

## **Technology Oversight Committee Quarterly Report (October – December, 2015)**

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

October – December, 2015

#### **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 an update to BTS Administrative Rule (A.R.) 4.01 – Technology Project Intake as well as 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:

<u>Appointed by</u>	<u>Member</u>
Mayor Hales	Wilfred Pinfeld, PhD
Commissioner Fish	Ken Neubauer Director Platform Engineering, Standard Insurance
Commissioner Fritz	Dyanna Garcia
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**

- VCAD Hardware Refresh

### **Projects no longer under TOC Oversight**

- Lien Accounting System Rewrite

## **PART II – Summary of Technology Projects under TOC Oversight**

October – December, 2015

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**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 continues to have concerns around project duration, budget, scope, and overall performance.

### **Major Accomplishments this Quarter:**

- Project continues to work on amending contracts to remedy contract gaps and rebaseline the project.
- 90-day observation period in second 30-day period; Land Use 2 is on schedule but other modules are slipping.

### **Upcoming Milestones next Quarter:**

- Rebaseline the project.
- Pursuing “Big Bang” full-scope delivery with a Not-to-Exceed date of November 2018.

### **Risks, Concerns, Comments from TOC:**

- TOC continues to be concerned about project schedule and volume of remaining work.

**Project Name:** BDS IT Advancement Project (ITAP)  
**Bureau:** Bureau of Development Services  
**Reporting Date:** 11/9/2015

	<b>Initial Estimate at TOC Intake</b> date: 3/7/2012 This was a speculative amount only.	<b>Planned at Baseline*</b> date: 7/1/2013	<b>Current Revision</b> <i>(Based on Phase One Planning and Analysis as of date: 8/1/14)</i>	<b>QA Assessment</b>			<b>TOC Assessment</b>		
<b>Expected Completion</b>	May 29, 2015	<b>December 2015</b> Project schedule will be finalized during Project Phase 1 – Formal Project Plan	Winter 2015-16	Oct	Nov	Dec	Oct	Nov	Dec
Confidence Level	<b>Low</b>	<b>Medium</b>	<b>Medium</b>	Red	Red	n/a	Red	Red	n/a
<b>Budget</b>	<b>Approx. \$8.2 mil</b> \$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)	<b>Approx. \$11.8 mil</b> \$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)	<b>Approx. \$11.8 mil</b> Change in schedule may cause increase in City capital costs. (Budget changes not yet known.)	Red	Red	n/a	Red	Red	n/a
Confidence Level	<b>Low</b>	<b>High</b>	<b>Medium</b>	Red	Red	n/a	Red	Red	n/a
<b>Scope Stability</b> Confidence Level	<b>High</b>	<b>High</b>	<b>High</b>	Red	Red	n/a	Red	Red	n/a

\*NOTE: Scope and budget baselined on 7/1/2013 at \$11.8 M

**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 was 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 complete.

**Major Accomplishments this Quarter:**

- Application launched.
- Transitioned from "project" to "maintenance and operations"

**Upcoming Milestones next Quarter:**

- Complete cutover.

**Risks, Concerns, Comments from TOC:**

- Although months past planned completion date and over budget, project is now complete.

**Project Name:** Lien Accounting System  
**Bureau:** Auditor's Office  
**Reporting Date:** 11/12/2015

	<b>Initial Estimate at TOC Intake</b> As of : 6/9/14	<b>Planned at Baseline</b> As of : 6/9/14	<b>Current Revision</b> As of: 10/13/2015	<b>QA Assessment</b>			<b>TOC Assessment</b>		
<b>Expected Completion</b>	6/19/2015	6/19/2015	10/30/2015 Three additional months needed (Aug - Oct).	Oct	Nov	Dec	Oct	Nov	Dec
Confidence Level	Medium	Medium	Medium	Red	Complete	n/a	Yellow	Complete	n/a
<b>Budget</b>	\$483,920	\$483,920	\$668,620 (revised Jan 2015)  Current Estimate through October 2015: <b>\$776,628</b>	Red	Complete	n/a	Red	Complete	n/a
Confidence Level	Medium	Medium	Medium						
<b>Scope Stability</b> Confidence Level	Medium	Medium	Medium	Green	Complete	n/a	Green	Complete	n/a

**Project name:** PCI/Payment Gateway  
**Bureau:** Bureau of Technology Services / Public Finance & Treasury

**Project Description:**

The City is required to meet Payment Card Industry – Data Security Standards (PCI-DSS) as part of a merchant services contract as required by card networks (Visa, MasterCard, American Express, Discover and JCB International). The City does not currently meet PCI-DSS 3.0 standards and is required to remediate the card processing environment, or adopt other means of processing card payments, to enable the City to be compliant by December 31, 2015.

