Technology Oversight Committee
Quarterly Report
(October-December 2012)

PART I – Technology Project Oversight in the City of Portland
October – December 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 Hales	Wilfred Pinfold, PhD (appointed by Mayor Adams) Director, Extreme Scale Programs at Intel
Commissioner Fish	Ken Neubauer Infrastructure Manager, Standard Insurance
Commissioner Fritz	Doretta Schrock Transportation Security Administration
Commissioner Novick	Vacant
Commissioner Saltzman	Vacant

Dave Lister resigned as Commissioner Leonard's representative in November 2012.

Ben Berry resigned as Commissioner Saltzman's representative in December 2012 to become the City's Chief Technology Officer.

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:
- All projects overseen by the TOC continue to have external QA in place.

Upcoming Milestone next Quarter:
- Assessment of QA performance and continued refinement of the QA report.

Project Management

Staff from OMF Business Operations and OMF Bureau of Technology Services provide committee support and technical expertise to the TOC.

Major Accomplishments this Quarter:
- The TOC implemented several updates to the monthly reporting forms used by a bureau's project staff to increase the consistency and accuracy of the reporting. This will help the TOC better discern a project's condition and whether there are any risks related to budget, scope or timeline.
  - A new personnel tracking template was implemented that records the number and roles of staff working on the project.
  - ITAP will pilot a new monthly budget reporting template that creates a baseline budget and uses standard SAP budget categories and time periods.

- The TOC discussed protocol for how to handle information requests for the TOC's opinion from City Council members or other City staff. TOC decided that any kind of written statement should be vetted and sent on behalf of the entire TOC, not individual TOC members. Certain situations may require one-on-one conversations between individual TOC members and their Council member, but those are informal and not representative of the full TOC opinion. It was recommended that requests for the TOC's opinion be channeled through OMF Business Operations and BTS support staff to ensure full TOC discussion.

- Three City projects submitted project intake documents that were determined not to warrant TOC oversight:
  - SAP's Treasury Module, sponsored by OMF's Public Finance and Treasury.
  - SAP's Learning Management System, sponsored by OMF's Bureau of Human Resources.
  - SAP's HR Forms and Processes, sponsored by OMF's Bureau of Human Resources.

Upcoming Milestones next Quarter:
- Two projects that have been monitored by the TOC will be completing their work: The Storage Area Network and the Affordable Housing Software project. As part of their completion, each project will be completing a post-project implementation assessment. This report is designed to be completed 90 days after a project has concluded and is intended to capture best practices and lessons learned for future technology projects.

PART II – Summary of Technology Projects under TOC Oversight
October – December 2012

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

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 meeting expectations in its current phase, but the TOC continues to monitor the initial concerns of total cost and project scope.

Major Accomplishments this Quarter:
- BDS created a business justification document outlining the business case and estimated cost savings of the ITAP project.
- On Dec. 12 City Council approved the Chief Procurement Officer's recommendation to enter into contract negotiations with Sierra Systems.
- A statement of work has been drafted in anticipation of contract negotiations.
- The project team is continuing work on process mapping and other readiness activities, including the GIS system that will interface with the new system and data cleanup and conversion.

Upcoming Milestones next Quarter:
- Contract negotiations – January – March 2013.
- Contract signed and project initiated – March 2013.

Risks, Concerns, Comments from TOC:
- Budget: Proposed costs from Sierra Systems are closer to $8 million, which is considerably higher than the bureau's FY 2012-13 budget estimates of $4-5 million in software vendor costs and the estimate $3 million in software vendor costs stated in the enabling ordinance. The TOC encourages BDS to clearly articulate what the City is receiving.
- The TOC has asked ITAP to pilot a new TOC monthly reporting budget template to assist the TOC in monitoring and tracking budget costs.
- ITAP budget costs are being re-baselined for phase 2, so the $11 million total does not include the project readiness costs of the RFP process incurred to date.
- Scope: The exact scope of services will be determined during contract negotiations. The TOC strongly recommends a deliverables-based contract with clearly defined scope. The TOC also questions whether there is flexibility with the functionality or if it is all or nothing.
- Timeline: Estimated completion of the project is May 2015. The specific timeline will depend on the final scope of the project. There have been some delays during this RFP/evaluation phase of the project, but nothing that has yet threatened the overall timeline.

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 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, though there are some delays.

Major Accomplishments this Quarter:
- Data conversion revealed some areas where data needed to be cleaned up by staff, which took longer than expected.
- Multi-Family module – Go-live scheduled for October changed to December, but is now complete.
- Asset Management module – Go-live scheduled for October changed to December, but is now complete.

