



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.

From an enterprise perspective.....

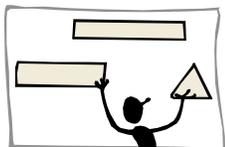
Submitted by Lynn Hersey-Miller

Highlights

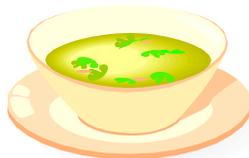
Enterprise Perspective
Project Management
eGovernment Program
Enterprise Architecture
Change Management
ERP Service Delivery
Application Delivery
Fun At Work
Systems Engineering
Recognition
Projects

What do you think when you read the following list?

IAM	VRF	GIS	LEISS
EPM	SOA	eGOV	SIEH
BPM	DVH	EA	DISS
CSE	EMS11	SERENA	OMS
MCSIA	XML	DR/BC	SMU
VCART	SFTP	HAVA	PDPS
VAWA	CWF	NOC	VXML
MFIP	800MHz	Z/OS	COTS
DB2	ERP	NAPLES	BPA



Alphabet soup?



An eye test???



How about the list of individual programs, projects, and work efforts that are underway at DTI???. Yes, that is just a partial list of what's going on here within our organization and across our teams!

On January 26, 2005, all DTI team leaders and senior team staff met with Secretary Jarrett for the purpose of discussing the current workload at DTI. This was the first of regularly scheduled monthly workload meetings designed to address any issues (technical, customer, funding, personnel, you-name-it) that could potentially impede our staff from delivering quality solutions to our customers. When I look at the Minutes from that meeting, the list of projects is small in comparison to the list above!

DTI has had several major accomplishments over the years – and we've turned some rather significant corners as we've grown as an organization. As Secretary Jarrett was acknowledging the great work done by DTI

(continued on Page 9)

Mission Statement:

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

Project Management

EMERGING TECHNOLOGIES THROUGH THE LENS OF INNOVATION THEORY

Part III:

In the last two articles, we discussed the Disruptive Innovation theory and RPV (Resources, Processes, Value) theory. In this article, let's look into the last of the three theories – Value Chain Evolution.

The **Value Chain Evolution** theory assesses whether an organization has made the right organizational design choices to compete successfully. The Golden Rule underlying this theory is:

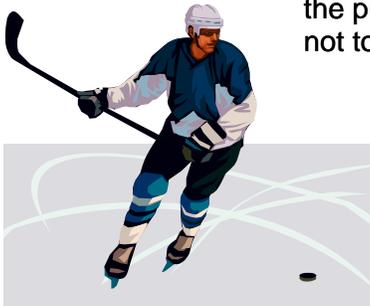
Organizations ought to control any activity or combination of activities within the value chain that drives performance along dimensions that matter the most to customers.

In our case, we can find value in the Security, Networking, Project Management, and Data Center areas by focusing on results-driven efforts which can drive performance on those dimensions that help customers where their needs are highest or where they face challenges. In other words, we could try to integrate to improve performance along dimensions that are “not good enough” for what customers need and possibly outsource what is “more than good enough” - such as those features and improvements that customers don't need and won't pay more to use.



Solving the hard problems allows firms to capture value. Forward-thinking firms move to solve tomorrow's hard problems because solving tomorrow's hard problems creates tomorrow's profits.

They unwittingly follow the advice of hockey legend Wayne Gretzky who, when asked what made him so great, replied that he always tried to skate to where the puck was going to be, not to where it was.



Referenced from Clayton Christensen's book, "Seeing What's Next".

To achieve the objective of the theory, we can:

- Create modular (standards-based) integration points or interfaces to increase flexibility;
- Create modular integration to speed development.

Law of the Conservation of Attractive Profits:

The power to capture attractive profits shifts to those activities in the value chain where the immediate customer is not yet satisfied with the performance of available products. In our case, we are not looking for profits, but we are looking to preserve the significant role we play with enhanced services to our customers.

To benefit from these theories, we need to identify:

- What is more than good enough?
and
- What is not good enough?

Our challenges will be:

- How to create a portfolio of services to serve constituents that will succeed (based on Christensen's theory);
- How to create an organizational structure that can help to perform these tasks.

These three articles were derived from the works of Harvard Professor Clayton Christensen. The objectives of these articles are not to resolve all the challenges we face, but to invoke awareness towards intelligent works by scholars outside our information technology spectrum.

