

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.

Leadership is action, not a position!

Highlights

- Leadership
- Project Management
- eGovernment Program
- Enterprise Architecture
- Change Management
- ERP Service Delivery
- Application Delivery
- Systems Engineering
- Alphabet Soup
- Recognition
- Projects

The centuries-old habit of viewing leadership as a set of characteristics possessed by the single individual at the top of the organization is hard to shake. For the most part, we have developed the habit of viewing it this way over the millennia of recorded history. That is not the case, however, at DTI. The caption for this article *“Leadership is action, not a position!”* was taken from a picture hanging in Secretary Jarrett’s office!

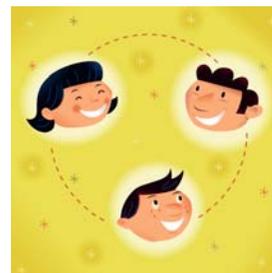


have attended our lunchtime discussions related to “The 8th Habit” From Effectiveness to Greatness” by Stephen Covey.

- Many of you have also attended various training classes related to better communications, active listening, etc.

All of these initiatives are the result of DTI’s desire to create high-performing, enthusiastic, and productive teams! We all know that long-term success requires a strong corporate

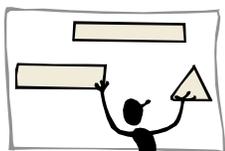
culture of trust, mutual respect, and passion for accomplishing a common set of goals.



Leaders are not born. Leaders are made. Leadership is a process that anyone can learn. Think about the good advice you give to your friends, your family, and your colleagues. You help them solve problems by having a positive attitude. You give them courage to face new challenges through encouragement and inspiration.

As effective leaders, we have a strong belief in ourselves and our capabilities.

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Over the past several months, DTI has invested considerable time, energy, and dollars in various leadership initiatives. For example:

- Twenty of our employees are attending the American Management Association Leadership Certification Program. That training is off-site and consists of six full days of training (across three classes). The last class is scheduled for September.
- Bill Hickox and I have been attending Executive Leadership training with several of our Team Leaders over the past nine weeks. The training has been so well received that it’s been scheduled again for other senior and middle management team members.
- Approximately 125 DTI employees and customers from three agencies

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

SILENT PARTNERS OF PROJECTS

Silence is a powerful communication tool for project managers when interpreted correctly and executed flawlessly.

Silence may mean many things to many people based on their cultural background, personality, etc. It may mean respect for others, modesty, lack of confidence, controlling information by intentionally not sharing it, and shyness. Almost all projects will have some members who are silent partners. Their contributions, as well as lack of it, will certainly impact the outcome. Unintentionally, society awards silence with a message that avoiding controversies is the most secure way to grow or maintain status. This encourages many to learn the skill of “flying under the radar”.



Excerpt from a Harvard Business Review article by Leslie Perlow and Stephanie Williams:

“Faced with organizational or interpersonal problems at work, people often decided not to speak up, “It’s not worth it” they say, and soldier on. But disturbing new research shows that the price of silence is much greater than we realize”!

We see similar symptoms in big or small, easy or complex projects. The challenge of the Project Manager is to recognize these patterns and proactively address them. During the initial stages of projects, there are uncertainties that would best be served by open and honest discussions by all team members to ensure that impending risks are avoided.

Silence characteristics ~

1. Not worth raising an issue:
Sometimes, debating little issues will widen the difference. When the issue is not worth it, let it GO. **Silence is positive.**
2. Fast Track:
Pressure to move quickly will help to find efficiency and achieve definite targets. At the same time, if we think we have no time to stop

reigning issues, we may end up facing larger issues. Someone should raise the flag and discuss the concerns. Silent reasoning kept during the fast pace of the project is not good. **Silence is Negative.**



3. Personal and political agenda (from a project perspective):
On occasions, team members will promote their agenda by using silence as a tool. Hoarding information critical for the project may end up pushing the project to the brink. **Silence is disastrous.**

How do we get ahead of this problem?

- a. People in authority should encourage healthy conflicts and control them from becoming personal.
- b. Project managers should explain and set expectations from the beginning that conflicts are welcomed, tolerated and even productive.
- c. Project managers and people in authority should set rules that, once the decision is made, the debate ends and everyone works toward the common objectives.
- d. People practicing leadership should clearly differentiate “whining” from ‘healthy’ discussions.
- e. Have patience!

