

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.

Program Management Office (PMO)

Lynn Hersey-Miller, CPO

Highlights

- PMO
- Project Management
- Quality Management
- eGovernment Program
- Enterprise Architecture
- Change Management
- ERP Service Delivery
- Application Delivery
- Systems Engineering
- Recognition
- Projects

As evidenced in a variety of national publications, project management has been one of the fastest growing and widely recognized professions over the past several years. The Project Management Institute (PMI), the world's leading association for project management, has seen an annual 50% growth in its membership. There are more and more educational courses and seminars on project management than ever before and I've been fortunate enough to speak at a couple of them this past year.

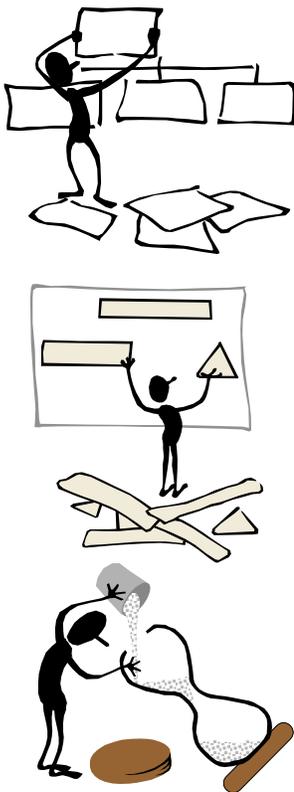
Over the past few years, our organization has matured considerably in this discipline. Not only do we have PMI-certified project managers and ©Prosci-certified change managers, we have attempted to establish project management and change management processes, guidelines, metrics, methodologies, and templates. Recently, our project and change management teams met for a full-day offsite meeting to try and begin to tie all of these pieces together. Although all of our schedules are extremely busy as we work with a myriad of programs and projects, we must take the time (make the time) to fully document DTI's methodology (from the rough order of magnitude estimates and the business cases, through the

To go back in history briefly – when DTI was created, Secretary Jarrett took a prophetic approach to project management and created the Office of Major Projects. Our office consists of not only a team of project managers, but also a team of organizational change management specialists who are focused on preparing end-users for the *cultural* changes that come along with all major IT project implementations. One of DTI's strategic goals was identified as providing "enhanced project management". Additionally, aligning the Enterprise Architecture group with the PMO will ensure that DTI's technology direction supports the business strategies of the State.



ITIC and Architectural Review Board involvement, and onto the assignment of a project team and subsequent implementation and lessons learned. Our team has recently completed the draft Charter for the formal creation of the PMO. This document

will state our mission, vision, goals and objectives, and roles and responsibilities. Upon approval of the Charter from the DTI senior team, we will update our strategic plan and aggressively pursue our plans to provide guidance, mentoring, training, and support for all IT projects.



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."

Project Management

EMERGING TECHNOLOGIES THROUGH THE LENS OF INNOVATION THEORY – PART II

In the last article, we discussed the Disruptive Innovation Theory. In this article, let us look into the RPV (resources, processes, value) Theory.

The RPV Theory explains why existing companies tend to have such difficulty grappling with disruptive innovations. The RPV Theory holds that resources (what a firm has), processes (how a firm does it work), and values (what a firm wants to do); define an organization's strengths, as well as its weaknesses and blind spots.

Here, resources like people, money, and infrastructure are flexible; but for established firms, changing the processes is hardly flexible. Processes and values do not change very easily. This allows the organization to be consistent in the way it makes decisions. In most situations (sustaining innovations), this is a key factor in organizational success. Organizations tackle opportunities successfully when:

- They have the resources;
- Their processes facilitate what needs to be done;
- Their values allow them to prioritize the opportunity in the face of all other competing demands.

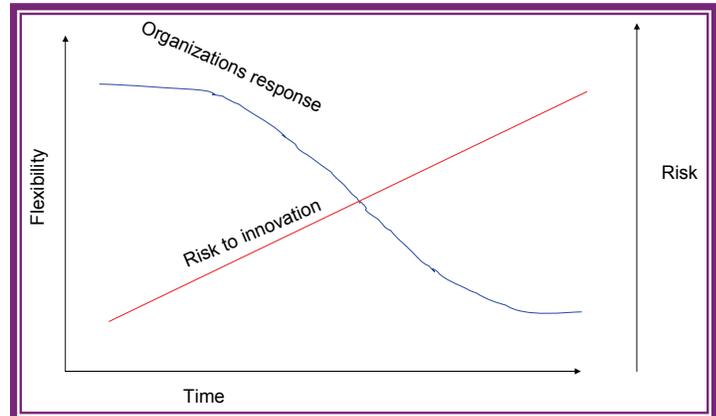
Many organizations run into trouble because of inflexibility, as IBM did in the early 90s when they lost out on the PC paradigm. IBM had great minds, lots of money, and a great infrastructure; but their processes were defined toward their core business of that time, which was the mainframe. When a disruptive innovation like the PCs challenged them, they were not ready.



This brings us to the following inference:

- Organizations will slip into trouble when resources, processes, and values are not in alignment with the opportunity.
- When people try to use that same process for a very different task, it often seems highly bureaucratic and inefficient.
- An organization cannot disrupt itself.
- Established values and processes will keep this from happening.

- Innovation will be “crammed” into the existing values and processes and will lose its potential.
- Autonomous organization is required for success.



Many times, organizations create separate spin-offs to deal with the problem. HP spun-off Agilent, Lucent spun-off Avaya; and both firms sustained on their own and developed their own structure that was different from their “parent” organization. Now, Lucent has been taken over by Alcatel and Avaya is a strong independent organization.

This is also true with Project Management, Enterprise Architecture, and other emerging technologies. The processes any PMO/EA/ETC would like to establish will reluctantly be received because of their non-alignment with existing structures. In many cases, there may be no existing structure and to establish a new structure is against the prevailing norms.

