

Oregon Association of Government IT Management (OAGITM)

Winter Conference – January, 2005

Wednesday, January 26, 2005

Welcome and Kickoff – John Margaronis

- Agenda mod – Senator Nelson won't be present.
- Introductions
- Agenda review

State DAS Presentation – The State of Government IT - Mike Freese

Agenda

- IRMD's role
- Enterprise Changes
- Discussion

Provided IRMD mission and overview.

IRMD organizational structure

- Operations
 - Voice (telecommunications)
 - Publishing & distribution
 - Systems development & consulting
- Governance and Oversight
 - Enterprise planning & policy
- Enterprise programs
 - Formal process for new projects
 - Two categories – attacking the base & establishing new capabilities
 - Enterprise programs need a well defined product/service, a stable finance strategy, accepted and valued by the customers, and competitive with alternative solutions
 - CIOC will filter potential projects
 - Requirements – unique or common
 - enterprise or agency
 - centralized or decentralized
 - Examples
 - Computer and Network Infrastructure Consolidation (CNIC) – “Big 3” due for completion in '06
 - E-Government
 - GIS Utility – federal, state, and local government collaborate through OGIC (Oregon Geographic Information Council); State to support local GIS development from '05-07
 - Information security
 - Goal: Protect the information assets of state government.

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- Key elements for success:
 - Technical training
 - Security awareness
 - Assessment
 - Remediation planning and implementation
- State email directory currently available with X.500 DB dump but will have an LDAP connector in ~ 5 months
- Business continuity planning – Enterprise in addition to agency due to inter-dependencies between business processes. State utilizes SunGuard. SunGuard hosts system for State also. (ORCAP members can purchase off contract. Scott Smith is POC for state for licensing issues.)

Conclusion – Ultimate goal is to enable agencies to accomplish their core missions and provide services to citizens and business in a cost effective manner. Enterprise programs are being provided in a collaborative cross-agency manner for maximum effectiveness.

DHS's First IT Business Plan – Bill Crowell

Provided Cabinet-approved handout of plan which includes:

- Purpose
- Background
 - Organizational structure
 - Resources
 - Burning platform
 - Methodology
- Detailed Assessment
 - Application portfolio
 - Data architecture
 - Network & computing services
 - Customer service and support
 - Staff
 - Security
 - Customer relations
 - Culture
- Customer Business Functions
- OIS Products and Services
- Advances in Technologies
- Strengths, Weaknesses, Opportunities, Threats

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Strategic Planning – Lisa Yeo {Handout provided}

Tri-Met helping ODOT manage growth. 50% population growth, 70% job growth by 2020.

Covers 3 counties; 575 square miles; 1.3 million people.

Strategic = of great importance within an integrated whole.

Tri-Met business plan is 5-year goals of most important critical business needs. It is not all-inclusive. Reevaluated and updated annually.

Current Business Priorities:

- Make public transit an attractive choice for riders.
- Expand high-capacity transit.
- Expand frequent service.
- Improve local service.
- Maintain equitable service.

Round Table Reports

Washington County

- Wireless for criminal justice system
- RFP for Oracle incrementals?
- eGovernment apps – Dog licenses and tax collection
- Strategic plan implementation late fall or early spring
- Telestaff is app utilized by the SO for managing personnel scheduling, auto-calling, etc.
- Online access to land data. Customers must pre-register

Jackson County

- Going live with DACMS from Benton County today.
- Went live with phase 2 of ERP – JD Edwards → Peoplesoft → Oracle.
- Installed SPAM appliance on Groupwise.
- Embarking on computer forensics process.
- Emergency Operations Center software.

Multnomah County

- Training new CIO – Becky Porter (previously customer account manager; Department CIO at HP prior to that)

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- Priority-based budgeting and new process implementation
- Standardizing across the department
- Evaluating thin client
- Evaluating SPAM products
- Applications
 - Land use permitting
 - extending ERP functionality (SAP), like employee self-service, business warehouse, etc.
 - Online services
 - New library system
 - Public safety – conversion off the mainframe by early fall

Tri-Met

- Lots of in-house development. Plan to license publicly.

