud-based Office 365 will save approximately \$1.2 million over 5 years and provide more disaster recovery options and larger email storage.

Status: This project is on track.

Major Accomplishments this Quarter:

- The migration waves are continuing and the project is on track to have all the desktop migrations done by August 2014. All of the devices that were impacted by the April deadline from Microsoft are complete.
- As of June 2014, over 2700 computers out of 4300 have been successfully migrated.
- Email and PST migrations have begun, but they won't be completed until later in fall 2014. These will also be waved approaches.
- There continue to be lingering problems with the Planet Tech vendor. The testing process and communication with the vendor are not as good as they should be and staff are currently looking at other alternatives.

Upcoming Milestones next Quarter:

- Migration waves will continue, with the majority, if not all, the migrations complete by next quarter.

Risks, Concerns, Comments from TOC:

- Schedule: It's a tight, but manageable timeline to get all the desktop migrations done by August 2014.
- Budget: Current budget and spend rates are looking good.
- Scope: The overall scope continues to be stable.

Project Name: Office 365 Project
Bureau: Bureau of Technology Services
Reporting Date: 6/15/2014

	Initial Estimate at TOC Intake date: 03/20/2013	Planned at Baseline date: 9/4/2013	Current Revision date: 6/4/2014	QA Assessment			TOC Assessment		
				Apr	May	Jun	Apr	May	Jun
Expected Completion	4/1/2014	8/1/2014	9/1/2014						
Confidence Level	High	Medium	Very High						
Budget	\$1,225,000	\$1,690,262	\$1,566,519*						
Confidence Level	Medium	Medium	Very High						
Scope Stability Confidence Level	High	High	Very High						

* Reduction of 35K from OMF during spring budget adjustments.

Project name: City Risk Information Solution Connection (RISC)
Bureau: Bureau of Internal Business Services.

Project Description:

The existing Risk Management data system is out of compliance with the City's technology standards and is becoming increasingly difficult to support and maintain. This project replaces several existing independent systems with one integrated system that will support key business activities, increase effectiveness through integrated data management, increase efficiencies and automation, and implement best practices. This project was originally assessed in Winter 2012 as not requiring TOC oversight, but due to increased risks and delays, the project joined the TOC portfolio in June 2013.

Status: The TOC is concerned about the project timeline and the delay of the final piece of functionality.

Major Accomplishments this Quarter:

- Despite ninety percent of the project going live in December 2013, the remaining piece of medical review functionality continues to experience delays.
- The vendor is subcontracting the remaining work. This required a more detailed statement of work and negotiation of a revised work order, which was completed in April 2014. The project was in a holding pattern during the months of negotiation.
- QA recommended that a project plan, risk management plan, and training plan be completed for this phase of the project.

Upcoming Milestones next Quarter:

- The final configuration and implementation is tentatively planned for July/August 2014.
- A revised project plan, including timeline and budget should be included.

Risks, Concerns, Comments from TOC:

- Schedule: Because a detailed and agreed upon schedule and plan for the remaining work does not exist, the schedule and scope are rated red.
- Budget: The budget increased as a result of the work order and additional QA services.
- Scope: Overall, the original scope has not changed, but scope is red due to the lack of a detailed project plan for this remaining piece of functionality.

Project Name: RISC Project
Bureau: Bureau of Internal Business Services
Reporting Date: 6/15/2014

	Initial Estimate at TOC Intake as of date: 1/9/12	Planned at Baseline date: 11/15/12	Current Revision date: 5/12/14	QA Assessment			TOC Assessment		
				Apr*	May	Jun*	Apr	May	Jun
Expected Completion	12/2012	9/17/13	7/9/14	Apr*	May	Jun*	Apr	May	Jun
Confidence Level	High	High	High	N/A		N/A			
Budget	\$448,150	\$448,150	\$603,035**	N/A		N/A			
Confidence Level	High	High	High						
Scope Stability Confidence Level	High	High	Medium	N/A		N/A			

* No QA reports in April or June.

**Includes additional costs for QA and the work order for the remaining piece of functionality.

Project name: Procurement Solicitation System
Bureau: Bureau of Internal Business 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 currently meeting expectations.

Major Accomplishments this Quarter:

- BuySpeed has been identified as the system that best meets the City's needs and it will be purchased through an existing government cooperative agreement.
- The project is negotiating a statement of work, schedule, and final cost with the vendor.
- Procurement has completed the internal business process mapping process in preparation for the new system.
- The project is in the process of bringing on a QA vendor.

Upcoming Milestones next Quarter:

- Finalize contract and schedule.
- System implementation, data migration and testing.
- Go-live of new system tentatively scheduled for December 2014.

Risks, Concerns, Comments from TOC:

- The TOC will complete a dashboard for this project once the vendor begins work.

	Initial Estimate at TOC Intake date: 05/09/13	Planned at Baseline date: 6/17/13	Current Revision date: 06/16/2014	QA Assessment Red, Yellow, Green	TOC Assessment Red, Yellow, Green
Expected Completion	May 2014	May 2014	Dec. 2014	N/A	N/A
Confidence Level	Medium	Medium	Medium		N/A
Budget	\$200,000 - \$250,000	\$200,000 - \$250,000	\$300,000 - \$390,000		N/A
Confidence Level	Low	Low	Low		N/A
Scope Stability Confidence Level	Medium	Medium	Medium		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:

- Plans are underway to hire a programmer under an existing flexible services contract.
- The project is developing a project plan and planning to hire a project manager.
- The project is in the process of bringing on a QA vendor.

Upcoming Milestones next Quarter:

- Project management team and vendors procured.
- Begin code and systems review.

Risks, Concerns, Comments from TOC:

- The TOC will complete a dashboard for this project once a project vendor begins work.

	Initial Estimate at TOC Intake as of date: 06/09/2014
Expected Completion	6/19/2015
Confidence Level	Medium
Budget	\$483,920
Confidence Level	Medium
Scope Stability Confidence Level	Medium