

LEGISLATIVE UPDATE

Sincere thanks and appreciation for your leadership and support!

January 2009

On behalf of the employees of the Department of Technology and Information, we take this opportunity to express our sincere thanks and gratitude to the members of the Legislature for your leadership and support over the last seven years. Your feedback has been that we have met or exceeded your expectations in developing and deploying a world class information technology organization. DTI has evolved into a nationally recognized model of excellence in the management and deployment of information technology.

One can't help but beam with pride as we reflect on the progress that has been. . **Our success has been your success** and we wanted to share some of the highlights of the many accomplishments.

We would also like to share some additional details on what we believe are some of our most significant accomplishments.

Those of you that have been around for a while will remember that working together we eliminated over 200 employee

positions in the old OIS organization. By treating those employees with dignity and respect we accomplished this goal without one employee complaint. Many of those employees applied for and were selected to join DTI.

Thanks to your vision in establishing a compensation plan and flexible work environment that rivals the private sector, we have been able to attract, hire and retain a team of the "best and brightest" information technology workers to serve our state. Our attrition rate, at less than 4%, is the lowest in Delaware state government.

Your challenge to us was to field a team of professions whose core values included a significant focus on customer service. This was unique in state government as our customers include all three branches of government and the K-12 schools. While we have no authority to mandate change in the organizations outside of the executive branch we have been able to make the needed progress through a concerted effort to partner with all of our custom-

ers in achieving their goals. Their feedback has been overwhelmingly positive as our customer surveys have shown a continual increase in satisfaction.

With your leadership we have deployed major infrastructure improvements to meet the escalating demands for technology solutions to meet the needs of our Delaware citizens. Examples are:



Our state leads the nation in the deployment of broadband capabilities to help state government serve our citizens. **Partnering with Verizon in deploying their Transparent LAN Service (TLS) throughout the state we have saved agencies and organizations over 12 million dollars in installation costs.** Our State's network uses this fiber optic technology to meet our ever increasing need for bandwidth. TLS is a





fiber-based access, switching, and transport service that uses a shared backbone to provide high-speed network connections at relatively low cost. To date we have deployed this service to over 182 schools statewide and nearly all state agencies/organizations throughout Delaware. Local governments, higher education and others that qualify have used the contract we negotiated to deploy TLS circuits to enhance their computing and communicating capabilities bringing the total circuits deployed to over 387. TLS has positioned the capacity of the State's network to meet ever increasing needs to conduct business. Note: Our statewide deployment has an economic development benefit as private industry can now also take advantage of this broadband infrastructure that has been put in place by the service provider. Several hospitals have already jumped on board.



New State Data Center

Significant progress was made on the planning for a new state data center thanks to the support of the Legislature, the requirements have been established and architectural plans have been drawn up to make this new center a reality. This new state data center is needed to meet our customer's escalating demand for information technology services and should be good for the next 20 years. The new center will be more energy efficient and secure, while meeting the escalating requirements of our customers. We believe this to be a priority for our State as we are running out of space, have limited power capacity, and the current location has single points of failure for both power and infrastruc-

ture that are of great concern. This high priority project is ready to go once funding becomes available.



Microsoft Windows & Exchange Outlook

A major milestone has been completed to bring the State's computer network operating system into the 21st century. An intensive three year effort resulted in the total transformation from an antiquated, no longer available on the market, operating system to today's modern Microsoft Windows suite of systems. The DTI team accomplished a seamless transition, and **brought the project in \$3 million under budget and on schedule.** In addition to the migration of the network operating system, the project also included changing the State's email system to Microsoft Exchange and providing redundancy and centralization to the State's wide area network. The State of Delaware now has the benefits of a seamless, robust, scalable, flexible, secure and extendable network operating system and messaging infrastructure that will serve our needs for years to come.

