

# 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.

## “From Challenges to Opportunities...”

*Lynn Hersey-Miller, Chief Program Officer*

### Highlights . . . .

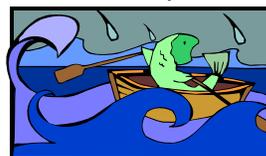
- Project Management
- eGovernment Program
- Enterprise Architecture
- Org Change Mgmt
- ERP Service Delivery
- Application Delivery
- Mainframe
- Recognition
- Projects

Delaware’s current economic condition (challenge) creates a unique environment (opportunity) for all of us to make state government more efficient, more productive, and effectively positioned to better serve all citizens of Delaware. Certainly, none of us like these challenging times - but change is needed. Generally, people want to contribute to new or better or easier ways to get something done. But fear of the future, fear of the unknown, is permeating through organizations across the state, across

 the country and across the globe. And that apprehension and anxiety can stifle imagination, creativity, productivity and resourcefulness.

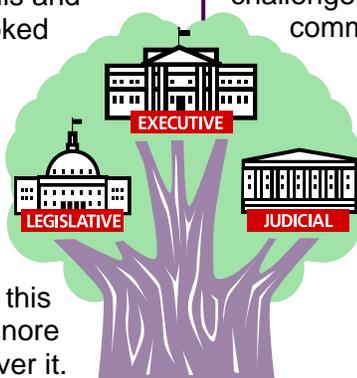
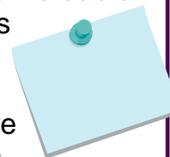
In order for government to function to the fullest, the walls and boundaries that separate (yet duplicate) services must be removed. Through Governor Markell’s Government Performance Review (GPR), those walls and boundaries are being looked at from an enterprise perspective. We, at DTI and across the state, have a rare opportunity to make things better. But we have to consciously acknowledge and accept this opportunity rather than ignore it, resist it, or get angry over it.

These challenging times remind me of a quote from Charles Kettering – “No one would have crossed the ocean if he could have gotten off the ship in the storm”.

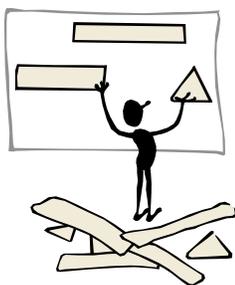


We can manage the challenges that we’re facing and turn them into opportunities. Or we can let those challenges manage us and, perhaps, miss out on opportunities that could have shifted our lives into another dimension – another dimension where our lives can be simpler and more harmonious.

DTI is in a great position to take a pronounced leadership role in the state. All of your ideas are valuable. I “challenge” you to take this “opportunity” to participate in the change that is underway. DTI is fortunate to have the talent that spans across our teams. When professionally challenged, we are colleagues with a common goal. When personally challenged, we are friends on the same team....



Your dedication and commitment to Delaware and to DTI are deeply appreciated.



### 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.”

# Project Management

Submitted by Baljinder (Boskey) Kamboj

## 700 MHz COMMUNICATIONS SYSTEM

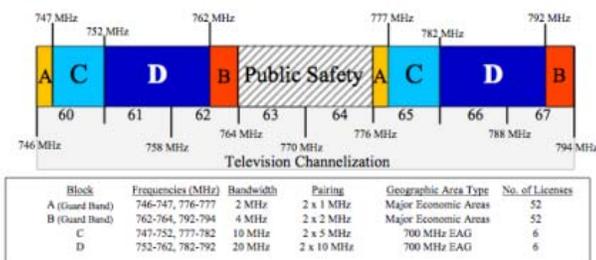
The 700 MHz communication system is funded by the Public Safety Interoperable Communications (PSIC) Federal Grant. The contract was signed after the Contract Review Committee met and reviewed all proposals during the fall of 2008. Based on the PSIC grant funds allocated to the State of Delaware and the scheduled completion date, Tyco Electronics was awarded the contract.

January 2009 commemorated the signing of a contract with Tyco Electronics for implementing the 700 MHz communications system for the State of Delaware.

### Brief History:

The 700MHz Band comprises 108 megahertz of spectrum from 698-806MHz and is designated for commercial and public safety uses. Currently, this spectrum is occupied by TV broadcasters in Channels 52-69. Congress has directed that TV broadcasters transition to digital broadcast technology and vacate the spectrum to accommodate wireless commercial and public safety uses of the spectrum.<sup>1</sup>

Of the 108 MHz of spectrum the FCC allocated, four TV channels (63-64 and 68-69) are for the exclusive use of public safety communications systems - like the proposed 700 MHz system that Tyco Electronics will design and build for the State of Delaware. The FCC has mandated all analog TV broadcasting stations to stop broadcasting on these channels by June 12, 2009. These four TV channels comprise only 24 MHz of the total 108 MHz.



