

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.

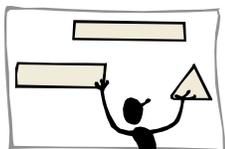
Program Management Office Update

Lynn Hersey-Miller, CPO



Highlights

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



One of the most significant events of the past year was the formalization of DTI's Program Management Office (PMO). The PMO consists of the Project Management and Organizational Change Management teams as well as the Enterprise Architecture (EA) team. Aligning EA with the PMO allows DTI to not only ensure project teams are designing and implementing architectures according to our state standards; but also, it allows the EA team to begin to better understand the associated business processes that are being affected. This is critical information that, when understood and documented, can position the state to capitalize on existing investments and potentially reduce the number of redundant systems. Working closely together, the PMO and EA teams, along with continued support and teamwork across all DTI teams, will allow our organization to be where we need to be when the rest of the state is ready for us to be there!!

The DTI PMO follows the basic processes and standards of the Project Management Institute (PMI). We are responsible for establishing project management and organizational change management standards and processes (as they meet DTI needs), providing training, mentoring and working with the DTI Senior Staff along with all DTI teams to create an environment conducive to project success.

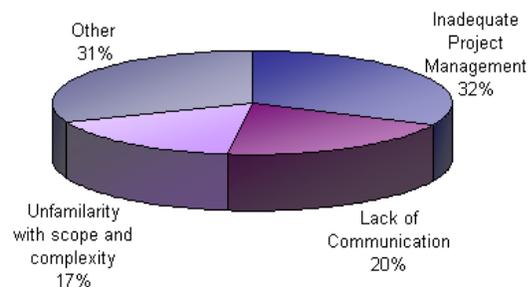
DTI currently has over 40 active pro-

jects, not including governance of several external agency projects. That's a lot of projects to keep track of and manage successfully! By establishing an official PMO to manage and track projects, we have a better chance of having a higher than average success rate.

How about some statistics?

According to the Standish Group Chaos Report (2006), only 35% of projects are successful, 46% are challenged (over time and/or budget), and 19% fail. Additionally, although these statistics indicate that project success rates are improving, less than one in four actually delivers on the return-on-investment goals (Source: *Return on IT, December 2006*). According to a KPMG survey, there are many reasons for project failures and, not surprisingly, technology is not the most critical factor. As you can see from the chart below, 69% of project failures are either directly or indirectly related to the lack of proper implementation of project management methodologies.

KPMG Project Failure Statistics



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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, the Office of Major Projects builds economical and efficient technology solutions that enable the State of Delaware to serve, protect, and communicate effectively with its citizens."

Program Management Office Update*(Continued from Page 2)*

On a more positive note, I recently participated in a Gartner Group survey where participants from 30 states listed the five top reasons why projects succeed. They are as follows:

1. Precise and Accurate Planning
2. Competent PMO/Project Management Staff and Practices
3. Active Customer Engagement/User Involvement
4. Clearly Defined Requirements
5. Executive Sponsorship.

Through the establishment of a formal PMO, I believe DTI is well-positioned to focus on these five important areas.

The goals of the PMO are to:

- **Deliver successful IT projects and programs.** With key stakeholders, define the success criteria for each program and project, and provide the required services and oversight to ensure the criteria are met or exceeded.
- **Continuously Build Project and Organizational Change Management Professionalism among DTI Staff.** Professionalism is attained both by the amount of experience and training as well as behavior leading to an understanding of roles, responsibilities, and associated respect.
- **Serve as DTI's resource on Organizational Change Management (OCM) and IT Program and Project Management Practices.** The PMO resource pool is well versed in the latest processes, standards, and concepts in OCM and IT Program and Project Management.

Over the past year, the PMO has made significant progress in terms of becoming formally established and marketing its services. Some of the PMO's accomplishments and future endeavors are:

- PMO Charter was created and accepted and approved by DTI senior management.
- PMO FACT sheet was distributed to DTI_ALL.
- Team created PMO strategic plan (FY08-FY10) and supporting tactical plans.
- Strategically aligned Enterprise Architecture with the PMO.
- OCM/PM basic training course was completed and given to PMO staff and other DTI project managers; the Intermediate/Advanced training will be completed and delivered by June 2008.



- Governor proclaimed early November as Project Management Week in Delaware.
- Participation in PMI's Delaware Valley Chapter meetings:
 - Process underway to create a PMI Dover Branch
 - January 10, 2008 meeting: Secretary Jarrett opening remarks and DTI OCM presentation
 - Expanding membership (DeIDOT, DHSS, DOS project managers).
- Discussions are underway with Delaware State University for Project Management degree program.
- Gartner Group OCM case study is underway.
- PMO Presentations conducted/planned at:
 - National Association of Legislative Information Technology, September 2007
 - OCM presentation at DE Quality Board, December 2007
 - Alliance 2008 (Oracle/PeopleSoft Users Group), March 2008
 - PMO presentation at the February 2008 IRM meeting.
- Enterprise Project Management (EPM) training for varying roles of end-users is being conducted in preparation for upcoming department-wide implementation.
- PMO website creation is underway.



So what are some of the planned accomplishments for the PMO in the months ahead?

- We hope to have all DTI project managers and organizational change management specialists "DTI certified" as each one completes our internal project management training classes. Eventually, this training will be offered to all state organizations where projects are managed.
- We are in the process of implementing Microsoft's Enterprise Project Management (EPM) product for time entry for all DTI employees who are assigned to projects. Among other things, this tool will ultimately provide the data needed to make sufficient resource assignments. Additionally, it will position DTI to be able to embark upon portfolio management.
- For continuous improvement, we will formalize the Quality Assurance function within DTI and institute project audits into the PMO as a primary function of this group.