I hope, as we progress on our journey, we will define a value chain that makes our services more reliable, more convenient, and less expensive to our customers.

Most of the important things in the world have been accomplished by people who have kept on trying when there seemed to be no hope at all.

DALE CARNEGIE

(WE ARE IN A BETTER SHAPE AND PLACE THAN THOSE IN DALE'S QUOTE)

eGovernment Program

Identity Access Management (IAM)

Phase I:

Open Enrollment is fast approaching and the IAM project is gearing up for production. This year, employees will log into a link that is intercepted by IAM, where it then passes the authentication credentials via a web service to PHRST for validation. Once employees are authenticated, they will be passed to the PHRST site for the regular open enrollment process.



This integration will give employees the ability to log into PHRST from outside the state network with one login versus the two logins required in past years.

Phase II:

The IAM project is integrating current agency applications with IAM. For example, the IAM project team and DHSS are working closely together to integrate IAM with one of their applications. Additionally, DeIDOT is interested in utilizing IAM with a portal for their Motor Fuel Tax department.

VRF – Virtual Routing & Forwarding

Recently, the DNREC migration into their VRF was not fully successful. The VRF migration went smoothly, but there were technical difficulties related to the routers. The technical team cannot replicate the issue so a ticket has been issued with the vendor for resolution. Once the resolution is attained, the migration with DNREC will be scheduled again. The project team has already had discussions with DOL, ERP, and DOS for migration into their VRF and they are waiting until after the successful migration with DNREC. By our next newsletter, we should have DNREC as the first pilot to go into a VRF.



GOVOLUTION

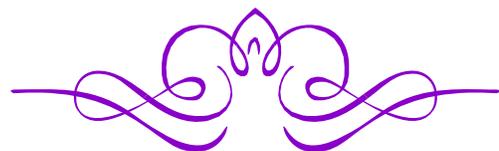
Govolution presented two new products to the eGovernment Committee and representatives from the Treasurer's Office: VAnalytics and V+Cart.

VAnalytics:

VAnalytics offers the ability for an administrator to view, forecast, and report on all agency online payment transactions. This product also has the ability to track the interchange rate that each agency receives to ensure that, if there are issues with the rate, they can be corrected immediately. This product has tremendous power; therefore, this capability should only be limited to the Treasurer's Office because of privacy and security reasons. The Treasurer's Office is still reviewing VAnalytics and deciding on whether or not to purchase this new product.

V+Cart:

V+Cart offers shopping cart functionality similar to that of Amazon and Google; however, it will be for agency products and services. There is some customizing that needs to be done before it will be suitable for state use. The Government Information Center (GIC) is very enthusiastic about the possibility of purchasing this product for use on the state's Portal – particularly for the smaller agencies that have products and services to offer but not the technical resources to implement an online process. This product will also allow citizens and visitors to the state portal to view multiple products from multiple agencies and purchase them in one single transaction. A Business Case was recently approved for this product. As with all approved business cases, the next step is to assign a project manager. A formal project will then be initiated to ensure a smooth implementation for the pilot agencies.



Enterprise Architecture Program



DELAWARE ENTERPRISE ARCHITECTURE LIFECYCLE (DEAL)

DEAL's connection with the Technology & Architecture Standards Committee (TASC)

In late 2003, the Technology and Architecture Standards Committee (TASC) was created. In cooperation with the IRM subcommittee on policies and standards, a process was adopted to develop enterprise standards that are comprehensive and current. The standards are to be drafted in a collaborative way and periodically reviewed. To date, over 15 enterprise standards have been collaboratively created and approved by the State CIO.

In 2005, enterprise policies were added to the TASC responsibilities. Thus, a policy process was created to increase visibility and the amount of feedback on enterprise policies, which are drafted by DTI. Currently, the TASC has processed four enterprise policies.