<sup>1</sup>Federal Communications Commission [website](#)

The Statewide Interoperability Executive Committee (SIEC) is comprised of state and local government representatives appointed by the Governor under Executive Order 102. The SIEC sponsored the grant submission and provided direction on the allocation of the grant funds.

The State of Delaware has allocated resources to support this project. Delaware's Division of Communications (DivComm) and the Department of Technology & Information (DTI) are partnering to implement this project with the existing 800MHz system. DivComm is providing technical support and DTI is providing project management for the effort. DTI resources assigned to the project are Baljinder (Boskey) Kamboj, Project Manager, and Richard Reynolds, Technical Lead. The project is scheduled for completion in September 2010.

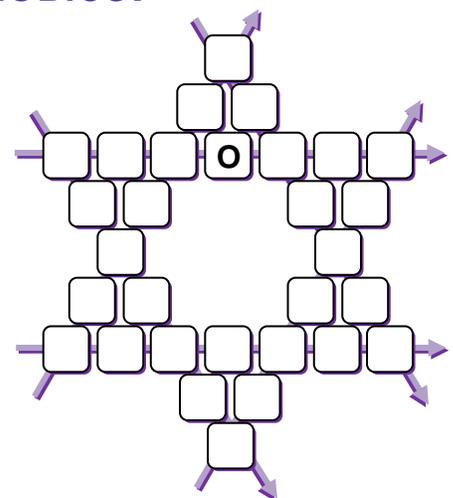


Stay tuned for more details as this effort progresses.

## BRAIN AEROBICS:

### Star Struck

- CORNER
- RELAPSE
- REVERIE
- HEROINE
- HEATHER
- SCHOLAR
- WHISPER
- SPARROW
- INVOICE



Of the nine words here, only six fit, based on letters they have in common. Arrows indicate the direction of the word. You get a head start with the letter "O".

Answer on page 11

# eGovernment Program

Submitted by LiWen Lin

## EGOVERNMENT CORE COMMITTEE

### Social Media Subcommittee:

With the onslaught and popularity of social networking sites and/or the so-called social media boom, the eGovernment Core Committee recognized the need for a 'Social Media Policy/Guideline'.

DeIDOT has expressed interest in utilizing 'YouTube' for their videos and instructional feeds for nearly a year; however, the committee questioned how it could be done securely and incorporated enterprise-wide (as well as many other unanswered questions). Thus, the core team put together a subcommittee of members from multiple agencies to produce a draft policy to address the usage on a high-level.



### Social Media Subcommittee Members

Greg Hughes, Co-chair	GIC
Li Wen Lin, Co-chair	DTI
Steve LaPage	DOT
Richard James	DOS
Michael Mahaffie	OMB
Syd Swann	GIC
Jeff Hague	Leg Hall
Mike Miller	Governor's Office
Michele Ackles	DTI
Tony Marge	DTI
Terry Wright	DTI

The subcommittee completed a draft policy using blogspot.com as the collaboration tool for comments. This isn't necessarily uncharted territory, but it is undefined for the state. The subcommittee members were energized and all have contributed or worked on social media forums on a personal or professional basis. The draft was submitted to the Technical Architecture Standards Committee and the eGov Core group with minor changes from both parties and is now in the final stages of approval and official release.

## IDENTITY ACCESS MANAGEMENT (IAM)

### Self-Registration and ePayment:

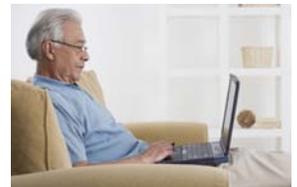
The IAM project team has been diligently working on two initiatives; Self Registration and ePayment for the Office of Pensions.

The pilot application, Self Registration, is a collaborative effort with the DeIDOT Motor Fuel Tax Administration's International Registration Program (IRP). Citizens/business partners will be able to create an account that will allow them to access the IRP system. The client will be able to manage their own passwords with the "Lost Password" functionality that Jim He and Terry Wright have been fine-tuning. This will alleviate the IRP administrators from having to reset passwords for their clients and, in the near future, will allow citizens the ability to navigate from one application to another with only one sign-on.



ePayment for Pensions is using the same functionality that was developed and implemented for the Payroll Human Resources Statewide Technology (PHRST) system for eBenefits. There have been slight modifications to the integration as a result of Pensions

implementing a newer version of PeopleSoft; however, the changes will be beneficial for PHRST when their upgrade is completed because they will be able to use the same functionality. IAM will facilitate online view ability to Pensioners from all over the world.