At times, Honest Abe had the ideal solution ~

“Better to remain silent and be thought a fool than to speak out and remove all doubt.”

~ Abraham Lincoln



eGovernment Program

IDENTITY ACCESS MANAGEMENT PROJECT (IAM)

Phase 1:

Open Enrollment has completed with approximately 28,000 employees successfully logging into IAM to access their Benefits Open Enrollment. There were no issues related to IAM during the Open Enrollment period.



Phase 2:

Two pilot projects are in the planning phase for integration with IAM.

- The Department of Transportation's Motor Fuel Tax Administration has an internet application that will utilize IAM as the authentication source for business partners. 
- The Violence Against Women Act (VAWA) project will authenticate both external business partners and internal state users. This project is set for implementation on August 31, 2007.



VIRTUAL ROUTING AND FORWARDING PROJECT (VRF)

The first pilot agency, Department of Natural Resources and Environmental Control (DNREC), was successfully migrated into their VRF on May 20th. The next pilot agency is the Department of Labor, scheduled for a July 9th migration into their VRF. Within the next month, there will be a draft timeline to schedule all remaining agencies. The VRF project team will work with each agency to ensure that all migrations are smooth and painless.

SHOP.DELAWARE.GOV



Delaware's first statewide shopping cart is slated for implementation in June. The "Cart" will allow agencies the ability to quickly offer products, various services, and goods online without the added expense of creating an application from scratch. The Cart will provide "delaware.gov" visitors an overview of product offerings without having to understand the state's organizational structure.

The Government Information Center (GIC) is an equal partner in this endeavor and will be facilitating some of the up-front work, along with the dissemination of emails to the Cart. The Department of State's Heritage Group and the Department of Technology and Information's Delaware IT Conference will be the first pilots.

The pilot phase of this project will last for 2-3 months while specific administrative procedures are finalized. Upon completion of the successful pilot phase, a more aggressive marketing approach will be taken.

If you have an agency that has expressed an interest or need to sell items online, please do not hesitate to contact the Project Manager, LiWen Lin for further details on the process.

Enterprise Architecture Program

DELAWARE ENTERPRISE ARCHITECTURE LIFECYCLE (DEAL)



Announcing our new web sites:

Check out our content on DTI's new Extranet site which is available to all state organizations.

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



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



The DEAL website includes contact information, frequently asked questions, reasons for DEAL, and documents that provide guidance on a variety of topics. One document describes thoughts, ideas, and architectures to enable information sharing across State organizations and we are excited about our plans to update this document in the coming months. The technology direction document has an interesting picture that starts to not only describe where the State is headed with technology, but also its current location.

Send us some feedback on the picture and let's begin a dialog.

[DTI_EA_CMT@state.de.us?subject=Technology direction picture](mailto:DTI_EA_CMT@state.de.us?subject=Technology%20direction%20picture)

State of Delaware Information Technology Strategic Plan:

One of the five areas of focus for DEAL is strategic planning. During the past several months, we have been working with DTI management to draft and publish a plan that will guide the State's IT investments over the next five years. The plan, with letters of support from our Governor and State CIO, describes the State's vision and mission for IT. Additionally, it outlines the six areas that are intended to direct us into the future.

- Enterprise Architecture
- Centralized Technology Funding
- IT Availability and Reliability
- Governance
- Privacy and Security
- Information Technology Workforce Management

Enterprise Standards & Policies:

Also, on DTI's Extranet site, we have established a listing of the enterprise standards and policies. We have grouped them into categories and listed the date that they were last updated.

State Organizations:

http://extranet.dti.state.de.us/dtie_standards.shtml

K12 Community:

http://k12extranet.dti.delaware.gov/dtie_standards.shtml

Technology & Architecture Standards Committee (TASC):

As described in the March 2007 newsletter – http://dti.delaware.gov/majorproj/pdf/newsletter/news_mar07.pdf, the TASC is responsible for the process of developing and maintaining enterprise standards and policies.

State Organizations:

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

K12 Community:

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

Organizational Change Management

MYERS-BRIGGS PERSONALITY TYPE (MBTI) & CHANGE

People respond differently to change. Some feel excited and stimulated, causing them to be active and resourceful. Others may feel overwhelmed and confused, making them perceive themselves overlooked, unheard, unappreciated, and angry.