Lane County

- Regional IT merged into County IT
- PMO implementation
- eGovernment – almost live with storefront and point-of-sale
- Wireless email / PDA project
- Server virtualization and SAN storage (step 1 to BCP/DR)
- Peoplesoft finance upgrade
- AIRS conversion
- HIPAA/CJIS/HAN/eGov policy issues
- Video conferencing – BCC to AOC; remote interviews
- Budget
- Content filtering
- Homeland security grant

Department of Revenue (DOR)

- One of twelve CNIC agencies
- New lease on I5 (mainframe)
- Lots of activity around being an “enterprise” vice an “agency”. Culture change redited to CIOC.
- Works directly with ORMAP. Going live with Goal 2 → statewide connected set of data in March. 25% quality goal; 2 years later =50% quality, etc.
- Web app for citizens to check tax refunds
- Rewrite of personal income tax system
- Pushing updates to desktop utilizing Zen

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Oregon Judicial Department (OJD)

- Working on new strategic plan. Judges now getting involved.
 - Providing eGovernment → court services; business services
 - Integration capabilities (ie. across the board electronic filing starting with civil filing)
- Working with state police for criminal history reporting for the counties.
- Interested in getting electronic citation solution.

Benton County

- Benton County has concerns about the range of choices and technologies defined in the AOC Videoconferencing initiative.
- Will have working demo of food handler's app soon.
- DACMS
 - Been working with Clatsop, Douglas and Lincoln Counties for implementation.
 - Law tables have been updated to correspond Oregon Charging Manual. Send note to John for access to current tables.
 - Office 2003 doesn't merge documents with current rev of DACMS.
 - Working on a shared development environment for future rev's to DACMS.
 - Goal is to have 8 counties. Three more are Wallowa, Grant, and Harney Counties are currently interested.

Douglas County

- Video conferencing to AOC expanded to cities.
- Deploying criminal justice system (Tiburon). Went live with RMS. Next is wireless mobile, jail, mobile reporting utilizing NetMotion
- Deploying air cards with A&T (Appraisers), Health Department, Juvenile Department.
- Centralizing health department servers utilizing HAN funds.
- VOIP
- Upgrading firewall and adding web intelligence.
- Finished Exchange 2003 & OWA deployment.
- SPAM Assassin running on Linux
- Enhancing web content (assessment information, survey information, deed books, maps, etc.)
- Implemented a centralized cash receipt system (Helion).
- Continuing replacement of the voice/radio system including towers.
- Finishing split-out process to return P&P to the State.

Marion County

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- Budget – writing an Oracle budget module.
- Telkom is now falling under IT Department.
- Helpdesk Services moved under single manager (from distributed model)
- Implemented app for animal management. (Kevin noted Helion has developed this application also.)
- Extending imaging system around land use, road records, etc.
- Web permits and building inspections.
- Home developed fleet maintenance system.
- Working on air bridge redundancy to underground fiber.
- Analyzing/implementing active directory.
- CISSP certification for Marion's Security Specialist with HAN funds.

Department of Human Services (DHS)

- Previously presented the DHS strategic plan.
- eSubscribe available on web site to register. When changes made, notification sent to subscription list.
- Kristin Duus leaving DHS for the Kaiser School District. Deputy CIO is a PDMG position. Essentially the Chief Operating Officer. Posting will be forthcoming.

Health Alert Network (HAN)

- Will be presenting HAN initiatives and goals tomorrow morning in separate presentation.

Linn County

- eMail capture software desired by BCC. Currently in "BCC Black Hole"
- Installed LaserFiche.
- Making improvements in customer support model.
- Switching to NoaNet.
- Pushing apps with ZenWorks.
- Contracted to determine IP-Based network performance issues.
- Online tax collection implemented.

Wasco County

- Consolidated fiber network.
- Installed VOIP. Savings are funding data network.
- Implemented Exchange 2003.
- Implemented Fortress for SPAM filtering.
- Setup two data centers for redundancy.

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- Hired a technician in July.
- Standardized desktops in 9 of 12 departments.
- Migrating H&HS from Groupwise to Exchange.
- Planning to finish desktop migration.
- Building a work plan.

Klamath County

- Getting ready for taking credit cards manually.
- Implemented SPAM filter. Got hacked.
- HAN money paid for Cisco security class.

Department of Corrections (DOC)

- Integrated Douglas and Linn County P&P offices back into DOC.
- Building two new prisons → one in Lakeview (this year) and Madras (next year).
- Eliminating 56k lines.
- Working over the last year on CNIC.
- Implemented 1 gb pipes.
- Completed inmate library utilizing terminal services.
- Experimenting with Open Office.
- Upgrading Corrections Information System (Cobol to Java). Looking at open source, particularly medical records.
- Completed data extraction into OASIS. {Presentation tomorrow}
- Working with Multnomah Community Corrections to eliminate duplicate data entry.
- Consolidating databases.
- Working on document imaging system. {Presentation tomorrow}
- Upgrading JD Edwards/Peoplesoft/Oracle (whatever you want to call it). Had problems on the business side.

