PART I – Technology Project Oversight in the City of Portland
October – December 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 Pinfold, 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

- No new projects added during this quarter.
- The TOC decided not to track phase 2 of the Office 365 project as it does not meet the criteria listed in http://www.portlandonline.com/auditor/?c=26912&a=355277.
PART II – Summary of Technology Projects under TOC Oversight
October – December 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 project schedule and additional unplanned scope.

Major Accomplishments this Quarter:
- Several deliverables were partially completed.
- ITAP Project Manager continues to deliver Deficiency Reports to contractor; completion rate/quality is improving.

Upcoming Milestones next Quarter:
- Project completion

Risks, Concerns, Comments from TOC:
- Schedule: The TOC lacks confidence that the project will meet schedule. Although work is being accomplished, it is at least five months behind.
- Budget: The TOC is concerned about login integration, which is additional unplanned scope. If that work can be quantified, the TOC will consider returning Budget to “yellow” status.
- Scope: The TOC is concerned that logging in through the PortlandOregon.gov portal will be additional unplanned scope. If the work can be quantified, the TOC will consider returning Scope to “yellow” status.
### BDS IT Advancement Project (ITAP)

**Project Name:** BDS IT Advancement Project (ITAP)  
**Bureau:** Bureau of Development Services  
**Reporting Date:** 12/15/14

<table>
<thead>
<tr>
<th>Expected Completion</th>
<th>Initial Estimate at TOC Intake date: 3/7/2012</th>
<th>Planned at Baseline date: 7/1/2013</th>
<th>Current Revision (Based on Phase One Planning and Analysis as of date: 8/1/14)</th>
<th>QA Assessment</th>
<th>TOC Assessment</th>
</tr>
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<tbody>
<tr>
<td>May 29, 2015</td>
<td>Summer 2015</td>
<td>Winter 2015-16 (December 2015 Go-live) Project schedule will be finalized during Project Phase 1 – Formal Project Plan</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Confidence Level</td>
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<td>Medium</td>
<td>Medium</td>
<td>Red</td>
<td>N/A</td>
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<tr>
<td>Budget</td>
<td>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)</td>
<td>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)</td>
<td>Approx. $11.8 mil Change in schedule may cause increase in City capital costs</td>
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<td>N/A</td>
</tr>
<tr>
<td>Confidence Level</td>
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<td>N/A</td>
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<tr>
<td>Scope Stability</td>
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<td>High</td>
<td>High</td>
<td>Yellow</td>
<td>N/A</td>
</tr>
</tbody>
</table>

*Confidence level was not formally addressed or provided at time of submission - assessed retroactively.

* No reports for November.
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: City and HDS may have reached agreement on a path to move forward and complete implementation. PHB will pay outstanding professional services invoices totaling $31,500, and HDS will deliver a major release to resolve the outstanding defects in the system and Loan Servicing module.

Major Accomplishments this Quarter:
- The City and HDS may have reached agreement on a path to move forward and complete the HDS project implementation.
- PHB will pay outstanding professional services invoices totaling $31,500 and HDS will deliver a major release to resolve the outstanding defects in the system and Loan Servicing module.

Upcoming Milestones next Quarter:
- On receiving the release, PHB will commit to accepting or reporting critical issues by no later than January 9th (or 15 business days from receipt of major release – whichever is later).
- HDS will also commit to follow-up on any defects or major issues that are identified within 48 hours, with an analysis of the defect and an anticipated plan/date for resolution of the defect.

Risks, Concerns, Comments from TOC:
- The TOC stopped providing a colored dashboard rating for this project in April due to go live, however provides a current-status dashboard below.
- 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.
# Exhibit B

**Project Name:** HDS Affordable Housing Software Implementation  
**Bureau:** Portland Housing Bureau  
**Reporting Date:** 12/15/2014

<table>
<thead>
<tr>
<th>Initial Estimate at TOC Intake as of date: 11/1/2011</th>
<th>Planned at Baseline date: 1/15/2012</th>
<th>Current Revision (if applicable) date: 12/9/2014</th>
<th>QA Assessment Red, Yellow, Green</th>
<th>TOC Assessment Red, Yellow, Green</th>
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<td>Expected Completion</td>
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<tr>
<td>Scope Stability</td>
<td>High</td>
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<td>High</td>
<td></td>
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</tbody>
</table>
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: Project is complete.