The standards process and policy process follow these basic steps:

POLICIES	STANDARDS
<ol style="list-style-type: none"> 1. Identify DTI Policy Sponsor 2. Draft the policy 3. Start the review process which involves the: <ul style="list-style-type: none"> • IRM subcommittee on Policies and Standards • IRM Council • TASC • State CIO and DTI Senior Team 4. Publish the approved policy 	<ol style="list-style-type: none"> 1. Form a Working Group 2. Meet to draft the standard 3. Start the review process which involves the: <ul style="list-style-type: none"> • IRM subcommittee on Policies and Standards • IRM Council • TASC • State CIO and DTI Senior Team 4. Publish the approved standard
Enterprise policies processed by TASC	Enterprise Standards processed by TASC
<ul style="list-style-type: none"> • Offshore Staffing Policy • Data Classification Policy • Establishment & Promulgation of DTI Enterprise Policies, Standards, Procedures, and Best Practice Guidelines • Information Security Policy • Data Center Policy 	<ul style="list-style-type: none"> • Domain Naming Standard • Website Common Look and Feel Standard • Application Development Tools Standard • Data Integration Middleware Standard • Systems Environment Standard • Database Management Systems Standard • PC Operating System Standard • Server Operating System Standard • Electronic Signature Standard • Remote Access Device Standard • Secure Data Transport – Data Encryption Standard • Secure Email Standard • Virus Protection Standard • GIS Standard
Upcoming Policies	Upcoming Standards
	<ul style="list-style-type: none"> • Systems Architecture

DEAL works with TASC to facilitate the creation of enterprise standards & policies that are consistent with our enterprise architecture. DEAL works with the sponsors of enterprise policies to encourage a common direction. Furthermore, DEAL partners with the working groups that are drafting enterprise standards to provide them with the overall technology directions and share how a specific enterprise standard plays a significant role in the “big picture”.

Finally, DEAL supports the TASC by proactively identifying potential needs for enterprise standards & policies and following the TASC processes to introduce them into the State.

Future articles will explore in detail other DEAL connections. If you have any questions, comments, or concerns about DEAL, please send an email to DTI_EA_CMT@state.de.us

More about Enterprise Architecture and DEAL can be found in previous editions of the newsletter at: <http://dti.delaware.gov/majorproj/newsletter.shtml>

Organizational Change Management (OCM)

Submitted by Pam Waters

THE PAIN OF CHANGE...

Isaac Asimov said,

“The only constant is change”...

Is that a true statement? I think it is. Then why do we allow change to be so painful? Why is it so hard to be adaptable or change competent? For some chameleons it's easy, but for most of us, it is just – painful.

Let me explain the 20-60-20 rule of change. During change, you'll have 20% of the folks taking on the role of early adopters – eager and anticipating the change. You'll find 60% of the folks have a wait and see, show me, convince me, lead me attitude. And finally, there will be 20% of the population who will do everything in their power to resist whatever is happening – no matter what! Which percentage do **you** fall into?

Our team has a vision for this organization as it relates to change and that vision is to advance our maturity level by becoming more change competent. As a result, our ability to routinely handle and adapt to change increases and becomes second nature as we evolve and grow in both our jobs and our organization.

Is it easy? **NO.**

Is it possible? **YES.**

As we work on more and more DTI internal projects, more teams are being exposed to our processes and tools. It's difficult sometimes for folks to understand the need to put so many mechanisms in place for dealing with the end-user. Communication must be understood by the end-user and that sometimes necessitates the use of multiple avenues, multiple media, and repetition of key messages. The end-user must have time to prepare for the new systems so they are able to use them come “go live”. These processes, activities, and events have to be considered and built into the project timeline. Success is not determined by the perfect technology solution being implemented – it's also dependent on whether the **people** can use it, understand it, and accept it – otherwise the brilliant, creative, technical solution is for naught.

So, how can we become more like the early adopters? How can we reduce the pain of

change for ourselves and become more change competent? I think the underlying secret is in our attitude and behavior. In short, it is our attitude and behavior which govern whether we make any change difficult or easy. Attitude and behavior are controlled by thought. First the thought comes, and then the appropriate action follows. Whether it is positive or negative, what we think – we create.

So we can be innovators and learners or victims and resisters – it's all in the way we structure our attitude and behavior within the constant circle of change. Do you want to spin endlessly around the circle or seek freedom through expanding and growing with the circle? The choice is always yours.

“We must become the change we seek in the world.”

~ Ghandi

BREAKING NEWS....

©Prosci is a nationally recognized research and development company that specializes in benchmarking change management best practices. They have capitalized on these best practices to develop organizational change management training programs for all levels of an organization. ©Prosci has made a significant step forward in the integration of organizational change management and project management and several members of my team have received ©Prosci certifications.