Lincoln County

- Going live with the LOIS system this year.
- Working as pilot county for OCVR & HAVA.
- DACMS implementation.
- Researching new mobile Groupwise access solutions.

Deschutes County

- Planning a Citrix upgrade. Application upgrades to follow. Going live in April-May.
- OCHIN working well.

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- Implemented a password policy for employees, volunteers, etc. All users must have training in one of three forms prior to receipt of a password.
- Citrix gateway in conjunction with a FOBS providing remote computing capability.
- Auditors stated IS was undercharging so rates will go up this year.
- RFP for a SAN. Hired ITG out of Boise. Lots of responses.
- Implementing KVS for email archiving and retrieval.

Josephine County

- Looking for animal control application.
- Upgrading Laserfiche.
- Pilot county for OCVR.
- Installing fiber backbone.
- Implemented a web-based CMS.

Clatsop County

- Appraisal piece of A&T application complete.
- Land use application installed.
- Installed Helion animal control application.
- In the middle of a business process modeling project.
- Outsourced DACMS to Benton County in October.
- RFQ for security assessment (from IT strategic plan). Includes intrusion detection and patch management.
- Installed a Nokia firewall with Checkpoint software.
- Working on filling a network administrator and helpdesk positions.

Secretary of State (SOS)

- Discussed status of OCVR project.
 - Three data centers, all tested.
 - Servers going to remote sites in two weeks.
 - Pilot counties currently testing and data migration. Will be up and running by end of March.
 - Saber is consultant doing equipment assessments.
 - Next week meeting with IT staff.
 - Starting weekly pilot meetings.

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Thursday, January 27, 2005

On-line Payments at Linn, Multnomah, and Washington Counties – Ken Sigesmund, Lance Murty, & Phil Lind {Handout Provided}

Linn County

Utilizes third party credit card processing center (BankServ). They assess a fee to the user, not to the counties. VISA, Mastercard, and eChecks accepted.

65 people used the system. One glitch was a lost ftp file.

Highest tax collected was ~ \$7,700; average ~ \$2,000.

Haven't publicized yet but plan to this year.

LOIS Information – Wolf Dyner is point-of-contact on this project to sync data between tax assessors and DMV.

Multnomah County

Pet license renewals implemented in November, 2002. Approximately 100 transactions per month. (~ \$1,500 to \$3,000 monthly) Further automation difficult due to the need to validate rabies vaccinations. Banking costs are \$19.95 per month plus transaction fee.

Outsourcing income tax collection with the City of Portland. (See <http://www.portlandonline.gov>)

Future applications include library, taxation, and permitting.

Challenges:

- Links to back-end systems difficult.
- Validation of payments still manual.
- Automation to accounting systems not fully implemented.
- Lack of overall strategy.

Information: <http://www.co.multnomah.or.us/dbcs/pets/onlineLicensing.shtml>

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Washington County

First will be animal licenses. Next will be online tax payments.

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Cautioned group about processing times for out-of-state transactions. Could result in late tax payments.

County absorbs transaction fees for online payments other than taxes.

Health Alert Network (HAN) – Jeff Ditty

Program overview:

- Program created in 2000.
- Became part of the Center for Disease Control Bioterrorism Grant in 2002.
- Program is located within the Public Health Preparedness unit of DHS.

Purpose: To build a nationwide network of strong public health agencies which can effectively serve as the nation's frontline defense against terrorism and other public health threats. The program intends to ensure that each community has rapid and timely access to emergent health information; a cadre of highly-trained professional personnel; and evidence-based practices and procedures for effective public health preparedness, response, and service on a 24/7 basis.

HAN consists of:

- Local & state public health
- Hospitals
- Medical, pharmaceutical, and agricultural
- State & local law enforcement
- Emergency preparedness
- Federal officials

Core Program Components:

- Secure, redundant communications
 - High speed internet connections
 - High frequency & amateur radios
 - Phone, cell phone, pager, and fax networks
 - Computer & network infrastructure
- Information tools for Public Health
 - Role based web applications
 - Public health directory
 - Document repository
 - Health data integration services
- Distance learning solutions
 - Conferencing solutions
 - Application sharing
 - Satellite broadcasts/transmissions

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Program deliverables specifications established by the Center for Disease Control (CDC).