This effort has a planned "go live" in July 2009.



# Enterprise Architecture Program

Submitted by Tony Collins



How would you describe your last interaction with your cell phone provider? To my delight, my last interaction was very productive and efficient. My wife wanted to upgrade her phone, so we decided to visit a local store for the transaction. It was a Friday afternoon and our six month old son was along for the journey as well; so, I was bracing myself for a challenging event. After walking into the store, we were greeted by a friendly employee who entered our request into a kiosk for us. We were promptly asked to go to a specific sales station where the sales representative confirmed our account and our request. We were shown a set of phones that currently had rebates and met our price range. The sales rep was familiar with my discounts and applied them to our new contract. Then, I anticipated being moved to another line where we would receive our new phone and make our payments. Instead, the sales rep asked us to make our payment at the current station and then we received the newly activated phone. At that time, I remembered to ask about transferring the contact list (my wife has way too many numbers...) to the new phone and I anticipated the \$10 charge for this service. However, this service was performed by the sales rep in a timely fashion and no fee was assessed. My happy wife, my still happy six month old son, and I walked out of the store in less than 30 minutes. Amazing!



Obviously, that story was used as an illustration of good customer service. What led to it though? Was it the sales rep? Was it the method (business process) of interacting with customers? Was it the pricing model?

I would suggest that our cell phone provider has a strong focus on managing their relationships with customers, which, in my situation led to good customer service. In the IT industry, we would use the term CRM (customer relationship management) to describe their focus and one definition of it would be:

*“CRM, in its broadest sense, means managing all interactions and business with customers. This includes, but is not limited to, improving*

*customer service. A good CRM program will allow a business to acquire customers, service the customer, increase the value of the customer to the company, retain good customers, and determine which customers can be retained or given a higher level of service.”<sup>1</sup>*

Okay, this focus might work in the private sector, but does it apply to the public sector? **YES!**

Several states have implemented some form of CRM. Those states are Minnesota, Oklahoma, Pennsylvania, Kansas, Ohio, Washington, Oregon, Florida, Michigan, Colorado, and Illinois. Most of the implementations have been focused on tax or commerce areas in government and they have been implemented to increase efficiency or customer service. Furthermore, Colorado’s Department of Revenue [documented](#) a cost savings of \$700,000 over an 18 month period. In fact, we have at least four State of Delaware organizations that are using various forms of CRM today to manage the communication with businesses and questions/comments from constituents.

CRM initiatives cause us to change our focus from programs to people. For example, our questions change...

From: *“Did we spend the appropriated School Lunch Money correctly? Are we actively discovering and pursuing revenue and welfare fraud?”*

To: *“Did the school lunch program help a particular child’s grades in school? Have we stopped a repeat offender from committing revenue and welfare fraud again?”*

Customer Relationship Management is a corporate level strategy that focuses on creating and maintaining lasting relationships with its customers. Although there are several commercial CRM software packages on the market which support CRM strategy, it is not a technology itself; rather, a holistic change in an organization’s philosophy that places emphasis on the customer.



*(Continued on page 9)*

<sup>1</sup>Enterprise Architecture team, CRM in a Nutshell.

# Organizational Change Management (OCM)

Submitted by Pam Waters

I have read several articles lately about how to survive in these stressful times of uncertainty and turbulence. In every single piece, I've read there is only one word that consistently appears. That one word is *change*. Surprised? I bet not. The key to surviving the unknown is the ability to adapt – in other words – to have a high level of change competency.

In previous articles, we've mentioned moving towards the goal of becoming a change competent organization. To give you a brief refresher; change competency is an attitude and approach. Employees in a change-competent organization value their ability to accommodate change as one of the skills in their skills "tool belt". They understand that the only constant is change. They expect change, and continue to perform at a high level during change. Change competency is not a specific activity; it is an organization's ability to react to and manage change over and over again. You can easily see how valuable this is to an organization's culture in today's environment of uncertainty. How do you achieve change competency? The answer is – by utilizing enterprise OCM on a regular and consistent basis.



There is a cycle of commonalities that is universal to every change.



People are comfortable in their present situation, even if the situation isn't comfortable. Change happens and they either adapt to it or deny that it's happening. When denial is no longer an option, they move to a stage of anxiety - anxious about *what* will happen and *how* this will affect them. Eventually, they will move into a state of insight and acceptance, but depending on how this is handled, achieving this will either be easy or

painful. Finally, the wheel comes full circle and people are once again comfortable.