It was just recently announced that ©Prosci has been reviewed and approved as a Registered Education Provider of training by the Project Management Institute (PMI). This is great news! DTI has always been in the forefront of organizational change management as we have already integrated our change management processes with our project management processes.

The fact that ©Prosci is now a recognized PMI training partner not only confirms that DTI has been on the right path for years; but also, it allows our project managers the opportunity to earn PMI educational credits while gaining a more thorough understanding and appreciation for focusing on the cultural changes that come with IT project implementations.

Enterprise Resource Planning (ERP) Service Delivery

The ERP Tech Support Group has been working hard with the Maximus Technical Team to complete numerous strategies and work product efforts in preparation for implementation of the ERP project. One of the largest efforts has been to finalize STAT Version Control strategy/workflow and finalize the technical change control process. Additionally, we have finalized ERP technical standards and strategies in the areas of project management, integration, and conversion.



SIGNIFICANT MILESTONES:

PHRST, First State Financial, and Delaware Transit Corporation production:

- Deployment of new database instances for PeopleSoft Financial and HCM 8.9
- Applying Oracle patches – quarterly Oracle/ PeopleSoft Security Patches
- Upgrade Finance PeopleSoft FMS PeopleTools
- Implemented Single Sign-on for Statewide Open Enrollment. The IAM project is completed and migrated to PHRST Production
- Tax Updates.

OTHER MILESTONES:

- Nine new database instances were created to support Business Process sessions, STAT Version Control and to test PeopleSoft Financials and PHRST integration.
- A major effort was the selection of the third party vendor for providing the recruitment solution for the State of Delaware. The team modified and developed necessary programs and online changes to Job Code and created outbound XML files using the Application Engine tool.
- Payroll Year-end process was completed and the file was generated to print W2 forms.
- Daylight Saving Time patches were applied to PHRST, Financials, and DTC environments.
- PHRST inbound/outbound interface switch-over from ENNA server to DTI SFTP server. This was a well coordinated effort between DTI, PHRST, and 3rd party clients. Many clients have switched and the remaining clients are in conversion to migration stage.

Other DTI Teams – Operations, Systems Engineering (especially the Oracle DBAs), and Telecom made significant contributions to these efforts and others, and continually assisted in creating, improving performance, and maintaining the environment. Operations continually provides excellent support to the PHRST Batch Schedule and monitoring the Schedule. The Change Control Management Team helps the ERP Team to stay abreast of changes that may impact the PHRST application.



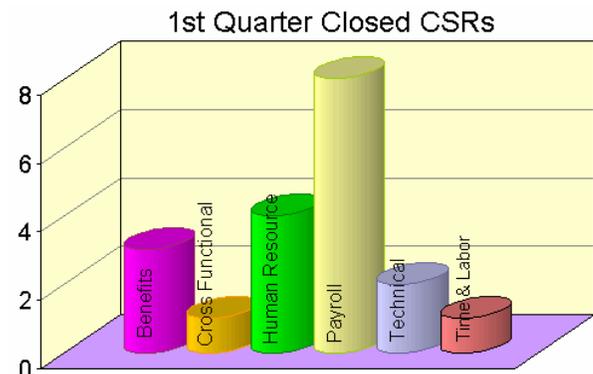
PHRST Production:

To ensure that the PHRST database is cleaned up for the Upgrade to version 8.9, DDDAUDIT and SYSAUDIT were completed to identify the inconsistencies within the database and any SQL data tables with the PeopleTools record definitions.

The Tax Update 07-A was completed and migrated for User Acceptance Testing and Data Archiving was completed as it removed 79 million rows of data for PHRST production.

Customer Service Request (CSR):

During the 1st Quarter of 2007, the ERP Team successfully completed 19 CSRs, Tax Updates, and bundles to stay current with PeopleSoft and to prepare for Open Enrollment and Fiscal Year Start-up.



PHRST UPGRADE:

On January 10th, the PHRST database was sent to the Maximus Lab for a “vanilla” upgrade. The database was scrambled and sent via SFTP to meet DTI security standards. This was a major effort and

(continued on page 7)

ERP Service Delivery (continued from page 6)

resulted in many long hours to assure the scrambling was done as requested. Also, the required inventory of reports, interfaces, mass updates program, modification removal list, and modification log were provided to Maximus. The ERP upgrade team is reapplying customizations to the PHRST upgraded databases hosted by Maximus. The ERP upgrade team participated in the Business Process Analysis sessions and team members attended various Oracle/PeopleSoft training sessions.

