Quarter 4
December 2005

Office of Major Projects

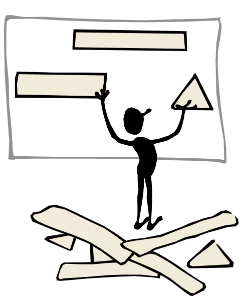
Vision: Provide consistent quality leadership in project management using industry best practices. Enhance the acceptance of cultural and technological change to maximize the benefits of major projects.

Organizational Project Management Maturity Model (OPM3)

Lynn Hersey-Miller, Chief Program Officer

Highlights • • • •

More about OPM3 … from your CPO
Office of CPO
Project Management
eGovernment Program
Change Management
ERP Service Delivery
Application Delivery
Systems Engineering
Recognition
Projects



In our last newsletter, I provided an overview of the *Project Management (PM) Maturity Assessment Report* that was delivered in September as part of the PM Assessment project. That project started in July and was completed in November. If you'll recall, on a scale of 1–5 (5 being the highest), the level of PM maturity at DTI was rated at 2.25. Once this baseline assessment was established, the next tasks were to complete the *Strategic Charter* and the *Tactical Plan* as described below.

STRATEGIC CHARTER:

Our ***Strategic Charter*** defined and prioritized seven goals intended to enhance our level of project management maturity. These seven goals are listed below in priority sequence. Provided there are no dependency conflicts, there will be work on several goals simultaneously.

- ❑ Goal 1 – Project management processes, best practices and knowledge will apply consistently across all DTI projects.
- ❑ Goal 2 – Coherent goals for Project Management Training will be developed and implemented across all DTI teams, and integrated into personnel career development.
- ❑ Goal 3 – An integrated technology infrastructure will be developed to ensure effective project and program management, tracking and reporting.
- ❑ Goal 4 – Change management processes and best practices will be implemented across the entire DTI organization.
- ❑ Goal 5 – A document repository will be developed to enable consistent storage, sharing, and maintenance of all project artifacts and process documents within DTI.
- ❑ Goal 6 – Project and portfolio related communications will be demonstrated to be effective.
- ❑ Goal 7 – DTI will position itself to provide project and program management mentoring to other state organizations.

TACTICAL PLAN:

The recommendations from the *Strategic Charter* were then grouped into 10 tactical projects that will help us achieve these goals. The ***Tactical Plan*** contains detailed descriptions of the projects listed below.

1. Establish a formal Program Management Office – Phase 1
2. Establish Project Manager Competency (Part 1) – Phase 1

(continued on next page)

Mission Statement:

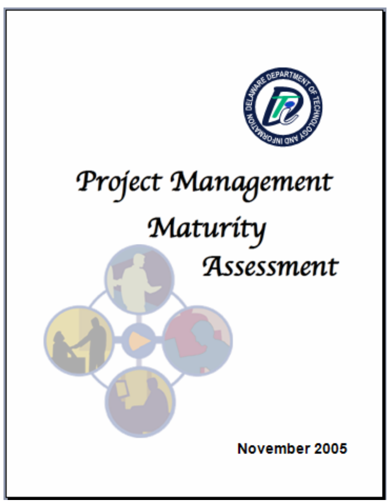
"In synergy with DTI's mission, provide Diligent, Measurable and Practicable technology solutions for the State of Delaware. Under guidelines of the CIO, Major Projects builds economical and efficient technology solutions that enable the State of Delaware to serve, protect, and communicate effectively with its citizens."

Office of Chief Program Officer

Tactical Plan *(continued from previous page)*:

3. Implement an Enterprise Project Management System (Part 1) – Phase 1
4. Develop/Validate Project Management Processes – Phase 1
5. Implement Enterprise Project Management System (Part 2) – Phase 2
6. Establish Project Manager Competency (Part 2) – Phase 2
7. Improve Customer Communication – Phase 2
8. Develop new processes and improve existing ones – Phase 2
9. Develop Project Management Mentoring for other agencies – Phase 3
10. Implement Enterprise Project Management System (Part 3) – Phase 3

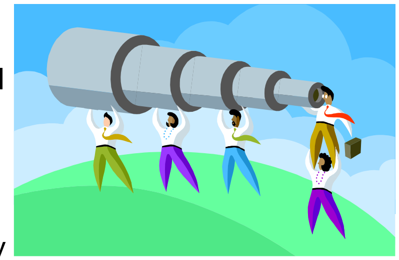
Detailed copies of all three reports (*PM Maturity Assessment, Strategic Charter,* and *Tactical Plan*) are available upon request. Also available is a summary report that describes the significant points in all three reports. Please don't hesitate to contact me if you would like more information or would like to discuss this initiative in more detail.