Communication is vital to a smooth transition and understanding how different personality types react to change can help prepare a communication strategy that ensures a successful change effort.

Psychological type is about normal differences in the following:

Extroversion – Introversion

- Two different and normal ways of directing energy

Sensing – Intuition

- Two different and normal ways of taking in information

Thinking – Feeling

- Two different and normal ways of making decisions

Judging – Perceiving

- Two different and normal ways of arranging one’s external life

For more basic information on MBTI preferences and description, see the Change Management article in the OMP June 2005 newsletter. http://dti.delaware.gov/majorproj/pdf/newsletter/news_jun05.pdf



In our continuing effort to better understand why we/others act and react, let’s take a look at how different preferences cope with change. What do different preferences want during change?

Extroverts	Introverts
Time to talk about what is changing	Time alone to reflect about the change
Something to <i>do</i> – involvement	To be asked what they think about it
Communication, communication, communication	Thought out written communication and one-on-one discussions
To be heard and paid attention to – to have a voice	Time to think through positions before discussions or meetings
Action – getting on with it, keeping the pace up	Time to assimilate change <i>before</i> action
Sensing	Intuitive
<i>Real data</i> – why is change occurring	The overall rationale – the big picture
Specifics and details	A general plan to mentally play around with
Realistic description of the future – make the changes <i>real</i>	Options – a general direction, but not everything settled
Clear guidelines on roles, expectation, & responsibilities	Opportunities to participate in designing the future – a place for their ideas
Thinking	Feeling
The logic behind the change	Recognition of the impacts on people
What systemic changes will there be? Why?	How will people’s needs be dealt with?
What are the goals? What will be the structure?	What values underlie the changes?
Demonstration that leadership is competent	Demonstration that leadership cares
Fairness and equitability in the changes	Appreciation and support
Judging	Perceiving
A clear and concise plan of action	An open-ended approach with room for change
Defined outcomes – clear goals	The <i>general</i> parameters of the action plan
A timeframe, with each stage spelled out	Flexibility, lots of options to choose from
A clear statement of priorities	Information and the opportunity to gather more
Completion – get the changes in place!	Room to adjust as they go along
No more surprises!	Loosen up – don’t panic, trust the process

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Enterprise Resource Planning (ERP) Service Delivery

SIGNIFICANT MILESTONES:

- Standard Operating Practices Committee (SOPC) was formed in April 2007.
- ERP Technical Support Group completed the initial PHRST v8.9 Upgrade pass and reviewed and approved numerous strategies and work product efforts in preparation for the larger ERP project.
- Finalized STAT Version Control strategy/workflow and training to the DTI ERP project team and vendor (Maximus).
- Statewide Benefits Open Enrollment completed successfully using Identity Access Management (IAM) for single sign-on. A significant amount of time was devoted to Open Enrollment as a result of new health vendors and the implementation of IAM.

PHRST, First State Financials (FSF), and Delaware Transit Corporation (DTC) production:

- Deployment of additional database instances for PeopleSoft Financial and PHRST.
- Configuration of integration point between PHRST and FSF.
- Support of fiscal year close-out.

OTHER MILESTONES:

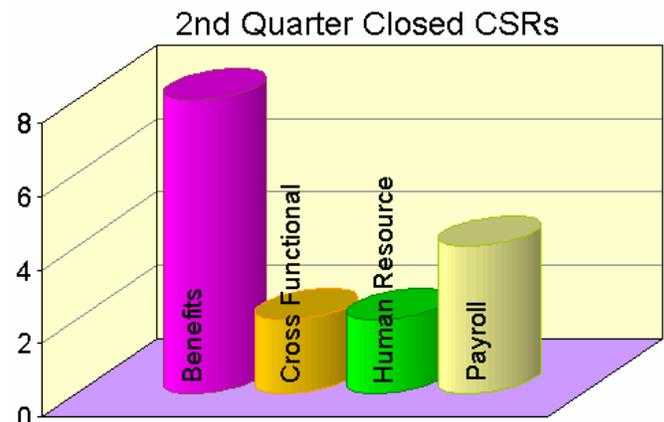
- Completed ENNA migration for PHRST interfaces to the DTI SFTP server.
- Updated LDRPS Plan to support DTI Disaster Recovery/Business Continuity.
- Migrated Tax Update 07-B to production.
- Participated in significant effort for fiscal year startup.
- ERP Team members supporting PHRST attended OMB's "Values Training".



