



COMPUTING & NETWORKING  
INFRASTRUCTURE CONSOLIDATION

# Oregon CNIC Project Update: *Moving Forward*

August 2006

## WHAT'S INSIDE

- Project Manager Update
- 'Twas the Night Before Migration
- Tidal Waves of Migration
- Agencies Report On Migration
- Accenture Staff's Farewell Note
- Resources

## CNIC PARTICIPATING AGENCIES

- Administrative Services
- Consumer & Business Services
- Corrections
- Education
- Employment
- Forestry
- Housing & Community Services
- Human Services
- Revenue
- State Police
- Transportation
- Veterans' Affairs



## WELCOME TO THE SDC . . .

*Mark Reyer, State Data Center Administrator*

Over the last few weeks much has changed around us at the State Data Center (SDC). New organizations, system migrations, new managers, perhaps new roles and responsibilities and even new work locations. It's enough to overwhelm anybody, but we made it through. We made it through all those changes without losing sight of our mission, to serve the customer. So let's celebrate our accomplishments, find time to relax, and most importantly, get back to having fun in our work. Your professionalism has shown through with successful data center consolidation(s), excellent system performance, and outstanding customer service.

Our mission has only begun. Over the next several weeks, we need to establish quality objectives, service level agreements, and a seamless work flow to run the data center and serve the customer. Further, over the ensuing months and years you all will be engaged in what has been termed the largest architectural and engineering effort in the state. We need to re-engineer the network, streamline software performing similar functions, virtualize storage, consolidate servers, and build an

enterprise management system. If you like information technology, you're going to love the projects we'll embark on!

While we are engaged in this effort we need to never let our professionalism and obsession with customer satisfaction slip. That means understanding what the customer wants, and standing by our commitments. It means partnering in our customers' business and enabling them to perform better. It means delivering what we commit and committing to what we can deliver. While we may not make every customer satisfied 100 percent of the time we will certainly try to satisfy every customer 100 percent of the time.

I know many of you are relieved that much of the uncertainty has now settled down. We want you to be comfortable, happy and productive as soon as possible. The SDC management team is committed to doing what we can to help you realize those objectives. ■

## PROJECT MANAGER UPDATE

*Julie Bozzi, PMP, State Data Center Plans & Controls Manager*

The CNIC Project strategic timeline has long indicated that the workload during the first and second quarters of 2006 would be the most significant for the project. It's one thing to understand that by viewing the timeline; it's another thing to experience it and be part of making it happen. But the CNIC Project isn't over. The lessons learned from the migration of the first four agencies (DAS, DHS, ODOT and OHCS) will be applied to the migration efforts of the remaining agencies (see migration schedule on page 5).

The following is a list of achievements and progress since our May project update:

- Migration to the new mainframe accomplished by DAS, DHS, ODOT and OED
- Initial storage migration for DAS, DHS, & ODOT completed
- UNIX infrastructure installed
- Server migration projects completed ahead of schedule for DAS, DHS, ODOT and OHCS
- Server migration planning and pilot moves completed for OED; actual migration is in process and on schedule
- Migration coordinators named for all remaining agencies moving to the SDC; each agency is involved in varying levels of internal planning
- Migration planning launched for DOC and ODVA, including iSeries (mini-mainframes) relocation planning
- The recruitment process for permanent SDC positions moved forward with evaluation of application materials, interviews of candidates, reference checking and employment offers for round one hiring; (round two timeframe is August - October)
- A workgroup launched to address issues related to software license coordination and consolidation
- Transition agreements developed and signed for the first four agencies moved to the SDC; these agreements guide the process of transitioning operations from the agency to the SDC
- Technical documentation ("run book") templates developed; completion of run books is one of the last transition activities before the SDC takes full responsibility of agency operations
- Development and implementation of SDC interim processes to be used during agency transitions; these will be the basis for permanent processes to be implemented.

Looking forward, the following are the main activities for the late summer and early fall:

- Implementing account management with migrated agencies; this is a key function of the data center's Plans and Controls section
- Establishing operating procedures for each agency's systems
- Establishing the SDC Service Desk and its protocols
- Transferring licenses and maintenance agreements
- Completing service level agreements for migrated agencies
- Detailing the SDC's consolidation strategy plan. ■

## 'Twas the Night Before Migration...

*Dave Howard, State Data Center Service Delivery Manager*

There have been many memorable moments over the past few months. One that sticks out in my mind was a discussion I had with IBM Systems Engineer Tom Braeunig. Tom was making final preparations for bringing the new z990 mainframe into service, while at the same time bringing up the new IBM 590s, while at the same time planning AIX system moves, while at the same time...well, you get the idea. In the course of our conversation he said, "You know Dave, in most places, *just* installing a new mainframe is a big project by itself; here you're just kind of fitting it in with everything else." It really didn't strike me until some time later, but Tom's comment was a profound observation.