Project Management Maturity Assessment

November 2005

DTI senior management has taken our level of project management maturity very seriously and has recently approved a 3-day "boot camp" that will emphasize DTI's approach to "practical project management". The course will be held at DTI in the February timeframe and will be taught by professionals from The Performance Institute. It will be customized to address specific areas where we were rated low (such as Risk Management) and it will use one of our projects as the case study. To-date, we've had approximately 25 DTI employees who have expressed an interest in taking this course!

Looking Ahead to 2006:



When I assumed the management responsibility for two additional teams (Applications Delivery and Systems Engineering) back in October, I was somewhat concerned that my already-busy schedule would become unmanageable. However, I was excited about the opportunity to get more involved with other teams within DTI.

One of the first things I wanted to do was to meet with each team member on an individual basis. During the past two months, my schedule has only allowed me to meet with about twenty of you, but I hope to complete all meetings by mid-February. I've certainly learned a lot about the daily operations of the department as it relates to teamwork, internal communication, training, challenges, relationships, priorities, goals, etc. Additionally, I've heard about personal accomplishments, family stories and plans for the future. It has been an extraordinary opportunity for me to build relationships.

My single most important goal for 2006 is to continue to build relationships across all of our teams. Once relationships are built, teamwork rests on a solid foundation. Only then can we truly focus on what matters most and actually make it happen – our core business of providing excellent customer service.

Relationships are hard work; they can be time-consuming and complex. But just think about how important it is to network with your peers from other states and organizations in order to find better solutions or benefit from lessons learned. It is, indeed, time well spent.

In the year ahead, I challenge all of you, to not only build upon your existing relationships, but also to build new ones.

A relationship-focused organization has the power to accomplish its strategic goals with ease! Let's make 2006 DTI's best year yet! Thank you all for your continued support.

Project Management

COMMUNICATION

Projects, by their inherent nature of collaboration, depend heavily on communication. Though excellent communication does not ensure a project's success, its absence will ensure failure. Many times we wish we could recall messages or take them back, then realize it is too late and we need to start working on damage control.

Because of its importance, communication management is a separate knowledge area in project management studies and is covered extensively. In PMI's Project Management Body Of Knowledge (PMBOK), the details of what, when, who, and how are covered in communication management, but the *soft* communication skills are left untouched – to be addressed by general management skills.

Our project team is working on many of these areas to create processes and templates; which can be referred to in DTI's Project Toolbox application. In this issue we will discuss the *softer* side of communication. In future issues, we will go through the PMI version of Communication Management.

In communication processes, the three important items are Sender, Receiver and Medium.

Sender:

The Sender has the obligation to make sure he/she communicates clearly, is easily understood, and uses uncomplicated language.

Receiver:

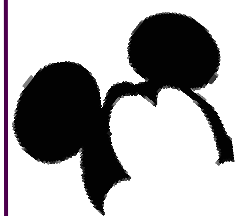
The Receiver has the obligation to make sure they understand the message clearly and are not interpreting it or making assumptions.

Medium:

With all the technologies available to us, the Medium is becoming an additional challenge. With email, mobile communication, and instant messaging, we are constantly communicating with someone. When it comes to project communication, using these tools become all the more critical.

How many times have we misunderstood an email message or a mobile call due to noisy surroundings? High-speed communication channels make it harder to recall, or stop the message before it is too late and then leaves us to wonder what to do next.

Many of us know, by virtue of common sense, that the essential ingredient of effective communication is <u>listening</u>. There is a quote, although unaware of the origin, that is very interesting:



"We were given two ears but only one mouth, because listening is twice as hard as talking"

The barriers of effective listening generally involve noise, language, culture, accent, and more…

Sender Constraints:

- Making the message too complicated with too much information;
- Delivering the message through an unfamiliar medium to the receiver.

Receiver Constraints:

- Failure to confirm the message;
- Prejudice about the sender/message;
- Wandering thoughts/lack of interest.

<u>What the receiver hears is not always what the sender says</u>! Realizing this is the first step to understanding that communication can't be reduced to a set of activities or steps; hence, *soft skills.* Managers and project team members must not only be clear in their communications; they must also listen to employees to understand how their messages are being received. DTI's Change Management team is an integral part of executing effective communication management within our project management arena.

Listening does not always mean agreeing, but many times people use it in this context. Many times it is used with our kids, when their actions do not conform to our expectations. It is also true in projects. Many times, even when one listens actively, we may not agree with the sender. Here, the listening is not about agreeing, but about understanding the sender's implied and stated intentions.

eGovernment Program

AUTHENTICATION AND AUTHORIZATION CHALLENGES:

Introduction:

How do we authenticate and authorize the citizens, businesses, and employees of the state to access the services and goods offered by the state?