Other DTI teams – DC&O, Systems Engineering, and Telecommunications – made significant contributions to these efforts and others. They continually assist in creating, improving performance, and maintaining the environment. DC&O continuously provides excellent support in monitoring the PHRST Batch Schedule. Additionally, the Change Control Management team helps the ERP team stay abreast of changes that may impact the PHRST application.

Customer Service Request (CSR):

During the 2nd quarter of 2007, the ERP Team successfully completed 16 CSRs and applied the eBenefits critical bundle to support eBenefits Open Enrollment. In coordination with the PHRST Functional team, the ERP team focused on completing the remaining 2nd quarter CSRs and preparing for fiscal year startup.

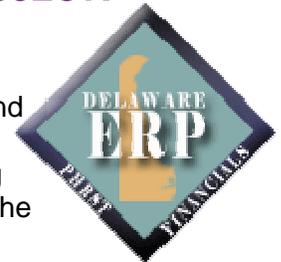


DELAWARE ERP PROJECT:

PHRST Upgrade:

After completing the initial PHRST v8.9 upgrade pass and technical unit testing in April, the functional upgrade testing environment was prepared. The PHRST Functional Upgrade team began the functional unit testing and the ERP Technical Upgrade team responded and resolved all issues that were logged.

The ERP Technical Upgrade team began upgrading PHRST batch objects. There are 432 objects being reviewed for possible upgrade changes and approximately 25% of the objects require an upgrade change. After completing the initial upgrade of all online and batch objects, the next critical target date is July 2007 for the first *Test Move to Production* to create the functional system test environment.

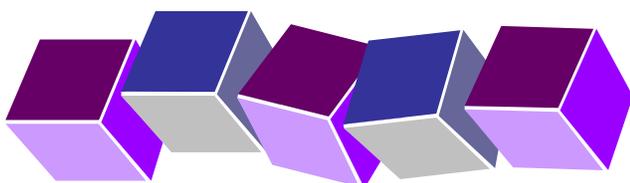


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ERP Service Delivery (continued from page 6)**FMS and Integration Highlights:**

The Integration Group continues to research and exercise *Broker Messaging* in the sandbox data-bases. This work is being done in an effort to determine if any of the new v8.9 functionality will allow us to eliminate or minimize any of the custom payroll accounting module. The functionality with the most possibilities at this time is the *Commitment Control* feature. This feature may allow us to replace part of the expensing portion of the customization. Other areas for review in the future will be the liability and accounts payable portions of the customizations.

Many of the team members are participating in various meetings for conversion, reports, and interface requirements. They are also supporting technical issues and attending Business Process Analysis sessions. Fit/Gap sessions have started and e-Procurement/Purchasing and Accounts Receivable/Billing are completed. Documented conversions and interfaces that are needed are currently being reviewed.

We appreciate the ongoing teamwork!**Quality Management****STANDARD OPERATING PRACTICES COMMITTEE (SOPC):****Vision****“DTI ERP Operational Maturity”**

With a focus on the operations of the DTI ERP organization, the committee is chartered with assessing impacts, developing, reengineering, reviewing, deploying, and advising on all DTI ERP Standard Operating Practices (SOPs). SOPs include strategies, memorandums of understanding, policies, standards, procedures, forms, templates, instructions, dictionaries, and best practices. Additionally, the committee will advise on charters and the ERP operational plan. DTI ERP team members will collaborate with the SOPC to ensure the best fit of standard operating practices across the organization.

The SOPC established a baseline for practices that are in place, but that need review and potential reengineering, and additional practices that will be developed. Kathy Donovan developed a scorecard with metrics to track progress and measure performance. Stephanie Smith and Kathy completed development of the SOPC SharePoint site. In May, the SOPC conducted a presentation for the DTI ERP team to communicate the Vision and Mission, life cycle, and roles and responsibilities of the committee. The SOPC is currently gathering existing templates from DTI; developing templates that do not exist; developing document standards and ERP security procedures; and updating the Document Management Strategy and development workflows.

Mission**“Preserve relevance and practicality of standard operating practices used to promote a mature and empowered DTI ERP organization”**

Application Delivery

SYSTEM DEVELOPMENT LIFE CYCLE (SDLC):

It's not just for programmers anymore...

