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Date: May 12, 2004

To: Lane County Board of County Commissioners

From: Regional Information System, Paul White, Director, on behalf of Regional Executive Group, AIRS Executive Steering Committee, Regional Information Officers, AIRS Project Management Team, AIRS Staff, RIS Staff, and many other members of the AIRS and local government communities too numerous to name.

Regarding: In the Matter of Recognizing the Outstanding Service provided by Judith E. Monahan to the Citizens of Lane County through her Management of Local Government Justice and Public Safety Computer Services.

I. MOTION

MOVE TO POSTHUMOUSLY BESTOW THE HONORARY TITLE OF AIRS MANAGER EXTRAORDINAIRE UPON JUDITH E. MONAHAN IN RECOGNITION OF HER EXCEPTIONAL PERFORMANCE AND OUTSTANDING CONTRIBUTIONS DURING THE TEN YEARS THAT SHE SERVED AS MANAGER OF THE AIRS DIVISION OF THE RIS DEPARTMENT OF LANE COUNTY.

II. DISCUSSION

Judy Monahan served as AIRS Manager from March 1994 until shortly before her death in April 2004. She brought exceptional qualifications to this leadership position in the AIRS community, and she deserves to be honored for all she accomplished and contributed during her ten years of service.

Judy was hired after a nationwide recruitment in which she emerged as the top choice of both the AIRS Technical Executive Group and the AIRS Management Team. She and her family had recently chosen to move to Eugene from the east coast where Judy had worked in a variety of technical and management positions that were excellent preparation for the challenges she would face as AIRS Manager. The local AIRS community was fortunate that Judy and her family had chosen to

live in Eugene because it is unlikely that it otherwise would have been possible to attract a person of her caliber to the position.

Judy's educational background when she was hired for the AIRS Manager position included a bachelor's degree in Mathematics from the State University of New York in Buffalo as well as Special Education coursework at the George Washington University in Washington D.C. During the first 7 years of her career she worked in technical positions, first for IBM as a mainframe Systems Engineer, then as a Technical Consultant for U.S. Time-Sharing and Boeing Computer Services, and finally as a Computer Specialist for the Smithsonian Institution. Judy then spent almost 5 years as Manager of Administrative Application Development for the U.S. Senate Computer Center, following which she took a 5 year break from employment to concentrate on raising her children. Next she went to work for SHL Systemhouse for 8 years where she became Manager of Systems Integration. In this position she acted as project leader and contract manager on large federal government projects for the U.S. Postal Service, the Department of the Treasury, the Alcohol, Tobacco and Firearms Agency, the U.S. Secret Service, the Department of the Mint, and the U.S. Customs Service.

With her broad experience in management, supervision, project leadership, contract administration, vendor relationships, application development, and technical support, Judy possessed all the skills that the AIRS community could hope to find in an AIRS Manager. When she was hired as AIRS Manager in 1994 Judy was given the charge of overseeing the ongoing operation of existing AIRS computer services while implementing the 1993 AIRS Strategic Plan that called for replacement of AIRS computer applications whose original development began in 1968.

Under Judy's management, AIRS services were provided in a fashion that well met the needs of the AIRS community. AIRS work plans were developed in collaboration with the customers of AIRS services, project schedules were established, and progress was tracked toward AIRS goals and objectives. The AIRS staff developed and applied sound professional procedures for system administration and quality assurance. Planning and implementation became core organizational strengths within the AIRS division.

In addition to ensuring proper ongoing operation of essential AIRS services, Judy also maintained focus on establishing future goals and objectives for the AIRS community. She introduced a solid planning methodology and quickly helped the AIRS agencies document and describe their public safety and justice information needs. Within two years of being hired, Judy had managed the development of a Request for Proposals for a new Adult Corrections System and coordinated the evaluation of vendor proposals.

The conclusion of the Adult Corrections RFP process was that there were no vendor products available at that time that would satisfy the needs of the AIRS agencies, so Judy led the effort to consider other alternatives. At the request of the AIRS community, Judy pursued opportunities for joint development of the needed systems in collaboration with other public agencies within Oregon. One outcome of this effort was the creation of a District Attorney Case Management System that is currently in use within Lane County and several other counties within the State of Oregon. The AIRS community also directed Judy to oversee internal development of new AIRS applications that were urgently needed or separately funded. This produced a Jail Release Matrix System, a Custody Referee System, and an Internet-based Inmate Information System.

As the 1990s drew to an end, it became necessary to turn AIRS staff attention to Year 2000 compliance for AIRS applications that were at risk of catastrophic failure without proper remedial action. This was an intense 2 year project that relied heavily on Judy's expert project management skills and attention to deadlines. Under Judy's management, the AIRS staff updated numerous date related functions so they would continue operating properly after midnight on December 31, 1999. The result of this effort was that AIRS applications including 911 emergency dispatch continued operating reliably as Judy and the AIRS staff celebrated the completion of the AIRS Year 2000 Project on New Year's Eve.