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Project Management

Submitted by PN Narayanan

NET PRESENT VALUE (NPV)



As the PMO is creating a new curriculum to enhance project management knowledge within DTI and the State, it is only appropriate to discuss some of the Project Valuation techniques and cost management areas.

For this article, we will look into the project selection criterion in general terms; and in subsequent articles, we will discuss Earned Value Management (EVM).

Net Present Value is a mathematical method used to compare the value of a dollar today versus the value of that same dollar in the future - after taking inflation and return of investment into account. This is used in capital budgeting, where the present value of cash inflow is subtracted from the present value of cash outflows. Since money available today has more value now than in the future (due to inflation) and the money available today can grow in many ways (including, but not limited to, its investment in projects), NPV is a crucial project selection criterion.



To understand the NPV, we need to know the Present Value (PV) and Future Value (FV) of the money. The Future Value of money is calculated by the equation: $FV = PV(1+r)^n$ where "r" is the interest rate and "n" is the number of terms.

For example: \$1,000 today at 10% discount rate in 2 year terms is equal to $1000(1+.1)^2$; or \$1210. In literal terms, today's \$1,000 is equal to \$1,210 in 2007, if the interest rate is 10%. Hence; if Project A offers a benefit of \$1,210 in two years for a \$1,000 investment today and Project B offers \$2,000 in two years for \$1,000 today ~

then Project B is the better choice.

For NPV, the term "constant dollars" refers to the net present value relative to a fixed date. The term "current dollars" refers to the unadjusted value of the money. The term "discount rate" refers to a percentage used to calculate the NPV and reflects the time value of money. Since the discount rate reflects the future value of money, it typically has two components: an adjustment for inflation, and a risk-adjusted return. Since market forces typically

control inflation adjustments into investment returns and borrowing costs, often the discount rate is keyed to a standard reference rate.

One more factor that affects the discount rates is the risk tolerance. Depending on the risk tolerance of the project sponsors, the NPV will vary. For example: a conservative organization may use the return on



Treasury Department CD rate, whereas aggressive sponsors may use more than 10% (10% is the traditional average rate of Stock Market returns).



It is not always easy to calculate the NPV since it is difficult to know the proper discount rate and how to predict its changes over the life of a project. If the NPV of the project is *positive*, the project should be part of the portfolio. If the NPV is *negative*, more research is required for justification, since the cash flow will be negative.

It is especially difficult for non-profit organizations, such as government, to use NPV in software projects. Normally, in non-profit organizations, NPV is not used as a selection criterion since the cash flow is a ZERO SUM game. Investments are made to provide service to the public and citizens; hence, the efficiency of service and the quality of service are the most important selection criterion.

Sometimes, the Internal Rate of Return (IRR) is also used to justify projects. IRR is similar to NPV, but in IRR, we calculate the rate at which the inflow and outflow equals. This calculation will enable the project sponsors to understand the rate of return required to generate a profit for the investment. This is not a common practice in the public sector, but is certainly a useful technique in capital projects.



Quality Management

Submitted by Kathy Donovan

CPO QUALITY MONTH – OCTOBER

“**START WITH QUALITY IN MIND, FINISH WITH EXCELLENCE.**” – the winning **Quality Month Slogan**, characterizes **Quality Month** itself. **Quality Month** certainly started with quality in mind and finished with a presentation on performance excellence by John Riabov, the Executive Director of the Delaware Alliance for Excellence (DAE).

Similarly, the winning **Quality Month Logo** exemplifies quality. Puzzle pieces of quality extend from leadership to strategic planning, customer and employee satisfaction, measurement and analysis, and process management. Realizing quality, achieving performance excellence, and producing desirable business results rely on successfully “putting the pieces together”.



Winning Logo submitted by Clayton Wilson, ERP Team

Quality Month Events & Activities:

The CPO Team hosted **Quality Month** events throughout the month of October:

- **Quality Month Kickoff** 10/3:
Attended by approximately 90 CPO team members
- **Presentations:**
CPO-Driven Quality Practices in Action 10/10:
DTI ERP – Don Christmas, Kathy Donovan
DTI EA – Tony Collins
Metrics Panel 10/23:
DTI EA – Lillian Schaubé
CPO Team Leaders
Information Technology and Quality Management 10/25:
DTI PM – Baljinder “Boskey” Kamboj
Delaware Quality Award 10/31:
DAE – John Riabov
DTI OCM – Cindy Bray

- **Contests:** Hearty congratulations to the following winners:
Logo Contest – Clayton Wilson, DTI ERP
Slogan Contest – Rose Schroeder, DTI ERP
Quality of Life Fitness Challenge Team – DTI ERP Team
Quality of Life Fitness Challenge Individual – Brad Dukes, DTI Application Delivery
QA Web Mistakes – Terry Reed, DTI Application Delivery.
- **Quality Month Closing** 10/31:
Attended by approximately 50 CPO and Senior Team members.
- **Showcase** recognizing CPO quality accomplishments: at Kick-off, CPO All-Team Meeting, and Closing.

Quality Month continues to expand in scope. Last year, Project Management, Organizational Change Management, and ERP Teams recognized **Quality Month**. This year, it expanded to the entire CPO Team. As Secretary Jarrett announced at the closing, next year **Quality Month** extends to all of DTI. This expansion enables all of DTI to participate in our annual affirmation of dedication to quality accomplishments.