The organizations that are slow to respond will lose the opportunity to meet the challenges of the bigger and complex projects the same way established organizations lose their opportunity to innovate.

Ref: Professor Christensen's works, *Disruptive Innovation and Academic Libraries* - David W. Lewis

“Managing is about systems, processes, and resources; leading is about achievement and vision.”

~ Peter McDougall

Quality Management

QUALITY MONTH

Submitted by Kathy Donovan

To promote quality awareness and in recognition of National Quality Month, the Major Project's (MP) Team celebrated Quality Month in October with various activities.

- Quality Month announcement at MP Team Meeting – 9/19
- Slogan, Poster, & Q4MP Contest entries – 10/6
- Quality sessions at DE IT Conference – 10/10
- MP Team Meeting/Quality Kickoff – 10/11 with awards presentation for Slogan, Poster, and Q4MP Idol Contest winners
- Delaware Quality Partnership Workshop – 10/13
- Verification & Validation presentation for ERP Team – 10/18
- Plan-Do-Check-Act & 7-Step Problem Solving presentation for ERP Team – 10/25
- Quality Month-ending Celebration – 10/31
Guest speaker was Despina Wilson of the Division of Libraries who gave a presentation on the Baldrige Criteria and her agency's journey to earning two Delaware quality awards.

Many thanks to all of you for your participation in these events! We hope all of DTI will join us next year in celebration of Quality Month, our annual affirmation of dedication to quality practices.



IDOL Contest Winner
Jitendra Rawal

Life is a Journey

Life is a journey and we all have to sail through it.
There is a reason why we are here.
There is a purpose why we are together.
Don't search for Quality around you.
Just close your eyes, look within, and you shall find it in every bit of you.
Let's make a wish to bring it out and share it with everyone.

Life is short and one never knows,
When it might be time to say Goodbye.
Let's make most and best of our togetherness.
'Cause when we leave we want to carry,
Heart full of love and mind full of memories.

Life is a journey and we all have to sail through it.
There is a reason why we are here.
There is a purpose why we are together.

Jitendra Rawal



Quality Month Awards and Thanks:

Hearty congratulations and thanks to our contest participants for their very inspirational "Quality" entries.

Place	Name	Entry
Slogan Contest		
1st	Debbie Odle	"Quality is the difference between acceptance and satisfaction."
2nd	Joe Morelli	"Pursue perfection and you will achieve excellence."
Honorable Mention	Jitendra Rawal	"Quality is not achieved by doing different things – it is achieved by doing things differently."
Special Thanks	Steve Burke, Rao Isukapalli, Rose Schroeder, Sudhindra Chintalapati, Jitendra Rawal, John Stehle	For additional slogans submitted.
Poster Contest		
1st	Cindy Bray	"The t's of Quality – 4 a hole-in-one." (Poster with quality attributes.)
2nd	Steve Burke & Rose Schroeder	"Taking quality to the next level." (Framed watercolor with quality steps.)
Honorable Mention	Steve Burke & Rose Schroeder	"Quality for Major Projects, Process Flow for Satisfaction & Success." (Poster with quality inputs, processes, outputs.)
Special Thanks	Pam Waters, Pn Narayanan, Ravi Sharma	For additional posters submitted.
Q4MP Idol Contest		
1st	JR-Rao Band: Jitendra Rawal & Rao Isukapalli	Traditional Indian Song plus <i>Life is a Journey</i> poem, which can be seen in its entirety on this page.
2nd	Puzzled for Q4MP: Cindy Bray, Donna Nowell, Stacey Sowers, Charles Campbell-King, Gail McGlashan, Gail Kernaghan Puzzles created by Nancy Erwin	Two teams completing Q4MP puzzle concurrently, while blindfolded to show differences in quality of communication.
Honorable Mention	SCC: Stephanie Smith, Cathleen Valdesere, Clayton Wilson	"Telephone" conversation relayed from one person to the next to compare actual message sent to message received.
Contest judges: Pam Waters, Brian Dawson, Clayton Wilson, Bill Bowden, Michele Ackles, Don Christmas, Lynn Hersey-Miller		
Quality Month organizers: Kathy Donovan, Nancy Erwin, Pn Narayanan, Pam Waters, Sharon Seifert, Nikki McGaha		

eGovernment Program

IDENTITY ACCESS MANAGEMENT (IAM) PROJECT:

Phase 1

The IAM project is progressing on schedule with Phase 1 of the project. This phase consists of a "single sign-on" for the State's Open Enrollment period by employees outside of the state network. The Oracle software suite of products and new hardware are fully installed in the development and test environments.



PHRST functional team members are in the process of testing the functionality and working on the communication required with the Change Management Team. This initial phase of the project should be completed by the end of

December for the full roll-out in time for Open Enrollment in May 2007.

Phase 2

Phase 2 is getting underway and will be in full swing during January 2007. This phase consists of piloting agency applications that require authentication/ authorization for online state services. Two pilot applications have been identified and will be worked on in the early months of 2007. Members of the project team are currently taking Oracle training (and more training in February) to further familiarize them with the functionality of the Oracle Software Suite. Phase 2 will provide the framework to be utilized by all organizations for future applications that require authentication/authorization for online state services.