Integration Team:

The Integration team is familiarizing itself with the new functionality of version 8.9 Integration Broker and working on establishing integration connectivity between the financial and human resource databases. They are reviewing integration points and preparing for reengineering discussions with various organizations in the state to make advances toward using current best business practices.

FMS & Integration Highlights:

A lot of work has been done, but more work will need to be done to unravel the complexities of the custom payroll accounting module. Team members are participating in conversion, reports, and interface requirements meetings, supporting technical issues, and attending Business Process Analysis meetings.

DTC Highlights from the 1st Quarter 2007:

- Akila Venkat was assigned to support DTC PeopleSoft FMS.
- DTI DBA group is performing the PeopleSoft Admin roles and responsibilities.

Milestones for the 2nd Quarter 2007:

- Statewide Benefits Open Enrollment
- Fiscal Year Start-up in PHRST
- Upgrade activities
- FIT sessions for Upgrade and Financials.

QUALITY ASSURANCE:

Reengineering continues for various ERP Technical Support Group's (ETSG) Standard Operating Practices (SOP) to support ERP. A Standard Operating Practices Committee (SOPC) will be formed with various ETSG members to collaborate, review, and advise on any SOP, which includes ERP strategies, policies, standards, procedures, forms, templates, best practices, and an ETSG dictionary. Kathy Donovan has completed the draft Document Management Strategy, which focuses on a document library structure to be utilized via the SharePoint 3.0 environment hosted by Maximus.

Stephanie Smith and Kathy Donovan have been active on SharePoint design, defining roles and responsibilities for site development and administration, researching functionality delivered with the new version of SharePoint, and determining infrastructure needs.

Reengineering efforts are currently underway for STAT workflow, communicating scheduling changes, PeopleSoft's "Help" solution, security management, and technical standards. Document management will be incorporated into the SOPC responsibilities. Members on this committee are Kathleen Valdesere, Bill Pfaffenhauser, Rose Schroeder, Debbie Odle, Clayton Wilson, Don Christmas, Cheryl Wright, Richard Culp, Steve Burke, Stephanie Smith, and Kathy Donovan.

Together...anything can happen!!



Application Delivery

LIVING THE MISSION... HOW CAN WE HELP YOU?

Submitted by Kathy Dahl

Perhaps it's time to talk about the variety of services that we perform in Application Delivery. Like the other teams in DTI, we are tasked with providing services that contribute to DTI's overall Mission and Vision, and more specifically, to DTI's stated goals. The over-arching goal I'd like to address at this time is "Enhanced Customer Service" and how we feel we are contributing.



Knowing full well that we can't develop every application that runs in a hosted or co-located environment, but recognizing opportunity in most situations, we've tried to get creative about our services while staying aligned with DTI's

primary business guidelines. This creative approach to services has spawned a few new offerings that address Enhanced Customer Service.

Release Management Services:

In the scenario where a customer has an existing application and that application is either hosted or managed by DTI, regardless of who is performing the actual programming, we offer "Release Management" services. What this entails is establishing a relationship with the Business, understanding their application and their business, and managing ongoing enhancements, maintenance, and support through a single point of contact within our team (the Release Manager). The Release Manager meets with the customer periodically to review their workload, to provide estimates of effort required to implement each work unit; and, considering the priority and the estimated effort, to bundle the work into "releases" of the application.

Release schedules are established based on business drivers and change windows, and are agreed upon, up front, with the customer. This provides stability on both sides of the relationship – the Business knows what functionality to expect when and we know and can control our workload from release to release. As you might deduce from the brief



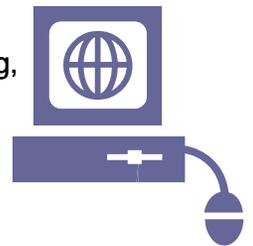
description of this process, the Release Manager needs to be familiar with the development cycle and what it takes to build and deploy software. The process documentation for Release Management will be finalized and published within the next month or so, and this offering will be part of the next release of the Service Catalog.