About a hundred or so years ago, in the good old days when we had wood-burning computers that were roughly the size of the William Penn Building, the current day SDLC would have been considered a detriment to “productivity” (then defined as



speed). Our development life cycle went like this: go to a meeting with the users, maybe take a few notes, go back to your desk and write a program (which was the fun part!), make it work (testing – loosely defined), and

implement it. No documenting or confirming the requirements, no designing the solution, no reviewing the design – just go to a meeting, write the code, put it in production – done! Unfortunately, it would be “done” again and again and again until the user finally got what they really needed and wanted in the first place. And often, the user had no advance warning of an implementation! Obviously this created a bit of a hostile relationship between us and the users. Computers were supposed to help them. Our profession and our industry were both young and kind of brash, and so far, they weren't impressed with us. All we were doing, from their perspective, was causing them more work. Was this “productivity”?

Then a few visionaries in our field realized that if we had more contact with the users than just that initial meeting, maybe we could get it right the first time more often and have a satisfied customer once in a while. So we started writing down what the user said they wanted and having them review the document before we started programming.



Things got a little better. But still, zero defect implementations never happened, and probably weren't even considered possible by most.

Then, some smart forward-thinking people figured out that maybe, if the users were involved in testing the programs before we implemented, things might get better. Enter the concepts of “system testing”

and “user acceptance testing”, and sure enough, things got better.

The old-school (die-hards?) at the time still thought that all of this “extra work” was hampering “productivity” because the “time – to – production” was increasing. But so was the quality of the product. The classic speed-vs-quality clash continued.

Fortunately, the profession continued to evolve, and today, what we are doing seems to make so much more sense. We still go to that initial meeting with the user, but now it's not just a programmer with a notepad. And, enough meetings are held until requirements are documented and confirmed by user sign-off and we walk-through the requirements with the team that will be charged with building the solution. And now, we design *BEFORE* we build – we design the big picture – the system, the application, infrastructure, and we confirm the



design with the user. Then we design all of the technical details that will enable us to build the solution, and each discipline conducts walk-throughs of the technical design in sufficient detail to proceed to build. We test our product – and we plan our testing to make sure that the requirements are satisfied by the solution. Finally, we implement – but only after the user has tested and signed-off on the functionality being delivered. After implementation, we monitor the system for performance and issues. In general terms, that's the definition of SDLC today – a far cry from “go-to-a-meeting-write-a-program”, huh?



Contrary to popular belief, the SDLC isn't an “Application Delivery Only Tool” – each team has a piece of each step. Requirements, design, build, test, implement – they apply to all of us. Application Delivery is currently finalizing processes for publication and preparing to rollout the SDLC to our entire team, along with the documented processes that support it. Granted, some of our SDLC processes are team-specific, like the code review process; but

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Application Delivery (continued from page 8)

others are global. For example, the requirements and system design templates and processes were built by a working group of all DTI teams, and as such, should be sufficient to drive all of our efforts toward successful implementations. These processes should be published within the next several weeks.



Hopefully, other DTI teams will imbed their processes into the overall “picture” of the SDLC so that we can see; end-to-end; what talent and teamwork it takes to deliver a solution that hits the mark with our customers.

That's an SDLC worth talking about!!!

Change Management (continued from page 5)**Can you identify with any of those characteristics?**

A number of factors influence how individuals respond to organizational change: personal history and past experiences; family, education, and cultural values; and psychological type preferences. Research shows that psychological type preferences cut across individual differences in gender, race, ethnicity, and personal history. People with the same type preferences report similar reaction, concerns, strengths, and needs, and similar places they seem to get stuck.

By understanding type and recognizing what preferences you're dealing with, you can plan a successful communication strategy. Type also provides an important window for understanding oneself and others and gives guidance to organizational leaders for helping their people deal effectively with organizational change.

**Leadership is action, not a position!**

(continued from page 1)

By knowing who we are, we are able to instill confidence in others that will allow them to be successful. Through individual leadership at DTI, we continue to build teams that are complementary – teams where people's strengths are made productive and their weaknesses are made irrelevant by the strengths of others.




Welcome

Summer Interns join DTI:

George Malik and Matthew Coverdale joined Office of Major Projects Teams for their summer break.

George Malik is assigned to the Application Delivery Team, as a Technical Writer, reporting to Julie Moran. He will also be testing new applications.

Matthew Coverdale is assigned to the Systems Engineering Team as a Technical Writer, reporting to Bud DuPlessis.