DTI now offers these Enterprise Voice Services to both State and K12 communities. Included in this offering is voice over IP (VOIP) solutions that bring the latest technology



Enterprise Voice Solution (EVS)

and functionality to the users. Our first customer was Legislative Hall whose deployment saved the Legislature \$275,000 in re-cabling costs that would have been expended to replace the deteriorating telephone wiring within the building this solution is now being deployed across the state as agencies and organizations replace or upgrade their systems. This approach was requested by the JFC and now affords all state organizations and schools a cost effective option to meet their ongoing needs as they replace, upgrade and expand their voice service needs.



"800 MHz Next Generation" is truly the next generation in a collaborative effort to improve communication technology both indoors and outdoors for our "first responders" and the citizens they serve. These projects represent an opportunity for our state to invest in technologies that promise to make a significant difference in the lives of the citizens of Delaware. The project's 12 new towers combined with improvements to several existing towers, provide statewide communications for all state, county and municipal government agencies, including fire and emergency medical service. It will provide in-building coverage for over 2,500 buildings, replace lifecycle support



for 10-year old infrastructure, enhance interstate interoperability with surrounding jurisdictions and enhance intrastate interoperability with the City of Wilmington. The 800 MHz project takes Delaware into the future, the future of a more robust and reliable emergency communications network. This multi-year project is scheduled to complete in 2009. The improvements to date have received rave reviews from the emergency responder community.

censes, research the Delaware Code, find a map to their polling place or check school closings. This study highlights the success of recent collaborations that have significantly increased the availability of mobile and multimedia content on Delaware.gov such as dynamic maps of Delaware's schools, historical sites, libraries, and polling places. One of the goals of e-government is to bring citizens closer to their government, and in Delaware, our IT workforce has demonstrated how to make this work for all Delawareans.

projects. A detailed customer satisfaction survey is conducted with approximately one third of DTI's customer agencies annually and includes not only the agencies' Information Resource Officer, but members of their business staff. These results are analyzed for absolute values, as well as changes over time and every DTI employee is informed of our customers' views as reported in the survey results.

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THE NEWS JOURNAL

A Gannett newspaper
W. Curtis Riddle
President and Publisher

Our View

WE'RE THE TOPS

State's Web sites bring more deserved honor home to Delaware again

With primary election campaigns at full tilt these days, it was a refreshing piece of news to hear that Delaware has once again come in No. 1 in the nation for public accessibility to its e-government Web sites.

This study was from the Brookings Institution and Darrell M. West, vice president and director of Governance Studies. His research focused on e-government in the United States and around the world. He has been doing it since 2000. This comes on the heels of a similar top ranking awarded last year by researchers, which included Mr. West, at Brown University.

In 2006, Delaware ranked 15th and has held the top position among the surveys the past two years. For those who don't own a computer, of course, this ranking means nothing. But for those of us whose living includes systematically checking public records and categories like campaign financing, the ease which Delaware's e-government portal (www.delaware.gov) is accessible is indeed a convenience and should be praised.

Governor Minner's acknowledgement several years ago of the value of a solid and easily presentable Website for the public deserves applause. She pushed the idea by putting state Treasurer Jack Markell in charge and armed the state's top information technology experts with the necessary resources to make Delaware's Web presence a success. Included among those experts were Thomas Jarrett, chief information officer for the Department of Technology and Information, and Greg Hughes, director of the Government Information Center.

Delaware officials are rightfully proud to have this honor bestowed again.

Our eGovernment Initiative was ranked 49th in the nation in 2002 and has steadily moved up in the rankings. **We have been selected at the number one state in eGovernment for the second consecutive year.** This latest ranking is confirmation that we are truly leading the charge nationally in e-government innovation. Today, Delawareans can easily access hundreds of new websites that were unavailable just a few short years ago. To name just a few examples, they can register a new business, pay taxes, obtain li-

DTI has a strong customer focus. In the 2001 e-Government survey, the former Office of Information Services was cited as not being responsive to its state agencies' customers needs. One of DTI's goals is building strong customer relationships that balance customer business needs with overall state technology goals. DTI employs a team of seven Customer Relationship Specialists (CRS) whose primary functions are to serve as liaisons between their assigned state organizations and DTI. The CRS team interacts with their customer organizations on a regular basis. A CRS is expected to know their organizations' key business functions and services, the IT systems that support these, and to share this knowledge within DTI's organization through briefings for Senior Staff and Team Leaders. The CIO and members of Senior staff conduct regular on-site visits to key customers to meet face-to-face and learn of any concerns or plans for future