*The Quality Month Committee thanks the CPO staff for their participation in activities and for assisting the committee with planning, organizing, and presenting. The committee also thanks Secretary Jarrett, Lynn Hersey-Miller, and Pn Narayanan for promoting the recognition of Quality Month. Most assuredly, the collective contributions were what made **Quality Month** the success it was.*

Winning Slogan submitted by Rose Schroeder, ERP

**Start with Quality in mind,
Finish with Excellence.**

Quality Month Committee:	
Kathy Donovan	Quality Month Lead
Richelle Edwards	Project Management Lead
Joe Shockley	Organizational Change Mgmt Lead
Lillian Schaubé	Enterprise Architecture Lead
Karen Esposito	Application Delivery Lead
Rao Isukapalli	DTI ERP Lead
Steve Bailey	Systems Engineering Lead

eGovernment Program

Submitted by LiWen Lin

ENTERPRISE PROJECT MANAGEMENT (EPM) PROJECT 2007

Through FACT sheets, training, and other communications, many of you are already aware of the forthcoming EPM 2007 project implementation.

This Microsoft project server implementation will help DTI to:



1. Validate and update project schedules at the task level
2. Aid in resource planning
3. Eliminate the project ID customizations from the PHRST Peoplesoft system
4. Eliminate the DTI contractor time and labor application
5. Further enhance our position to adopt program portfolio management.

As part of the implementation, the project team, controller's office, team leaders, and senior staff have worked diligently to simplify many processes; including time entry in Time and Labor. This information can be found on the EPM intranet site:

<http://intranet.dti.state.de.us/EPM/default.shtml>

Project managers, project leads, resource managers, and all employees who need to do time entry and work in EPM (approx. 120 employees) were trained in various modules of EPM.



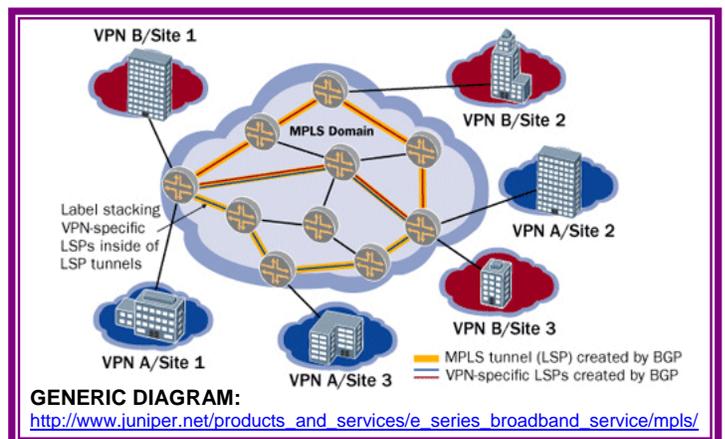
EPM is customized to incorporate SLAs for time reporting and functionality for planning time off at an enterprise level. EPM SharePoint server will be the central repository for non-sensitive project documentation, eliminating various file shares for project information.

The Go-Live date has not been set, but as soon as all the customizations, testing, and preparations are completed, an announcement will be made.

VIRTUAL ROUTING AND FORWARDING (VRF)

The VRF project is progressing very nicely; now with seven agencies migrated into their own VRF. Even though the VRF initiative has been around for years, the terminology and purpose of this initiative can still be rather daunting. The agencies already migrated will attest to the fact that working with DTI through the entire process was basically a non-event. To lay a foundation for you, here is some VRF technical background information:

- The VRF project utilizes cutting edge technology, with Juniper networks Multi Protocol Label Switching (MPLS) as the backbone for the network. The MPLS backbone allows for disparate networks, resulting in no overlapping services.



- The state's original network was a single network with one firewall where all applications, services, and communication traversed freely among all 20+ agencies.

VRF Benefits:

- Enhanced security and control at the agency level.
- A firewall protecting each agency's network.
- Agency subnets are segmented and agency specific, no more shared subnets.
- Identification of shared applications.
- Shared applications are identified and redesigned to be protected by DMZs.
- Agency Intranets – agency created websites that are accessible only by internal agency users.
- State Extranet – agency created websites that are accessible by other agency users.

Enterprise Architecture Program

Submitted by Cindy Bray



A LOOK BACK . . .

This time of year frequently leads one to look back on the past year and consider opportunities lost, opportunities fulfilled, and future plans for a better New Year. Members of the DEAL Team also look back to consider the year's lost opportunities, achievements, and plans for the New Year.



DEAL during the Past Year:

Starting from very humble beginnings with a mandate to consider Enterprise Architecture for the State of Delaware, the new team quickly discovered their identity as:

Delaware Enterprise Architecture Lifecycle

DEAL

DEAL started new cross-functional and cross-departmental teams, educated people in the State on Enterprise Architecture, and added three new staff members.

DEAL Publications:

In the past year, DEAL published FACT Sheets and provided many informative newsletter articles. In addition, DEAL works with other DTI teams on planning activities, and DEAL staff members chair other groups; i.e., the ARB and TASC. DEAL publications and more can be found on the DEAL Extranet website:

State Agencies:

http://extranet.dti.state.de.us/information/dtie_information_deal.shtml

K12:

http://k12extranet.dti.delaware.gov/information/dtie_information_deal.shtml

- DEAL Awareness FACT Sheet
- Integration Domain Team Info Sheet
- TASC Info Sheet

DEAL Involvement:

DEAL also provided assistance on several endeavors:

- Creating the Statewide Information Technology 2007 – 2012 Strategic Plan.
- Architecture assistance for the IAM project.
- Architecture assistance for eGIS.
- Working with the PMO promoting enterprise solutions.
- Forming a vision for enterprise-wide solutions.
- Assisting with governance.
- Aiding security efforts, assisting with framework solutions for authentication and the VRF project.
- Encouraging collaboration between DTI and state organization resources.
- Helping customers by clearly defining standards and policies and helping customers remain compliant.
- Providing a documented technical direction for our customers and their vendor partners.