VIRTUAL ROUTING AND FORWARDING (VRF) PROJECT:

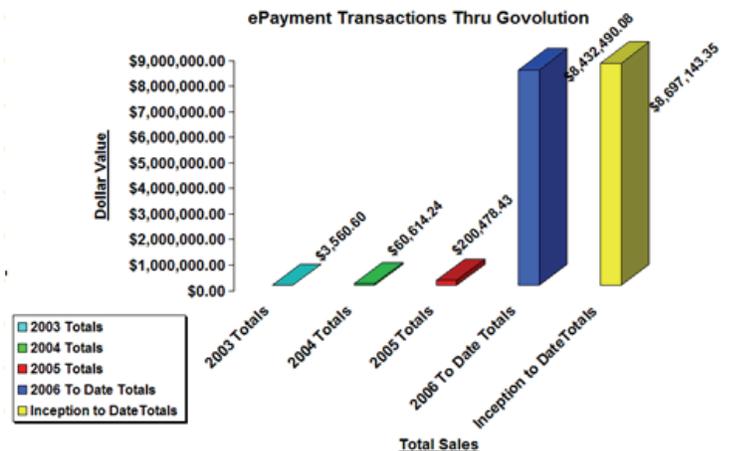
The VRF will provide the framework for most eGov initiatives. The VRF project is moving steadily ahead with two pilot organizations. The organizations have been very cooperative with dialogue that will help ensure the project's long term success. The team anticipates moving the first organization into their VRF by January 2007.

GOVOLUTION:

Merchant Services Transition

The statewide ePayment standard has served the purpose for which it was established. The ePayment transition from PNC to Bank of America Merchant Service (BAMS) was successfully completed with very little work required from state organizations. Govolution (Delaware's ePayment vendor) handled the coding changes to become certified with BAMS and systematically performed the migrations on all the ePayment applications across the state with no downtime to the organizations. This transition concluded by adding two additional organizations to the Govolution portfolio – the Office of State Court Collections Enforcement and the Division of Corporations. That will make a total of 15 applications currently utilizing the statewide ePayment standard.

ePayment of all state applications utilizing Govolution has, as of December 2006, generated over eight million dollars.



Newsletter Contributors:

- | | |
|---------------------|--------------------|
| Tony Collins | Kathy Dahl |
| Kathy Donovan | Bud DuPlessis |
| Nancy Erwin | Lynn Hersey-Miller |
| Parthiban Jayaraman | LiWen Lin |
| Pn Narayanan | Kamlesh Sheth |
| Pam Waters | |

Enterprise Architecture Program

COLLABORATION

In the September edition of our newsletter, we covered collaboration.

http://dti.delaware.gov/majorproj/pdf/newsletter/news_sep06.pdf

This article will continue the collaboration theme and discuss the various “touch points” of the Delaware Enterprise Architecture Lifecycle (DEAL).

DEAL must collaborate with IT communities and governance organizations to develop a shared vision for IT. DEAL also works with program and project managers throughout the State to inform them of technology directions and opportunities.

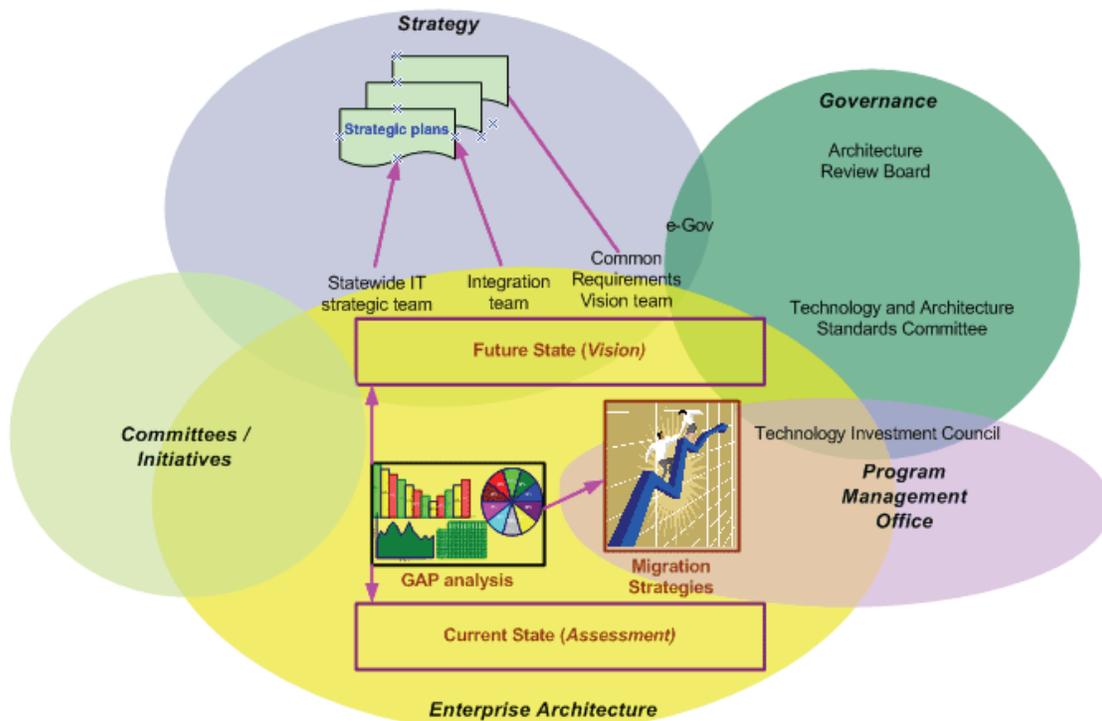
The IT communities within the State have a wide range of goals, such as IT availability, reliability, and collaborative solutions. DEAL will interact with each of these communities on a regular basis to understand their goals, thoughts, and directions. Additionally, there are a number of IT initiatives within the State that have an impact on the way technology will be used and deployed in the future. Some of our current projects are affecting the way solutions are deployed. Many concepts of Enterprise Architecture help minimize this.

Strategic planning is essential for any organization. From an Enterprise Architecture (EA) perspective, Delaware has 75 organizations comprised of many state agencies, school districts, and higher education venues. Many of these organizations have embarked on strategic planning for their specific department. EA begins to look at strategic planning from a state perspective. DEAL is engaged in processes that develop strategies to encourage and facilitate the alignment of each organization’s technology and business strategies.

Every day, in the lives of the citizens of Delaware, decisions are made that affect them. Governance is a concept that is used to describe the process and framework in which decisions are made. DEAL strives to provide enterprise information to the decision makers throughout the State.

