MINUTES
Cheshire County Commissioners Meeting
Wednesday October 19, 2016 09:30AM
County Hall Building
Commissioners Conference Room
Keene, NH 0341

PRESENT: Commissioners, Charles Weed, and Peter Graves (Stillman Rogers excused absence)
STAFF: Administrator Coates, Finance Director Trombly, IT Director Hummel, IT Specialist Melissa Beckford, Maplewood Facilities Manager Harrison, and Assistant County Administrator (ACA) Bouchard.
Guests: Ron White, Executive Director, New Hampshire Association of Counties

At 9:30AM Chairman Rogers opened the meeting and recognized Administrator Coates who provided the following information from the Weekly Operations report.

Coates discussed Master Agenda Item # 424: Maplewood - Construction Program Manager and discussed the results of the vote of the delegation on Monday October 17th where they voted 16 to 6 to *"Accept the motion of the Executive Committee to approve the A-2 conceptual plan, which is for the rehabilitation of and the addition to the existing Maplewood Nursing home in Westmoreland and request that the Commissioners undertake necessary steps to engage in Architectural Services to finalize amounts necessary for bonding"*.

He remarked that the delegation also approved the hiring of an Owner Representative / Project Manager through a unanimous vote to wit: *"Move to support the appropriation of $30,000.00 in the 2017 budget effective January 1, 2017 in order to hire an Owners Representative/Project Manager and to authorize engaging this position immediately. This amount will fund a ½ year of services at which time the remaining amount will be factored into the overall bond"*.

Coates then said that the final motion of the delegation that passed with a 19-3 vote was *"Move to support the appropriation of up to $250,000.00 in the 2017 budget in order to engage the services of an Architectural firm or construction Management Team, to be determined, in order to get final design and construction costs to rehabilitate and make additions to the Maplewood Nursing Facility in Westmoreland and to authorize make these funds available as of January 2017"*.

 He said that based on the anticipation of these motions being approved by the delegation, the staff had interviewed and selected an independent Project Owners Representative to begin the process of producing an RFI and / or RFQ to secure the services of the architectural firm and a construction management company.

He said that Steve Horton Construction Consulting Services, Inc., has been selected and that Horton has extensive experience in Healthcare, Non-Profit, Educational, and Municipal construction projects throughout the County. Coates sited Horton's work at Cheshire Medical Center where he has overseen in excess of $70,000,000.00 of projects over the years.

Coates provided the Commissioners with Horton's Curriculum Vitae and answered questions concerning Horton's ability to focus on the Maplewood project over the coming months. Coates said that it was discussed that Horton thought that would need about 10-15 hours per week to complete the work and that he could fit it into his schedule.

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Following discussion Commissioner Weed moved to authorize the hiring of Steve Horton Construction Consulting Services, Inc., as the County's Owners Representative for the Maplewood building and rehabilitation project. Commissioner Graves seconded the motion and upon vote the motion passed unanimously.

Master Agenda Item # 423: Acquisition of Salt Spreader for Maplewood was then taken-up for discussion with the arrival of Maplewood Facilities Manager Harrison.

Harrison said that based on receiving approval to expend up to $8,500.00 in last year's budget to purchase a sand spreader for use at the Maplewood Nursing Home, he was able to identify a unit that meets all criteria at a significant savings and that he has also identified a salt spreader that can be purchased within the originally budgeted amount.

Harrison answered a number of questions concerning the need and use of the equipment and following discussions **Commissioner Weed moved to authorized the purchase of a sand spreader for $4,325.00 and a salt spreader with auxiliary lights for $3,695.00 for a total of $8,020.00 from the previously approved amount of $8,500.00. Commissioners Graves seconded the motion and upon vote the motion passed unanimously.**

Master Agenda Item # 422: Semi-Annual Report - Information Technologies was then taken-up and IT Director Hummel provided the following report to the Commissioners.

Department of Information Technology

Staffing & Workload
Users and vendors created approximately 1800 support requests in the period from January to September 2016. This represents a 30-percent drop in the annualized volume of calls handled by IT compared to the same period last year End-user and vendor assistance calls — from forgotten passwords to accidently deleted files to telephone issues — composed about two-thirds of those calls. Hardware-related calls, such as problems with printers or other physical services, have dropped both in number and as a percentage of total calls. These changes are one measurable indication of the benefits from our program of standardization and modernization.