3rd Party Vendor application suite:

In yet another twist on our service offerings, we are currently in the process of working with a customer to assume responsibility for support and enhancement of an application suite that was developed by a third party vendor. We have been asked to review the code, make recommendations on what needs to be done in order for us to take it over, and perhaps make the required changes under a Special Funds contract prior to assuming full ownership of maintenance and support. Once we do that, we will be performing Release Management, as well as doing the actual design/build/deploy work in-house.

Other services:

We have also begun to offer web services development and consulting, application security services which include recommendations on best practices for developers (not restricted to our involvement with Identity Access Management and Secure Information Exchange Hub), and the more traditional programming and analysis offerings.

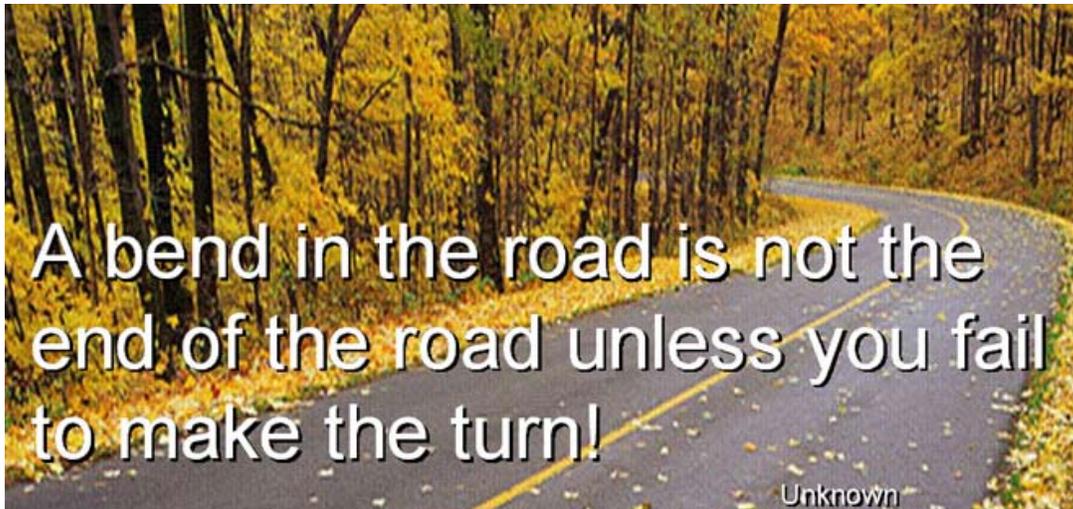


Business Requirements Analysis and Documentation:

The next service we will begin to offer is business requirements analysis and documentation. This falls naturally in line with both Release Management and the Structured Development Life Cycle or traditional design/build/deploy work that we currently do. We have developed, in collaboration with all teams, a Requirements Template, and the process document is under development as well. We will be consulting Gartner for advice on formalizing this service offering in the not-to-distant future.

From an enterprise perspective....(continued from page 1)

employees during our JFC Hearing in February, his final slide stated “A bend in the road is not the end of the road unless you fail to make the turn”. That slide really is quite appropriate because we are, again, at another bend in the road.



While the list on page 1 is just a partial list of programs, projects, and work initiatives underway at DTI, it's important to note that it's now time to look at these individual efforts from an enterprise perspective. How are they integrated? What common business requirements are being met? Who “owns” them? How do we support them? How do we continue to provide quality, secured, architected solutions to our customers?

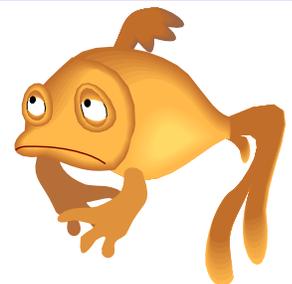
These are key questions that have had a lot of discussion lately. Earlier this month, members of my teams (Project Management, Organizational Change Management, AppsDelivery, Systems Engineering, and Enterprise Architecture) conducted an offsite meeting to begin to address some of these questions. We cannot finalize the strategic plan for our Program Management Office (PMO) without properly aligning Enterprise Architecture and identifying the handoff points between AppsDelivery and Systems Engineering.

Looking at all of our individual projects and work initiatives from an enterprise perspective certainly includes all DTI teams and this dialogue will continue in the weeks and months ahead. We have taken the first step but there is still much more work to be done. There are meetings in April with all team leaders and the senior team that will begin to better position DTI to face some of these challenges. Topics for these meetings include an update on enterprise architecture, a discussion on DTI's technology direction, and steps to finalize our statewide IT strategic plan.