Agility is defined as the State’s ability to respond to change. Change can come from numerous sources, like natural disasters, safety, and privacy threats. One of DEAL’s approaches to change is through the use of projects which are intended to enable an organization to move from the way

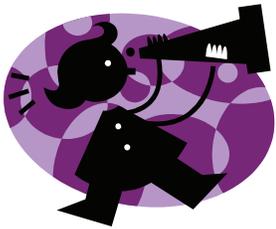
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Change Management

LOOKING BACK AT 2006...

Submitted by Pam Waters



Looking back over the last year, there has been a lot going on with the Change Management Team. At the beginning of the year, we were a team of five – now our team has grown to ten

members! To me, that says there's been a significant amount of change happening!

In the beginning of the year, we were finishing up Phase III of the Time & Labor rollout and the re-engineering effort for PeopleSoft Financials. We were also starting to get involved in a handful of DTI projects. Now, we are in a full-scale implementation of the Delaware ERP Project (which includes PeopleSoft Financials, a PHRST upgrade, and the retrofit of Time & Labor); as well as over a dozen DTI and agency projects. We have evolved into a team of those who 1) work exclusively with the state's ERP projects and those who 2) work only on other major agency projects and DTI projects. We have branched out considerably since we first began with four team members in 2002.

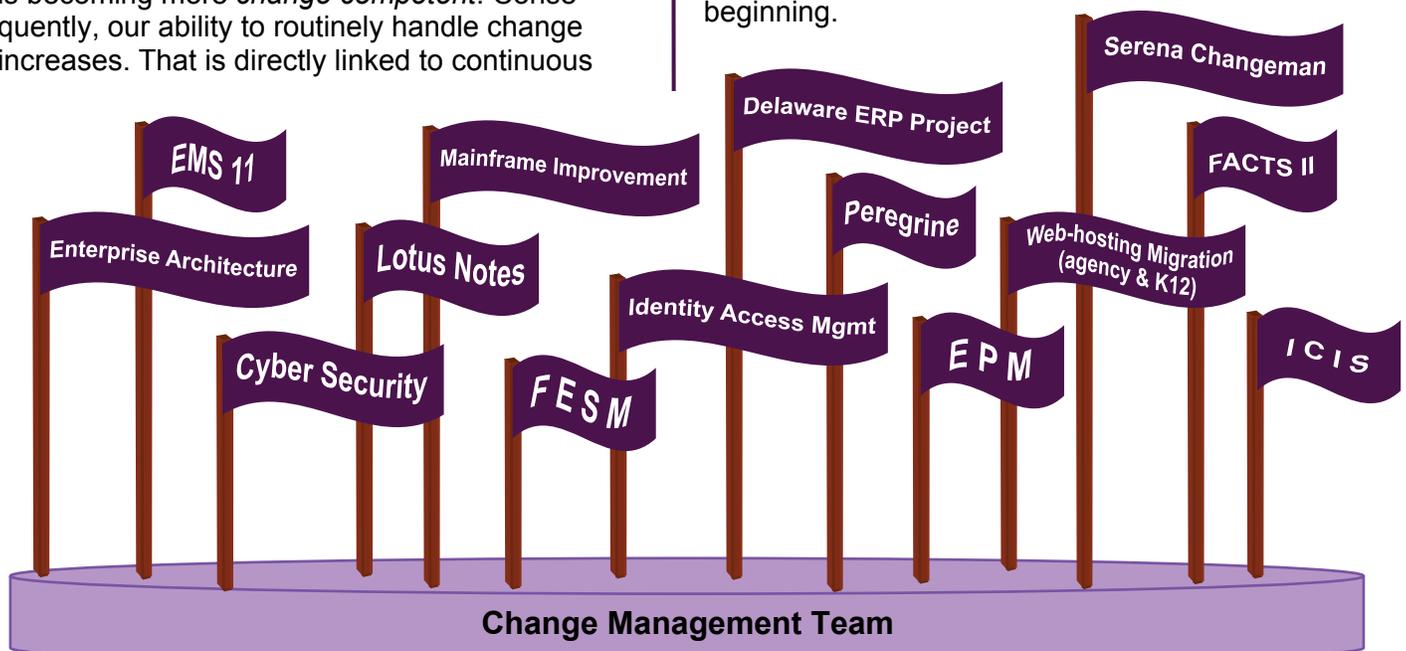
What this means is that DTI, as well as the state, is becoming more *change competent*. Consequently, our ability to routinely handle change increases. That is directly linked to continuous

improvement, which will boost our maturity level within the department and the state. Refer to http://dti.delaware.gov/majorproj/pdf/newsletter/news_jun06.pdf to review our article on change competency.

It also means that others have come to recognize the value that effective organizational change management brings to the project teams in managing the people-side of projects – especially in complicated technical endeavors or projects with broad and/or radical changes to current business processing. Over the past year, we have been asked to speak about our methodology at a variety of conferences, including Oracle Open World and the Center for Business Practices Benchmarking Forum. It's encouraging to see the interest in organizational change management growing so rapidly.

What's Next?

I don't have a crystal ball, but I can predict that we will become even busier in the year ahead. The value of using organizational change management best practices is being recognized on a global front (McKinsey and ©Prosci surveys). DTI can be proud of the fact that we have been one of the leaders in this effort by incorporating organizational change management into our project management processes from the beginning.



Organizational Change Management efforts on current projects

Enterprise Resource Planning (ERP) Service Delivery



The ERP Tech Support Group is working hard with the Maximus Technical Team to complete numerous tasks in preparation for the ERP projects. One of the largest tasks has been to familiarize Maximus with our business practices, methodologies, and customizations to the PHRST Human Capital Management (HCM) system. Additionally, we are performing reviews of the Maximus standards and strategies in the areas of project management, integration, and conversion (just to name a few).

