

Technology Oversight Committee Quarterly Report (October – December 2014)

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 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

- 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.

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

	Initial Estimate at TOC Intake date: 3/7/2012	Planned at Baseline date: 7/1/2013	Current Revision <i>(Based on Phase One Planning and Analysis as of date: 8/1/14)</i>	QA Assessment			TOC Assessment		
Expected Completion	May 29, 2015	Summer 2015	Winter 2015-16 (December 2015 Go-live) Project schedule will be finalized during Project Phase 1 – Formal Project Plan	Oct	Nov*	Dec	Oct	Nov*	Dec
Confidence Level	Low	Medium	Medium	Red	N/A	Red	Red	N/A	Red
Budget	Approx. \$8.2 mil \$2.75 mil in vendor services and software license costs <u>plus</u> \$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 <u>plus</u> \$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	N/A	Yellow	Yellow	N/A	Red
Confidence Level	Low Confidence level was not formally addressed or provided at time of submission - assessed retroactively	High	Medium	Yellow	N/A	Yellow	Yellow	N/A	Red
Scope Stability Confidence Level	High Confidence level was not formally addressed or provided at time of submission - assessed retroactively	High	High	Yellow	N/A	Yellow	Yellow	N/A	Red

* 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

	Initial Estimate at TOC Intake as of date: 11/1/2011	Planned at Baseline date: 1/15/2012	Current Revision <i>(if applicable)</i> date: 12/9/2014	QA Assessment Red, Yellow, Green	TOC Assessment Red, Yellow, Green
Expected Completion	6/30/2012	9/30/2012	02/28/2015	Yellow	Yellow
Confidence Level	High	Medium	High		
Budget	\$836,484	\$836,484	\$836,484	Yellow	Yellow
Confidence Level	High	High	High		
Scope Stability Confidence Level	High	High	High	Green	Yellow

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

	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		
				Oct	Nov*	Dec	Oct	Nov*	Dec
Expected Completion	4/1/2014	8/1/2014	9/1/2014	Green	N/A	Green	Green	N/A	Green
Confidence Level	High	Medium	Very High	Green	N/A	Green	Green	N/A	Green
Budget	\$1,225,000	\$1,690,262	\$1,566,519**	Green	N/A	Green	Green	N/A	Green
Confidence Level	Medium	Medium	Very High	Green	N/A	Green	Green	N/A	Green
Scope Stability	High	High	Very High	Green	N/A	Green	Green	N/A	Green
Confidence Level	High	High	Very High	Green	N/A	Green	Green	N/A	Green

* 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

	Initial Estimate at TOC Intake as of date: 05/09/13	Planned at Baseline date: 6/17/13	Current Revision <i>(if applicable)</i> date: 09/16/2014	QA Assessment Red, Yellow, Green			TOC Assessment Red, Yellow, Green		
Expected Completion	May 2014	May 2014	March 2015	Oct	Nov*	Dec	Oct	Nov*	Dec
Confidence Level	Medium	Medium	Medium	Yellow	N/A	Green	Yellow	N/A	Green
Budget	\$200,000 - \$250,000	\$200,000 - \$250,000	\$300,000 - \$390,000	Yellow	N/A	Green	Yellow	N/A	Green
Confidence Level	Low	Low	Low						
Scope Stability Confidence Level	Medium	Medium	Medium	Green	N/A	Green	Green	N/A	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

	Initial Estimate at TOC Intake As of : 6/9/14	Planned at Baseline As of : 6/9/14	Current Revision As of: 10/13/14	QA Assessment			TOC Assessment		
				Oct	Nov*	Dec	Oct	Nov*	Dec
Expected Completion	6/19/2015	6/19/2015	No revision	Oct	Nov*	Dec	Oct	Nov*	Dec
Confidence Level	Medium	Medium	Low	Red	N/A	Red	Red	N/A	Red
Budget	\$483,920	\$483,920	\$504,620	Red	N/A	Red	Red	N/A	Red
Confidence Level	Medium	Medium	Low	Red	N/A	Red	Red	N/A	Red
Scope Stability Confidence Level	Medium	Medium	High	Green	N/A	Green	Green	N/A	Green

* No reports for November.