Program Challenges

- Providing “enterprise” level solutions for a broad professional base. Overcome by:
 - web based applications
 - server side architectures
 - common client side tools
- Developing and maintaining network level solutions amongst numerous existing network infrastructures. Overcome by:
 - Interoperability amongst communication networks
 - Bridge gaps at State level
- Building practical & sustainable solutions. Overcome by:
 - Use technologies that are currently implemented or supported
 - Provide training for implemented solutions
- Developing non-existent relationships with professional staffs. Overcome by:
 - Training & exercising
 - Providing day to day tools

HAN Accomplishments:

- Computer upgrades and replacements (hardware & software)
- Redundant communications – cell phones, satellite phones, PBX systems, fax
- Mobile technology devices - PDA, Blackberry/Nextel
- Emergency contact lists using redundant communications
- Increased capacity for Internet connectivity (primary & secondary connections)

2004 Accomplishments:

- Security assessments for Local & State Public Health Departments
 - Contracted security assessments for each department
 - Provided \$1.5M for security upgrades statewide
- Established secure server collocation environment
 - Implemented web & data servers at primary and secondary locations with system failover
 - Sites on East & West coast
- Purchased a mass notification system for alerting
 - Contracted with an ASP solution for high profile alerting needs
 - System can communicate by email, phone, fax, cell phone, and satellite phones
 - User controls how they want to be notified
- Designed and developed LDAP compliant directory service
- Web portal upgrades

HAN utilizing Virtual Alert for State-wide health alerts to constituents. Jeff will email listserv with details on how County's may use system.

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Alert Notification System

- ASP solution in a secure environment with primary & secondary servers.
- System can be activated through web interface and by telephone.
- The system is built with ASP.net architecture, and driven by Active Directory (LDAP compliant).
- Working to integrate directory attributes through Directory Services markup Language (DSML).

The “Other” Components

- Serve as the representative for Public Health on the Governor’s Security Council.
- Represent DHS on the State Interoperability Executive Council.
- Act as communications tactical manager for DHS, AOC, and all incident command situations for DHS.
- Work with all state emergency response partners including Oregon State Police and Emergency Management.

Business Meeting

- Roll call
- Minutes from summer conference approved.
- Treasurer’s report reviewed and approved.
- President’s report:
 - Two conferences – Grants Pass in August; Lincoln City now.
 - Membership report
 - 21 organizations
 - 33 attendees
 - web site: <http://www.oagitm.org>
 - New members
 - Jim McClellan – Klamath County
 - Jeff Ditty – HAN
 - Jean Straight – SOS
 - Carl Ward – DOJ
 - New initiatives
 - Leadership development paid speaker at conference
 - Expanded focus of group
 - Representation
 - Tony Black – State CIO Council
 - John Margaronis - AOC
 - Ken Sigesmund – CIO Summit
 - Dean Anderson - GIS
- Old Business
 - Bylaws Revision – Awards: Revisions summarized by Kevin Potter. Approved by the group.
- New Business

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- OAGITM sponsorship of small counties to attend the conference. Motion was made to allow sponsorship of new members with discretion at the Executive Committee to pay for up to \$2,000 expenses. Motion was unanimously approved.
- John posed the question as to whether there were any objections to continuing with vendor sponsorships on a continuing basis. There were none. Vendor sponsorships at conferences will continue, and vendor sponsorship costs will be determined by the Executive Committee..
- 2005 Oregon CIO Summit – the selection and presentation of the IT Executive of the Year award. Information only.
- Summer conference location discussed. Will be confirmed and announced by Executive committee.

CIO Summit – Sean Lowery

2005 Oregon CIO Summit, March 10, 2005 at the Oregon Convention Center (8:00 am – 4:00 pm)

Sean described the Summit and provided a handout with agenda.

<http://pdx.innotechconference.com>

Complimentary passes will be provided by Sean for Innotech to OAGITM members and their staff.

Note: Too late to nominate for IT Executive of the Year for this year's Summit.

Wireless Presentation – Paul Butcher (Intel State & Local Gov't Marketing Manager)

Agenda

- Environment
- Business Models
- Technology
- Digital Cities

View CO infrastructure at

<http://www.dslreports.com>.

Municipal wireless newsletter:

<http://www.muniwireless.com>

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Wireless technologies costly and risky for the telco's.

Generally, the smaller the community, the fewer telco choices residents will have.

Principles for Municipal Broadband

- More bandwidth is good.
- The digital divide is real and must be addressed
- Broadband underpins IT-based economies.

Business Model Scenarios

- Public community
- Private consortium
- Cooperative wholesale
- Cross-sectional
- Public utility/authority

For research on wireless:

<http://www.civitiium.com>

WiFi built for indoor use; 300 feet; line-of-sight.

WiMax is another IEEE standard. 802.16 – originally developed in Israel. Outdoor wireless broadband technology designed to go a couple of miles. Not line-of-sight. (1 mb or greater over a mile.)