Another significant effort currently underway is the re-engineering of many of the ERP Tech Support Group's (ETSG) operational strategies that are used to support ERP. Kathy Donovan is working to redefine the ETSG strategies for Document Management, Quality Assurance, and our internal ERP Standards. Steve Burke is revising our technical standards, in conjunction with a review of the Maximus technical standards, to define one set of standards for the ERP financial and HCM systems. Rose Schroeder and Debbie Odle, with Cathleen Valdesere and the DTI Schedulers, are working to redefine our strategy for communicating scheduling changes to DTI. Clayton Wilson is working to finalize a solution for using PeopleSoft's "Help" solution for online page documentation. Cheryl Wright and Richard Culp are making modifications to security management processes. Lastly, we are creating a new STAT workflow with related requirements and design documentation that will be used to manage the work efforts during the implementation of PeopleSoft Financials and the PHRST Upgrade to version 8.9.

SIGNIFICANT MILESTONES:

PHRST, First State Financial and Delaware Transit Corporation production:

- Deployment of the new infrastructure for PeopleSoft Financial.
- Applying Oracle 10g R2, quarterly Oracle/ PeopleSoft Security Patches, the Finance FMS PeopleTools upgrade, and Tax Updates.
- Testing "single sign-on" for the Statewide Benefits Open Enrollment.

OTHER MILESTONES:

- STAT version control upgrade to support PeopleSoft 8.48.13 PeopleSoft tool version.
- October National Quality Month activities: breakout sessions on quality topics at DE IT Conference, DQP workshop, ERP "quality wall", and internal quality-related presentations.
- A "custom" Employee Review application was rolled out to all state agencies – allowing agencies to record Employee Review rating data via an online PeopleSoft page, review history data online, and run reports.
- Established the environment and successfully completed testing in the development environment for the Identity Access Management (IAM) single sign-on for Statewide Benefits Open Enrollment. Functional testing is being performed by the PHRST functional team members.
- DTCC Open Enrollment for benefits and flexible spending was completed on schedule.



Other DTI Teams (DC&O, Systems Engineering, and Telecom) and the Oracle DBAs made significant contributions to all these efforts and others. The DBAs continually assist in improving performance and maintaining the environment. Operations (DC&O) continually provides excellent support to the PHRST Batch Schedule and monitoring the schedule. The Change Control Management Team assists the ERP Team in staying abreast of changes that may impact the PHRST application.

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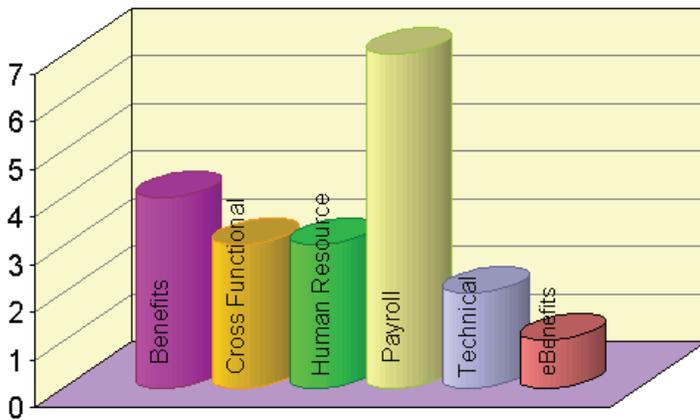
Together...anything can happen!!



ERP Service Delivery (continued from page 7)**CUSTOMER SERVICE REQUEST (CSR):**

During the 4th Quarter of 2006, the ERP Team successfully completed 20 CSRs, Tax Updates, and HCM bundles to stay current with PeopleSoft.

4th Quarter Closed CSRs



The ERP Team, in coordination with the PHRST Functional Team, is focusing on preparing for Payroll year-end processes and completing as many CSRs as possible before the database is given to Maximus for the PeopleSoft 8.9 Upgrade preparation.

Highlights for the 1st Quarter (2007):

- Payroll Year-end processes
- W2 forms
- PHRST upgrade activities and reporting strategies
- Creating HCM 8.9 environment
- Participation in the PeopleSoft Financials project
- Provide quality technical support



We are pleased to announce new members who joined the OMP Team during the 4th Quarter of 2006.

Vince Tirpak joined the DTI Major Projects Team as a Project Management Specialist.

Akila Venkat joined the DTI ERP Service Delivery Team as a ERP Technical Specialist.

Richard Culp joined the DTI ERP Service Delivery Team as a ERP Security Administrator.

Gail Kernaghan joined the DTI Organizational Change Management Team as a consultant for the ERP Financials project.

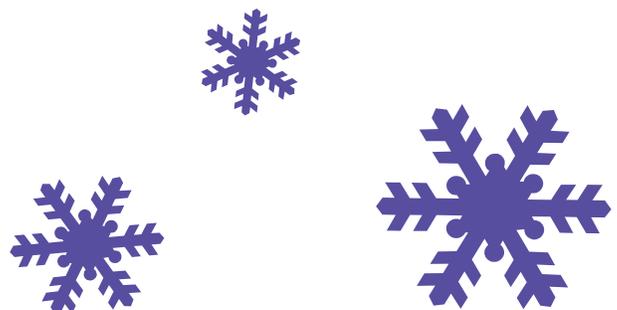
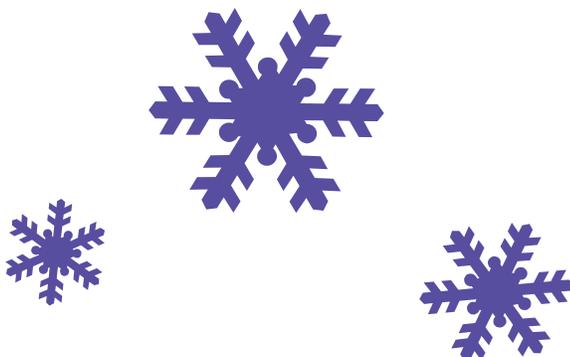
Charles Campbell-King became an official member of the DTI Organizational Change Management Team, after serving TDY status with the Team.