Work on our computing infrastructure, the type performed by IT staff on networks, servers, and internal services, continues to increase both in volume and complexity. As our systems have grown more capable, our need to increase emphasis on preventative maintenance and monitoring has grown as well. To allow staff to manage the advanced technology being deployed, I have continued our program of in-house training. IT staff experience on-going training in virtualization, network operations, hardware diagnosis and repair, server operation and management, backup and restoration procedures, and disaster recovery.

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Availability and Continuity
A primary responsibility of the IT Department is to ensure the availability of computing resources to all County departments and to ensure the County's continuity of business. To this end, IT continues to aggressively advance our backup, recovery, and archiving strategy. To date, in 2016, we have held four major disaster drills where staff has had to recover from failure of servers, failures of backups, and failures of entire campuses.

We continue efforts to fine-tune our virtualization, replication, and restore strategy. Our minimum RTO (return to operation) time remains at less than five minutes for a single server failure. A complete server rebuild can typically be accomplished in under 60 minutes without impacting operations. Over the past nine months, our uptime, excluding events outside our control and normal maintenance, has been approximately 99.997-percent.

Infrastructure
Cheshire County has been virtualized. The last physical server we have is running the jail inmate management system in parallel with a virtual clone for backup. We are working with the software vendor to correct some configuration issues prior to a reinstallation to improve efficiency. Once resolved, this server will be migrated to its virtual form as well. All critical applications are virtualized. This includes ECS (Maplewood nursing), Kronos (time and attendance), Harris (financial), IMC (Sheriff and Dispatch), work orders (maintenance), and all county data files.

The multi-year project to upgrade the County's external networking connections, increase security, and expand our capabilities was implemented on September 5. Working on all four campuses simultaneously, the entire county was migrated from our slow, ad-hoc interconnections to fiber-based, high-speed, encrypted connections including replacing our end-of-life firewalls. The staff accomplished this massive change with no downtime and a minimal disruption to normal services.

Security
The security of the County network and compliance with federal regulations regarding data privacy continue to be my largest concerns. The policies we have in place continue to increase security by reducing our vulnerability, albeit at a minor cost in convenience to our computer users. In 2016, there were only four instances of possible computer infection were confirmed and addressed. (Excluding the Cryptolocker instances detailed below.) These infections were minor, consisting of malware (ad pop-ups) and a spam emailer.

In 2016, IT aggressively advanced our backup, recovery, and archiving strategy. These policies and procedures were put to the test when three of our facilities were hit with a Cryptolocker virus attack — two of them an hour apart on the same day. In the latter case, we were able to restore full operations in less than 30 minutes for each incident with no data loss — and we didn't pay the ransom. We have since added software "sentinels" to our file shares to alert us even earlier at the first sign of an attempted Crypto attack.

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Our Internet-filtering service (OpenDNS) continues to be our most significant and effective tool in reducing infection by preventing end-user exposure to viruses, malware, and cyber-attacks. The service blocking suspicious sites and domains, heading off most threats before a user can access them. In the case of sites that are blocked by category (such as on-line shopping), business-related exceptions can be requested and are enabled quickly. Given recent increase in bandwidth of our Internet connections, I have been able to reduce some of the restrictions.

Our public interfaces (firewalls, public IPs) continue to be subject to nearly constant probing and directed attacks. In 2016, no successful penetrations were detected or observed.

County-Wide IT Major Projects
1. Telephone System Replacement (incipient)
The telephone systems currently used by the county are either approaching or are already beyond end-of-life. IT is beginning this project to research a new system to provide telephone service for the county going forward.

2. Server & Systems Upgrades (ongoing)
All Windows Server 2003/2008 and outdated physical hardware has been upgraded or replaced. All campuses now have virtualization hardware in place and the final server conversion will be completed this year. IT has converted older hardware into storage subsystems to support our advanced availability infrastructure.

3. Mail System (ongoing)
We have selected an email program that will significantly increase our capacity to deliver email services to the county. A new mail server, accessible from both inside and outside the campus, is being trialed. This service will support email archiving, shared calendars, and instant messaging. We are investigating implementing a capacity for secure file transfer as well.

4.   Web Hosting (ongoing)
We are creating the capacity to host our own web servers, giving us better control over the she appearance and content.

5. Log Recording and Analysis (ongoing)
We are creating the capacity to analyze the massive amount of data produced by our network and security systems to give us improved detection and response to security threats.

6. MACE Activation Plan (ongoing)
To ensure that the MACE team can activate rapidly and smoothly, we are creating a fast-deployment equipment rack to support this agency. This will debut at the MACE drill this month and will include Wi-Fi.

7. Backup, Disaster Recovery Preparation (complete)
In addition to servers and other mission-critical devices, rapid recovery protection has been extended to

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desktop systems at all four campuses.