DTI set out to hire a workforce of the "best and the brightest" IT workers to help lead the state in meeting our ongoing technology needs in serving the citizens of Delaware. We are thankful for the over 200+ innovative and talented IT staff that have joined with DTI in providing outstanding leadership. We are dedicated to providing our employees with meaningful work, opportunities to explore and utilize the latest technologies, recognition for jobs well done and market competitive salaries. In turn, our staff are some of the highest-skilled and hardest working employees in the IT industry. We foster a work environment that encourages our diverse workforce to work hard to earn customer loyalty, but also enjoy their colleagues in social settings through agency sponsored events like lunchtime gatherings, holiday get-togethers and even friendly rivalries in sports competitions. Our recognition program is robust and our employees also receive kudos and written recognition from our customer agencies on a weekly basis. Our employees are



highly employable: we recognize this fact and plan and execute for them as we do our customers. Our future depends on it. DTI's current employee attrition rate is about 3.3%, among the lowest in state government.

DTI's Project and Organizational Change Management group was designed to meet some of the shortcomings identified in the Governor's task force report "e-VOLUTION: Redefining Delaware's IT Management Strategy for the 21st Century." One of the legacies of the former Office of Information Services (OIS) was a demonstrated inability to complete large IT projects on-time and on-budget. As the new DTI organization was created, the founding Senior Team members recognized that the new Department would only gain credibility among its state government customers by establishing project management standards and processes, providing training and mentoring, and working with DTI teams to create an environment conducive to project success. Equally key to project success was implementing organizational change management for all major projects. It's often said that the technology is the easy part of a major IT implementation, the difficulty lies with the people who have/need to use it. Organizational Change Management assesses an organization's readiness for change, determines the steps need to become ready, and provides the critical training necessary for employees to become comfortable using the new technology.

Delaware is now national leader among state governments in the area of project and organizational change management. DTI's Project Management Office provides leadership in the development and deployment of technology solutions throughout state

government by promoting consistent Program, Organizational Change, Quality, and Project Management processes. The Program Management Office, working with major organizations in this industry both in the private and public sector, will lead the State of Delaware as a national model incorporating industry best practices in order to "Enable Excellence In Delaware State Government."

Delaware's Information Security Program was developed when the events of 9/11 brought about the realization that our world had changed forever. Under the banner "Security-Now More Than Ever" DTI redoubled our efforts surrounding cyber security, business continuity, and disaster recovery and appointed the State's first-ever Chief Security Officer. The nationally recognized Delaware Information Security Program has now expanded to an enterprise-wide program, spanning all three branches of government, including K12 and Higher Education. Awareness and education are the cornerstones of this effort. Although targeted to state employees and their families, it includes a cyber security subscription service that any citizen can subscribe to. Just a few short year's ago state agencies and organizations had no plans or capabilities for disaster recovery, or continuity or government, in the event of a disaster. DTI recognized the importance of meeting this responsibility and has stepped up to the challenge of making

certain that all state organizations have the training and resources needed to prepare their own Business Continuity and Disaster Recovery plans. DTI has named this enterprise-wide project the Continuity of Operations (COOP) Program. Seventeen State agencies/organizations are currently participating and more have expressed interest.

We set out to build a "Business Smart IT Organization AND An IT Smart Business Organization." Thanks to your efforts we have done just that!

A more encompassing review of DTI's accomplishments are included in a document called Delaware's New IT Management Strategy For the 21st Century" that is posted on our internet site: <http://dti.delaware.gov/>. We hope you will have time to look though this document.

Our state is faced with many significant challenges in the coming years and the citizens of Delaware can count on DTI to provide the needed IT innovation, IT integration and IT intelligence in **maximizing the use of information technology to "Enable Excellence In Delaware State Government."**