I began drafting this article hoping to put into words the incredible complexity of what has been accomplished and just how good our technical folks are who did this work. But since I'm neither a poet nor novelist, everything I put down on paper fell woefully short of describing the difficulty of this work and how remarkable it is to have been so successful thus far. These two early drafts show what I ran into:

*There once were twelve centers for data,  
Spread across Oregon stata,  
Some grueling move waves,  
Earned them excellent raves,  
As to one center they did consolidata.*

And this:

*'Twas the night before wave 10.5.b.alpha  
(it was a DAS wave)  
And all through the SDC, not a  
creature was stirring, not even Rich.*

*The computers were humming and  
serving their stuff, not knowing that  
tomorrow would be the test of their life.  
The backups were spinning, the data  
converting and visions of downtime kept  
the techs heads a-whirring.  
When what to my wondering eyes should  
appear, but Mark Reyer himself  
helping tote out a box.*

What I realized about this time (beside the fact that not many words rhyme with "data," and the "Night before Christmas" thing has been way overdone) is that the people who have done this work *do* know the significance of what they've done and *do* understand what an excellent job they did. Some non-technical folks may not be able to appreciate the complexity of it, but that's only because to them, nothing changed. For example, during the DHS-OED mainframe move, one of the testers called the SDC to make sure they were actually testing on the new mainframe. Nothing had changed except it was a lot faster and they couldn't believe there weren't problems to work through.

The CNIC project has been touted as one of the most challenging technology projects ever undertaken by the state. Now that the first four agencies have completed their transition I see no reason to change that assessment. Oregon's technical staff has shown *exactly* what they are capable of! Very few people will ever have the opportunity to be a part of something this big in their technical careers and even fewer will see this level of success. Well done! ■

## Agencies report on migration activities

**O**ED May and June at the Oregon Employment Department (OED) was a busy and exciting time for our technology team. In May we completed the transition of mainframe printing to the Print Plant. On June 10 we moved the agency's skills based job matching system, iMatchSkills, to the State Data Center. On June 11 we moved all OED mainframe applications and services to the new SDC mainframe. Our agency's

successful migrations were due to outstanding technical teams, supportive management, good planning, and excellent cooperation and support from SDC and DHS teams. Congratulations!

But the transition is not over yet. By the end of August, OED will have moved over 60 servers to the SDC. These moves will take place on three Saturdays in July and August. This summer OED is focusing on developing new processes and procedures with the SDC and Print Plant to ensure continued high quality systems support, and to support new application development and enhancements.

Employment would like to thank all of our partners for their excellent support and cooperation, and congratulate all of the agencies who have successfully moved to the SDC. For agencies now planning their summer and fall moves, we wish you great success. ■

*Contact: Lisa Renner, OED  
CNIC Transition Project  
Manager*

**D**OC The Oregon Department of Corrections (DOC) is right on track for our move to the new State Data Center. DOC is scheduled to move the weekend of September 23. We will be moving all of our data center servers (over 80) during that one weekend. Prior to the server move date, DOC's existing network will be moved to the SDC.

Several upgrade projects have been undertaken by DOC to make our transition to the State Data Center smoother. We are currently upgrading to Windows 2003 R2, Exchange 2003 and Oracle 10G. During these upgrades, Windows servers over four years of age are being replaced. We're also finishing our migration from UNIX to Windows for a few remaining applications. We are also changing our networking addressing scheme to match the new SDC standard. It is our goal to migrate our servers to the SDC with the latest software, on currently supported hardware, and configured to coexist with the SDC's new network.

All these changes are happening while we work with the SDC to create our project plan and supporting documents required for the move. Sarah Miller has been extremely helpful in getting us to meet project deliverables without having to bring our upgrade projects to a stop. ■

*Contact: Jerry Johnson, DOC Operations Manager*

**O**DVA The Oregon Department of Veterans' Affairs (ODVA) is currently in the "prepare and assess" phase of our transition to the new State Data Center. The move is scheduled for September 16, with all equipment moving on that day.