The DTI OCM team uses a variety of tools and processes to ease people through this cycle during major project implementation. Communication about *what* is happening brings understanding through awareness. Denial becomes desire by communicating WWIFM (what's in it for me) in an open and honest manner. Anxiety is conquered by providing knowledge through training and insight is achieved by helping to prepare for the change through coaching. Ultimately, the cycle returns to a state of comfort and confidence with the new environment.



Change competency is the ability to move through this cycle as quickly as possible, lessening the inevitable drop in productivity that occurs with all major change. Applying consistent processes, tools, and resources of change helps to promote confidence in dealing with change on an ongoing basis and promotes a more change competent organization – hence a more productive organization.

That latest 'buzzword' surrounding OCM is Enterprise Change Management (ECM). Prosci® defines ECM as "the systematic deployment of change management skills and competencies throughout an organization to increase an organization's change competency and the total value recovered from change initiatives."

When you look at it that way, DTI has been using this systematic approach for many years. Our organization is well on its way to becoming even more change competent. We've also been reaching out to other State organizations via individual outreach and the DTI PM/OCM certificate training course. Our vision for the future is to extend ECM from the organization to the State in an attempt to achieve change competency statewide. This will take time, but will be worth it in the end, bringing more efficiency and productivity to State government from a project perspective.

How will we do this? Where will we start? Stay tuned for the next article as we lay out our roadmap for ECM statewide.

# Enterprise Resource Planning (ERP) Service Delivery

Submitted by Kamlesh Sheth

## SIGNIFICANT MILESTONES:

The ERP technical team, in collaboration with the project functional team, has reached many milestones for the first quarter of 2009.

- Validation of converted DFMS data to PeopleSoft for the Financial application
- Validation of the full Account Code into PHRST for the Upgrade
- Integration testing between PHRST and Financials using Integration Broker
- Support for ERP project Business Process Testing (BPT) and gearing up for the upcoming User Acceptance Test (UAT)
- Successful PHRST Upgrade of the 2<sup>nd</sup> "Test Move to Production"
- Deployment of the Portal for the ERP Project.

Several DTI Teams continue to make significant contributions to these efforts and many others. They continually assist in creating, improving performance, 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.



## PHRST Production Highlights:



In addition to completing the many tasks that occurred during the 1st quarter, the ERP Service Delivery team provided support for the successful completion of the W-2 year end processing, successful completion of data

archiving for 2 payroll tables, and successful completion of Tax Update 09-A.

## Next Quarter:

The ERP team will be completing work on the new TSA vendor, implementing the changes for the 2009 Tax Stimulus effort, and conducting the annual data archive for Benefits, Payroll, and Time & Labor tables.

## ePay:

Beginning Friday, April 24, 2009, approximately 33,000 employees will be able to view their paycheck and advice data online through ePay, using the same self-service process currently used for Benefits Open Enrollment and by self-service employees in Time & Labor organizations.

## DTC Highlights:

PeopleSoft version 9.0 has been successfully implemented in production by the DelDot team with assistance from DTI ERP developer, Akila Venkat! Important new features with the implementation included the spreadsheet upload of data for voucher, journal, receivable, and the Realtime Event Notification (REN) server which sends a message to a specially designed page when an event occurs.

## ERP PROJECT HIGHLIGHTS:

### Quality Center:

The ERP project team has been fully utilizing the Quality Center (QC) to log business process testing defects. QC will also be used during both iterations of user acceptance testing (Financials and Integrated Financials and PHRST).



### PHRST Upgrade:

The 2<sup>nd</sup> Upgrade "Test Move to Production" was completed on schedule for integrated testing. Tasks related to de-customizations, Commitment Accounting and Time & Labor Retrofit were all included in this move.

### ERP Project Highlights:

- **Conversions:** The team is addressing remaining challenges as a result of the second conversion process. The next round of conversions is scheduled for the first week of April.
- **Interfaces:** Development of interfaces is almost completed and interface testing continues. To assist with 'fine tuning', testing with actual data from a few organizations has begun. DTI Systems Engineering has provided assistance by defining the SFTP directory structure so it will handle the security needed for all organizations and third-party vendors that interface with ERP.
- **Scheduling:** The Cybermation schedule for Financials is progressing. The DTI schedulers have created a trial schedule for all the core processes that will run during the night.
- **Integration Broker:** Messages are now being configured and executed for the upcoming User Acceptance Test.

