

## **Technology Oversight Committee Quarterly Report (January – March 2014)**

---

### **PART I – Technology Project Oversight in the City of Portland** January – March 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 Pinfold, PhD Director, Extreme Scale Programs at Intel
Commissioner Fish	Ken Neubauer Infrastructure Manager, Standard Insurance
Commissioner Fritz	Doretta Schrock Transportation Security Administration
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. No new projects joined the TOC portfolio this quarter.

The Water Billing project cycled off the TOC in January of this year. The initial functionality of monthly statements went live in October to a group of pilot users. The service became available to the general public beginning with the January 2014 bills. The 90 day post implementation report was written by the QA in January with a summary of lessons learned. One overall lesson was that involvement from bureau leadership earlier in the process would have been helpful.

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

January –March 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 project is meeting expectations in its current phase, but the TOC continues to monitor this project closely due to its size and complexity.

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

- The project completed phase 1 in March, which included a significant milestone of a formal project plan. This plan includes 17 deliverables, including a detailed timeline and implementation plan that will guide staff through the duration of the project.
- The City called a meeting with the vendor and QA in January to discuss vendor staff turnover and general lack of attention to the contract. Following that meeting, the vendor hired a new project manager, which had been a vacant position for several months.

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

- Project management plans and communication plan will be implemented.
- Technical and functional requirements and data conversion processes will begin.
- The project is working to add a limited-term project coordinator and training resource, as the team builds training elements into the early stages of project development.

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

- **Schedule:** The project plan was a bit delayed. It was a few months behind schedule, but is now complete. Project staff tried to mitigate the impact of the delay by starting phase 2 as phase 1 was wrapping up. So far, the delay has not impacted the end project deadline.
- The vendor replaced their project manager, and there was a significant delay before the new person started, which contributed to the yellows in the schedule dashboard.
- A couple minor scope issues came up this quarter (BDS decided to add a billing module and the vendor wasn't prepared to provide multi-parcel permitting functionality), but these issues have all since been resolved.
- The QA has started rating the project green, but the TOC has kept it yellow to continue to be cautious due to the size and complexity of the project.

**Project Name:** BDS IT Advancement Project (ITAP)  
**Bureau:** Bureau of Development Services  
**Reporting Date:** 3/17/2014

	Initial Estimate at TOC Intake date: 3/7/2012	Planned at Baseline date: 7/1/2013	Current Revision date: 10/14/13	QA Assessment			TOC Assessment		
Expected Completion	May 29, 2015	Summer 2015	Winter 2015	Jan	Feb	Mar	Jan	Feb	Mar
Confidence Level	<b>Low</b> Confidence level was not formally addressed or provided at time of submission - assessed retroactively	<b>Medium</b> Project schedule will be finalized during Project Phase 1 – Formal Project Plan	<b>Medium</b> Project schedule is being finalized based on Phase 1 findings						
<b>Budget</b>	<b>Approx. \$8.2 mil</b> \$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)	<b>Approx. \$11.8 mil</b> \$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)	<b>Approx. \$11.8 mil</b> Change in schedule may cause increase in City capital costs						
Confidence Level	<b>Low</b> Confidence level was not formally addressed or provided at time of submission - assessed retroactively	<b>High</b>	<b>Medium</b>						
<b>Scope Stability</b> Confidence Level	<b>High</b> Confidence level was not formally addressed or provided at time of submission - assessed retroactively	<b>High</b>	<b>High</b>						

**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:** During this reporting period, the TOC had concerns with the lingering delays, yet the project recently went live in April.

**Major Accomplishments this Quarter:**

- After an original go-live date of over a year ago, the project continued to struggle with delays from both the vendor and City staff working on the final Loan Servicing module.
- Funds Management, Single-Family, and Multi Family & Asset Management modules have all been fully implemented since last year.
- The City sent a letter to the vendor, HDS, with a 20-item list of items that must be fixed by January 31. After numerous delays from the vendor, the new system started working this quarter with no new issues.

**Upcoming Milestones next Quarter:**

- Housing staff realized the loan files were not ready to be migrated, so significant research and manual entry process is now taking place to ensure the files are complete. The new system's quality controls require documentation for actions, which has required manual research of older loans before they can be entered. All loans are expected to be entered by the beginning of April.
- Loan Servicing module cutover scheduled for April 1, 2014.
- The project is bringing back a QA vendor and they have selected Dylan Long of Online Business Systems.

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

- **Schedule:** The schedule has been red ever since the loan module missed last year's deadline. Both the project team and the TOC have had low confidence in subsequent deadlines, so it's exciting to hear the system actually went live April 1.
- **Budget:** Although the project is not incurring any additional costs to the vendor, a lot of Housing Bureau staff time has been spent testing patches and converting data. The TOC recommends that an estimate of the internal labor costs be included in the 90 day post implementation report.