A LOOK FORWARD . . .

The staff members of your DEAL team are looking forward to the coming year. Plans include:

- Developing the business model.
- Publishing a Mobile Device Encryption standard.
- Publishing a Strong Password Standard.
- Reviewing the Technology Architecture for the state.
- Developing a Solution Architecture.

In the coming year, DEAL plans to continue aiding the Department of Information and Technology, our customers, and their vendor partners. The DEAL Team also encourages you to contact us and become involved in the direction of the State. Collaboration is a major part of what we do and is very important to our success. For more information about DEAL, please visit our website at:

State Agencies: http://extranet.dti.state.de.us/information/dtie_information_deal.shtml

K12: http://k12extranet.dti.delaware.gov/information/dtie_information_deal.shtml

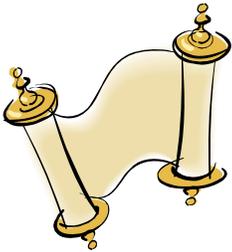
or email us at DTI_DEAL_CMT@state.de.us

Organizational Change Management

Submitted by Cindy Bray

Being Resolute:

A New Year's Resolution is a commitment that an individual (or company) makes that typically results in a lifestyle change that is generally interpreted as advantageous. The name comes from the fact that these commitments normally go into effect on New Year's Day and remain until the set goal has been achieved. The Babylonians celebrated New Year's



Day over 4,000 years ago. There are early recorded writings from ancient Rome dating back to 180 AD that list resolutions. Their resolutions were surprisingly similar to resolutions that are common today. They included:

- Returning farm equipment to the rightful owner.
- Getting along better with their neighbors.
- Helping the poor.
- Improving their bodies.

Most of us make New Year's resolutions and some of mine are as follows:

- Lose weight.
- Go to the gym daily.
- Have acceptance of XYZ project and ensure that it meets everyone's requirements/expectations.
- Learn a new language (Klingon, naturally).
- Make a quilt for all my friends and family.



If you are like me (and apparently many other people are), these resolutions soon fall by the wayside, never to be achieved.

Resolution Strategies:

Considering the new year that is upon us and the desire to reaffirm my resolutions, I realized that a resolution is a commitment to "change". It also led to an exploration of how these resolutions could be more successful.

Making a change is hard. Ingrained habits tend to re-emerge and after a short time, we're back where we began. This has happened to all of us, personally and in our experiences working with projects.

One "expert" suggested the key to making change was to aim low. Now, that is something that is easy to do! With that in mind, I came up with a much simpler list of resolutions:

- Take lunch every day.
- Remember key information (like my phone number at work).
- Clean my desk.



Still, the idea that I had now set easy resolutions didn't satisfy me. It seemed this was not yet the solution to the resolution problem and more research was necessary. All the experts seem to agree that making a resolution means making a commitment to change and the key to making that commitment successful was to learn how to set goals. They recommend the following:

1. Repeat the goal. This helps your sub-conscious mind to reaffirm your commitment. That's like having two of you working on it! Repetition reinforces the desire for goals. One method is to re-write your goal daily, thinking about it in positive terms and mental images. Writing down your goals make them "more real".
2. Use emotion to assist you. If you are emotionally invested in the change, it will stick.
3. Recognize that change is not "all or nothing". A step in the right direction is valid and valuable and leads towards the larger goal. Acknowledging small moves in the right direction instills confidence and makes further movement in the same direction likely. This is especially valuable to remember when the resolution involves a significant change.
4. Do not keep your resolution a secret. Studies have shown that if you tell someone about the change you wish to make, they will help you work towards your goal.
5. Be committed to change. This one is typically the most difficult – both personally and professionally. Many times we are forced to change based upon new technology, new projects, etc.

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Organizational Change Management

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At a very minimum, at least be committed to having an open mind about the change before deciding it won't work!

Make Your Resolutions SMART:

Specific; for example: "I will walk briskly 3 times a week for 30 minutes".

Measurable – To measure this goal, I will use a calendar to track my weekly progress. Writing down my progress makes it "more real".



Attainable – This is an attainable goal. 30 minutes is not too long to spend on exercise and 3 days a week is reasonable.

Realistic – It is well within my capability to walk for 30 minutes. Notice, the goal is not to *run*; I don't run unless something is on fire.

Timely – By April, I want to be able to walk briskly for 45 minutes and not be winded.

Resolutions for you to consider adopting as your own:

1. Attend all available training for DTI projects that affect you. The training is a great place to learn more about a project and understand specifically how it will affect you.
2. Read all FACT Sheets, Bulletins, emails, newsletters, and visit websites that are related to projects. This is an excellent way to stay well informed about a project.
3. Share your questions and comments with the project team - either 1-on-1 or by using the email groups that have been established for projects. The format of these project groups is DTI_projectname_CMT@state.de.us
4. Share project information with others who are affected.



So, change is hard sometimes, YES. However, change can also be good and worth pursuing. If you're thinking about making changes in the New Year, try using the **SMART** formula for a greater probability of success. Good Luck and Happy New Year to all.



Program Management Office Update

(Continued from Page 2)

- We will conduct another DTI-wide project management maturity assessment and measure our progress since the initial assessment in 2005.