(Continued on page 7)

(ERP Service Delivery – continued from page 6)

**Commitment Accounting:** Phase II-a development is completed and ready for testing. The ERP team is now focusing on other development efforts involving payroll and reporting for Commitment Accounting and reconciliation.

**ERP Project Production:**

DTI procured hardware for the ERP production environment at the Dover Data Center and configuration is underway for the upcoming User Acceptance Testing (UAT). The hardware for the ERP development environment will be moved to the Biggs Data Center in preparation for failover of the production environment.

**Quality Assurance:**

The Quality Assurance team continues with QA Development inspections, ensuring the solution meets the design/development standards and has been unit-tested.

QA Design	
Financial Status - QA Design	
Total FIN DRs Submitted	305
Approved	297
Returned to In Design or Exception Mgt	8
In Progress or Pending Walk-through	0
PHRST Status - QA Design	
Total PHR DRs Submitted	119
Approved	115
Returned to In Design or Exception Mgt	2
In Progress or Pending Walk-through	2
QA Development	
Financial Status - QA Development	
Total FIN Submitted	279
Approved	268
Returned to In Devl or Exception Mgt	3
In Progress	8
PHR Status - QA Development	
Total PHR Submitted	92
Approved	87
Returned to In Devl or Exception Mgt	4
In Progress	1

**Standard Operating Practices Committee (SOPC):**

Currently, the SOPC is working on its Strategic Plan and, with the assistance of the DTI ERP team, they have deployed nearly 40% of identified SOPs. The SOPC team has shared its scorecard and SharePoint expertise with other DTI teams.

We appreciate the ongoing teamwork!



**Jitendra Rawal**

For accomplishing your goal and obtaining your



UNITED STATES  
CITIZENSHIP



**New staff for the CPO Teams in the 1<sup>st</sup> Quarter 2009.**

**ERP Service Delivery**

- **Venkat Ponnala** joined the ERP Service Delivery Team and is assigned to ERP Financials.

**Newsletter Contributors:**

- Tony Collins
- Nancy Erwin
- Karen Esposito
- Lynn Hersey-Miller
- Baljinder (Boskey) Kamboj
- LiWen Lin
- Mike Malik
- Pn Narayanan
- Kamlesh Sheth
- Pam Waters

# Application Delivery

Submitted by Karen Esposito

## .NET STRATEGY

In an effort to position DTI to be a more viable solution choice for our customers, the DTI Applications Delivery team is working towards adding .NET to our programming repertoire.

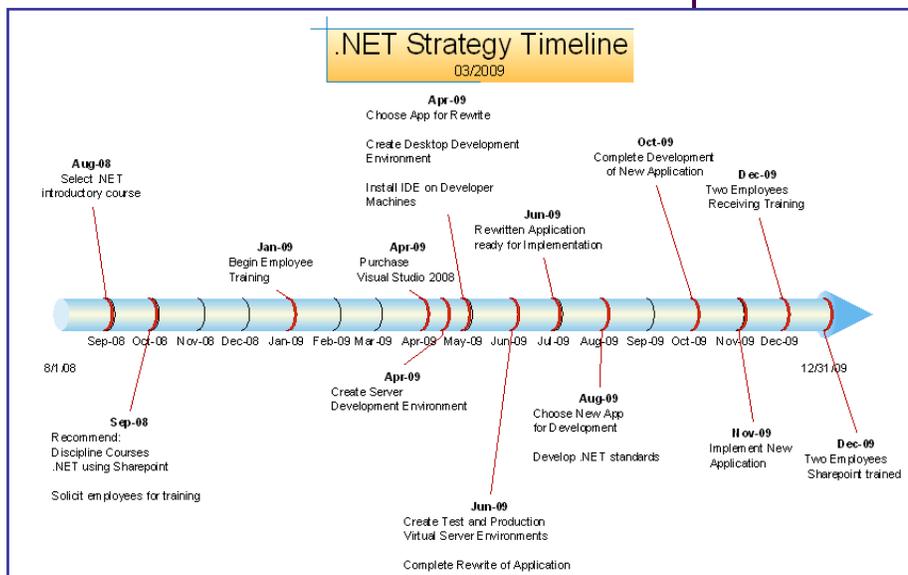
Previously, DTI had adopted Java and Lotus Notes for client/server development. We have developed and deployed many Java applications for high-end solutions and Domino applications for workflow solutions. Though Java is a very powerful tool and offers much functionality, rapid development and deployment were still a challenge. Domino, as a tool, is very suitable for rapid development, but its two-tier architecture constrained its ability to serve higher data classification applications.