**Project Name:** Portland Housing Bureau Information System  
**Bureau:** Portland Housing Bureau  
**Reporting Date:** 3/17/2014

	Initial Estimate at TOC Intake date: 11/1/2011	Planned at Baseline date: 1/15/2012	Current Revision date: 3/17/2014	QA Assessment	TOC Assessment		
<b>Expected Completion</b>	6/30/2012	9/30/2012	4/1/2014	N/A QA engagement has ended	Jan	Feb	Mar
Confidence Level	High	Medium	Low				
<b>Budget</b>	\$836,484	\$836,484	\$836,484				
Confidence Level	High	High	High				
<b>Scope Stability</b> Confidence Level	High	High	High				

**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:** Overall, the project has a tight, but manageable timeline. The TOC is monitoring closely, but the project is generally on track.

**Major Accomplishments this Quarter:**

- Last fall, the project changed approaches so that migrations are happening in waves, rather than everyone at once, which allows the highest priority computers to migrate first. This change significantly reduced some of the key risks in allowing the project team to learn as they go.
- As of the end of March, all computers impacted by the April 2014 Microsoft deadline have been successfully migrated.
- As of March 7, 1200 computers out of 4300 were successfully migrated.

**Upcoming Milestones next Quarter:**

- Migration waves will continue next quarter, with the majority, if not all, the migrations complete by next quarter.
- The final migration waves were pushed back to August 1, 2014.
- So far, the migrations have focused on Microsoft Office deployment, not email migrations, which have been deferred for the time being. A schedule and the beginning of the email migrations is needed by next quarter.

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

- Schedule: Even though the waved approach relieved the pressure of all computers hitting the April deadline, it's still a tight timeline to get everything done by August 2014. QA has stressed that the team really needs to devote more time to planning and starting the email migrations, or else they could easily fall behind.
- Budget: So far, the budget is looking good, but it will be impacted by any delays in increased staff time and QA, which is why it's still yellow.
- Scope: The project has encountered some incompatible software. The plan is currently to delay those deployments, but this could end up creating mini upgrade projects after general go-live is complete. The overall scope continues to be stable.



Exhibit A

**Project Name:** Office 365 Project  
**Bureau:** Bureau of Technology Services  
**Reporting Date:** 3/17/2014

	Initial Estimate at TOC Intake date: 03/20/2013	Planned at Baseline date: 8/13/2013	Current Revision date: 9/4/2013	QA Assessment			TOC Assessment		
<b>Expected Completion</b>	4/1/2014	4/1/2014	8/1/2014	Jan	Feb	Mar	Jan	Feb	Mar
Confidence Level	High	Medium	Medium						
<b>Budget</b>	\$1,225,000	\$1,690,262	\$1,591,102						
Confidence Level	Medium	Medium	Low						
<b>Scope Stability</b>	High	High	High						
Confidence Level									



**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:**

- After numerous delays, ninety percent of the project went live December 2013.
- The project had deferred the medical bill review functionality until after initial project go-live. Now the project is working to implement that last piece of functionality.
- The vendor is subcontracting the remaining work, which has required a more detailed statement of work and negotiation of a revised work order.

**Upcoming Milestones next Quarter:**

- The project expects contract negotiations to finish in April, with final configuration and implementation tentatively planned for August 2014.
- Once contract negotiations are complete, a revised project timeline and budget will officially be adopted.

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

- **Schedule:** Although ninety percent of the project going live was a major accomplishment, delays remain with the final 10% of the functionality that was deferred.
- **Budget:** The project is currently in negotiation with the vendor for partial payment of the functionality that was completed. So far, the vendor has been paid very little. The official budget will increase, pending the results of the work order and additional QA services.
- **Scope:** There is a manual workaround for the delayed functionality, but that is not the desired outcome. Overall, the original scope has not changed.
- The Bureau is working with the City Attorney's Office on final contract negotiations, and the TOC has requested that QA be brought back for the duration of the project.

**Project Name:** RISC Project  
**Bureau:** Bureau of Internal Business Services  
**Reporting Date:** 3/17/2014

	Initial Estimate at TOC Intake as of date: 1/9/12	Planned at Baseline date: 11/15/12	Current Revision date: 3/17/14	QA Assessment			TOC Assessment		
Expected Completion	12/2012	9/17/13	Being re-estimated	Jan	Feb	Mar	Jan	Feb	Mar
Confidence Level	High	High	Low		no QA monthly reports these months				
Budget	\$448,150	\$448,150	\$518,150						
Confidence Level	High	High	High						
Scope Stability	High	High	High						
Confidence Level									

### **Other Project Briefings:**

#### **Update on Citywide Technology Assessment**

The TOC was updated on the work of Sierra Systems that was conducted this past fall to look at a variety of Citywide technology infrastructure, governance and inventory. The Chief Technology Officer briefed the TOC on ten draft recommendations that BTS developed based on Sierra's finding to improve technology at the City. Both the findings report from Sierra and the recommendations from BTS were presented at City Council March 5, 2014.