Joe Shockley is currently on TDY status to the DTI Organizational Change Management Team.

Madhu Karanam joined the DTI Application Delivery Team providing support for Legislative Hall.

Walter Finnerty joined the DTI Systems Engineering Team supporting Client/Server – Unix.

Curt Jackson joined the DTI Systems Engineering Team as a contractor supporting Client/Server – Windows.



Application Delivery

WHAT'S UP IN APPS???

We continue to be very busy in Application Delivery. Since the last issue, we've implemented New Castle County Elections' IVR, conducted an extremely successful General Election, released changes to numerous applications, and documented our internal procedures for relevant development activities.

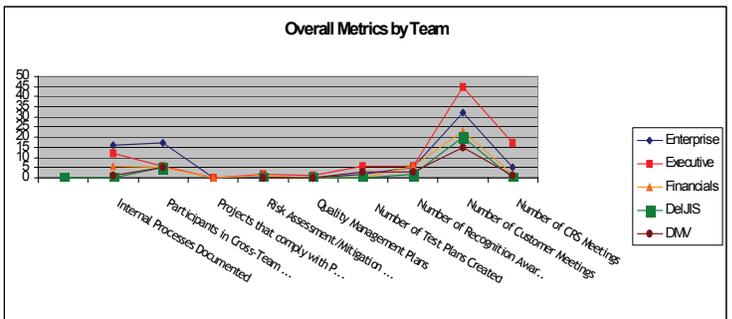


We've also been knee-deep (or deeper) in several cross-team initiatives, including the Identity Access Management (IAM) project and the Secure Information Exchange Hub (Forum XWall and Sentry). These two initiatives are particularly significant because of their impact on the future of information security and exchange within the state. We are blazing new trails for DTI in the areas of Web Services, and are contributing to a future where a user's or citizen's logon ID will drive them to a set of services to which they will have access, without the need for additional application-level sign-ons. This effort is one of real teamwork, as it is ongoing with technicians from across all DTI teams, and is making good progress.

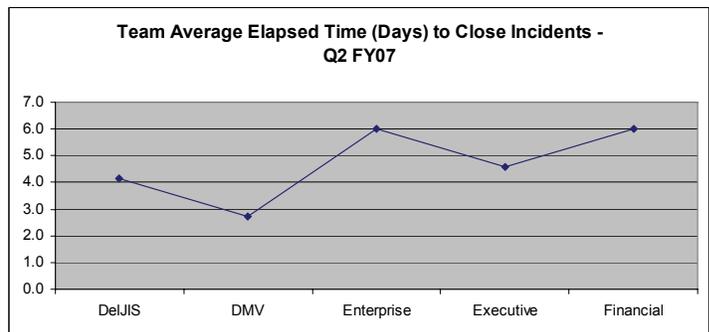
Another cross-team initiative, that will have a real impact on productivity for one or more customers, is the mainframe logging product – Intellinx – which logs mainframe activity screen by screen, depending on configuration parameters. This will allow DELJIS to complete investigations more quickly than the current process of searching archive tapes and boxes of paper! Full implementation will begin upon approval of the business case.

Metrics:

Our Fiscal Year 2007 – 2nd quarter metrics were published and show improvements in most areas with few incidents, more customer contact, more processes documented, and twice as many test plans created and stored.



Additionally, we are now tracking the average time to close an incident across each of the five teams.



Our metrics are posted opposite our "SuperStars" board, which is filling up quickly.

Feel free to check it out.

FUN AT WORK

Meanwhile, we continue to have fun at work. For anyone who has a burning desire to know the answer to the Lateral Thinking problem from the last newsletter, here are both the question and the answer.



"A man pushing his car stopped outside a hotel. As soon as he got there, he knew he was bankrupt. Why?" **He was playing Monopoly.**

"Anthony and Cleopatra are lying dead on the floor in an Egyptian villa. Nearby is a broken bowl. There are no marks on their bodies and they were not poisoned. Not a person was in the villa when they died. How did they die?" **Answer next time...**



Systems Engineering

Submitted by Bud DuPlessis & Parthiban Jayaraman

MAINFRAME LIFE CYCLE PLANNING:

Routine and Predictable Upgrades

The mainframe is simply a very large server that hosts applications for many organizations.

The mainframe has operating systems such as z/OS, z/VM, and z/Linux; databases such as Adabas and DB2; and applications written in Java, Natural, and COBOL. In addition, there are numerous common services applications for security, backups, monitoring, etc. All these software components need to be routinely patched and upgraded. But upgrading is complicated since many of the software components require that another component be upgraded first. Upgrading these components requires that we engage our customers for testing, which is a drain on their staff.



Secure 3270 Connectivity

The goal is to select, and implement within DTI, terminal emulation tools that meet our cybersecurity standards. We will be collaborating with many organizations on the selection of emulation tools. Eventually, we will need to work with these organizations and several thousand state government users on the deployment of new terminal emulation tools.

Mainframe File Exchange

There are many file exchanges within the mainframe that don't use SFTP or don't route through our File Exchange Service. This project will be similar to the current File Exchange Service Migration client server project.

New projects will be added to this program as we continue our assessment of the mainframes and identify other opportunities for improvement.

SYSTEM ENGINEERING PLATFORMS:

Linux on the Mainframe

DTI has four platforms available for hosting DTI managed systems. These platforms are the Mainframe, Enterprise Server Platform, Virtual Server Infrastructure, and Stand-Alone Servers.

The Mainframe and Client/Server Groups have been working on a joint pilot for running Linux on our mainframe. The pilot includes RedHat z/Linux, WebSphere, and Oracle. The goal of the pilot is to help us understand this new capability as we design new systems and recommend platforms.

The Linux servers running on the mainframe utilize a specialty engine that isolates this workload from all existing mainframe workload. This means we can add many Linux servers to the mainframe without impacting the performance of other mainframe applications.