FUN AT WORK***Last issue's puzzler answer ~***

To not disappoint any of you who have been eagerly waiting for the answer to the “Anthony and Cleopatra” puzzler from the last issue...here's the scoop.

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



Anthony and Cleopatra were goldfish – they suffocated when the bowl broke!

Systems Engineering

K12 WEB-HOSTING

In the coming season, we are looking forward to implementing the new K12 Web-hosting Facility. This system features individual virtual servers for every school district, preventing actions taken by one district from affecting another. This system gives each school district web administrator more control of their environment. It will allow them to change passwords, add and remove “teacher” web accounts, distribute their district allocated disk space



among the sites they manage, and modify access for webmasters for the schools in their district. By giving school districts this flexibility, DTI is positioning itself to manage the application that hosts the system with web management being done by the school district web administrator. Early response from school officials is very positive and we are looking forward to providing the currently hosted school district websites with this new functionality.



Newsletter Contributors:

Tony Collins
 Kathy Dahl
 Nancy Erwin
 Lynn Hersey-Miller
 LiWen Lin
 Mike Malik
 Pn Narayanan
 Kamlesh Sheth
 Pam Waters

LOTUS NOTES MIGRATION

For the past several months, DTI has been working on migrating all Lotus Notes applications from the current servers to the new, more secure and robust Lotus Notes infrastructure that was designed. Several months ago, this infrastructure was built as a result of the Server Infrastructure Cleanup Project and is part of DTI’s new environment of secure and robust client/server systems.

Some of the benefits of this new infrastructure includes the following:

- Clustering is implemented to ensure that the loss of an individual server does not result in loss of service.
- Centralized administration of “user accounts” by DTI Systems Administration Group to ensure that each user has a single user account to access all applications, instead of creating a user account for each application that they need to access.
- Encryption of applications to prevent data within Lotus Notes applications from being usable without the decryption key, in the event that a server is physically compromised.
- Mandatory SSL use for any web-based Lotus Notes application that require authentication.
- Enhanced ease of disaster recovery functions because the new infrastructure is hosted on virtual servers.

The benefit of this migration does not come without some degree of pain because all users are required to resubmit security access forms for the systems which they need to access. Submitting new security access forms functions as an audit to ensure that users have the access to all their required applications.

Once the migration is completed, users should notice significant performance improvement as the new virtual servers are, in some cases, up to 800% faster than the servers in the current environment.



Our Team: Recognition



CPO Division Employee of the 4th Quarter
(October – December 2006)

- **Tim Darcy**
Application Delivery Team



CPO/COO/CSO Division Team of the 4th Quarter
(October – December 2006)

DTI Delaware IT Conference Team

- **Charles Campbell-King**
Kim Cloud
Mark Whitlock



Team Leader Employee of the Month

December 2006

- **Terry Lust**
Application Delivery Team
- **Stacey Sowers**
Change Management Team
- **Joe Morelli**
Project Management Team
- **Robby Khanal**
Systems Engineering Team



January 2007

- **Percy Navarro**
Application Delivery Team
- **Gail McGlashan**
Change Management Team
- **Akila Venkat**
Project Management Team
- **Humair Quereshi**
Systems Engineering Team



February 2006

- **Zinnia Tolosa**
Application Delivery Team
- **Michelle Duffy**
Project Management Team
- **Pat Turner**
Systems Engineering Team



KUDOS

December 2006:

**Kamlesh Sheth, Stephen Burke,
Heidi Dukes, Hemanth
Mukkamala, Akila Venkat,
Michelle Duffy**



January 2007:

**John Trabaldo, Joe Morelli, George
Washington, Julie Moran, Pari Viswanath**



February 2007:

**Julie Moran, Jack Stehle,
Kim Cloud**



December 2006

**Kimberly Cahill, Charles Campbell-King,
Joe Shockley, Jitendra Rawal**



January 2007

**Tricia Saunders, Kimberly Cahill,
Alison Walls, Tony Collins, Phil
Mast, Terry Wright, Tony Marge,
Pat Turner, Brad Dukes, John
Trabaldo, Nancy Erwin**



February 2007

**Barry Pugh, Chocks, Subramanian, Karen
Esposito, Ken Drodody, Pat Turner, Nancy Erwin,
Alison Walls, Tricia Saunders, Kim Cloud, Lillian
Schaube**

Welcome!

