



COMPUTING & NETWORKING
INFRASTRUCTURE CONSOLIDATION

Oregon CNIC Project Update: *Moving Forward*

Volume V February 2006

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INTRODUCTION

The Oregon CNIC Project Update is a non-technical quarterly newsletter to update the many stakeholders of the Computing and Networking Infrastructure Consolidation (CNIC) project. Topics include messages from leadership, work group progress and project milestones.

STATE DATA CENTER ADMINISTRATOR UPDATE

Mark Reyer, Administrator

I often use the term “IT Utility” to describe what we are striving for as we consolidate IT for the 12 agencies. Since it’s a central part of my philosophy of data center operations, I’ll elaborate what I mean by that term. A “utility” is an organization that maintains an infrastructure for the public or in this case state agencies. While not perfect, there are parallels between a public utility and an IT Utility. They both have a defined and agreed to interface point where the service the utility provides is delivered to the consumer. In our case the responsibility for service, cost, engineering, operation, and maintenance of the IT infrastructure to the demarcation of the computer application is the SDC’s. The term we use for the services the SDC provides to the agency interface is “scope.”

There are some guiding principles we have with the SDC utility. First, our primary utility function is delivery. We deliver the operations, security, maintenance, and engineering of computers, facilities, networks, and system software to agencies. Like any utility the goal is to deliver those services reliably, consistently, efficiently, and at the lowest possible cost.

Second, the SDC utility needs to have a formal architecture and standard infrastructure to deliver high quality services in a well defined manner. Standards are paramount; they allow for expanded services to our customer without disruption. This will be a major effort for the SDC team over the coming years.

Third, the SDC utility is a monopoly and as such needs to be regulated. A monopoly allows economic efficiencies that are not afforded to dozens of independent IT silos within state agencies. However, as a monopoly we have certain responsibilities. We need to be regulated and governed by an outside committee, such as chief information officers and agency directors. We need to have full disclosure of our operational costs and capital requirements. As a monopoly we have an obligation to provide excellent customer service. Finally, we need be accountable to a measurable set of minimum service expectations (SLAs).

The fourth principle is that effective capacity management is essential. We need to ensure that we are efficiently utilizing computer, network, and storage capacity. Further we need effective account and technology planning to ensure we have the

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PROJECT MANAGER UPDATE

Julie Bozzi, CNIC Project Manager

As we enter 2006, the CNIC Project Office is engaged in leading and supporting the individual planning efforts of four of the largest agencies to migrate to the State Data Center: Dept. of Administrative Services, Dept. of Human Services, Oregon Dept. of Transportation, and Oregon Employment Dept. The migration plans for these agencies will be complete by the end of February, with detailed “move day” plans complete in late March. This edition of *Moving Forward* contains an update from each of these agencies regarding their efforts to manage the migration to the State Data Center (see articles on pages 4-5).

Other achievements and progress since our last update in October 2005 include:

- Readiness planning for the data center completed and the schedule baselined
- Procurements released for the new tape library, disk storage, mainframe, and enterprise servers

- Enterprise server contract signed and servers delivered
- Network auto-discovery tool implemented to validate agency server inventory
- “People Change Management” training offered to IT line managers for the benefit of staff adapting to changes brought by CNIC
- Change readiness survey conducted and results analyzed (see article on page 6)
- Accounting cash flow model and chargeback approach for transitional biennia developed
- Recruitment process for managers and technical staff launched.

I would like to thank the literally hundreds of agency staff and managers who are coming to the planning table as this enterprise initiative moves closer to realization. It is a pleasure to work with you. ■

-Julie Bozzi

Letter of Agreement amended to address hiring strategy

A Letter of Agreement between the State and SEIU was entered into in February last year to substantially address recruitment and other human resource issues related to this enterprise consolidation project. Article 2 of that agreement addressed the timing of recruitment efforts – in essence outlining that all non-management positions at the State Data Center be recruited at the same time. By mutual agreement, this

article has been amended to reflect a two-phase approach: Hiring for all functions except Servers will occur at the same time (launching early February) with the Server function to follow. Both the Letter of Agreement and amendment are available for review from the CNIC Web site at: http://www.das.state.or.us/DAS/IRMD/cnic_welcome.shtml#Library. ■

Consolidation nets an improved state fiber network

The decision to build the State Data Center between the Print Plant and Lottery buildings on Airport Road resulted in the need to reconfigure the state fiber optic network to incorporate the data center into the network core. In keeping with best practices and industry standards, it was decided to “daisy chain” fiber to as many state buildings as possible creating a large, high-speed fiber optic loop. A daisy chain requires fiber to enter a building in one location and exit the building in a different location. This design avoids creating a single point of failure; no building could lose its connection to the network during construction of the loop.

