



# CITY OF PORTLAND

## OFFICE OF MANAGEMENT AND FINANCE

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### REPORT TO COUNCIL

To: Mayor Sam Adams

From: Jack D. Graham, <sup>jdg</sup> Chief Administrative Officer

Subject: Accept the Report of the Chief Administrative Officer for the Technology Oversight Committee (Report)

As the Chief Administrative Officer with responsibilities for Technology Project Oversight, I am pleased to convey the first quarterly report of the Technology Oversight Committee, attached as Exhibit A.

The TOC is now in full operation and has been meeting monthly since September 2011. Processes have been created for early and continued oversight by an independent body to provide transparency and accountability in the City's technology projects, including:

- Early identification of City technology projects and assessment by the bureau, BTS and TOC as to whether the projects warrant TOC oversight
- TOC citizen oversight on significant City technology projects (high risk, high cost, etc.)
- Regular, standardized information from City bureaus to TOC about technology projects
- External quality assurance (QA) consultant required on technology projects under TOC oversight
- Regular, standardized information from QA consultant to TOC about technology projects
- Quarterly reports from the TOC to the Chief Administrative Officer to the City Council
- Annual work plan from the TOC to the Chief Administrative Officer to the City Council

In short, it is my assessment that the TOC is doing the oversight work the City Council envisioned in its February 2011 resolution. City bureaus have been responsive to the new directive from Council regarding technology projects and have begun to use the processes and forms established by BTS and the TOC to monitor and oversee significant technology projects in the City.

The first quarterly report of the Technology Oversight Committee (attached here as Exhibit A) contains two kinds of information. First it provides narrative that describes the progress we've made in establishing technology project oversight in the City, including the creation of the Technology Oversight Committee. The second section of the report provides information on the technology projects being overseen by the TOC. The period covered by this first report ended December 31, 2012. At that time, the TOC was overseeing three projects – BDS' Information Advancement Technology Project; the Affordable

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Housing software project in the Portland Housing Bureau, and the Storage Area Network project that the Bureau of Technology Services is undertaking.

In future quarterly reports, the primary focus will be on the technology projects, including new and continuing projects under TOC oversight and less about the creation of the oversight committee itself.

I recommend that Council accept the report.

## **TO THE COUNCIL**

The Commissioner of Finance and Administration concurs with the recommendations of the Chief Administrative Officer and

## **RECOMMENDS**

That the Council accept the report.

Respectfully submitted,

Sam Adams  
Mayor

## REPORT TO COUNCIL

### Technology Oversight Committee

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#### **PART I – Technology Project Oversight in the City of Portland**

From Inception to December 2011

##### Background

On February 2, 2011, City Council approved Resolution # 36844 to create an independent five-member citizen committee for specific City of Portland technology projects and directed OMF to prepare all necessary changes to City Code and Administrative Rules. 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, City Council adopted edits to BTS Administrative Rule 4.01 – Technology Project Intake and adopted a new BTS administrative rule (BTS A.R 1.07) on Technology Project Oversight.

##### Quarterly Report to Council on the Technology Oversight Committee

As outlined in the initial Council direction, BTS A.R.1.07 states that technology project oversight for the City of Portland includes the following components:

- Citizen Oversight
- Quality Assurance
- Project Management

##### Citizen Oversight

By August 2011, City Council had appointed the following citizens as members of the Technology Oversight Committee (TOC):

Mayor Adams	Wilfred Pinfold, PhD Director, Extreme Scale Programs at Intel
Commissioner Fish	Ken Neubauer Infrastructure Manager, Standard Insurance
Commissioner Fritz	Doretta Schrock Transportation Security Administration
Commissioner Leonard	Dave Lister Integrated Data Concepts
Commissioner Saltzman	Ben Berry, MBA CEO, AirShip Technologies Group

These members were sworn in by the City Auditor's Office and signed statements of independence and non-conflict of interest, because of the confidential and sensitive information they would be reviewing and discussing in their oversight role.

September 26, 2011 marked the first meeting of the Technology Oversight Committee. Much of that meeting and the next was spent creating the committee and orienting its members – establishing governance structure, meeting frequency and format, and briefing the TOC on its responsibilities vis-à-vis confidentiality of information and public records or media inquiries.

- The TOC agreed to meet monthly and opted not to establish a committee chair at this time.
- City staff working on projects overseen by the TOC will provide regular project status reports and attend TOC meetings as needed to provide updates and answer TOC questions.
- In addition to regular TOC monthly meetings, there is also additional consultation and 'field trips' by TOC members on technology projects overseen by the TOC – Ken Neubauer consulted on the Storage Area Network (SAN) project; Dave Lister visited BDS permitting.

#### Quality Assurance

Also in keeping with Council intent in the February resolution, quality assurance (QA) – provided by external contractors – is a key component of the City's technology project oversight.

- Developed Request for Proposal for external QA consultants; evaluation committee, including one member of the TOC (Ben Berry), evaluated the responses; six QA contracts now in place.
- Established reporting requirements for QA consultants to use in reporting to the TOC

#### Project Management

The Office of Management and Finance (OMF) and the Bureau of Technology Services (BTS) provide staff support and technical expertise to the Technology Oversight Committee.

- Established intake process for bureaus to report potential technology projects to BTS.
- Developed a list of City technology projects pending or underway, consultation by Wilf Pinfold (TOC member) about the project information.
- Periodic review by BTS and TOC of the list of technology projects.
- TOC engaged in early stages of Internet Technology Advancement Project (ITAP) including review and comment on draft Request for Proposal.
- Established reporting requirements for City project staff reporting to the TOC.