Objective:

The effort to effectively and securely deliver services and goods to the citizens, businesses, and employees of the state is a tremendous task. This task is one that has been on the forefront of the e-Government program, working side by side with the enterprise architecture initiative (led by Tony Collins). The Government Information Center has also been closely involved with this initiative from a Portal perspective.

Goal:

The reality is that online services are here to stay and the need for government to provide these services is a must. However, the goal of achieving an effective and secure environment for delivering these services is difficult. There are many methods of delivering services to citizens; some are very secure but not easy while others are not so secure but very easy.

For example, biometrics is a very secure method of delivering services to citizens, businesses, and employees; however, it is not easy to implement nor will it be widely accepted. Userid and password is a less secured method because it can be easily hacked, bearing intended secured information and leaving the application open to further intrusion. But, the userid and password method is easy to implement and is widely accepted. These are two extremes in the situation and there are other alternatives. The e-Government committee has been working actively to identify the optimal solution.

At the recent December 16 e-Government Committee meeting, Secretary Jarrett approved the committee's recommendation of moving forward with the implementation of a Single (simplified) Sign-on architecture. There are currently many news articles that present the pros and cons associated with this method. However, DTI will take a phased approach that will allow for applications to be implemented in the interim while still staying abreast of the issues and technologies that will allow the state to establish the secured environment that is demanded in today's world.

GOVOLUTION:

More online services!

The eGovernment Project utilizing Govolution adds four new applications.

Division of Professional Regulations
Professional Licenses

Division of Revenue
Public Service over-the-counter credit card sales

Department of Natural Resources
Chemical Inventory Fees

Indian River School
Adult Education Program

If you have any questions related to the ePayment standard utilizing Govolution, please contact LiWen Lin at 739-9688.

Change Management

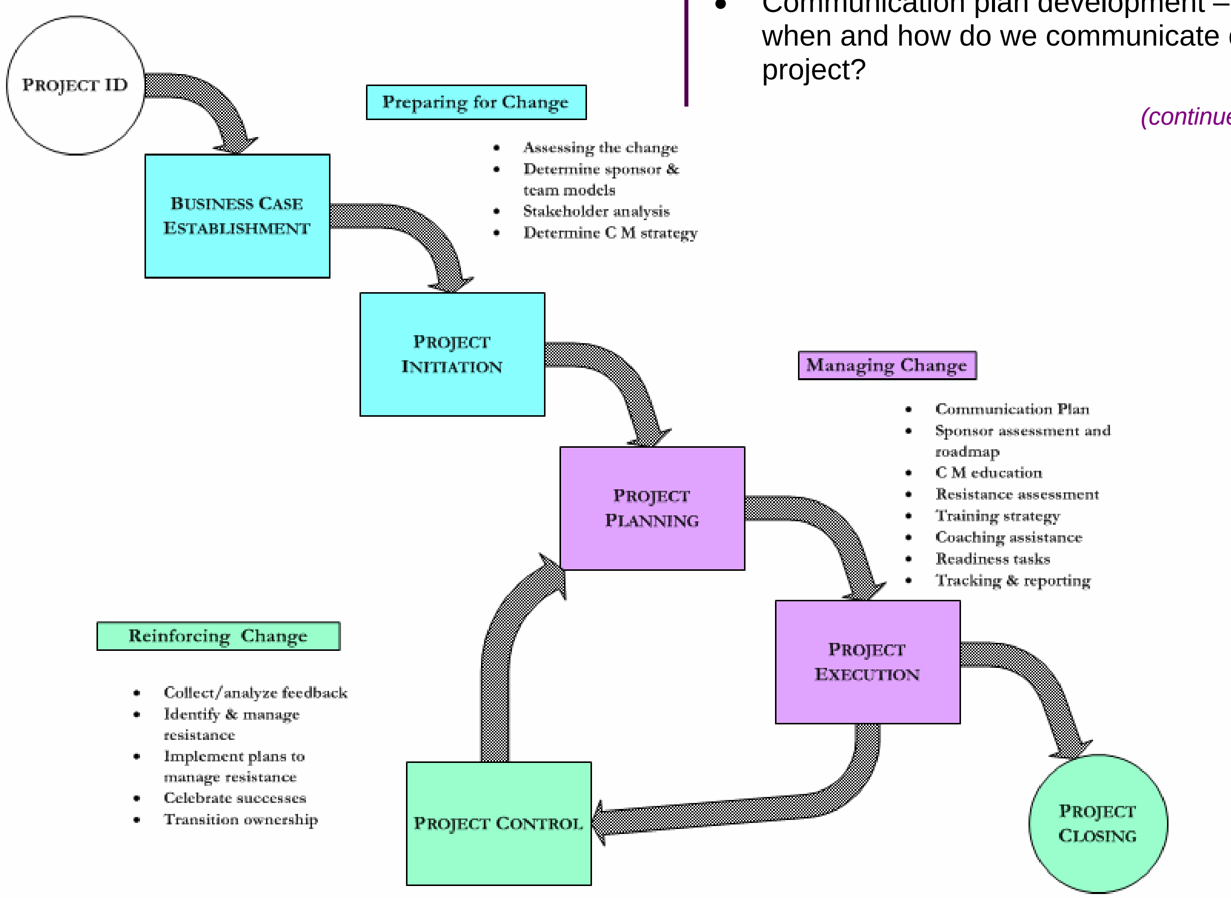
DTI CHANGE MANAGEMENT PROCESSES AND TOOLS