Systems Engineering

MAINFRAME IMPROVEMENTS PROGRAM

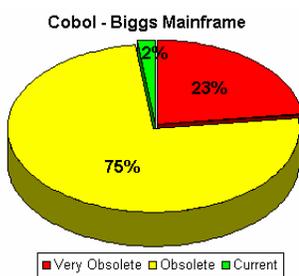
Updating COBOL:

Projects are underway to address one-time opportunities for improving our mainframes. These projects are under the umbrella of the "Mainframe Improvements Program". We are launching a new project that investigates the many COBOL programs running under obsolete and unsupported versions of COBOL.



Current State:

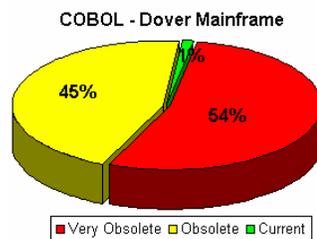
Cathy Williams, Systems Engineering Subject Matter Champion for mainframe programming languages and tools, conducted a study and prepared an executive-level report on the condition of COBOL on our two mainframes.



The data indicates that 23% of the COBOL programs on the Biggs mainframe are in the "red zone", as they are running under a seriously obsolete version of COBOL. 75% of the programs are in the "yellow zone", running under more recent obsolete

versions of COBOL. In the "green zone", 2% of the COBOL programs are running in a current version. All these COBOL programs are developed and supported by the Department of Health and Social Services (DHSS).

On the Dover (Wm Penn) Mainframe, 54% of the COBOL programs are in the "red zone", running under a seriously obsolete version of COBOL; 45% of the programs are in the "yellow zone", running under more recent obsolete versions of COBOL. In the "green zone" 1% of the COBOL programs are running in a current version. These programs are developed and supported by a number of state organizations, including Department of Labor, Division of Revenue, Secretary of State, Department of Transportation, Judicial Information Center, Courts, State Police, and DTI.



Why does it matter?

Many of these COBOL programs are part of mature and stable applications with little or no active development. In order to handle bugs or mandated program changes, we must continue to pay license fees for each version of COBOL. This means that we need to license four versions of COBOL with significant software license fees.

The new version of CICS provides out-of-the-box support for web-enabling the old "green screen" presentation layer. But many applications cannot take advantage of this powerful feature because the underlying program is running under a version of COBOL that doesn't support the current version of CICS. As a result of this, DTI must license both the new and old versions of CICS.

A Multi-Team Improvement Project:

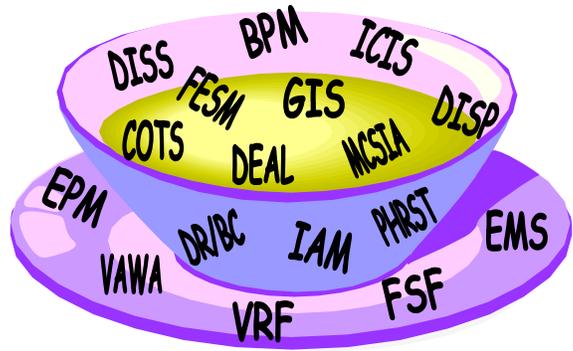
The Systems Engineering and Application Delivery teams are jointly leading a project to get all COBOL programs converted to the current version. DTI's Application Delivery Team is taking a leadership role with the many agency development teams regarding all aspects which relate to application development best practices. The Systems Engineering team is supporting the IBM conversion tools, as well as the configurations necessary to support four versions of COBOL and two versions of CICS during the life of this project.

Newsletter Contributors:

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

Alphabet Soup

Using the acronyms from the soup bowl, fill in the blanks with the proper acronym for the definitions. Some of the boxes may be left blank. The first four people who turn the game into Cindy Bray with all the correct answers will win a valuable DTI prize.



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The goal of this policy is to ensure the implementation of guidelines, standards, and policies that will maintain the integrity, confidentiality, and availability of our State's information assets.

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A program designed to provide an enterprise view of IT, promote collaboration between business and IT, and minimize duplication of IT related costs/efforts.

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Implementation of a product to improve our Project Management practice. This effort will promote a consistent approach for creating, tracking, and managing projects and their information.

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A new environment for the secured transmission of all file transfers. Clients using this technology will be brought into complete compliance with DTI's SFTP Policy and Security Standards.