These Linux servers are also covered by the mainframe's superior disaster recovery solution. Our standard disaster recovery process automatically restores all the Linux servers, along with the rest of the mainframe.



Additionally, specific timeframes dictate that we freeze all change activities - such as prior to an election.

The Mainframe Group is working with our customers on developing a two-year schedule for upgrades. We've begun by proposing that operating system upgrades take place the first quarter of every odd-numbered year.

Ultimately, our goal is to keep the mainframe up-to-date and provide our customers with a schedule so they can plan their testing resources.

MAINFRAME IMPROVEMENTS PROGRAM:

Projects are being launched to address one-time opportunities for improving our mainframes at Biggs and William Penn. These projects are under the umbrella of the "Mainframe Improvements Program". Some of the projects that we are launching are Workload Segregation, Secure 3270 Connectivity, and Mainframe File Exchanges.



Workload Segregation

The goals are for both the mainframes to be configured in the same way, with a separation of development and testing from production. These improvements support DTI's plans for improving and extending our Change Control processes.

(Continued on page 11)

Systems Engineering (Continued from page 10)

MAINFRAME MODERNIZATION

Putting a GUI Face on the Mainframe

The vast majority of mainframe users and support staff interface with the mainframe through a text mode terminal session. This is often referred to as a "3270 terminal" interface. All commands and input are done using a standard keyboard.



This interface is second nature to the many experienced mainframe users. However, the newer generation of user and technical support people grew up interfacing to a computer with a Graphical User Interface (GUI) and a pointing device (mouse).



The mainframe contains a treasure of business logic, developed over 40 years, that we need to make more usable to the newer generation of computer users.

The Systems Engineering Team is approaching our software vendors about GUI interfaces for the many products we support on the mainframe. While most of the Systems Engineering staff will continue to use a text mode interface, we will be making browser based GUI interfaces available for use. For example, the CA BrightStor TLMS product has a GUI interface that we will make available to DC&O operators.

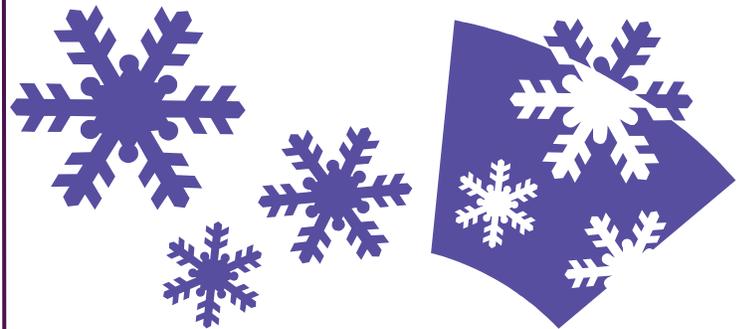
Enterprise Architecture (continued from page 5)

things are now, to how things will be in the future. DEAL interacts with programs and major projects to influence and improve their success at the enterprise (state) level. DEAL helps connect several key areas of organizations to increase effectiveness through processes that are measurable.

Future communications will delve into each of the DEAL connections in greater detail. We look forward to partnering with state organizations, committees, governing bodies, programs, and projects to bring the state an architecture that serves all its needs.



If you have any questions, comments, or concerns or would like to participate in the DEAL program, please send an email to [DTI EA CMT@state.de.us](mailto:DTI_EA_CMT@state.de.us).



It is always deeply gratifying to read the last newsletter of the calendar year because it creates an opportunity to review the previous newsletters and get a renewed sense of accomplishment for all that has transpired over the last twelve months. For example:

- **Project Management Maturity**
*Project Management Maturity Assessment Report
Project Management Boot Camp*
- **Project Management**
*Project Toolbox, Project Prioritization Process,
Technology Management*
- **Organizational Change Management**
*Change Concepts, Change Competency,
Readiness Methodology*
- **ERP Service Delivery**
*Quality Assurance/PHRST Metrics Study, Customer
Service Requests, ERP Technical Enhancements*
- **Application Delivery**
*Mission/Vision statement and Goals, Improvement
metrics*
- **Systems Engineering**
*Biggs Mainframe Software Upgrade, Mainframe
Revitalization*
- **Enterprise Architecture**
*Delaware Enterprise Architecture Lifecycle (DEAL),
Business & IT Collaboration*
- **eGovernment**
*Govolution (ePayment Plan), XML Firewall, Identity
Access Management, VRF*
- **Staff Participation**
*NASCIO Enterprise Infrastructure & Services
Committee, NASCIO Enterprise Architecture
Committee, NASCIO Project Management Advisory
Council, Recognition Program Committee, Annual
DTI All Team Meeting Committee*
- **And More.....**
*8th Habit lunchtime discussions, DelTech IT Class
visits DTI, October Quality Month activities, Disaster
Recovery testing*

Many thanks to all of you!
Lynn

Our Team: Recognition



CPO Division Employee of the 3rd Quarter
(July - September 2006)

- **Steve Bailey**
Systems Engineering Team



CPO/COO/CSO Division Team of the 3rd Quarter
(July – September 2006)

DTI PHRST Disaster Recovery Team

- Sandee Alexander, Michael Antonides, Mark Bailey, Holly Blain, Stephen Burke, Chris Carlin, Jennifer Dill, Heidi Dukes, Richelle Edwards, Walter Finnerty, Jason Gilliam, Sharen Green, Rao Isukapalli, Lucas Kimanzi, Rob Lahnemann, Paul Lynch, Debbie Magruder, Hemanth Mukkamala, Doug Norton, Debbie Odle, Bill Pfaffenhauser, Humair Qureshi, Rose Schroeder, Kamlesh Sheth, Chocks Subramanian, Scott White, Brett Williams, Lisa Wragg, Cheryl Wright, Kathi Wyatt