Our last issue dealt with the differences between Change Management and Project Management and the concept of routinely incorporating Change Management into projects. Before we delve into the topic of change competency, we would like to elaborate a little more on DTI's Change Management processes and tools, as well as how and where, in the project life cycle, they come into play. Change competency is based on consistent use of change management activities and best practices, so it makes sense to understand what and how we use our own change management resources in conjunction with project management.

We have three high-level Change Management processes

- Preparing for Change
- Managing Change
- Reinforcing Change

Each process has sub-processes associated with activities and tools. The below diagram illustrates where each process fits in with the project life cycle.



Preparing for Change:

This process begins in the project initiation phase.

Preparing for Change includes:

- Assessing the change
  - Size – Is it radical or incremental?
  - Organizational Attributes – How change adaptive or resistant is the organization?
- Determining sponsor and team models – What do they look like?
- Assessing stakeholders – Who is involved/ affected and what is the nature of their influence?
- Developing the change management strategy – How will we prepare the organization? What does the plan look like?

Managing Change:

Managing change occurs during the project planning and project execution phases of the project life cycle.

Managing Change – Planning includes:

- Communication plan development – Who/what/ when and how do we communicate during this project?

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DTI CHANGE MANAGEMENT PROCESSES & TOOLS:

- Sponsor assessment and sponsor roadmap – Prepare a plan for the project sponsor(s), outlining their key activities and responsibilities.
- Change Management education – Plan educational courses for the team, sponsors, managers/supervisors, and end-users.
- Resistance assessment – Assess the type and source of potential resistance and develop plans.
- Training strategy development – Determine the training method(s), curriculum of courses, resource and facility needs, objectives of training, and the training plan.

Managing Change – Execution includes:

- Executing tasks on the communication plan.
- Monitoring and guiding sponsor activities.
- Facilitating planned change management classes.
- Executing resistance plans.
- Managing the development and delivery of training.
- Gathering and sending readiness tasks.
- Tracking and reporting readiness activities.

Reinforcing Change:

Reinforcing Change occurs during the project control and project closing phases of the project life cycle.

Reinforcing Change includes:

- Collecting and analyzing feedback.
  - o How are we doing? Is the change management strategy effective?
  - o Auditing compliance – Are people doing things the way the new change dictates?
- Identifying and mitigating resistance – Are plans in place to help coach managers/supervisors to identify resistance and assist their people through the change?
- Celebrating successes – Are we celebrating success along the way? How/what incentives are we going to put in place to keep the change successful?
- Transitioning ownership – Help the organization own and manage the changes in place.

Are you surprised at the amount of detail and activities involved in successful change management? Successful change is dependent on an effective and planned change management program. But Change Management is not a matter of simply following steps. This is because no two changes are exactly alike. An effective change management strategy will need to be scaled to the unique attributes of the organization and the people involved. Therefore, it's not enough to just know the "how". You need to understand the "why" to be more effective at doing the "how". If you don't understand the "why", changes can fail; no matter how well activities, steps, and processes are followed.

The next article will go into more detail about the psychology of change and some key guiding principles that can assist with various methodologies and help adjust the strategy according to the size and nature of the change.

Newsletter Contributors:

Kathy Dahl
Nancy Erwin
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Pn Narayanan
Kamlesh Sheth
Pam Waters

Enterprise Resource Planning (ERP) Service Delivery

Over the past three months, ERP Service Delivery, working closely with many other DTI teams, reached several milestones for PHRST Production.