ODVA is the smallest of the 12 agencies migrating to the data center. The move will be completed in a single wave. Additionally, IBM will be tasked with moving our agency's iSeries. I refer to our move as more of a "ripple" than a wave, but look forward to a smooth and seamless transition.

I would like to acknowledge the efforts of ODVA staff for their contributions to the effort: Yvonne Anthony for her help with the iSeries; and Brent Koester and JoEllen Grealish for their assistance with the rest of the servers. There will also be several others helping out with testing the weekend of the move. ■

*Contact: Bruce Craig, ODVA CNIC Transition Project Manager*

### Migration Schedule

**July 1 – Aug. 15**  
**Aug. 15 – Sept. 30**

Oregon Employment Department – **OED**  
Department of Corrections – **DOC**  
Oregon Department of Veterans' Affairs – **ODVA**

**Oct. 30 – Nov. 30**

Department of Forestry – **DOF**  
Department of Revenue – **DOR**

**Nov. 15 – Dec. 31**

Department of Consumer & Business Services – **DCBS**  
Oregon State Police – **OSP**

**Pending**

Oregon Department of Education – **ODE**

### Accenture staff's farewell note

**T**he week of July 24 was the final week for Accenture's involvement in the CNIC project at the state of Oregon. While the team has been able to say personal farewells to many, we wanted to send one last note to everyone who has touched us both professionally and personally over the life of the project.

Recently, as several of us were leaving the SDC, an Accenture teammate remarked, "When we started here, this building wasn't even an idea." That really hit home, and it struck several of us that together we all have accomplished something that many people said was impossible. Each of you should be proud of the part you have

played in the incredible progress we have made. This was definitely a team effort and we could not have done it without you.

It has been a long and exciting ride from business case analysis to work groups and subgroup meetings to actual migrations. And in the end, as in most things, it is the people that you remember most. Thank you for making this a memorable and fulfilling project for us. ■

*Mike Dawson, Zach Gustafson,  
Joe Pena, Phil Barry, Barry Kern,  
Janet Jessup, Elena Smith,  
Kari Ensminger, Jamal St. Peters*

## Tidal Waves of Migration

*Sarah Miller, Agency Migration Coordinator, CNIC Project Office*

**W**ow! What a busy time the past few months have been. Between March 1 and August 13, we moved 700 servers to the SDC from five agencies. Additionally, we had four successful mainframe migrations in that same time period. These moves were accommodated in 60 waves. More than 165 people worked approximately 1450 hours (frequently on nights and weekends) to accomplish the moves. These people were from all walks of life: agency technical staff, application testers, project managers (agency and CNIC), SDC technicians on rotation from agencies, Accenture agency move coordinators, SDC managers and agency leadership.

Someone asked me recently about my personal low point during the initial migration. It was the night I got a call at 2 a.m. about a move that was failing after I had been at work until 9 p.m. the night before. Ultimately, this migration turned around and ended up being successful.

I also remember the day we decided to roll back the initial DHS-OED mainframe migration effort. The technicians had worked for more than 12 hours that day; testing was more than 99 percent successful. But one issue was outstand-

ing, and it was a deal breaker. As we gathered decision makers, big dark clouds formed over the State Data Center. Once the roll-back decision was made, the clouds opened up and it looked like a hurricane had begun. The bright light in this story was the success of the roll-back plan that returned the DHS-OED mainframe to its original location. This mainframe move was successfully executed a few weeks later.

More importantly, I have many positive memories: working with great agency technical staff who patiently taught me technical concepts; mixing up the names of Randy Whitehouse and Al Grapoli by calling them Raul and Andy for at least a week; and creating more than 3,000 hand-baked cookies, brownies and cakes to reward staff for working so hard.

I am amazed at the caliber of people I've worked with on the CNIC Project. It has been a pleasure to be able to coordinate an effort with such a great team. People have time and time again stepped up to the plate and done something that everyone said couldn't be done. How lucky I am to be a part of it. I look forward to working with the remaining agencies on their migration efforts. ■

### The State Data Center's Purpose:

*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:**

[sdc.info@state.or.us](mailto:sdc.info@state.or.us)

### 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](http://www.oregon.gov/DAS/IRMD/cnic_welcome.shtml)

**CNIC Listserv (subscribe):**

[http://listsmart.osl.state.or.us/mailman/listinfo/cnic\\_updates](http://listsmart.osl.state.or.us/mailman/listinfo/cnic_updates)

**SDC recruiting information:**

<http://www.oregonjobs.org>