

Submitted by
BDS Oct 28, 2015



Progress/Accomplishments since last TOC report to Council July 29, 2015

Date	Progress/Accomplishments
7/15/15	Commissioner Saltzman receives regular ITAP updates & weekly reports since receiving BDS
7/28/15	Revised Go-Live Phases Developed: a) Digital Plan Review & Submittal Go-Live in 2016 and b) Big Bang Go-Live November, 2018
8/15/15	City held Executive Stakeholder Retreat – strong support expressed for ITAP
8/31/15	Commissioner Saltzman & City ITAP Execs and Sierra Sr. Exec meeting – to layout 90 Day Plan & terms
9/16/15	Sierra Exec Team led Plan/Mitigation Presentation - attended by Sierra-Cedar and City Executives
9/23/15	90 Day Demonstration Period started with LU2 (Land Use, Final Plat, LU Appeals) work
9/23/15	New Sierra-Cedar Project Manager joins the team
9/23/15	Expanded stakeholder involvement to include BTS and PBOT in Weekly City Executive Steering Committee meetings.
9/29/15	New City / Vendor Quality Team – focused on finding opportunities and efficiencies to improve quality and shorten cycles.
10/6/15	Revised and expanded Governance decision-making matrix and members.
10/7/15	Sierra submitted LU2 Work Plan
10/14/15	Sierra agreement finalized with Avolve to allow City to begin scoping 2016 ProjectDox deployment.
10/21/15	Change Order to meet interim travel needs.
10/26/15	Tech Team training commenced, will allow City to play an increasing development role
10/27/15	LU2 30 Day Demonstration Period status “on schedule.” Other project work status “behind schedule”
10/28/15	Project Team continues to work collaboratively to address project delays, resource constraints and refining methodology.



Opportunities that will support the ITAP:

- Dedicate resources during ITAP development work to ensure the City is able to keep pace with project timeline and scope.
- Empower city bureaus and team member to make decisions that support scope, schedule, and budget agreements across all ITAP project phases
- Require impact assessments for new code changes that would impact ITAP processes, permits, applications, and / or any ITAP IT systems.

Technology Oversight Committee Quarterly Report (July – September, 2015)

PART I – Technology Project Oversight in the City of Portland July – September, 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 Infrastructure Manager, 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

- none

Projects no longer under TOC Oversight

- none

PART II – Summary of Technology Projects under TOC Oversight

July – September 2015

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.

Upcoming Milestones next Quarter:

- Rebaseline the project.
- Address development environment support, make adjustments for interfaces moved in/out of scope, address gaps resulting from Phase 1 Gap Analysis.

Risks, Concerns, Comments from TOC:

- The 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: 9/14/2015

	Initial Estimate at TOC Intake date: 3/7/2012 This was a speculative amount only.	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	December 2015	November 2018	July	Aug	Sept	July	Aug	Sept
Confidence Level	Low	Medium	Medium	Red	Red	Red	Red	Red	Red
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. (Budget changes not yet known.)	Red	Red	Red	Red	Red	Red
Confidence Level	Low	High	Medium	Red	Red	Red	Red	Red	Red
Scope Stability Confidence Level	High	High	High	Red	Red	Red	Red	Red	Red

*NOTE: 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: TOC concerned about month-to-month schedule push and on-going costs.

Major Accomplishments this Quarter:

- Completing parallel testing and bug fixes.

Upcoming Milestones next Quarter:

- Complete cutover.

Risks, Concerns, Comments from TOC:

- Project is months past original cutover date.
- TOC is concerned about month-to-month schedule push and on-going costs.

Project Name: Lien Accounting System
Bureau: Auditor's Office
Reporting Date: 9/15/2015

	Initial Estimate at TOC Intake As of : 6/9/14	Planned at Baseline As of : 6/9/14	Current Revision As of: 8/11/2015	QA Assessment			TOC Assessment		
Expected Completion	6/19/2015	6/19/2015	9/30/2015 Two additional months needed (Aug & Sept)	Jul	Aug	Sept	Jul	Aug	Sept
Confidence Level	Medium	Medium	Medium	Red	Red	Red	Red	Red	Red
Budget	\$483,920	\$483,920	\$668,620 (revised Jan 2015) Current estimate through Sept 2015: \$734,761	Yellow	Red	Red	Red	Red	Red
Confidence Level	Medium	Medium	High						
Scope Stability Confidence Level	Medium	Medium	High	Green	Green	Green	Green	Green	Green

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 duration, given deadlines (but less so).

Major Accomplishments this Quarter:

- Migration work with contractor NIC is almost complete.
- Collaborating with impacted bureaus, given their decision to cease taking payment card information over the phone.

Upcoming Milestones next Quarter:

- PIN pad (point-of-sale) solution close to finish, and PIN pads scheduled to be deployed and installed by 9/25.

Risks, Concerns, Comments from TOC:

- TOC continues to be concerned about project duration, given deadlines (but less so).

Project Name: Payment Gateway
Bureau: Bureau of Technology Services/Public Finance & Treasury
Reporting Date: 9/14/2015

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

Project Name: PCI
Bureau: Bureau of Technology Services/Public Treasury & Finance
Reporting Date: 9/14/2015

	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		
				Jul	Aug	Sept	Jul	Aug	Sept
Expected Completion	12/31/2015	12/31/2015							
Confidence Level	Low	Low		Red	Red	Red	Red	Red	Red
Budget	TBD	TBD							
Confidence Level	Low	Very Low		Red	Red	Red	Red	Red	Red
Scope Stability	Low	Very Low							
Confidence Level				Yellow	Yellow	Yellow	Red	Red	Yellow