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Management and cost recovery of telecommunications services, equipment, and repairs. The new system combines the functionality of cost recovery with the work order system.

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A project, that when completed, will provide a uniform platform for financial practices across the State.

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Upon completion, this project will help increase the speed of application rollout, provide better electronic workflow and improved communications, establish a centralized statewide user directory, and reduced sign-on access to government service.

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A federally mandated program to enhance the safety of commercial motor vehicle (CMV) operations on our nation's highways.

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Enterprise-wide payroll, benefits, and human resources program.

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Use of current technology to create private networks segmented by organizations.

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A project to describe and diagram processes & publish these processes descriptions on the DTI website.

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A project to implement an integrated information system that will allow the courts to coordinate and manage operations.

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Development of an integrated application for the Division of Corporations that includes a web interface and integration of a workflow application and the DCIS application.

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An automated solution to increase the ability of advocacy centers in the State of Delaware to check on the status of court issued, domestic violence compliance information on behalf of victims.

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An effort to ensure that critical services are provided to the citizens of the State of Delaware, focusing on the ability to plan for & execute steps required to reduce the likelihood of disaster and for recovery.

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Information system for creating, maintaining, managing, & using spatial information and a generic platform for working with geographic information that integrates with existing IT systems.

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A project to enhance a service that provides the Delaware citizens, schools, and businesses with notices relating to government, the legislature, schools, sex offenders, and other information.

Our Team: Recognition



CPO Division Employee of the 1st Quarter
(January – March 2007)

- **Nancy Erwin**
Change Management Team



CPO/COO Division Team of the 1st Quarter
(January – March 2007)

Naples Recovery Team

- *Apps Delivery:* **Tony Marge, Alison Walls, Terry Lust**
- *Change Mgmt:* **Joe Shockley, Nancy Erwin**
- *Systems Engineering:* **Dave Martin, Phil Mast, Brett Williams, George Washington, Curt Jackson**
- *DC&O:* **Kimberly Cahill, Chris Jones, Ann Flora, Doug Norton, Lucas Kimanzi, Bill Cornatzer**
- *Telecom:* **Shirley Brunner, Rick Truitt, Rob Lahnemann**
- *Customer Care Center:* **Randy Reynolds**



Team Leader Employee of the Month

March 2007

- **Reagan Paquette**
Application Delivery Team
- **Nancy Erwin**
Change Management Team
- **Stephanie Smith**
Project Management Team
- **Dave Martin**
Systems Engineering Team



April 2007

- **Lillian Schaub**
Application Delivery Team
- **Debbie Odle**
Project Management Team
- **Richard Bevan**
Systems Engineering Team



May 2007

- **Terry Wright**
Application Delivery Team
- **Cindy Bray**
Change Management Team
- **LiWen Lin**
Project Management Team
- **Chocks Subramanian**
Systems Engineering Team



KUDOS

March 2007:

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May 2007:

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March 2007

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April 2007

Nancy Erwin, Terry Wright, Chocks Subramanian, Pat Turner, Joe Messineo



May 2007

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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, etc.) but will also allow for a statewide implementation to replace and consolidate the current mainframe accounting systems. Business Process Analysis sessions have been completed and Fit Gap sessions are underway. A consolidated project plan is currently under review and will be finalized by mid-July.



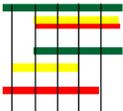
800MHz Next Generation: Kent County's OC-3 ring is now operational, providing alternate best paths for 800MHz data and voice as transmission conditions in the County change. NCC's OC-3 will be operational in August, as the UD-Christiana Towers site work is completed. The North Talleyville site has been brought on-air for First Responder beneficial use. Site acquisition efforts with Sussex County are complete; further change order cost negotiations with Motorola and the site development phase in Sussex have been initiated.



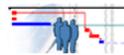
Integrated Corporate Information System (ICIS): The Department of State, Division of Corporations is replacing the current mainframe legacy system – Delaware Corporate Information System (DCIS). The “to-be” business processes have been documented and the project is currently under executive review to determine its next steps.



Delaware State Police CAD System: The Computer Aided Dispatch (CAD) 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. Kent County Fire was the last organization to “go live”. The project team continues to finalize the remaining task of interfacing to DELJIS.



eGovernment: Open Enrollment for statewide benefits successfully logged approximately 28,000 employees through the Identity Access Management (IAM) system via “single sign-on”. Phase II of IAM is in the planning stages with pilot applications from DELJIS and the Department of Transportation.