Team Leader Employee of the Month

September 2006

- **Myrtle Jubilee**
Application Delivery Team
- **Donna Nowell**
Change Management Team
- **Stephen Burke**
Project Management Team
- **Steve Bailey**
Systems Engineering Team



October 2006

- **Crystal Norman**
Application Delivery Team
- **Charles Campbell-King**
Change Management Team
- **Kathy Donovan**
Project Management Team
- **Joe Messineo**
Systems Engineering Team

November 2006

- **Tim Darcy**
Application Delivery Team
- **Nancy Erwin**
Change Management Team
- **Rebecca Wise**
Systems Engineering Team



KUDOS



September 2006:

Tim Darcy, Ajay Bhatt,
Emer Ingeniero, John Trabaudo,
Cheryl Wright

October 2006:

Kamlesh Sheth, Hemanth Mukkamala,
Rao Isukapalli, Kathy Donovan, Kim
Cloud, Cheryl Wright

November 2006:

Steve Bailey, Ernie Chizmar,
Kathy Stroh, Mike Malik, Nancy
Erwin, members of the DTI
eSecurity Team (Tabletop
Exercise)



September 2006

Julie Moran, Kim Cloud, John Trabaudo,
Tim Darcy, Pari Viswanath, Percy Navarro,
Rajnikanth Varkol, Kathy Stroh, Joe Messineo



October 2006

Dave Martin, Jitendra Rawal,
Debbie Abbott, Charles
Campbell-King, Cindy Bray,
Arlene Urian, Barry Pugh, Faith
SanDiego, Glenn Camaclang,
Janet Villamor, Joan Domingo,
Lisa Lewis, Rudolph Lobo, Bill
Sands, Dave Martin, Kimberly
Cahill, Tim Darcy, Tony Marge,
Ken Drodody, Pari Viswanath,
Phil Mast, Rajnikanth Varkol,
Kathy Stroh, DTI_All



November 2006

Karen Esposito, Cindy Bray,
Steve Bailey



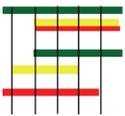
The Office of Major Projects is involved in a wide range of initiatives:



Time and Labor: The ERP Executive Sponsors decided to merge this project into the Peoplesoft Financials and PHRST Upgrade project. As identified in the Business Case Summary, Time & Labor (T&L) will be upgraded to v8.9 for all organizations where it is already implemented. For all other organizations, T&L may be implemented in a “big bang” approach with Financials and the PHRST Upgrade during the first quarter of 2009. The “big bang” approach will depend upon the readiness of the organizations, as the state attempts to align their business processes with the delivered functionality of the software.



Integrated Corporate Information System (ICIS): The Department of State, Division of Corporations entered into a contract with Office Automation Solutions (OAS), Raleigh, North Carolina, to replace the current mainframe legacy system – Delaware Corporate Information System (DCIS). OAS was awarded the RFP in September. To-date, the “as-is” business processes have been validated and the “to-be” process design sessions began in December.



eGovernment: The successful transition from PNC merchant services to Bank of America merchant services concluded December 1. Govolution supports the State’s ePayment standard and they handled this migration with very little downtime to the organizations.



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. COTS completed Phase I of the project for civil processing for three Justice of the Peace (JP) Courts in November. The implementation went very smoothly and was highly successful. Phase II is scheduled for implementation in April 2007 for the remainder of the JP Courts for civil processing.



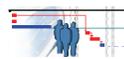
Server Infrastructure Cleanup Program: Of the 13 projects belonging to the DTI Systems Engineering Group, there are 19 individual servers left that need attention. Between October and December, 3 old servers were retired. The team has begun migrating data and applications from the 3 old Lotus Notes servers to the new Notes environment for DTI end-users. Migration for other organizations will begin in January 2007.



800MHz Next Generation: The Steering Committee has directed the team to proceed with site development on all Kent County sites with Motorola. Several of the sites have new 800MHz equipment installed now and are being scheduled to come online by the end of March (Dover, Hartly, Woodside). The City of Wilmington has not been cut over yet due to a consistent outage issue with their microwave shot; investigation and “tweaking” continues. Site acquisition efforts continue with Sussex County as Stage 3 is being ramped up.



Delaware State Police CAD System: The CAD (Computer Aided Dispatch) project is intended 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 using agreed-upon standards for dispatchers. 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. The remaining organizations, Kent County Fire, KENTCOM, and Newark, are scheduled for implementation in early 2007. Interface testing with the statewide police incident reporting system began in early November.



Enterprise Project Management (EPM): This project has been merged with the Program Management Office’s “Processes and Methodology” project. DTI has engaged Dr. Chuck Poplos, PMP, of DTCC to develop a methodology and integrate it with Microsoft Project Server. Meanwhile, Microsoft is releasing its 2007 Server software during the first quarter of 2007. This release will be seriously considered by DTI, as it has features which may help to resolve DTI’s security concerns.



Motor Carrier Safety Improvement Act (MCSIA): This is a Federally mandated initiative that requires the state to more closely track driving records of commercial drivers. Significant Federal dollars are tied to the successful completion of this project. Federal certification of success is achieved by passing a rigorous structured test with over 100 transactions being exchanged through the National Network with other participating jurisdictions. In addition to major modifications to the application, significant changes to DMV’s procedures are also required. The deadline for passing the structured test is October 2007. Currently, the balance of the effort is being planned to allow for more precise predictions for the completion of the structured test.



Peregrine Upgrade & Enhancements: The Peregrine application has provided DTI with many opportunities to streamline and automate processes, leverage shared data, decrease cycle time and implement best practices. This project continues this effort by branching out into other areas that will benefit from the software. The project has automated the processing of mainframe and client/server security access request forms. Extensive efforts are underway to train state Information Security Officers in the use of these forms. Training sessions were held in December and additional training sessions are planned for January and February 2007. Recently, two state agencies began using the Peregrine System as part of a pilot program to transition away from the use of paper forms.