Emer Ingeniero joined the Application Delivery Team as a Software Engineer working with Ernie Chizmar's DELJIS Team.

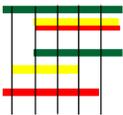
The Office of Major Projects is involved in a wide range of initiatives:



Delaware ERP Project: State sponsors merged Financials and the PHRST Upgrade into one project. PHRST is working with the vendor's upgrade lab for the technical upgrade from version 8.8 to 8.9. The upgraded database is expected to be received by the state by the end of April for fit gap. Financials' Business Process Analysis sessions are in full swing and the Fit Gap analysis will begin in April.



Integrated Corporate Information System (ICIS): The Department of State, Division of Corporations entered into a contract with Office Automation Solutions (OAS), Raleigh, North Carolina to replace the current mainframe legacy system – Delaware Corporate Information System (DCIS). OAS was awarded the contract in September. The State of Delaware team visited the vendor site to get a better perspective on the vendor's readiness. Their report is being analyzed by the sponsors. "To-Be" business process sessions are underway.



eGovernment: The roll-out of Open Enrollment with the Identity Access Management System is fast approaching. The production environment has been configured and is being fine-tuned by the technical team. This implementation will eliminate the past process of logging in twice for the employees outside of the state network.



Courts Organized to Serve (COTS): This is an initiative of the Delaware Judiciary aimed at acquiring a new, integrated automated case management system for use by the Courts and several partner agencies. This is a multi-year project that will be implemented in eight phases. COTS completed Phase I of the project for civil process for three Justice of the Peace (JP) Courts in November. The implementation went very smoothly and was highly successful. Phase II is postponed to August 1st to address "lessons learned" from Phase I.



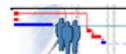
Server Infrastructure Cleanup Program: Of the 13 projects belonging to the DTI Systems Engineering Group, there are 19 individual servers left that need attention. The Project Team is working very diligently to migrate many websites to the new infrastructure. All websites from the Naples server are being migrated to the new environment and expected to be completed by the end of March/ early April timeframe.



800MHz Next Generation: Significant progress has been made in Kent and NCC site and equipment work; Kent County's OC-3 ring will be operational in May, and NCC's OC-3 operational in June. Wilmington, Hartly, Dover PD, and Middletown sites have been brought on-air for First Responder beneficial use. Site acquisition efforts continue with Sussex County; Bethany and Williamsville sites are the subject of a public workshop, after which building permits will be issued for those sites.



Delaware State Police CAD System: The CAD (Computer Aided Dispatch) project is intended to upgrade seven of the nine PSAP's systems from an old AS-400 based system to a local client/server based system at each PSAP using agreed-upon standards for dispatchers. Phase II of this project, if funded by the E911 Board, will allow for each of the PSAPs to be on a common network with a master site-server for data-sharing. Newark PD and KENTCOM went "live" in March and Kent County Fire is scheduled for mid-April. Newark PD is the pilot agency for interfacing DELJIS incident reporting.



Enterprise Project Management (EPM): This project has been merged with the Program Management Office's "Processes and Methodology" project. DTI has engaged Dr. Chuck Poplos, PMP, of DTCC to develop a methodology and integrate it with Microsoft Project Server. The new project plan and strategy is being developed by the project manager and will be submitted for executive sponsor approval.



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, and an initiative that has millions of dollars of Federal Highway funds hanging in the balance. Federal certification of success is achieved through the National Network with other participating jurisdictions. Delaware's deadline for passing this test is October 2007, and we have been scheduled to begin testing in June 2007. We have already begun "casual" testing within the network, and early results are very good. Meanwhile, DMV is working on identifying the procedural changes and designing the Help Desk workflow that will be required.



Peregrine Upgrade & Enhancements: The Peregrine application has provided DTI with many opportunities to streamline and automate processes, leverage shared data, decrease cycle time and implement best practices. This project continues this effort by branching out into other areas that will benefit from the software. The project has automated the processing of mainframe and client/server security access request forms. Extensive efforts are underway to train state Information Security Officers in the use of these forms. Training sessions are in progress and a significant amount of customers have migrated from using paper forms to using the automated system. The first quarter of 2008 is the target date for the security form process to become fully automated and paperless.