SIGNIFICANT MILESTONES:

- Time & Labor implementation for DelDOT
- Applying Human Resources and Time & Labor "bundles" (software patches and fixes)
- Tax Updates

OTHER MILESTONES:

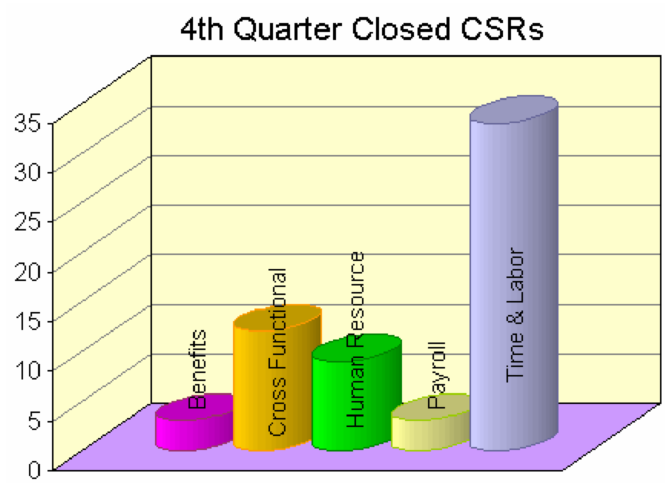
- October/November – Implementation of Time & Labor (T&L) for DELDOT, which included many and varied activities, completed on schedule with little or no impact to PHRST Production.
- Critical Oracle Security fix was applied to PHRST Development and Production databases.
- Del Tech Open Enrollment and statewide Flexible Spending Account enrollment was completed on schedule.
- ERP Software Development Life Cycle Assessment (phase 1) was completed and several recommendations were accomplished: ERP team was reorganized; new Stat version control workflow was implemented; and a new Requirements document template was designed and put into use.

- Several T&L post-implementation work requests were completed for Colonial School District.

The following tasks would not have been successful without the assistance from other DTI Teams: SE, DC&O, and Telecom teams made it possible to implement T&L for DelDOT; DC&O provided excellent support during the T&L implementation, accepting last minute changes to the PHRST Batch Schedule and monitoring the Schedule; and the Change Control Team kept us abreast of changes that could have had an impact.

CUSTOMER SERVICE REQUEST (CSR):

During the 4th quarter of 2005, the ERP team successfully completed 69 CSRs.



ERP Standards:

The temporary table standards were revised per the DBA's direction and the table naming standard was modified to limit the length to 15 characters. The issues concerning the "Help" screen layout were completed.

A large part of the ERP Standards Committee time was spent on completing the new technical and functional Requirements document. This initiative was completed in an effort to expedite the design process and reduce the amount of rework for ERP work requests. At the next meeting of the ERP Standards Committee, the focus will be on program documentation standards and file layout for flat files.

Quality Assurance (QA):

To enhance the ERP Quality Assurance initiative, the Applications Delivery QA Team (Kathy Donovan and Andrea Booz) jointly worked with the ERP staff. The Application Delivery QA team has already done excellent work with test plans. This sharing of knowledge will help eliminate redundant QA activities and will be an asset in developing a consolidated DTI Quality Assurance process for requirements gathering, testing procedures, etc. The next step is to perform a Fit-Gap analysis for determining differences between our two initiatives.

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Application Delivery

BUILDING A TREE SWING

In recent months, we in Apps Delivery have been continually looking at our processes in an effort to improve our productivity, quality, and results. We're refining our System Development Life Cycle (SDLC) templates, clarifying and streamlining processes, and beginning to measure our activities.

One facet of the SDLC that was begging for improvement, however, was requirements definition. We've all discussed how we need complete and accurate requirements from the customer in order to do our jobs effectively. It wasn't necessarily that no one was gathering requirements; on the contrary, often the customer was being contacted by several different people from several different teams within DTI – Systems Engineering, Telecom, Applications, Customer Care – each of whom would ask questions particular to their discipline. Nowhere was a *complete* set of the user's requirements documented. Sometimes, this could result in delays in the implementation timeline simply because of the timing of the delivery of specific requirements. Imagine being the customer in such a scenario. Here's a classic view of what can happen, and what we DON'T want to do here:

That being said, we've taken several significant steps toward improving DTI's ability to identify and document user requirements. As mentioned on the previous page, our ERP colleagues have also been involved in a similar initiative.

First, we put together a cross-discipline team charged with designing a complete Business Requirements Document and an accompanying process, and staffed this team with participants from Apps, SE, Telecom, and DC&O. This team has finished the initial release of this document, and it is now ready for "prime time" use. Is it the ultimate? Probably not – but it's a great start! Only by using it and modifying it as we go along, will it get better.

Then, we had several members of our team attend courses that focus on identifying and confirming user requirements. They were so impressed by the quality of the course that we are bringing it in-house in January. All of the Customer Care team and some ERP Specialists will be attending, as well as at least four members of the Apps Delivery team. Our ultimate goal is to have enough DTI staff capable of gathering, confirming, and documenting user requirements that our quality and productivity can't help but improve.