Upcoming Milestones next Quarter:
- Loan Servicing module – Go-live scheduled for October changed to January.

Risks, Concerns, Comments from TOC:
- Budget: Project remains within budget. Bureau has performed a few items in house to save money.
- Scope: There has been no significant change in project scope.
- Timeline: Bureau staff experienced some delayed response time from the vendor and had more data cleanup than was expected, which delayed the timeline of several modules. The final module is expected to go-live in mid January.
- TOC recommends a full shut down of the old system after a few months to help staff transition fully to the new system.

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 was completed in November 2012 without any significant problems.

Major Accomplishments this Quarter:
- Installation of all hardware complete.
- Data migration complete, as of the end of November 2012.
- Transition to operations complete.

Upcoming Milestones next Quarter:
- Project is complete.
- SAN will be the first project to complete the TOC's Post-Project Implementation Assessment in February 2013.

Risks, Concerns, Comments from TOC:
- Budget: The project was completed within budget. Project contingency still had over $300,000 remaining.
- Scope: There was no significant change in project scope.
- Timeline: The project had some minor delays, but nothing that impacted the overall end date. The original timeline had the project ending in Fall 2012, which it met with final data migration the end of November 2012.

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

Original Project Description:
The Portland City Council 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.

Project Redefined:
The monthly payment will now be optional instead of mandatory, but in order to be able to pay monthly, the customer must sign up for electronic billing.

Status: Project is currently meeting expectations, but has incurred numerous delays and minor increases in costs.

Major Accomplishments this Quarter:
- A contract with Best Practice Systems for e-billing services was signed.
- Upgrades to the City's existing system were successful, but the new development modules are causing delays.
- The implementation date was revised from January to April 13, 2013 because key pieces of the underlying structure didn't pass the City's approval.
- Three defects affecting core functionality of the monthly billing statements were reported to the vendor, Cayenta, in November. Patches were to be delivered December 14, 2012, of which only 2 out of the 5 were successfully received.
- QA consultant met with the Water and Revenue Bureau Directors on the topic of Cayenta delays and poor performance and encouraged them to meet with Cayenta leadership. QA would also like to see a resource-loaded work plan, which has been requested of the bureau since July 2012.

Upcoming Milestones next Quarter:
- Cayenta must provide patches for outstanding defects for work to continue.
- Monthly cutover implementation and support planned for April 2013.

Risks, Concerns, Comments from TOC:
- Budget: There are no significant concerns on the current project budget, though there are some additional costs due to this most recent delay. Budget adjustments with Cayenta and Pacific Consulting for QA services were required.
- Scope: There are no significant concerns on the overall project scope. It seems, however, that incremental changes have made it difficult to have an up front and defined scope of work for Cayenta. Part of this was a result of the project's initial tight timelines.
- Timeline: The revised go-live of this project continues to be pushed back from the original date of July 2012 to October 2012 to January 2013 and now to April 2013 due to various delays, the most recent being delays and poor performance from the Cayenta vendor. Because of how the contract was written, the City has very little recourse to ensure Cayenta complies.

Project name: **Enterprise Network Technology Refresh**
Bureau: Bureau of Technology Services (BTS)

Project Description:

BTS maintains the City's enterprise data network that supports data and voice communications between servers, applications, computers, and the Internet. This network is critical to the daily functioning of most City services, including public safety. The current network was designed and implemented in 2005, and both hardware and software need to periodically be replaced to maintain vendor support and meet performance and reliability standards. This project will replace all of the current network equipment over a five year period.

Status: Project is currently meeting expectations.

Major Accomplishments this Quarter:

- Case and Associates contracted as QA vendor.
- Established project steering committee.
- Implemented new core network equipment in Data Center.
- First server farm was successfully migrated.

Upcoming Milestones next Quarter:

- Migrate additional server farms to Nexus core network in data center in December and January.
- Installation of Portland Building access layer switches to begin in January.

Risks, Concerns, Comments from TOC:

- Budget: Project encountered a few unanticipated costs for cabling infrastructure for Data Center upgrades, but this should not impact the overall project budget.
- Timeline: There are no significant concerns on the project timeline, however, access layer switch installation for the 1900 building and City Hall were rescheduled for early FY 2013-2014 due to other project priorities and FY 2012-13 budget constraints.
- Overall: The TOC views the majority of this project as routine migration with the most risk in the early phase, such as building the core and the City's server migrations. TOC agreed to provide oversight for the first three milestones, which have an estimate completion date of July 2013. TOC suggested QA provide quarterly reports rather than monthly to use funds most effectively.