Enterprise Project Management (EPM): This project is currently undergoing a Proof of Concept (POC) to determine the feasibility of upgrading to Microsoft's 2007 EPM. Once the POC is completed successfully, there will be an official project “kick-off”.



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. Phase II is scheduled for implementation August 1. The project team is extremely busy as various activities (conversion, design documents, etc.) are underway for the next three phases.



Program Management Office (PMO) Process Revision and Training: This project has been separated from the EPM project as our consultant is focusing on the training and improvement of our processes for the current more commonly used systems. The first round of proposed process changes, relating to the Project Management Initiation and (some) Planning phases, is under review. Additionally, training material has been included in preparation for training sessions that will be scheduled for this summer.



Server Infrastructure Cleanup Program: All sites have been successfully migrated off of Naples and the K12 environment. Naples has been decommissioned. K12 redirects existing on the redirect server will be removed July 15th. Sites on Aosta have been successfully migrated and Aosta has been decommissioned. Sites have been identified and project timelines are being solidified for Sonoma, Licata, and Pachino.



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. Federal government certification of success is achieved through the National Network with other participating jurisdictions. Delaware's deadline for passing this test is October 2007 and the testing is well underway with good results thus far as DelDOT and DTI project team members continue to stay focused and work well together. DMV continues to work on the procedural changes needed in order to support this processing, both internally and in their dealings with other jurisdictions.

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Request Management Automation (Peregrine Upgrade): 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 the effort by using Peregrine to automate the processing of mainframe and client/server security access request forms. Extensive efforts are underway to train state Information Security Officers (ISOs) in the use of the automated system. The majority of the ISOs will be trained by the end of June. Due to changes in the ISO roster and schedule contention, additional training sessions are planned for July. After the July training sessions, the use of paper ISF 20, 25, 30, 35, 40, and 92 forms will be discontinued. Additional enhancements and automation activities will follow.



Enterprise GIS: The Enterprise Geographic Information Systems (GIS) project is an effort that will enable State organizations to deploy GIS applications that will help with their day to day business activities. DTI's role is to help organizations that do not have the means to implement a GIS application by providing a centralized database, common application framework, secured access to data, and assistance with standards. The project team is currently in the process of interviewing vendors for potential solutions that will fit within the State infrastructure and initiatives, such as Identity Access Management. Also, work is underway on securing enterprise licensing for the State, and working with the GIS community to identify pilot projects.



VXML Transition: BeVocal has been DTI's VXML service provider (VSP) since the Access Delaware initiative was first started several years ago. Due to changes in BeVocal's corporate direction toward providing services for larger call-center customers, DTI can no longer grow using them as the VSP. Voxeo is a well established VSP with redundant secure facilities, reasonable growth alternatives for customers of our size, and is favorable from a cost perspective. As a result, conversion of VXML applications to work in the Voxeo environment is underway, a task which involves minimal programming but significant testing and coordination with both Voxeo and our customers. Once the conversion is completed at the end of June, we will begin to address the demand from state entities that was not able to be previously satisfied.

Delaware Veterans Home Healthcare Management Information System



Delaware joined the ranks of states providing long term care to its Veterans on June 11th by opening its doors to the first residents of the Delaware Veterans Home (DVH) in Milford. The Governor proudly conducted a formal ribbon cutting ceremony honoring the new residents, the home, and the veterans community on June 13th. The Healthcare Management Information System (HMIS) supports the home by automating the process of care planning, billing, and meal tracking for the home. DTI assisted in getting the HMIS "live" in time for the opening of the home in a number of ways. DTI guided the home through the Business Case, RFP, and contracting processes. DTI also provided project management services from initiation to implementation and supported the installation of the HMIS secondary servers at the Dover Data Center. DTI also provided telecom, networking – both wired and wireless – and security services to the home. DTI will continue to provide these services throughout the summer and going forward, as needed.



New Data Center Facility: The first round of the IBM Requirements Document review has been completed with a brainstorming session by document section. The feedback is currently being rolled into the State's Specification and Statement of Work for the selected design-build contractor, EYP. Negotiations with EYP are commencing with a phased approach, starting with a few of the deliverables. The Design Phase is scheduled for 95% completion by the end of this calendar year, with groundbreaking planned for the April 2008 timeframe.