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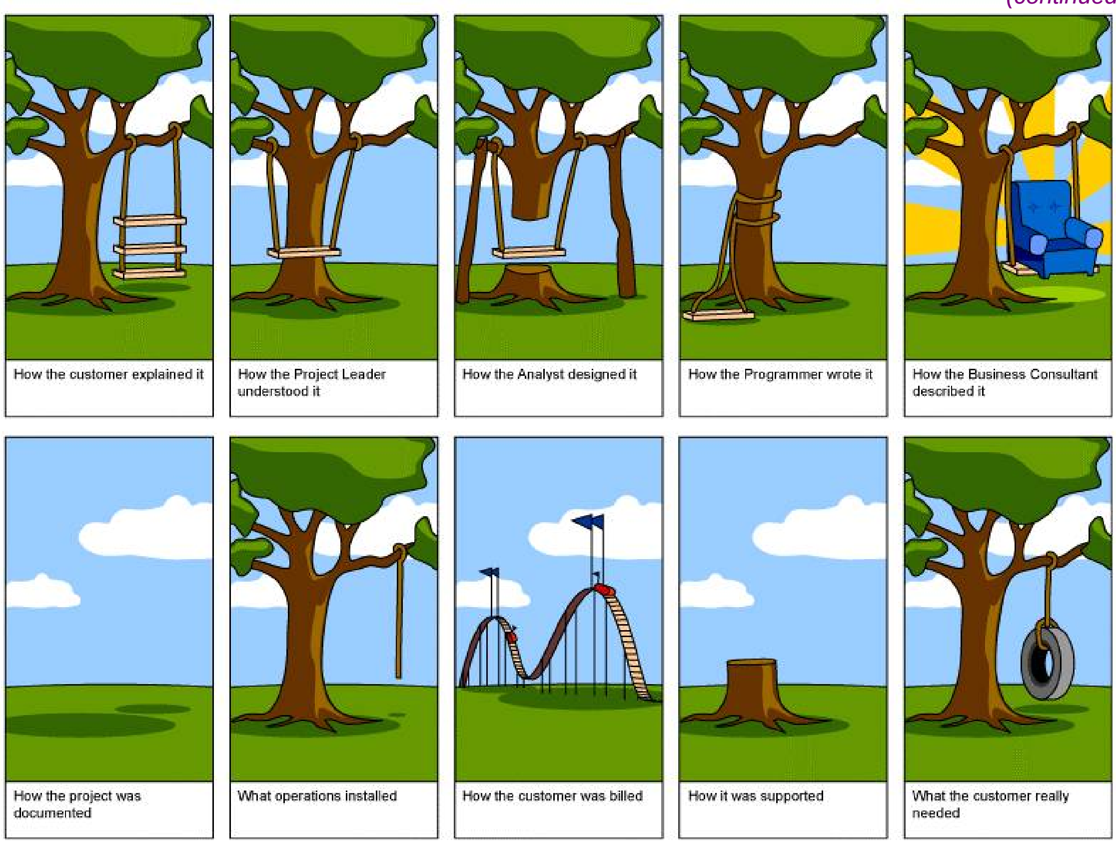

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BUILDING A TREE SWING

Of course, equally as important as the identifying, gathering, and documenting of user requirements is the ability to communicate and confirm the understanding of them by the project team. This has been addressed by a process. The process calls for confirming the requirements with the user via a walkthrough of the business requirements and revision thereof, until the customer approves. Once approved, another walkthrough is conducted with the project team, making sure that the need is clearly understood by the team that is charged with delivering a solution. These changes alone won't fix everything, but they will give us a much better perspective on customer requirements and appropriate solutions at the beginning of each project, making us better able to deliver what customers really want in the timeframe that meets their business needs… after all, isn't that what we're here to do?

You can find the Detailed Business Requirements Template in the Project Toolbox, and if you have any questions or suggestions, please contact Kathy Dahl at kathy.dahl@state.de.us. We all want to build a better tree swing…

Congratulations LiWen!!!

LiWen achieved CompTIA Project+ certification, a global credential that validates the knowledge required to effectively manage projects throughout the entire project life cycle. Based on best practices of project management, as identified by major organizations, the exam incorporates project management concepts, including important soft skills, such as conflict resolution, negotiation, communication, team building/leadership, and setting and mapping expectations.

As a predictor of practical skills and a valuable career credential, CompTIA Project+ certification is definitely on target and is endorsed by the National Skill Standards Board.

This is a milestone in LiWen's journey in her career in Project Management.