8.   Domain Name Service Migration (complete)
To support migration of services to internal system, the controlling authority for the county's websites and email has been migrated to a more reliable service provider.

9.   Windows 10 Upgrade Plan (complete)
All workstations have been registered for the no-cost Windows 10 upgrade.

Maplewood
1.   Rehab/Optima installation. (ongoing)
Support for a project driven by Maplewood staff to add a program designed to support documentation and billing of rehabilitation services. Laptops have been deployed to staff to support this project that include Wi-Fi connectivity and full encryption.

2.   Maplewood Resident Wi-Fi (complete)
Wi-Fi has been extended to residents, visitors, and staff. The secure Wi-Fi that supports our secure laptop users has been upgraded as well.

Sheriff/Dispatch
1.   Dispatch Terminal Upgrade (complete)
All dispatch workstations have been upgraded.

2.   SPOTS (complete)
The SPOTS network switch from ISDN to VPN is complete.

3.   Dispatch Center Build & Move (ongoing)
Working with the Sheriff's office, IT accomplished the network and workstation equipment design and installation on time and under budget. We continue to finish details such as cable deployment.

Finance
1.   Kronos Upgrade (ongoing)
IT support for the KRONOS (time and attendance) server virtualization and software upgrade (version 6 to version 8) continues.

House of Corrections
1.   Wi-Fi Installation (ongoing)
IT is working with the Superintendent to provide Wi-Fi for vendors and guests at the HOC. In addition, this capability will support the Multi-Agency Coordinating Entity (MACE) program. (Disaster Communications Coordination)

2.   Security Infrastructure Support (ongoing)
With the departure of John Evans, IT has inherited responsibility for maintenance and management of

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the security infrastructure components at the jail. (This excludes operational management, which remains with jail staff.)

The Commissioners asked many questions about the security issues facing the County and discussed with Hummel the training and retention of the IT staff. Hummel detailed the cross training that occurs between campus's and discussed how the IT Specialist positions are far more trained than traditional Help Desk personnel. He discussed that the Specialist staff receives training in servers, networking, virtualization, disaster recovery, and many other topics that traditional Help Desk personnel do not receive.

Commissioner Rogers raised the subject of staff training and a discussion of how to provide computer and application software training began. Hummel said that he thought the use of video training segments would be the best approach as they don't require one-on-one learning situations and allow the IT staff to produce and distribute training in way that allows staff members to access training modules based on their work schedules. The Commissioners were in general agreement that this approach would be a good step forward and Hummel said that he will investigate the options further and report back to the Commissioners in the coming weeks.

Melissa Beckford, one of the IT Specialist said that she has learned a tremendous amount in the past year since she joined the staff and that despite being able to make more money at other facilities she is happy being at the County because she is learning so much more than she could at other IT support jobs.

The Commissioners thanked Hummel for his report and commended his for the results of the department.

Administrator Coates was then recognized and introduced Ron White the Executive Director of the NH Association of Counties.

White said he was attending the meeting to discuss with the Commissioners the activities of the Association and how to make the group stronger, more inclusive, and more effective when representing the individual County's interests. The NHAC organizational structure was discussed and how the structure has changed over the years.

A long conversation began many areas were discussed where the Administrator, staff, and Commissioners thought that improvements could be made. Also discussed was the recent move by the County to begin certification of County Correctional Officers and the cost shifting from the State to the County level.

Following the discussions, the Commissioners thanked White for attending the meeting and asked to be kept abreast of the Association's activities on more regular basis and further asked for better and more frequent written communication from the NHAC on matters of importance as they effect the County.

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Director Trombly then discussed the next budget review meetings and suggestions for follow-up meetings were had based on the availability of the Commissioners.

Master Agenda Item # 425: DOC Correctional Officer Graduation

The Commissioner's Calendar and the Weekly census was then reviewed.

The Weekly Manifest was then reviewed and Commissioner Weed moved to accept the Manifest as presented and was seconded by Commissioner Graves. Upon vote the motion passed with unanimously.

Commissioner Weed moved to accept the Minutes of October 12, 2016 as presented and was seconded by Commissioner Graves. Upon vote the motion passed with unanimously.

At 12:00PM there being no further business to discuss, Commissioner Weed moved to adjourn the meeting to attend the Correctional Officer Graduation Ceremony that is taking place in the Delegation meeting room. The motion seconded by Commissioner Graves and upon vote the motion passed with unanimously.

Respectfully Submitted,
P. Graves, Clerk