Major Accomplishments this Quarter:
- Project is complete.

Upcoming Milestones next Quarter:
- The 90-Day Post Implementation Report will be due.

Risks, Concerns, Comments from TOC:
- Project is complete; TOC will not track phase two.
**Project Name:** Office 365 Project  
**Bureau:** Bureau of Technology Services  
**Reporting Date:** 12/8/4014

<table>
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<th>Expected Completion</th>
<th>Initial Estimate at TOC Intake date: 03/20/2013</th>
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<tr>
<td>Scope Stability</td>
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<td>High</td>
<td>Very High</td>
<td>Green</td>
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</table>

* No reports for November.
** 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 has received the 90-Day Post Implementation Report; all payments have been made and the contract has been closed.

Major Accomplishments this Quarter:
• Project has gone live.

Upcoming Milestones next Quarter:
• None

Risks, Concerns, Comments from TOC:
• Schedule: The project took 19 months instead of the estimated 10 months. Schedule improved after the appointment of a new project manager. Delays between the contractor and its subcontractor meant that the final component was delayed to September 5, 2014.
• Scope: Scope remained stable throughout the project; no scope-related change orders were required.
• Budget: Project came in on budget in spite of lasting nine months longer than scheduled. Delays were vendor caused (no additional effort) and contracted resources were hired on an as-needed basis and released when delays occurred.
• Product performance: Generally positive: new system has increased efficiencies, reduced paper flow, improved time to accomplish tasks, and has eliminated ten shadow systems used to support the old system.
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:
- Developed project schedule
- Test environment installed
- Performing initial configuration to out-of-the-box functionality
- Beginning interface design

Upcoming Milestones next Quarter:
- Implementation
- Data migration
- Testing

Risks, Concerns, Comments from TOC:
- Project is currently meeting expectations.
### Project Name: Procurement Software System
### Bureau: Bureau of Internal Business Services
### Reporting Date: 12/15/2014

<table>
<thead>
<tr>
<th>Expected Completion</th>
<th>Initial Estimate at TOC Intake as of date: 05/09/13</th>
<th>Planned at Baseline date: 6/17/13</th>
<th>Current Revision (if applicable) date: 09/16/2014</th>
<th>QA Assessment Red, Yellow, Green</th>
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<tr>
<td>Scope Stability</td>
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<td>Confidence Level</td>
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- **Expected Completion:**
  - May 2014
  - May 2014
  - March 2015

- **Confidence Level:**
  - Medium
  - Medium
  - Medium

- **Budget:**
  - $200,000 - $250,000
  - $200,000 - $250,000
  - $300,000 - $390,000

- **QA Assessment:**
  - Oct: Yellow
  - Nov*: N/A
  - Dec: Green

- **TOC Assessment:**
  - Oct: Yellow
  - Nov*: N/A
  - Dec: Green

*No reports for November.*
**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 development work for reporting module
- Resolved more than 90 percent of issues reported during User Acceptance Testing
- Getting more than 95 percent data match between new process and production process

**Upcoming Milestones next Quarter:**
- Complete application rewrite and unit testing
- Complete data migration
- Complete User Acceptance Testing

**Risks, Concerns, Comments from TOC:**
- Budget: Budget remains an issue with current approach
- Scope: Scope is stable
- Largest issue is the disconnect between QA and project team regarding project plan and “agile” methodology.
### Project Name:
Lien Accounting System

### Bureau:
Auditor's Office

### Reporting Date:
12/9/2014

<table>
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<th></th>
<th>Initial Estimate at TOC Intake As of: 6/9/14</th>
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<td><strong>Scope Stability</strong></td>
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* No reports for November.