



CITY OF PORTLAND
OFFICE OF MANAGEMENT AND FINANCE

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REPORT TO COUNCIL

To: Mayor Sam Adams
From: Jack D. Graham, Chief Administrative Officer
Subject: Accept the Report of the Chief Administrative Officer for the Second Quarterly Report of the Technology Oversight Committee (Report)

As the Chief Administrative Officer with responsibilities for Technology Project Oversight, I am pleased to convey the second quarterly report of the Technology Oversight Committee (TOC), 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, Bureau of Technology Services (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

The TOC report contains information on the activities of the TOC and City staff to ensure adequate oversight and quality assurance. The report also summarizes the status of the technology projects under the TOC's purview. The period covered by this first report ended March 31, 2012. At that time, the TOC was overseeing four projects – BDS' Information Advancement Technology Project; the Affordable Housing software project in the Portland Housing Bureau; the Storage Area Network project that the Bureau of Technology Services is undertaking; and the Water and Revenue Bureaus' Monthly Billing Statements project.

I recommend that Council accept the report.

An Equal Opportunity Employer

To help ensure equal access to programs, services and activities, the Office of Management & Finance will reasonably modify policies/procedures and provide auxiliary aids/services to persons with disabilities upon request.

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

Second Quarterly Report (January – March 2012)

Technology Oversight Committee

PART I – Technology Project Oversight in the City of Portland

January – March 2012

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 Adams	Wilfred Pinfeld, 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

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.

Major Accomplishment This Quarter

- QA consultant contracts in place and QA work is being done on the Affordable Housing Software and the RFP phase of the ITAP project.

Upcoming Milestone for Next Quarter

- The Storage Area Network and Monthly Billing Statements projects will have QA consultants on contract and active in project oversight.

Project Management

Staff from the Office of Management and Finance and the Bureau of Technology Services provide committee support and technical expertise respectively to the Technology Oversight Committee.

Major Accomplishments This Quarter

- BTS Administrative Rule 1.07 – Technology Project Oversight revised to clarify the roles and responsibilities of the TOC.
- Project Management staff provided a comprehensive list of City technology projects to inform TOC as to the breadth and scope of the projects. Most of the projects do not meet the criteria for TOC oversight.
- Four City projects that submitted BTS' project intake documents were determined not to warrant TOC oversight:
 - Police Property and Evidence Tracking System Replacement
 - Interim Benefits Administrator
 - Parking Enforcement Handheld Mobile Device Upgrade
 - Risk Information Management System
- At TOC's request, Project Management staff developed two additional reporting tools; all projects being overseen by the TOC now use these reports routinely:
 - Initial project presentation to the TOC
 - Project updates to the TOC

Upcoming Milestones for Next Quarter

- At TOC's request, the Project Management staff will develop a Milestone-Based Budgeting tool. City project managers will use this tool to report to the TOC on the relative proportion of a project's completion vis-à-vis the proportion of its budget expended.

PART II – Summary of Technology Projects Under TOC Oversight January – March 2012

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 This Quarter

- Case Associates selected as QA consultant for Request for Proposal (RFP) development.
- Request for Proposal posted – February 2012

Upcoming Milestones for Next Quarter

- End of bidding period for RFP – April 4, 2012
- Review and evaluation of proposals in response to RFP – May

Risks, concerns, comments from TOC

- Budget: The final budget will be developed after a vendor is selected; the budget will need to be approved by City Council.
- Scope: As stated in the previous report, the project is complex and broad-reaching. TOC commented 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
January – March 2012

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.

Major Accomplishments This Quarter

- Fit Gap and First Look Analysis completed
- HDS project plan developed
- IDIS data successfully migrated into production

Upcoming Milestones for Next Quarter

- Funds management end-user training
- Go-live with Funds Management and Single Family module

Risks, concerns, comments from TOC

- Budget: Project remains within budget
- Scope: There has been no significant change in project scope.
- Timeline: The project is on schedule.

PART II – Summary of Technology Projects Under TOC Oversight
January – March 2012

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.

Major Accomplishments This Quarter

- Project plan completed – January
- Completion of contract.

Upcoming Milestones for Next Quarter

- QA vendor to be selected.
- Completion of design and Work Breakdown Structure (WBS) for the Portland Building.
- Completion of WBS for BOEC; delivery of BOEC components.

Risks, concerns, comments from TOC

- Budget: The project is currently within budget.
- Scope: There is no significant change in project scope.
- Timeline: The project is on schedule.

PART II – Summary of Technology Projects Under TOC Oversight
January – March 2012

Project name: Monthly Billing Statements
Bureau: Water Bureau; Revenue Bureau

Project description: The Portland City Council has directed the Portland Water Bureau to modify its billing system and processes so the majority of its water and waste water customers receive monthly statements. Currently, Water performs quarterly meter reads and bills quarterly. The quarterly bill will be divided into three monthly billing statements under the new program. Meter reads will still be done quarterly. Quarterly payments will no longer be an option.

Status: Project scope and timeline being reset.

Major Accomplishments This Quarter

- Initial presentation of the project to TOC – February 2012
- Project timeline re-set – March 2012

Upcoming Milestones for Next Quarter

- QA vendor to be selected.
- Implementing upgrade to Cayenta software
- Budget decisions regarding Monthly Billing Statements project

Risks, concerns, comments from TOC

- TOC questions whether the project is needed given that Monthly Billing Statements will cost more money and removes the option of customers paying quarterly. TOC recommends that the project obtain stakeholder/customer input to ensure customer satisfaction with the outcomes.

Agenda No.
REPORT NO.
 Title

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

<p style="text-align: center;">INTRODUCED BY Commissioner/Auditor: Mayor Sam Adams</p>	<p>CLERK USE: DATE FILED <u>APR 27 2012</u></p>
<p style="text-align: center;">COMMISSIONER APPROVAL</p> <p>Mayor—Finance and Administration - Adams <i>[Signature]</i></p> <p>Position 1/Utilities - Fritz</p> <p>Position 2/Works - Fish</p> <p>Position 3/Affairs - Saltzman</p> <p>Position 4/Safety - Leonard</p>	<p style="text-align: right;">LaVonne Griffin-Valade Auditor of the City of Portland</p> <p>By: <i>[Signature]</i> Deputy</p>
<p style="text-align: center;">BUREAU APPROVAL</p> <p>Bureau: Office of Management and Finance Bureau Head: Jack D. Graham, <i>[Signature]</i> Chief Administrative Officer</p>	<p>ACTION TAKEN:</p> <p>MAY 02 2012 ACCEPTED</p>
<p>Prepared by: Celia Heron Date Prepared: April 18, 2012</p>	
<p>Financial Impact & Public Involvement Statement Completed <input checked="" type="checkbox"/> Amends Budget <input type="checkbox"/></p>	
<p>Council Meeting Date May 2, 2012</p>	
<p>City Attorney Approval: required for contract, code, easement, franchise, charter, Comp Plan</p>	

AGENDA

TIME CERTAIN
 Start time: **2:00pm**

Total amount of time needed: 30 min
 (for presentation, testimony and discussion)

CONSENT

REGULAR
 Total amount of time needed: _____
 (for presentation, testimony and discussion)

FOUR-FIFTHS AGENDA	COMMISSIONERS VOTED AS FOLLOWS:		
		YEAS	NAYS
1. Fritz	1. Fritz	✓	
2. Fish	2. Fish	✓	
3. Saltzman	3. Saltzman	✓	
4. Leonard	4. Leonard	✓	
Adams	Adams	_____	_____