To bridge this gap, DTI chose to develop a .NET framework that provides rapid development and three-tier architecture options. Many DTI customers have adopted both Java and .NET, so it is important that DTI further develop this expertise, thus giving our customers more flexibility.

.NET has rich graphical user interfaces for delivering web content and a simpler programming model which allows developers to quickly become more productive. It is particularly useful for delivering lower cost solutions more rapidly. So far, Applications Delivery has several developers who are trained in different areas of .NET. We are

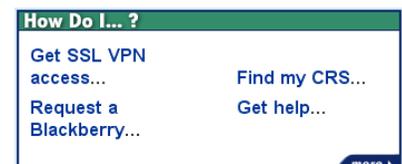
developing a 'sandbox' area, as well as a central development station, to encourage developers to grow or strengthen their skills. Some developers have development projects underway in .NET. Be on the lookout for a new service offering once our skills are sharpened.

In addition to .NET strategy, Apps Delivery is working on an SOA (Service Oriented Architecture) strategy and refining SDLC (Software Development Life Cycle). Watch for articles on these topics in future issues.



The next time you wonder 'how do I do something' and have no clue where to begin, try the "How Do I..." section on DTI's [Extranet](#). The "How Do I..." site is designed to provide a web-enabled information resource for quick answers to questions commonly asked of DTI. DTI's "How Do I..." website employs the format currently used by other Delaware State Government websites to present a familiar and easily navigated information resource. Information is conveyed either by a response consisting of one to two sentences, a page with contact information arranged by organization, or a site with additional information is supplied. The "How Do I..." page is a dynamic, informative resource that will grow in response to the demands of the users and organizations that are DTI's customers, and as DTI introduces new products and services. The objective of the website is to make it easier and more efficient to do business with DTI.

We encourage your suggestions for additions and improvements by contacting the Business Process Management Program at [DTI\\_BPM\\_Sponsors@state.de.us](mailto:DTI_BPM_Sponsors@state.de.us). So, the next time you begin to ask "How Do I...", go to the DTI [Extranet](#) and click on [more](#) ▶



# Mainframe Modernization/Improvement

Submitted by Mike Malik

## Secure 3270 Connectivity:

DTI's Project Manager and Organizational Change Management Lead deployed a questionnaire that was used to gather information to assess how our customers currently use 3270 emulators to access the state's mainframes. The questionnaire also allowed us to capture what, if any, support agreements are in place. The analysis of the responses is almost completed. In the next phase, we will work with individual customers to develop plans for converting to a secure version of the 3270 emulator.



## Mainframe Domain:



The Mainframe Domain is a group of IT professionals who meet via conference call monthly to discuss the direction and role of the mainframe within the State of Delaware. The group has approved a Charter document and is currently working on a roadmap that outlines the current state, future direction, and gap analysis. If you would like to participate in this group, please send an email to [mike.malik@state.de.us](mailto:mike.malik@state.de.us).

## Adabas/Natural Conversion Proof of Concept:

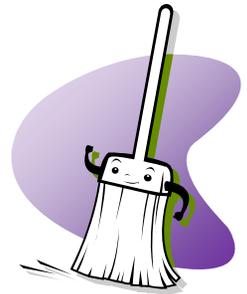
DTI recently completed the initial analysis phase of the proof of concept to convert Adabas databases to DB2 databases and to convert Natural programs to COBOL. This initial phase will assist us and the vendor in determining the level of effort necessary, along with inter-application dependencies. We have selected an application to test the conversion process and are working with the vendor to execute a 'no cost to the state' trial conversion.

## Oracle Insight Case Study:

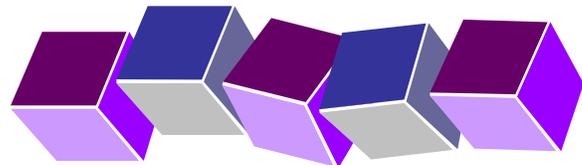
Oracle is performing an Insight Case Study, at no cost, with DTI and its mainframe customers. The study will analyze the mainframe applications and recommend future strategies for modernization. This six week study started in mid-March and the final report is expected by the end of April. In partnership with DelDOT, Division of Revenue, DELJIS, and Department of Elections, Tony Collins is leading this effort.

## COBOL Cleanup:

The COBOL Cleanup project is underway. DTI met with the Point of Contact of all the agencies that are supporting COBOL programs. We explained the reasons for the conversion and the project schedule proposal for accomplishing the conversion.



The schedule shows the dates, as well as the plan to convert the production CICS regions to the latest Language Environment (LE) libraries. This is the first step in getting the COBOL conversion process started. Based on input from the agencies, some of the dates selected were changed to accommodate agency requests. We will work with each agency to get their regions converted, which includes setting test periods and 'go/no-go' decision points for the day of conversion.