I believe we have laid a solid foundation that will allow us to reach our goals. This would not have been possible without the continued perseverance and teamwork across all of DTI. Our entire organization has had many significant accomplishments over this past year. Considering the number of active projects currently underway (and what appears to be an endless stream of projects coming down the road), we will all need to continue to work together. I sincerely appreciate the cooperative spirit that is alive at DTI – and I wish you all a very happy and safe holiday season.

*Thank you.
Lynn*



Enterprise Resource Planning (ERP) Service Delivery

Submitted by ERP Team

SIGNIFICANT MILESTONES:

Our ERP Service Delivery team, working closely with many other DTI teams, reached several milestones for PHRST, First State Financials (FSF), and Delaware Transit Corporation (DTC) production.

- Completed the first “Test Move to Production”, reapplying version 8.8 production changes and de-customization of approved objects to the upgraded database.
- Terminal server was created for our implementation vendor partner, allowing them to work offsite during holidays and inclement weather.
- Currently, the technical effort is underway for the Financial data conversion from legacy systems into the PeopleSoft system.
- Approved modifications, reports, and interface designs are in development.

Several DTI Teams continue to make significant contributions to these efforts and many others. They continually assist in creating, improving, and maintaining the ERP environment. DC&O always provides excellent support and monitoring of the PHRST Batch Schedule. The Change Control Team helps the ERP Team stay abreast of changes that may affect the PHRST application. Many thanks to the Application Delivery team for providing DFMS resources to assist with the DFMS data conversion to the PeopleSoft Financial System.



PHRST PRODUCTION HIGHLIGHTS:

PHRST Disaster Recovery:

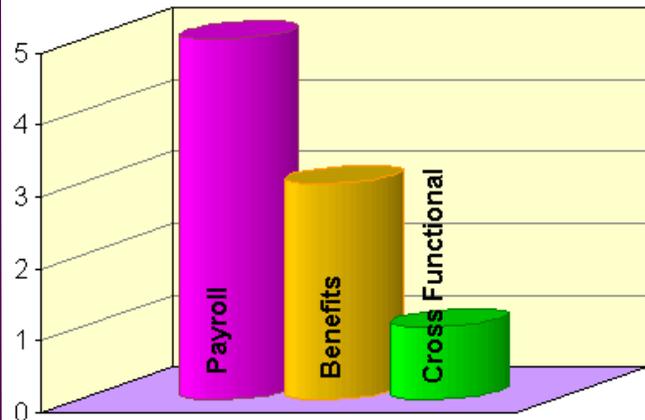


The DTI BC/DR Team and the PHRST Functional Team completed disaster recovery testing successfully. Many details and coordination efforts contributed to the success of the Disaster Recovery Test.

Production Support:

Additionally, the ERP Team continued to work on several Customer Service Requests (CSRs) for production, including applying PeopleSoft tax updates.

4th Quarter Closed CSRs



Next Quarter:

The ERP Team will be applying additional tax updates and performing support for Payroll calendar year-end processing.

ERP PROJECT HIGHLIGHTS:

Test Director: We conducted a demonstration of Quality Center (QC) for both projects. The draft *Best Practices* document has been completed. Numerous customizations are installed to QC and additional customizations will be performed upon request.

PHRST Upgrade: The first “Test Move to Production” functional testing is going well. The functional team completed 3 pay cycles of testing with very few reported problems. We are providing support for the Upgrade and the removal of customizations to return the delivered PeopleSoft application to “vanilla”. Work is underway to implement more delivered functionality, such as multiple components of pay and adjusting to new structures in v8.9, such as the “New Person” model. These efforts require configuration and conversion support. In addition, the PHRST-to-Financials integration requires additional large and complex PHRST conversion efforts that are underway. The next critical target date is the Chart of Account integration between Finance and PHRST and the Time and Labor “retrofit”.



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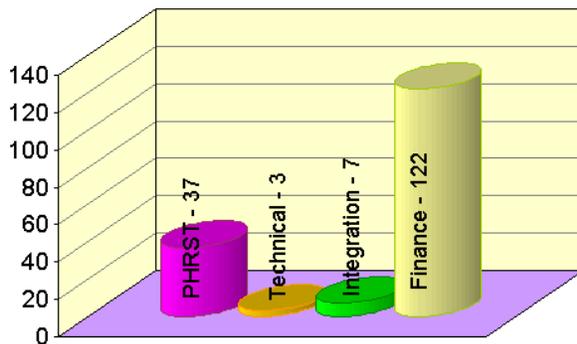
ERP Service Delivery (Continued from Page 9)

FSF and PHRST Integration Highlights:

The Integration team is busy with configuring services as requested by the PHRST and FSF teams. To date, 79 integration points have been configured. In addition, the Integration team has been working hard to determine the idiosyncrasies of Integration Broker and PeopleSoft's design for how it should be used.

- Conversions/interfaces: Data conversion development (from the legacy system) is well underway and targeted to be ready before Business Process testing begins in January 2008. The Interface design effort has also begun.
- All priority 1 reports are in design phase and due to be completed in January 2008. Priority 2 reports have been identified and documented requirements are underway. Five modifications were submitted as maintenance and are in the document requirements stage. For the Chartfield Level Security, an outside vendor is applying the department level security on FSF components of each module so that it can be tested by the State to see if it satisfies our needs.
- The IV bolt-on customization is started, technical design is completed, and development has begun.

ERP Project CSRs - 4th Quarter 2007



QUALITY ASSURANCE (QA):

- QA Design and QA Development checkpoints are well underway for the DTI ERP project.
- During CPO Quality Month in October, Don Christmas delivered an interesting presentation on QA concepts and the evolution of the Production QA process for the DTI ERP Team.

