

Technology Oversight Committee Quarterly Report (July – September 2014)

PART I – Technology Project Oversight in the City of Portland

July - September 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

PART II – Summary of Technology Projects under TOC Oversight

July - September 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 the lack of an accurate project schedule, which has implications for other areas of the project.

Major Accomplishments this Quarter:

- Several deliverables were partially completed.
- Bi-weekly discussions are taking place with the contractor's VP.

Upcoming Milestones next Quarter:

- A robust schedule and resource plan is expected July 1, 2014 from the vendor that must include a credible plan for how work will be completed by the Dec. 2015 go live target.
- The CGIS integration work will be complete in the coming months.

Risks, Concerns, Comments from TOC:

- **Schedule:** The vendor, Sierra, continues to be a concern. There is no long-term schedule from the vendor for phases 2 and 3; project managers do not have an estimated completion date. High staff turnover is causing continued delays.
- **Budget:** Budget is yellow as it is underspent due to work not being completed.
- **Scope:** There is continued discussion about breaking some of the scope into different phases. The bureau is requiring the full original scope be implemented, but the timing could change.

Project Name: BDS IT Advancement Project (ITAP)
Bureau: Bureau of Development Services
Reporting Date: 8/15/14

	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	Jul	Aug	Sep*	Jul	Aug	Sep*
Confidence Level	Low	Medium	Medium			N/A			N/A
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			N/A			N/A
Confidence Level	Low Confidence level was not formally addressed or provided at time of submission - assessed retroactively	High	Medium			N/A			N/A
Scope Stability Confidence Level	High Confidence level was not formally addressed or provided at time of submission - assessed	High	High			N/A			N/A

Exhibit A

	retroactively								
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** No reports for September*

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: The final loan servicing module went live in April, but the TOC is concerned about the lingering issues that remain that are preventing the bureau from signing off on final acceptance.

Major Accomplishments this Quarter:

- Online Business Solution provided the 90-Day Post Implementation Report.
- As of August, five major bugs and 12 minor bugs within the loan servicing module have prevented the complete replacement of the Mitas legacy system. Loan servicing module is the most important module. QA is working with vendor to resolve them.
- Critical issues include inability to print 1098 reports and billing statements and the SAP/EP interface move into production has yet to be finalized.

Upcoming Milestones next Quarter:

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Risks, Concerns, Comments from TOC:

- The TOC stopped providing a colored dashboard rating for this project in April due to go live but, due to concerns about the project, produced a dashboard in August.
- 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.

Project Name: Portland Housing Bureau Information System
Bureau: Portland Housing Bureau
Reporting Date: 8/18/2014

	Initial Estimate at TOC Intake as of date: 11/1/2011	Planned at Baseline date: 1/15/2012	Current Revision <i>N/A, 90 Day Post Implementation Report, date: 8/18/2014</i>	QA Assessment Red, Yellow, Green	TOC Assessment Red, Yellow, Green
Expected Completion	6/30/2012	9/30/2012	N/A	<i>N/A 90 Day Post Implementation Report</i>	Red
Confidence Level	High	Medium			Yellow
Budget	\$836,484	\$836,484	N/A		Green
Confidence Level	High	High			
Scope Stability	High	High	N/A		
Confidence Level					

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: This project is on track.

Major Accomplishments this Quarter:

- Desktop and email migrations are on track and almost complete. All migrations of email and PST accounts are on track to be complete by September 15.
- To date, 4,110 users have been deployed. The deployment success rate is at 99.54%. Implementation has been carried out by both City desktop support and the BTS help desk.

Upcoming Milestones next Quarter:

- none.

Risks, Concerns, Comments from TOC:

- Schedule, budget and scope are all green. Improved scores for risk management and product deliverables assessment areas.

Project Name: Office 365 Project
Bureau: Bureau of Technology Services
Reporting Date: 8/11/4014

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

* No reports for September

** 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 is concerned about the project timeline and the delay of the final piece of functionality.

Major Accomplishments this Quarter:

- Despite ninety percent of the project going live in December 2013, the remaining piece of medical review functionality continues to experience delays.
- The vendor is subcontracting the remaining work. This required a more detailed statement of work and negotiation of a revised work order, which was completed in April 2014. The project was in a holding pattern during the months of negotiation.
- QA recommended that a project plan, risk management plan, and training plan be completed for this phase of the project.

Upcoming Milestones next Quarter:

- The City needs to determine next steps, and define what final acceptance and final payment will look like should the next go-live fail. This will be discussed. In a worst-case scenario, Risk can continue to review medical billing manually as they have done in the past.
- Stars must develop an up-to-date schedule, a risk management and QA plan for the remaining activities, and update the detailed project schedule through go-live and past go-live as per contractual obligations, and these must be agreed to by all parties.

Risks, Concerns, Comments from TOC:

- Schedule: Because a detailed and agreed upon schedule and plan for the remaining work does not exist, the schedule and scope are rated red.
- Scope: Scope is stable and is rated green.
- Budget: The budget has been well managed and is rated green.