*(Enterprise Architecture Program – Continued from page 4)*

A successful CRM strategy cannot be implemented by simply installing and integrating a software package - and it will not happen overnight. Changes must occur at all levels including policies and processes, front-of-the-house customer services, employee training, marketing, systems and information management. All aspects of the business must be reshaped to be customer driven.<sup>2</sup>

Please share your ideas and use of CRM ideas or technologies in your organization with us. Together, we can improve our level of service.

Email: [dti\\_deal\\_cmt@state.de.us](mailto:dti_deal_cmt@state.de.us)

<sup>2</sup>Enterprise Architecture team, CRM in a Nutshell

## Our Team: Recognition



CPO Division Employee of the 4<sup>th</sup> Quarter  
(October – December 2008)

- **Tony Marge**  
Application Delivery Team

CPO Division Team of the 4<sup>th</sup> Quarter  
(October – December 2008)

- **Green IT Team**  
Tony Marge, Charles Campbell-King, Boskey Kamboj, Debbie Abbott, Colleen Gause

Team Leader Employee of the Month

### December 2008

- **Tony Marge**  
Application Delivery Team
- **Charles Campbell-King**  
Organizational Change Management
- **Sudhindra Chintalapati**  
Project Management Team



### January 2009

- **Donna Nowell**  
Organizational Change Management Team
- **Richard Culp**  
Project Management Team

### February 2009

- **Tim Darcy**  
Application Delivery Team
- **Fannie Humphries**  
Organizational Change Management Team

## KUDOS

### December 2008:

Rose Schroeder, Debbie Odle,  
Terry Ann Wright



### January 2009:

Julie Moran, Charles Campbell-King,  
Donna Nowell, Gail McGlashan,  
Suzanne Morris, Gail Kernaghan,  
Fannie Humphries, Reagan Paquette,  
Paulette Bowe, Crystal Norman,  
Brad Dukes, Dan Cook, Jitendra Rawal

### February 2009:

Stacey Sowers, Vince Tirpak,  
John Trabaudo, Tim Darcy,  
Chris Ramos



Tony Marge, Zinnia Tolosa,  
Terry Ann Wright



### December 2008

Terry Ann Wright, Boskey Kamboj,  
Russ Holloway, Tony Marge



### January 2009

Sudhindra Chintalapati,  
Richard Culp, Tony Marge

### February 2009

Debbie Odle, Tony Marge, Terry Lust,  
Jitendra Rawal, Heidi Dukes,  
Holly Powell, Kathi Wyatt  
Michelle Donahue



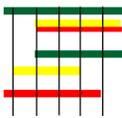
The Office of Major Projects is involved in a wide range of initiatives:



**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. Financial business process testing has been completed and issues and resolutions are being addressed. Financial intra-module acceptance testing begins in late April 2009.



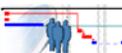
**Integrated Corporate Information System (ICIS):** This new client server system will replace the current mainframe Corporate Information System. The project contract was awarded to Alliance, Inc. The project plan has been approved and work is progressing on schedule.



**eGovernment:** The eGov Core committee is working on a Social Networking Policy document in collaboration with GIC and TASC. Additionally, as part of GPR (Government Performance Review), the eGov team is working on enhancements of eGov initiatives.



**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 8 phases. COTS Phase 4 includes civil case processing for Kent and New Castle counties. All statewide JP courts and those in Sussex County were completed in Phases 1- 3. Phase 4 will be implemented in two parts: In November, Court of Common Pleas in Kent and New Castle counties went live successfully. Superior Court in Kent and New Castle counties are tentatively targeted for August 2009. Superior Court is interested in having the Lexis Nexis download/upload functionality in place prior to implementation.



**Enterprise Project Management (EPM):** Work has begun on the 'workload report' per suggestions from Secretary Sills. EPM is designed to work with 'Forms Authentication' and a test to convert this into 'Windows Authentication' was successful. Once compatibility with Timesheets is proven, the migration will be scheduled.



**Program Management Office (PMO) Process Revision and Training:** One session of the Basic Course has been conducted outside of DTI to a class comprised of a number of state organizations. The next external Basic Course is scheduled for May 13-15. After that session, an external Intermediate Course will be scheduled.



**800MHz Next Generation:** Testing with Vehicle Repeater Systems (VRSs) is being carried out to determine if coverage gaps can be handled operationally, or if further 'enhancements' to the buildings will be required. In Kent County, Caesar Rodney High School has had a Bi-directional Amplifier (BDA) installed to provide total coverage for the building. The Rebanding planning phase continues with the successful negotiation of the VRS Testing that could result in additional frequencies for the State for the system.