While attending to AIRS Year 2000 preparations, Judy coordinated a planning effort with the AIRS community to determine how best to proceed with replacement of out-of-date AIRS applications once AIRS staff attention could be directed to that activity. In 2000, the AIRS agencies agreed to fund a "best of breed" strategy to acquire individual justice and public safety applications to be integrated by the AIRS staff into a seamless system. Judy developed a project budget, an organizational plan for project oversight, and an intergovernmental agreement to define project governance. She also recruited and hired project staff members needed to perform the project work.

With Judy's guidance, an Adult Corrections RFP was issued that relied on the business analysis and some of the material from the RFP issued 5 years earlier. Vendor offerings had improved in the interim, and the AIRS agencies were able to agree upon a product that would meet their needs. A contract was awarded, and implementation proceeded to successful completion in mid-2002 under Judy's oversight, including AIRS development of interim integration between new and old AIRS applications.

In 2002 the AIRS agencies decided to replace the best-of-breed strategy with an integrated suite strategy that would rely on a single vendor to provide the remaining

AIRS applications along with the integration needed for them to operate as a unified system. Judy arranged for the project adjustments required by this change in direction and then coordinated the development of the RFP, the evaluation of vendor responses, and negotiation of a contract with the selected vendor. Project work commenced in mid-2003, with implementation of the Computer Aided Dispatch and Mobile Access functions scheduled to be completed in summer 2004. Planning and preparation for Law Enforcement, Courts, and Integration functions is underway, with an anticipated project completion date in 2006. There is also a parallel effort initiated by Judy for acquisition of a Fire/Emergency Medical Services system with contract award anticipated later in 2004.

In her role as AIRS Manager, Judy introduced the region to procurement methods, project management practices, and a project governance structure that protected the needs of the AIRS community, guaranteed an open, objective process, and allowed the necessary flexibility to ensure project success and continued buy-in by the partners. The AIRS community has routinely received praise from vendors at the preparedness and thoroughness of the region's procurement processes. The AIRS community now has a solid framework for making good technology and business decisions. These are the direct result of the structure and methods put in place under Judy's direction.

Judy's legacy within the region will be new justice and public safety systems that will meet the local community's needs for years into the future, along with the model for how the region should proceed in the future when confronted by technology or business challenges. Those of us who have worked closely with Judy Monahan will miss her greatly, but if we are wise enough to follow the guidance she has provided we will be successful at completing the work that she began.

The words herein only offer a glimpse at the talents, skills, and dedication that Judith E. Monahan brought to her work. Judy's guidance and persistence at overcoming the challenges facing the AIRS community are greatly appreciated by the numerous groups and individuals on whose behalf she labored. Local government and the citizens of Lane County have been well-served. Judy truly earned the honorary title of AIRS Manager Extraordinaire.

III. ATTACHMENTS

Board Resolution

IN THE BOARD OF COUNTY COMMISSIONERS OF LANE COUNTY, OREGON

RESOLUTION 04-05-12-

) IN THE MATTER OF RECOGNIZING
) THE OUTSTANDING SERVICE
) PROVIDED BY JUDITH E. MONAHAN
) TO THE CITIZENS OF LANE COUNTY
) THROUGH HER MANAGEMENT OF
) LOCAL GOVERNMENT JUSTICE AND
) PUBLIC SAFETY COMPUTER SERVICES.

WHEREAS, the Lane County Board of Commissioners wishes to recognize the outstanding service provided by Judith E. Monahan to Lane County and the AIRS partner agencies that share justice and public safety computer services with Lane County; and

WHEREAS, the Board wishes to acknowledge that Judith E. Monahan performed exceptionally well in leading the effort to modernize out-of-date computer systems and managing the ongoing operation of local government justice and public safety computer services during the ten years that she served as AIRS Manager; and

WHEREAS, the Board wishes to acknowledge that the technology procurement methods, project management practices, and project governance structure established by Judith E. Monahan will continue to serve local government well years into the future; and

WHEREAS, the Regional Executive Group, AIRS Executive Steering Committee, Regional Information Officers, AIRS Project Management Team, AIRS Staff, RIS Staff, and many other members of the AIRS and local government communities too numerous to name, all wish to acknowledge the outstanding contributions made by Judith E. Monahan;

NOW THEREFORE the Board hereby posthumously bestows the honorary title of AIRS Manager Extraordinaire upon Judith E. Monahan in recognition of her exceptional performance and outstanding contributions during the ten years that she served as manager of the AIRS division of the RIS department of Lane County.

Dated this 12th day of May, 2004

APPROVED AS TO FORM
Date 5/29/04 Lane County
[Signature]
OFFICE OF LEGAL COUNSEL

Chair, Lane County Board of Commissioners

In the Matter of Recognizing the Outstanding Service provided by Judith E. Monahan to the Citizens of Lane County through her Management of Local Government Justice and Public Safety Computer Services.