In 2004, Intel predicted:

- Broadband wireless will be “it” for the next 10 years.
- WiFi will be viral and grow into the 100's of millions
- WiMax will be a global standard
 - Fixed in 2005/06
 - Mobile in 2006/07/08

Future of WiMax

- 2004 – Intel Si
- 2005 – Mainstream deployments
- 2006 – Notebook integration
- 2007 – Handset integration

Mesh technology – WiFi with routing capabilities to allow one hard line every square mile. One wired access point communicates with other access points around it. Motorola just purchased the company Mesh Technologies.

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Digital cities – provided video of advantages to having a city-wide wireless communication infrastructure.

Implications:

- Mesh is a safe choice
- Spectrum owners are important

Success:

- Know your objectives
- Executive sponsorship is a requirement
- Resources, resources, resources
- Network is not the end goal
- Stealth

State Corrections Document Imaging – Mark Harris

{Handout provided}

OASIS Upload Project Presentation – Morrie Volkov/Mark Harris

Oregon Agencies Simplified Information System (OASIS) is an easy and inexpensive way for agencies to share law enforcement and jail related information.

Law enforcement and corrections officials are allowed access.

No cost to participate except data sharing.

640,000 mugshot profiles and almost 3,000,000 police reports and growing.

FAQ's are on Marion County web site.

Mark provided insight on how the DOC utilized and partnered with Marion on the OASIS project.

Friday, January 28, 2005

IT as a Strategic Leader: Confronting and Mastering the 21st Century Challenge – CHANGE – Dr. Sheila Sheinberg

Discussed the relationship between IT, change, leadership, and people. Described how non-IT industry (ie. military) describe change in terms of IT.

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Leadership

- Has become a critical issue in all industry.
- A vision is needed for transformation and systemic change.
- Vision is the most important piece for leaders to implement transformation.
- Shared vision aligns people to implement change vice forcing people to change. Empowers people.
- Define the vision, provide the freedom and responsibility to those sharing the vision, establish boundaries.
- Provide the tools for success.

What Leaders Really Do

“Both managers and leaders are necessary in a changing world, one cannot function without the other –

- Managers promote stability
- Leaders press for change

“Leaders don’t make plans, they don’t solve problems; they don’t even organize people.”

“Leaders prepare organizations for change and help them cope as they struggle through it.”

“It is not the strongest of the species that survives, not the most intelligent; it is the one that is most adaptable to change.” (Charles Darwin)

Learning is the primary vehicle for agility, adaptability, and change.

A leader is someone you choose to follow to a place you wouldn’t go by yourself.

Five lessons for Leaders in the 21st Century (Joel Barker)

- Focus the majority of their efforts to the future.
- Understand the nature of fundamental change.
- Appreciate complex systems and how they work.
- Examine your leadership style to see how it affects productivity.
- Create shared visions to build bridges to the future.

The most important role of a leader is to find, recognize and secure the future.

New paradigms generally show up before they are needed by someone with no ties in the previous paradigm.

Time is divided in the “core”, half to keep the operation running; the other half pursuing the future.

“The road to transformation is conversation.” (Sheila)

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Change

- Linear and additive change → better, faster, and cheaper. Modification, adaptation, incremental.
- Transitional change → moving from A to B. You can plan for transitional or linear change.
- Fundamental (transformational, discontinuous, radical) → a break with the past and the creation of something new. You cannot predict the future based on the past or the present.

People are afraid of the loss of control, therefore are afraid of the chaos introduced with change. However, this is a place of opportunity.

Good reading: “The Structure of Scientific Revolutions” by Thomas S. Kuhn [1958]

Paradigm

- World view
- Perception of reality
- Model
- Made up of assumptions
- Made up of a set of rules that come from the assumptions
 - Boundary rules – used to identify and separate
 - Rules of engagement – tell you how to be successful within the boundaries.
- Management manages the complexity within the boundaries.
- Deal with the pressures by modifying and adjusting within the boundaries of the paradigm.
- How to know when it’s time for a change? When someone recognizes the rules have changed.
- Anomalies are represented as challenges at the periphery of the paradigm boundary.

Good reading: “The Adaptive Corporation” by Toffler

Chaos is a normal byproduct of change.

The “ChangeStyle Indicator” style guide provided as a workbook.

Conservers – Accept the paradigm. Prefer change that is incremental.

Pragmatists – Explore the paradigm. Prefer change that is functional.

Originators – Challenge the paradigm. Prefer change that is expansive.

Performed the ChangeStyle Indicator exercise and discussed results/characteristics.

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