Standard Operating Practices Committee (SOPC):

Stephanie Smith and Debbie Odle completed the SharePoint site for SOPC Document Review which is used by the SOPC for the review and approval of standard operating procedures. Two days a week, our technical writer, Rogers George, is assisting the SOPC in the development of templates and standard operating practices.

We appreciate the ongoing teamwork!



NFL Team & City Answers (September 2007 Edition)



Phrase	Team Name	Team City
Pope's Men	Cardinals	Phoenix, AZ
Range Riders	Cowboys	Dallas, TX
Winged Patriots	Eagles	Philadelphia, PA
The Moving Crew	Packers	Green Bay, WI
Winter Sleepers	Bears	Chicago, IL
Heaven's League	Saints	New Orleans, LA
Seven Squared	49ers	San Francisco, CA
Debits	Bills	Buffalo, NY
Iron Workers	Steelers	Pittsburgh, PA
Visa Experts	Chargers	San Diego, CA
Third Letter Bird of Prey	Seahawks	Seattle, WA



Application Delivery

Submitted by Kathy Dahl

MAKING OUR LIST ~ CHECKING IT TWICE

Looking Back:



Isn't this a great time of the year to look back on accomplishments and ahead to new challenges? Just think about it. Even as kids, we all looked back and listed all of the ways in which we'd been good little girls and boys all year. An then, after Christmas, we would make resolutions about being good little girls and boys and how much we would help our parents for the next 12 months so

we'd be ready for Santa again next year. Well, from what I can tell, things are not much different for us now. As I said, it's a great time of the year to look back on accomplishments – and as it turns out, the Application Delivery Team has been a very good bunch of girls and boys this past year.

I'm looking back and thinking of all the things we've been able to accomplish on my team over the past year (I won't list them ALL, don't worry). Let's see... we have had successful major implementations like MCSIA (Motor Carrier Safety Information Act) that, through compliance with the Federal Motor Carrier Safety Administration, preserved millions of dollars in Federal Highway Funds for the State. And then, there was the implementation in support of the Violence Against Women Act (VAWA), helping women in crisis. Oh, and the conversion of our VXML applications from one provider to another; adding functionality and capacity at roughly the same cost. Then, we had the eCorp Annual Reports implementation that made the filing of franchise taxes friendlier and less cumbersome, further integrating it with the Division of Corporations internal processes. Oh yes, we also implemented a new and improved process for the monthly reconciliation of DeIDOT's financial system (BACIS) to DFMS. These enhancements improved the processing time by over a week and a half for the customer. And, we made changes that resulted in saving loads of paper and several days in the fiscal year-end close process with DFMS. I could go on and on, but as promised, I won't. But see, we HAVE been very good boys and girls this past year.

Looking Ahead:

And I'm also looking ahead at the challenges and goals for next year; and it, too, is an exciting list. We've embarked on providing an Enterprise GIS service; we're assuming responsibility for DNREC's eGov suite; we're working with DELJIS and State Police on the Adam Walsh Act. We plan on researching and recommending strategies for the SOA Roadmap, including components such as Enterprise Service Bus (ESB), XML Firewall next-generation solutions, Business Process Modeling (BPM), and Business Process Execution Language (BPEL). We will become a more diversified and valuable partner to other State organizations by building .NET expertise on the Application Delivery Team. And probably most consuming and most highly visible will be our work on the Modernization of the Enterprise Server (formerly called "the Mainframe"). On this effort, we will upgrade our COBOL base to current language levels; we will modernize the look and feel of the user experience; and we will explore the strategic and tactical value of modernizing beyond the presentation layer of existing applications. We also plan to establish standards/guidelines and a Web Services Center of Excellence for user support as we expand the reach of the Enterprise Server -- as well as publish several "strategy" documents and processes that will add additional structure to our team.

So I'm hoping *Santa* is paying attention to this! We'll be good boys and girls in 2008, too!



Happy Holidays
From
Application Delivery!



Systems Engineering

Submitted by the Systems Engineering Team

2007 DELAWARE IT CONFERENCE

At the 2007 DE IT conference, several members of the Systems Engineering team offered presentations on Oracle 11g, Operating System Security, Database Security, and Benefits of Virtualization.



Humair Qureshi was a co-presenter with Oracle at a session that provided an overview of Oracle's latest version of database Oracle 11g. It highlighted the key enhancements in Oracle Database 11g Release 1; such as, high availability, improving scalability and performance, strengthening security, DataGuard, and several other areas that concern database administrators.

The other three presentations were envisioned as an extended training session to provide some basic tools for installing new systems.

Dave Martin led off with a presentation on operating system security. His discussion presented a layered defense strategy focusing on simple high-level guidelines to best secure any operating system. These guidelines included five rules for operating system security: apply available security patches, disable or uninstall unused services, only open necessary ports, don't trust users, and assume unencrypted network traffic can be read by anyone.

Next was Kathy Stroh's presentation on database security. She talked about actual security breaches involving databases and how they could have been prevented. She also covered specific actions to take to secure databases and a short description of what has been done at DTI in the area of database security.

Finally, Steve Bailey talked about how DTI is using VMWare to reduce operating costs. He also covered many of the benefits of virtualization and talked about things that DTI has done that would not have been possible otherwise.

The presentation materials will be posted on the DE IT conference web site.

<http://deitconference.state.de.us/dtc/dtcregister.nsf?open>
Also, any of the presentations can be done in person for any team or agency, if requested.