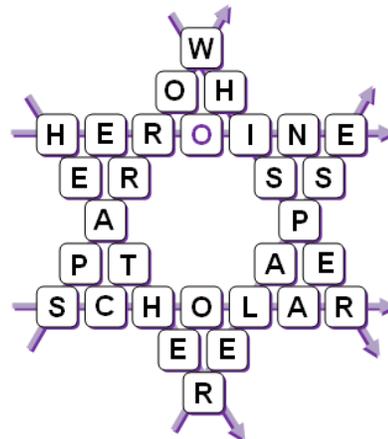
**Pensions Infrastructure/PeopleSoft Upgrade:** The Office of Pensions is in the process of upgrading PeopleSoft applications and the infrastructure. Additionally, the agency will be enhancing some of their eApplications with Identity Access Management (IAM) configurations. This will allow for single sign-on for pensioners. The project team was tasked with installation and system configuration of the new hardware. The overall upgrade project is 74% complete. Currently the 'Go-Live' is targeted for Fiscal Year-End.



**Green IT Initiative:** The DTI "Go Green" initiative is a campaign to increase 'Green' awareness among those that receive a State of Delaware paycheck/advice. Our mission is to promote cost-effective and environmentally responsible uses of information technology, both at home and at work. Visit <http://dti.delaware.gov/greenit> for additional information or email us at: [DTI\\_Green\\_IT@state.de.us](mailto:DTI_Green_IT@state.de.us)

Answer:

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



### Continuity Of Operations Planning (COOP):

COOP is a statewide, multi-year, multi-phase program, both federally and state mandated. The program encompasses all state organizations, schools, and higher education in a phased approach. The average organization is expected to take about a year to complete their project and DTI anticipates five to seven years for statewide project completion. Several state organizations have partnered with DTI to complete the program. Currently, six customers are ready to move their BIA Survey data into the next phase. This data will be uploaded into the LDRPS module where strategy development begins for the organizations. Training for this phase has been held for two organizations and others are scheduled. Following successful plan building, a 'table top' exercise will be conducted. Organizations will use their developed plans for COOP. Education sessions about the program and its importance continue to be provided to the State, K12, and Higher Education communities. The team is also holding Education Sessions for the new administrators recently appointed to office. Please contact the COOP Team to schedule an Education Session for your organization at: [DTI\\_COOP\\_Project\\_Team@state.de.us](mailto:DTI_COOP_Project_Team@state.de.us).



Enterprise GIS: Requirements and Design are complete for the Data Dissemination Hub for Phase 1 of eGIS. The vendor will begin work on the application in March, while the infrastructure is established at DTI. The enterprise storage solution will be able to support the full set of initial data, including aerial imagery. Implementation is expected by early 3<sup>rd</sup> quarter of 2009. The State was awarded a grant to establish a statewide GIS Strategic plan and supporting business plans. The Technical Infrastructure Sub-committee, led by DTI, is working with the Strategic Planning Sub-committee on the GIS infrastructure component. The timeframe for completion of the plans is March 2010.



LINUX Server Upgrades: The project team is upgrading approximately 100 servers/systems to ORACLE Unbreakable LINUX version 5.0. This upgrade will ensure we have full vendor support for the servers. No changes will be made to the hardware infrastructure and this project addresses the operating system only. On successful completion of the upgrade, DTI will maintain support of all systems. A Proof of Concept (POC) has been completed by the Systems Engineering Team to validate the upgrades planned for this project. This POC considered performance, integration with applications, security, and monitoring. A Patch Server has been constructed and placed into production for all systems. When patches and/or maintenance updates are deployed from the vendor they will be quickly and safely applied to DTI managed servers. All applications and websites hosted on LINUX servers running RedHat versions 3.0, 4.0, and 5.0 and currently residing in the Dover Data Center are affected. The LINUX upgrade will take place in phases. During Phase 1, version 3.0 servers will be upgraded and Phase 2 will upgrade version 4.0 servers. In each phase, DTI specific servers will go first and servers with applications affecting our external customers will follow.



ePay: ePay is PeopleSoft delivered functionality that will allow employees to view their pay advices online, thus eliminating the need for printing, mailing, and picking up paper advices every pay cycle. The State is planning a phased rollout of ePay involving 25 organizations, including DTI. Go-live is planned for April 24<sup>th</sup>, with the intention of phasing out all printed advices by the end of August 2009.