Project Name: RISC Project
Bureau: Bureau of Internal Business Services
Reporting Date: 8/11/2014

	Initial Estimate at TOC Intake as of date: 1/9/12	Planned at Baseline date: 11/15/12	Current Revision date: 8/11/14	QA Assessment			TOC Assessment		
				Jul	Aug	Sep*	Jul	Aug	Sep*
Expected Completion	12/2012	9/17/13	8/26/14						
Confidence Level	High	High	Low			N/A			N/A
Budget	\$448,150	\$448,150	\$645,255**			N/A			N/A
Confidence Level	High	High	High						
Scope Stability Confidence Level	High	High	High			N/A			N/A

* No reports for September

** Includes \$83,000 of planned costs previously differently accounted for and all approved change requests.

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:

- The project is negotiating a statement of work, schedule, and final cost with the vendor.
- Procurement has completed the internal business process mapping process in preparation for the new system.
- QA vendor has been brought on board.

Upcoming Milestones next Quarter:

- Finalize contract and schedule.
- System implementation, data migration and testing.
- Go-live of new system tentatively scheduled for December 2014.

Risks, Concerns, Comments from TOC:

- Schedule:
- Scope: Scope will be finalized in the next few weeks.
- Budget: Project is on budget; internal staff time has not been built into the budget.
- The TOC will complete a dashboard for this project once the vendor begins work.

	Initial Estimate at TOC Intake date: 8/15/14	Planned at Baseline date: 6/17/13	Current Revision date: 8/15/14	QA Assessment Red, Yellow, Green	TOC Assessment Red, Yellow, Green
Expected Completion	May 2014	May 2014	Dec. 2014	N/A	N/A
Confidence Level	Medium	Medium	Medium		
Budget	\$200,000 - \$250,000	\$200,000 - \$250,000	\$300,000 - \$390,000		
Confidence Level	Low	Low	Low		
Scope Stability Confidence Level	Medium	Medium	Medium		

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:

- QA vendor has been brought on board.
- Team is gathering requirements and priorities from stakeholders.
- Draft project schedule has been completed.

Upcoming Milestones next Quarter:

- Create test and application development plans
- Create a risks and issues register and management plan
- Create a communications plan

Risks, Concerns, Comments from TOC:

- Complete level of effort estimates, application development plan and project baselines (schedule, budget, scope) before dealing with the coding.
- Create a "burn down graph" early warning mechanism to determine if more resources will be needed to achieve the June 15th deadline. Cannot afford to wait until April to hire the necessary manpower to meet deadline.
- Project should be finished by May so that there can be two months of parallel implementation.
- Keep reporting management in mind. Is there reporting functionality that exists now that will be unavailable when the project goes live?
- The TOC will complete a dashboard for this project once the vendor begins work.

Project Name: Lien Accounting System
Bureau: Auditor's Office
Reporting Date: 8/11/2014

	Initial Estimate at TOC Intake As of : 6/9/14	Planned at Baseline As of : 6/9/14	Current Revision	QA Assessment			TOC Assessment		
				Jul	Aug	Sep*	Jul	Aug	Sep*
Expected Completion	6/19/2015	6/19/2015		N/A	N/A	N/A			N/A
Confidence Level	Medium	Medium		N/A	N/A	N/A			N/A
Budget	\$483,920	\$483,920		N/A	N/A	N/A			N/A
Confidence Level	Medium	Medium		N/A	N/A	N/A			N/A
Scope Stability	Medium	Medium		N/A	N/A	N/A			N/A
Confidence Level									

* No reports for September

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:

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- Project Management

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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

July - September 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: 8/15/14

	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		N/A			N/A	
Budget	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)	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)	Approx. \$11.8 mil Change in schedule may cause increase in City capital costs		N/A			N/A	
Confidence Level	Low Confidence level was not formally addressed or provided at time of submission - assessed retroactively	High	Medium						
Scope Stability Confidence Level	High Confidence level was not formally addressed or provided at time of submission - assessed retroactively	High	High		N/A			N/A	

* 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: 8/11/4014

	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						
Confidence Level	High	Medium	Very High		N/A			N/A	
Budget	\$1,225,000	\$1,690,262	\$1,566,519**						
Confidence Level	Medium	Medium	Very High		N/A			N/A	
Scope Stability	High	High	Very High						
Confidence Level	High	High	Very High		N/A			N/A	

* 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	Yellow	N/A	Green	Yellow	N/A	Green
Scope Stability Confidence Level	Medium	Medium	Medium	Green	N/A	Green	Green	N/A	Green

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: 8/11/2014

	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						
Confidence Level	Medium	Medium	Low		N/A			N/A	
Budget	\$483,920	\$483,920	\$504,620		N/A			N/A	
Confidence Level	Medium	Medium	Low		N/A			N/A	
Scope Stability	Medium	Medium	High		N/A			N/A	
Confidence Level	Medium	Medium	High		N/A			N/A	

* No reports for November.