EMPHASIZING THE "ENGINEERING" ASPECT OF SYSTEMS ENGINEERING

There is a long history of Systems Engineering administering and supporting the many technical infrastructure components at DTI. Oftentimes less seen are our core responsibilities to be forward-looking, to assess the current state, to describe the future state, and to develop a roadmap to get us there.

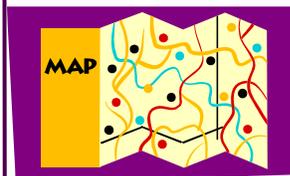
There are too many technical areas or "subject matter areas" within our infrastructure for one person. Thus, we follow a typical IT management practice of dividing our duties into subject matter areas. Some examples of subject matters areas are Output Management, Storage, Communications, and Metrics.

Stakeholder input is essential to assessing the current state and defining the future state. Who else would know better the true business requirements for Output Management systems than the DC&O staff who handle our Output Management?



The Systems Engineering Team is currently conducting formal subject matter area assessments for Communications, Storage, and Output Management. These assessments are being led by Systems Engineering staff with the active involvement of DTI stakeholders.

During the last several months, Joe Messineo with the help of IBM, has been leading an assessment of Mainframe Communications with participation from



many DTI teams and with the active participation of Rick Truitt, Rob Lahnemann, and Dave Petrucci of Telecom. The roadmap that is being developed will result in a number of discreet projects, such as the one to address the replacement of SA hardware.

Bob Day is leading two separate assessments of our Output Management systems, with active participation of DC&O and other DTI teams. We've begun to document the future state of Output

(Continued on Page 13)

Systems Engineering *(Continued from Page 12)*

Management. One of the goals is to standardize printing software across both mainframes. Another goal is to develop a web-based report viewing tool that can also meet the needs of client/server systems, such as PHRST and ERP.

Similar assessments are being conducted with On-Line Storage (disk drives) and Off-Line Storage (tape backups). Rich Borelli of Telecom is leading an assessment and long-term forecast of disk



storage needs with Walter Finnerty and Pat Turner of Systems Engineering. We are also evaluating our Off-Line Storage systems with active participation of the Business Continuity teams.

These many subject matter area assessments demonstrate our stepped-up emphasis on the "engineering" aspect of the Systems Engineering Team.



Newsletter Contributors:

Cindy Bray
Kathy Dahl
Kathy Donovan
Nancy Erwin
Lynn Hersey-Miller
LiWen Lin
Mike Malik
Pn Narayanan
Kamlesh Sheth
Pam Waters



Congratulations!

Rob Williams and his wife were blessed with a new bundle of joy named Abraham.



New staff joins the CPO Teams in the 4th quarter 2007.

Application Delivery

- Glenn Camaclang

Project Management/ERP Teams

- Anand Gupte
- Rogers George

Systems Engineering Team

- Deb Bialecki
- Patrick Dougherty

Our Team: Recognition



CPO Division Employee of the 3rd Quarter
(July – September 2007)

- **Nancy Erwin**
Organizational Change Management Team



Team Leader Employee of the Month

September 2007

- **James Roe**
Application Delivery Team
- **Richelle Edwards**
Project Management Team
- **Walter Finnerty**
Systems Engineering Team



October 2007

- **Lisa Lewis**
Application Delivery Team
- **Cindy Bray**
Change Management Team
- **Jim Salb**
Project Management Team
- **Joe Messineo**
Systems Engineering Team

November 2007

- **Julie Moran**
Application Delivery Team
- **Joe Shockley**
Change Management Team
- **'Boskey' Kamboj**
Project Management Team
- **Cathy Williams**
Systems Engineering Team



KUDOS

September 2007:

Robby Khanal, Anne Adams,
Catherine Williams



October 2007:

Tony Marge, Michelle Duffy, Holly
Powell, Carrie Landsnes, Tricia Ann
Saunders, Reagan Paquette, Steve
Bailey, Bill Pfaffenhauser, Kim Cloud



November 2007:

John Trabaudo, Tim Darcy,
Charlie Hong, Madhu Reddy,
Pari Viswanath, Kiran
Kokonda



September 2007

Cheryl Wright, Chocks Subramanian,
Crystal Norman, Heidi Dukes,
Parthiban Jayaraman, Paulette
Bowe, Rich Bevan, Zinnia Tolosa,
Alison Walls, Phil Mast, Steve Bailey,
Carol Scotten, Charles Campbell-King, Pam
Waters, Tony Marge, Tony Collins, Cathleen
Valdesere, John Trabaudo, Kathy Stroh, Nancy
Erwin, PN Narayanan, Bob Day



October 2007

Tricia Saunders, Don Christmas,
Emer Ingeniero, Debbie Odle, Al
Ricketts, Carol Scotten, Clayton
Wilson, Joe Shockley, Kim Cloud,
Myrtle Jubilee, Richelle Edwards,
Sharon Seifert, Terry Lust, Tony
Marge, Steve Bailey



November 2007

Tony Marge, Debbie Abbott, Kim
Cloud, Madhu Karanam, Bryant Baker



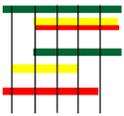
The Office of Major Projects is involved in a wide range of initiatives:



Delaware ERP Project: The statewide ERP project will not only upgrade the Human Capital Management modules (Human Resources, Benefits Administration, Payroll, Time and Labor) but will also allow for a statewide implementation to replace and consolidate the current mainframe accounting systems. Executive sponsors recently approved the implementation of Commitment Accounting and the project team is getting ready to start the Business Process Testing in January 2008.