**Status:** TOC continues to be concerned about project deadline (but less than formerly).

**Major Accomplishments this Quarter:**

- Gateway was 98% complete by mid-November.
- Elavon PIN pad solution deployed; Treasury and Elavon providing training.

**Upcoming Milestones next Quarter:**

- Complete policy and procedure documentation.
- Complete project.

**Risks, Concerns, Comments from TOC:**

- TOC appreciates management's commitment to complete project on time.

**Project Name:** Payment Gateway  
**Bureau:** Bureau of Technology Services/Public Finance & Treasury  
**Reporting Date:** 11/9/2015

	Initial Estimate at TOC Intake as of date: 02/23/2- 15	Planned at Baseline date: 2/23/2015	Current Revision (if applicable) date:	QA Assessment Red, Yellow, Green			TOC Assessment Red, Yellow, Green		
				Oct	Nov	Dec	Oct	Nov	Dec
<b>Expected Completion</b>	12/31/2015	12/31/2015							
Confidence Level	Medium	Medium					Green	Green	n/a
<b>Budget</b>	\$312K	\$312K					Green	Green	n/a
Confidence Level	Medium	Medium					Green	Green	n/a
<b>Scope Stability</b>	Medium	Medium					Green	Green	n/a
Confidence Level									

**Project Name:** PCI  
**Bureau:** Bureau of Technology Services/Public Treasury & Finance  
**Reporting Date:** 11/9/2015

	Initial Estimate at TOC Intake as of date: 3/23/2015	Planned at Baseline date: 3/23/3015	Current Revision (if applicable) date:	QA Assessment Red, Yellow, Green			TOC Assessment Red, Yellow, Green		
				Oct	Nov	Dec	Oct	Nov	Dec
<b>Expected Completion</b>	12/31/2015	12/31/2015							
Confidence Level	Low	Medium		Red	Yellow	n/a	Yellow	Yellow	n/a
<b>Budget</b>	TBD	TBD							
Confidence Level	Low	Medium		Yellow	Yellow	n/a	Yellow	Yellow	n/a
<b>Scope Stability</b>									
Confidence Level	Low	Medium		Yellow	Yellow	n/a	Yellow	Yellow	n/a

**Project name:**           **VCAD Hardware Refresh**  
**Bureau:**                BOEC/Bureau of Technology Services

**Project Description:**

The Versadex Computer Aided Dispatch (VCAD) system, operated by the City of Portland's Bureau of Emergency Communications (BOEC) and used by public safety agencies throughout Multnomah County to connect the community and emergency service responders, is past due for lifecycle replacement of the system's underlying hardware. The VCAD Hardware Refresh project updates the VCAD system's hardware environment in a manner that meets BOEC business requirements, BTS support requirements, and aligns with the vendor's recommended technical specifications.

**Status:** TOC has accepted this project.

**Major Accomplishments this Quarter:**

- Initial report to TOC
- Technical teams are working with the vendor to prepare the new VCAD development environment.

**Upcoming Milestones next Quarter:**

- Install and configure the development environment

**Risks, Concerns, Comments from TOC:**

- Schedule is short, but there is little risk if the schedule slips.

**Project Name:** VCAD Hardware Refresh  
**Bureau:** BOEC/Bureau of Technology Services  
**Reporting Date:** 11/00/2015

	<b>Initial Estimate at TOC Intake</b> as of date: 10/19/2015	<b>Planned at Baseline</b> date: 3/23/3015	<b>Current Revision</b> <i>(if applicable)</i> date:	<b>QA Assessment</b> Red, Yellow, Green			<b>TOC Assessment</b> Red, Yellow, Green		
<b>Expected Completion *</b>	4/20/16			Oct	Nov	Dec	Oct	Nov	Dec
Confidence Level	High					n/a		Green	n/a
<b>Budget</b>	\$1.4 million					n/a		Green	n/a
Confidence Level	High					n/a		Green	n/a
<b>Scope Stability</b>	High					n/a		Green	n/a
Confidence Level									

\* Cutover completion date does not include acceptance testing, technical documentation, and project closure.