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ERP Technical Documentation:

The index of ERP technical documentation went through a major review and revision. Two separate indexes were combined into one and were reorganized and reformatted to make the index easier to use. All links were checked, new documents added and checked, and old documents removed. This index was created in an effort to make it easier to find documents disbursed throughout numerous directories on the server.

ON-GOING EFFORTS:

- A review of Phase II recommendations from our Quality Assurance project with Reality Corporation is underway.
- ERP resources are providing technical support for the Time and Labor Phase III rollout (tentative timeframe is March-April, 2006) and e-Recruit implementations.
- ERP staff members are participating in the State of Delaware Financial reengineering effort, ERP reporting strategy, and PHRST integration analysis.

Highlights for the 1st Quarter (2006):

- W-2's and Payroll Year-End processing - often requires staff to work additional hours to quickly design, code, and test the development work required as a result of IRS Tax code changes.
- Application of Bundles and Fixes to stay current with PeopleSoft version 8.8.
- PHRST Disaster Recovery planning.
- PHRST Reengineering for PeopleSoft Financials and Reporting Strategy.
- Work needed in preparation for Pension Disability and implementation of e-Recruit.

Together…

anything can happen!!

Systems Engineering

SERVER INFRASTRUCTURE CLEANUP PROGRAM

DTI provides full support for about 150 mid-range servers hosting business systems and services for the state. Some of these servers have been in place for over five years. Some were designed and built in such a way that they are exposed to cyber attacks from the Internet. Others are using operating systems that are no longer supported. In early 2004, the Server Infrastructure Cleanup Program was initiated to address these and other issues.

What needed to be done?

The first step of the program was an assessment, during which about 150 servers were included in the scope and graded on seven criteria. Eventually, some of these criteria were split into more detail, resulting in 11 different criteria, as follows:

- Hardware
- Backups
- Server OS
- Network firewall
- User Accounts
- Monitoring
- Tiered architecture
- Server environments
- Single purpose
- AntiVirus
- Vulnerabilities

Who is doing the work?

The Project Manager for the cleanup program is Chris Jones, a contractor. Steve Bailey is the primary technician, and Dave Martin, also a contractor, is heavily engaged. Other SE staff and DC&O staff are regular contributors, and assistance is provided by Telecom and Applications Delivery as well. Finally, we use the skills and wisdom of the Change Management team to address effective communications. The steering committee consists of the Team Leaders for Systems Engineering, Telecom, DC&O, and Change Management.

When and how will the work be done?

With eleven different criteria, the plan of attack is not simple. In some cases, we have taken a particular criterion and addressed it across all servers. One example was the correction of problems with system backups on over 20 servers. Another example was addressing the anti-virus protection on many servers.

We have also approached some of the system monitoring situations like that. But most of the servers have multiple issues and need to be addressed in a more holistic manner. This approach requires more careful investigation and planning, and also exposes the servers to greater risk of problems. In some cases, it requires personnel outside DTI to support the effort. It can also require the procurement of new hardware and/or software, again complicating the work effort.

Risks and risk mitigation

The primary risk to customer service is due to the “fragile” nature of some of these systems. For example, most of the servers are lacking good documentation of the application and user inventory. Some old hardware is incompatible with supported operating systems. Some applications have operating system dependencies. Customer receptiveness is the final noteworthy risk. At a minimum, we need customer approval for down-time, but in most cases, we also need them to participate in testing or migration. The technical risks can be mitigated by careful planning and execution, and the customer risk will be mitigated through Change Control planning and effective communications.

Where are we now?

There are currently 144 servers included in the cleanup program. As of late November, 44 (30%) have a clean bill of health. The remaining 100 have 215 identified items to be addressed. These represent about 20 “server families” as small as one server or as large as eight servers. Current efforts are focused on common services such as DTI web hosting service, the file exchange service, and the ETL (extract, translate, load) service, as well as the actual re-hosting of certain applications.

Our Team: Recognition

<u>*CPO Division Employee of the 3rd Quarter*</u>

- **Kamlesh Sheth**
  Office of Major Projects (July – September 2005)

<u>*Team Leader Employee of the Month*</u>

September 2005

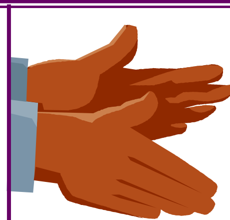
- **Tony Collins**
  Application Delivery Team
- **Cindy Bray**
  Change Management Team
- **Sang Shanmugagounder**
  Major Project Teams
- **Donna Fortner**
  Systems Engineering Team

October 2005

- **Janet Villamor**
  Application Delivery Team
- **Nancy Erwin**
  Change Management Team
- **Steve Bailey**
  Systems Engineering Team