Integrated Corporate Information System (ICIS): The Department of State, Division of Corporations is replacing the current mainframe legacy system – Delaware Corporate Information System (DCIS). Vendors must submit final bid proposals by January 31, 2008.



eGovernment: Shop.Delaware.Gov has been gaining popularity with numerous requests to have products, conferences, and summits. The process of deploying a cart is very easy and convenient with easy access and exposure to the general public. Go out and check it often!



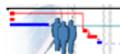
Courts Organized to Serve (COTS): This is an initiative of the Delaware Judiciary aimed at acquiring a new, integrated automated case management system for use by the Courts and several partner agencies. This is a multi-year project that will be implemented in eight phases. After the successful completion of the first two phases, the project team conducted three interface meetings with agencies. Phase III implementation has recently been extended to June 2008.



Server Infrastructure Cleanup Program: Legacy Development and Intranet sites were all migrated to a new platform on December 17th in response to potentially critical issues identified with the legacy server. This proactive risk mitigation strategy will ensure no interruption of service or potential loss of data. Customers will now be migrated to their permanent location with new URLs supporting current naming standards.



800MHz Next Generation: Kent County in-building coverage has exceeded the specifications; however, there are a handful of schools and other facilities that require further testing to determine whether Vehicular Repeaters can provide the missing coverage. New Castle County sites are up in “test mode”, and Sussex County sites are near operational with all equipment installed and microwave ring testing underway. The Rebanding project schedule is undergoing change in consideration of the operational relief that a 700MHz deployment would represent.



Enterprise Project Management (EPM): The production environment is being configured for all users and roles. In preparation for implementation, all project managers and project leads must load their existing project schedules.



Program Management Office (PMO) Process Revision and Training: The Basic Training Course was delivered with high praise from the participants. The Intermediate Training Course is under development and will be delivered early next year, followed by the Advanced Course no later than June 2008.



Motor Carrier Safety Improvement Act (MCSIA): Phase II of the MCSIA project was kicked off in late November after all mandated functionality was implemented in Phase I. This phase will be comprised of multiple releases, with all top priority items being completed by April 2008. These include enhancing the automation process for all Driver Improvement actions taken for drivers with Commercial Drivers' Licenses; updating the system to support additional Commercial Driver License edits required by the American Association of Motor Vehicle Administrators; and the clean-up of all DMV history data, as well as ensuring that all current data continues to be MCSIA compliant.



New Data Center Facility: Design is proceeding into detailed design; the architect has provided us with ROM estimates for the facility cost. Preparations are underway to initiate the infrastructure phase of the program. Approaches to migration of the current data center, as well as Disaster Recovery/Business Continuity agreements with other government and educational institutions are being examined.



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



Mainframe Modernization: DTI has embarked upon a program that will result in the modernization of the mainframe (enterprise server) from the user perspective as well as from the developer perspective. Some of the goals of this initiative are:

- Upgrading all COBOL programs, taking advantage of the latest capabilities of CICS;
- Upgrading mainframe developers' tools to an Eclipse-based development environment;
- Modernize the look and feel of the user experience, providing a "windows-like" user interface;
- Extend mainframe functionality via web services;
- Establish web services guidelines and a Center of Excellence for user support.

This is a far-reaching initiative that will enable DTI's Enterprise Server to continue to be a viable solution for state organizations.



Enterprise GIS: The Enterprise Geographic Information Systems (eGIS) project continues to make progress. The Business Case was approved in late October and we are proceeding with the next steps in the process, including negotiations with the vendor to develop the data dissemination portal and gathering detailed requirements. DTI teams continue to work with ESRI to establish new customer support procedures under the Enterprise License Agreement (ELA) and several customers have purchased licenses at a significant savings. On the technical side, DTI created a lab environment to validate the proposed architecture and has begun the process of securing hardware for the eGIS solution. DTI is also working in cooperation with the DGDC to establish a Geospatial Technical Infrastructure group to advise on the direction of GIS technical needs in the future. Outreach efforts this quarter included a presentation at the Technology Conference and a booth at the GIS Day event. A website with more details is under construction.



Continuity Of Operations Planning (COOP):

The overall goal for this project is to implement a Statewide Continuity of Operations Planning Program (COOP). A prioritized order of business organizations to be recovered in the event of a disaster will be established. This will be accomplished by providing a single toolset to business organizations statewide to assist and enhance Disaster Recovery/Business Continuity Plans. This is an essential step towards protecting the State's ability to recover from a disaster and the continuity of its service provision for the citizens of Delaware. Through the 4th quarter 2007, 12 business organizations have been in various phases within the program, utilizing the STROHL system toolset for compliance with COOP.



VoiceXML Transition: DTI is in the final stages of testing a new School Closing application that provides a voice delivery channel for the school information that is currently being entered into the subscription service. Working with the Department of Education, this new functionality will be released in production in early January. The next application, an Emergency Notification System for the Department of Agriculture (DoA), is approaching the testing phase. This is being developed in conjunction with the DoA and provides bi-lingual information about various pathogens and agriculture related viruses. A final timetable for this functionality has not yet been confirmed, but we anticipate Q1 of 2008.

HOLIDAY – FIND A WORD



- | | | |
|--------|----------|-----------|
| TREE | STOCKING | LIGHTS |
| WREATH | TINSEL | STAR |
| ANGEL | GARLAND | MISTLETOE |
| CANDLE | ORNAMENT | RIBBON |



WORD SCRAMBLE

Unscramble the letters to form common holiday words.

- NTORAMNE _____
- AHWETR _____
- ENERIDRE _____
- LITNSE _____
- NOSKICTG _____
- NECYMIN _____
- WNAMSON _____
- RACSLO _____
- TEPESRN _____