Several issues were addressed during construction of the loop including: running underground conduit through environmentally sensitive wetlands; running conduit underground within several feet of a high pressure natural gas

main (for which extreme caution was taken!); and avoiding areas known to be future construction project zones. In one instance, a partnership with a non-CNIC agency was established to share its existing infrastructure. This was a technical benefit to the agency and helped to keep installation costs down.

This project has resulted in creation of a large state-of-the-art, high-speed fiber optic loop in the majority of state buildings on the Capitol Mall and east on State and Center streets. If the fiber loop is ever damaged or cut, no agency will suffer an outage. Data will automatically route the other direction maintaining the agency’s network connection.

This enterprise level project is a direct result of CNIC and the emerging State Data Center. It was made possible by the hard work and collaboration of the following groups: CNIC Network Work Group (comprised of technicians from the CNIC participating agencies); State Data Center Network Transitional Staff; and the CNIC Project Office. ■

ADMINISTRATOR UPDATE

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right amount of infrastructure capacity at the right time. Inadequate planning leads to wasteful spending or service disruption. A shared utility like the SDC allows more tools and leverage to efficiently utilize our resources.

Finally, a utility must run as a business. By that I mean that while we offer technical services, we need to make sound business decisions that are grounded in serving the customer. If it doesn’t serve the customer’s needs or lower cost, then we probably should not be doing it. As we move forward, the SDC will take a hard look at where we can improve customer service and lower costs. The final arbiter is the customer. ■

-Mark Reyer

An hour well spent

The management team of the State Data Center invites state technical staff to drop in for brown bag sessions each Tuesday and Thursday from noon to 1 p.m. These free-style discussions are designed to give technical staff (or those interested in IT) an opportunity to network and hear more about the State Data Center. The brown bag sessions are held in the lunch room of the State Data Center where there’s plenty of free parking. The data center is located at 530 Airport Road SE (just south of the Oregon Lottery building). ■

Agencies report on migration activities

DHS has been actively working on hundreds of CNIC preparation tasks to ensure a smooth transition to the new State Data Center. We have listed our risks, assumptions and concerns; defined roles and responsibilities; created application test plans, inventoried over a third of our applications, created rough estimates for resources; listed our major milestones

and are now triple checking all of our information to ensure that opportunities for success are maximized.

To date, we have collected information for hardware and software migration including, but not limited to, interfaces, application attributes, inter and intra dependencies, physical locations, platforms and the business criticality of our systems. Given that DHS has well over 300 applications and thousands of external/internal interfaces, this has been quite a challenging and exciting project.

We continue to refine our testing plans to validate system operations, connectivity and application performance once moved. We are also merging our information with the DHS Data Center, CNIC Project Office, Employment Department and the DHS Business Continuity Planning group to ensure a common understanding and appreciation of the nature and complexity of our systems. ■

Contact: Jim Long, DHS Network and Computing Services Manager

The **DAS** General Government Data Center (GGDC) staff members are thoroughly readying themselves for the move to the new State Data Center. “Planning, planning, and more planning,” says GGDC Senior UNIX Administrator, Mel Lester. “It will take everyone’s full attention to build this village and GGDC staff has been working hard to develop a well planned transition strategy.”

Dependent on procurement timelines, a new mainframe should be in place and ready for migration in a few months. The GGDC will be involved in deploying the latest operating system and administrative software, ensuring faster connectivity and secure hosting in the mainframe environment. The planned move for servers is primarily a “lift and drop” scenario with a second phase move into a new virtualized environment. GGDC is also involved in procuring new equipment for SDC storage that is faster, more efficient, easier to administer, with lower maintenance costs.

Project teams have been formed to address the many details of migration to ensure continuity of service for the GGDC’s approximately 70 public sector customers. ■

Contact: Phyllis Michael, Acting Manager, DAS General Government Data Center

Oregon Employment Department (**OED**) has launched an internal CNIC program to manage multiple transition projects including: (1) Mainframe, (2) AIX, (3) Infrastructure, (4) Server, (5) Print Plant, and (6) Change and Process. Lisa Renner is the program manager and Pamela Crites will lead the server transitions. On October 27, 2005 OED held a kick-off meeting and invited Mark Reyer to speak about the transition. Lisa presented the program/project approach, estimated timelines, and announced initial project team members. Each project team is led by a project manager who holds weekly meetings. The Mainframe, AIX, Infrastructure, and Print Plant teams have developed work breakdown structures, project plans and schedules, and initial requirements documentation.