November 2005

- **Terry Ann Reed**
  Application Delivery Team
- **Donna Nowell**
  Change Management Team
- **Heidi Dukes**
  Major Projects Teams
- **Rich Bevan**
  Systems Engineering Team



KUDOS

September 2005:

- **Kamlesh, Pam, Rose, Rao, Hemanth, Paulette, Bob O.,Crystal, Dave P., Kathy S., Ann F., Kimberly C., Chocks, Parthiban, Brett, Rob L., Phil, Paul R.**

October 2005:

- **Tim D.**

November 2005:

- **Stacey, Nancy, Savitha, Julie, Crystal**

September 2005

- **Sharon, Cindy B., Myrtle, Judy M., Paul L., Ann F., Terry Ann**

October 2005

- **Dave P., Terry Ann, Pari, Donna F.**

November 2005

- **Pam, Terry Ann, Tony M., Cindy B.**

Welcome!
Cheryl Wright

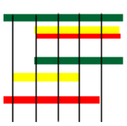
Cheryl joined the ERP Service Delivery Team on 12/26 as our ERP Security Administrator.

The Office of Major Projects is involved in a wide range of statewide initiatives:

Time and Labor: Currently there are approximately 40 separate time reporting and leave accounting systems in the state. The (phased-in) implementation of People Soft Time & Labor (T&L) will gradually eliminate these stand-alone systems and allow for statewide standardized reporting of time. The DelDOT Time & Labor system went live on November 8th. The target date for the third phase of T&L is Spring 2006.

e-Recruit: This application will include online recording and tracking of all recruitment business processes, from the request to fill a vacancy, through the selection and hiring of a candidate. The project is in the Execution Phase. At the present time, the application of critical PeopleSoft "bundles" is the priority. Additionally, the Office of Management and Budget continues to evaluate the potential impact of the proposed reengineering of specific business processes.

Statewide Financial Reengineering: Part of the State's 5-year ERP Plan calls for the implementation of PeopleSoft Financials. This system would replace several legacy systems that are not aging well! In preparation for the implementation of industry best practices, the state will reengineer many of its existing business processes. An RFI was released in November and an RFP for implementation is expected to be released in late January, 2006.



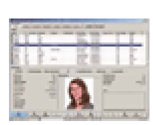
eGovernment: The team has adopted a Program Charter. The spin-off subcommittees presented and received approval from Secretary Jarrett to implement a scaleable single (simplified) sign on solution that can be implemented for all e-Gov projects. A web survey spreadsheet has been compiled from other state agencies, to better understand the current landscape and decide on a future comprehensive roadmap for e-Gov initiatives in the state.

Delaware State Police CAD System: The CAD (Computer Aided Dispatch) project is on schedule to upgrade seven of the nine PSAP's systems from an old AS-400 based system to a local client/server based system at each PSAP. Phase II of this project, if funded by the E911 Board, will allow for each of the PSAPs to be on a common network with a master site server for data sharing. Delaware State Police is managing this project, with DTI Office of Major Projects providing oversight. Implementation for the first group of PSAPs is still on schedule for January 2006.

Courts Organized to Serve (COTS): This is an initiative of the Delaware Judiciary aimed at acquiring a new, integrated automated case management system for use by the Courts and several partner agencies. This is a multi-year project that will be implemented in eight phases. The Technology Investment Council (TIC) reviewed this project at their last meeting and made recommendations. The COTS Project Manager is now responsible for Change Management activities with oversight provided by DTI Change Management. They are in the process of documenting functional impacts and facilitating Change Management Educational classes for various levels of court employees, including judges.

800MHz Next Generation: The objectives of this Program are to enhance the state's current infrastructure and provide in-building coverage for all critical buildings in the state. Detailed Design Review Phase 2 has been completed, granting approval for Motorola to begin work on the Kent County sites. Zoning activities continue for two of the sites in New Castle County (NCC), and 20% of the NCC sites have completed site work. Middletown site selection activities continue, whereas, the new Stage 1 Milford (Carlisle FD) tower and site work has been completed.

Project Management Maturity Assessment: The project was successfully completed in November with the completion of a *Strategic Charter* and a *Tactical Plan* for accomplishing our goals for an enhanced level of project management maturity at DTI. Following one of the team's recommendations, all projects are now consolidated under one team. Additionally, a project management "boot camp" training session is being planned as an onsite 3-day course for members of all DTI teams.



Visitor Management System: The DTI new "state-of-the art" visitor management system went live on December 15th. This system provides an effective way to register, badge, track, and manage visitor traffic; forming the basis for a very powerful security platform. Registering all visitors ensures that DTI will have a centralized and complete record of visitor traffic and the ability to pre-register expected visitors.