## PART II – Summary of Technology Projects Under TOC Oversight

As of December 2011

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

*Project description:* Develop paperless permit and case management and allow complete, online access to the permitting and case review services that development bureaus provide. Project deliverables include digitization of historical permit, case and property information; online access to historical permit, case 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 project is currently meeting expectations.

### Major Accomplishments

- Request for Proposal (RFP) drafted.
- External QA consultant (Case and Associates) engaged to assist in the development of the RFP.
- RFP reviewed by BDS staff, TOC, and external QA consultant.

### Upcoming Milestones

- Request for Proposal to be posted – February 2012
- Closure of bidding period for RFP – April 4, 2012
- Review and evaluation of proposals in response to RFP.

### Risks, concerns, comments from TOC

- **Budget:** The final budget will depend on decisions regarding scope, which will be evaluated based on responses to the RFP.
- **Scope:** Project is complex and broad-reaching. TOC comments that the option to phase in different components might be advantageous.
- **Timeline:** Estimated completion of the project is 2014, but the specific timeline will depend on the final scope of the project.

**PART II – Summary of Technology Projects Under TOC Oversight**  
As of December 2011

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

*Project description:* PHB is contracting 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 will replace disparate systems with a modern and effective single core system, allow for data-entry efficiencies, reduce overall costs and also improve access to data and reporting tools.

*Status:* Project is currently meeting expectations. Project is currently within budget, on schedule, and final functional requirements from vendor have been received and accepted.

Major Accomplishments

- TEKSystems, quality assurance vendor, selected and is working on project.
- Fit/Gap analysis conducted identifying differences between current and future systems.
- PHB received and accepted the final functional requirements deliverable from HDS.

Upcoming Milestones

- HDS on-site visits – January
- HDS project plan delivered – January
- Trainings scheduled include allocation management, workflow and report writer.
- Completion of loan servicing data conversion workbook and data files.
- Second import of IDIS data.
- Majority of system configuration for Funds Management module completed.
- Configure system for existing AMANDA functionality.

Risks, concerns, comments from TOC

- Budget: Project is currently on budget
- Scope: There has been no significant change in project scope.
- Timeline: Project is currently on schedule, but specific timeline will be developed as part of project plan.

**PART II – Summary of Technology Projects Under TOC Oversight**  
As of December 2011

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**Project name:** Storage Area Network  
**Bureau:** Bureau of Technology Services

***Project description:*** In 2005, a Storage Area Network (SAN) was deployed to solve the City's data storage needs, addressing storage on multiple disk arrays, available space in one area couldn't be used in another, and multiple storage systems were expensive to maintain and grow. Since 2005, data storage needs for bureaus have continued to climb. Creating additional data storage capacity is the primary goal of this SAN project.

***Status:*** Project is currently meeting expectations, but delays in contract completion have necessitated an adjustment to the estimated date for this milestone. Upon contract completion, there will be an urgent data capacity task order submitted.

**Major Accomplishments**

- BTS project manager assigned.
- Contract is almost complete and task order for urgent data capacity is ready to be processed upon completion.

**Upcoming Milestones**

- Project plan completed – January
- Completion of contract so task orders can be processed.
- QA vendor selected.
- Completion of design and Work Breakdown Structure (WBS) for the Portland Building.
- Completion of WBS for BOEC; delivery of BOEC components.
- First phase of implementation expected to begin in March.

**Risks, concerns, comments from TOC**

- Budget: Natural disaster impacting disk manufacturing may impact pricing and timelines.
- Scope: There is no significant change in project scope.
- Timeline: As of December 2011, project timeline is intact.

Agenda No.  
**REPORT NO.**  
 Title

Accept the ~~Report of the~~ Chief Administrative Officer on the Quarterly Report of the Technology Oversight Committee (Report)

<b>INTRODUCED BY</b> Commissioner/Auditor: <b>Mayor Sam Adams</b>	CLERK USE: DATE FILED <u>MAR 02 2012</u>
<b>COMMISSIONER APPROVAL</b> Mayor—Finance and Administration - Adams <i>[Signature]</i> Position 1/Utilities - Fritz Position 2/Works - Fish Position 3/Affairs - Saltzman Position 4/Safety - Leonard	LaVonne Griffin-Valade Auditor of the City of Portland By: <i>[Signature]</i> Deputy ACTION TAKEN:
<b>BUREAU APPROVAL</b> Bureau: Office of Management and Finance Bureau Head: Jack D. Graham, <i>[Signature]</i> Chief Administrative Officer	MAR 07 2012 <b>ACCEPTED</b>
Prepared by: Celia Heron Date Prepared: February 27, 2012	
Financial Impact & Public Involvement Statement Completed <input checked="" type="checkbox"/> Amends Budget <input type="checkbox"/>	
Council Meeting Date <b>March 7, 2012</b>	
<b>City Attorney Approval:</b> required for contract, code, easement, franchise, charter, Comp Plan	

<b>AGENDA</b>
<b>TIME CERTAIN</b> <input checked="" type="checkbox"/> <b>Start time: 2:00pm</b> <b>Total amount of time needed: 30 min</b> (for presentation, testimony and discussion)
<b>CONSENT</b> <input type="checkbox"/>
<b>REGULAR</b> <input type="checkbox"/> <b>Total amount of time needed: _____</b> (for presentation, testimony and discussion)

FOUR-FIFTHS AGENDA	COMMISSIONERS VOTED AS FOLLOWS:	
	YEAS	NAYS
1. Fritz	<input checked="" type="checkbox"/>	
2. Fish	<input checked="" type="checkbox"/>	
3. Saltzman	<input checked="" type="checkbox"/>	
4. Leonard	<input checked="" type="checkbox"/>	
Adams	<input type="checkbox"/>	<input type="checkbox"/>