OED runs many applications on OED servers, but is also hosted on the DHS mainframe and AIX systems. The mainframe and AIX teams include DHS

participants and will partner with DHS for those transitions. All project documents are posted to the OED internal Web site available to all agency employees. OED is taking the time to carefully plan its CNIC transition and looks forward to the benefits that this transition offers. ■

Contact: Lisa Renner, OED CNIC Transition Project Manager

O**DOT** is making good progress and is well placed to complete its components of the CNIC project on schedule. The project approach, developed from close involvement with the CNIC/SDC plan, was approved by the Information Systems Management Team (ODOT's Steering Committee for the project).

An initial kickoff meeting was held on November 17, 2005 with technical and applications staff to describe the project approach and the process for planning and implementation. Additional meetings were held with DMV, Motor Carrier and Transportation application groups to provide an update on progress with the ODOT and SDC plans. Input was also solicited to provide detail on how the project should progress.

Meetings are also scheduled with business management teams within each of ODOT's business lines to gather additional input and discuss a roadmap for the project. The project team is in place with applications, technology and project management staff onboard.

Project framework including work breakdown structure, project plan, scope and communications plans are undergoing updates based on input from staff and business.

Detailed Microsoft Project plans are under development for the Mainframe and Server environments with an additional detailed plan also being developed for move logistics, network and storage. ■

Contact: Claudia Light, ODOT CNIC Transition Project Manager



The State Data Center's Mission:

To enable and support the business goals and objectives of its customers by providing high quality, cost-effective computing and networking services.

Please direct questions or comments to:

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 Communications Coordinator
 DAS Information Resources
 Management Division

Change readiness increasing

A survey to assess the readiness of technical staff and stakeholders to move forward with implementation of the State Data Center was conducted in December 2005 by the CNIC Change Management Work Group (individual and organizational change management).

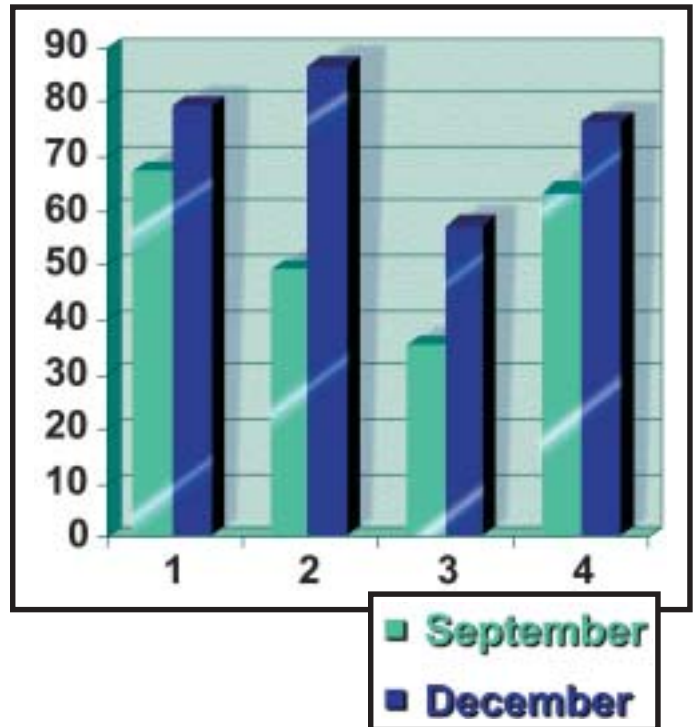
The graph shows an increase over September survey results in four areas:

1. Receiving needed information – up 20 percent
2. Consistent messages – up 50 percent
3. Confidence in the CNIC mission – up 40 percent
4. Belief that consolidation is in the best interest of the state – up 20 percent

The feedback provided via these survey results is valuable to the CNIC Project Office and Steering

Committee as they focus on strategies for project improvement. A third change readiness survey is planned for later in the year. Complete survey results are available on the state intranet (GovNet) at the following link:

https://intranet.egov.oregon.gov/sites/DAS/IRMD/cnic/survey_index.jsp#December_2005_Results ■



Information Sources

Consult the *What's New* section of the CNIC Web site for a listing of all new Web postings by date.

CNIC Web site:

http://www.oregon.gov/DAS/IRMD/cnic_welcome.shtml

CNIC Listserv (subscribe):

http://listsmart.osl.state.or.us/mailman/listinfo/cnic_updates

Employee-related CNIC Information:

http://www.oregon.gov/DAS/IRMD/cnic_employee_index.shtml

Work Group Summaries:

http://www.oregon.gov/DAS/IRMD/cnic_workgroup_index.shtml