

Delaware's New IT Management Strategy For The 21st Century



Delaware Department of Technology & Information

2001 - 2008



Secretary Thomas M. Jarrett

www.state.de.us/dti



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DTI's Vision, Mission, Core Values and Key Goals



Secretary Thomas M. Jarrett
Chief Information Officer

In today's world, the explosion of information available to nearly everyone, just a computer mouse click away, continues to transform virtually every aspect of government. DTI has been charged by the Governor and the Legislature with leading Delaware's technology growth and taking our information technology resources into the 21st century. Since our Department's formation in 2001, we have been committed to leading the statewide technology planning process with a commitment to strong customer relationships and service to our citizens.

During Governor Minner's administration we have dedicated our efforts to serving as a model of excellence in the innovative use of technology and business practices that foster better government and meet Delawarean's needs for cost effective, secure services. This legacy document highlights just a small portion of the efforts of DTI's team of the "best and the brightest" who continue to work to build a business smart IT organization and an IT smart business organization well capable of managing the information needs and challenges of the 21st century.

 VISION	<p><i>What are we working to achieve?</i> Excellence In Delaware State Government</p>
 MISSION	<p><i>Why does DTI exist?</i> To provide leadership in the selection, development and deployment of technology solutions throughout the State of Delaware.</p>
 CORE VALUES	<p><i>What serves as the basis for our actions and decisions?</i> Integrity, Respect, Innovation, Customer Service, Leadership, Teamwork</p>
 KEY GOALS	<p><i>What do we want to accomplish?</i></p> <ul style="list-style-type: none"> • Continuously improve the delivery of excellent services to our customers. • Promote and facilitate the sharing of IT resources and practices in order to maximize collaboration and minimize the duplication of costs and efforts. • Implement statewide project and change management standards and leadership to ensure project success. • Create a statewide commitment to the physical and cyber security of people, facilities and information. • Become the employer of choice with a workforce that is empowered, capable, supportive and accountable. • Ensure the physical and cyber security of people, facilities and Information.



Enabling Excellence In Delaware State Government

Governor Minner Establishes New Agency To Meet Our State's 21st Century Technology Needs



During the Carper administration, Lt. Governor Minner's Commission on Government Reorganization and Effectiveness identified Information Services as one of the key opportunities for improvement in how state government works in Delaware. In January 2001, on her second day in office, Gov. Minner signed Executive Order No. 2, creating the Information Services Task Force for the purpose of recommending statutory and organiza-



tional changes in the Office of Information Services and in the management of information and information technology in the state government as a whole, with the goal of improving the quality of information technology services enjoyed by Delaware state government. In May 2001 this bi-partisan, public/private group issued a report called "EVOLUTION: REDEFINING DELAWARE'S IT MANAGEMENT STRATEGY FOR THE 21ST CENTURY," which identified numerous project failures, including cost over-

runs and missed deadlines, serious deficiencies in customer service, and many needed improvements in vision, leadership, the funding process, project management, accountability, and communication as crucial to the success of the State's technology initiatives. This group recommended a broad range of changes and on May 8, 2001 Governor Minner, with the support of the Legislature, announced a major overhaul to the state's methods of managing technology today including plans to create a new state technology agency that will replace the Office of Information Services (OIS) on June 30, 2003. Senate Bill #215, approved by the 141st General Assembly, was signed by Governor Minner on July 1, 2001 enabling the establishment of a new non-merit agency called the Delaware Department of Technology and Information (DTI). The DTI was assigned the responsibility of building a new organization based on a true customer service culture, and a spirit of collaboration that would foster centralized technology leadership statewide. The DTI had a clear goal: to use technology as a strategic business tool for enabling the State's 36,000 employees to more efficiently and cost-effectively deliver services to its almost 900,000 citizens. The DTI is building a legacy of innovation that is driving the technical transformation for the State of Delaware. With its technology-enabled clarity of vision, willingness and commitment to change, realigned strategic culture, and open and honest communication between all stakeholders, the State of Delaware today serves as a model for other states and public sector entities as well as private enterprises.





A New “Pay-for-Performance” Compensation Plan To Attract And Retain Highly Skilled Workers

Under the provisions of the statute creating DTI, a **new compensation plan** was required to be developed to support the recruitment and retention of a world-class Information Technology (IT) organization. On April 23, 2002 the compensation plan developed for the Department of Technology and Information was approved by the Budget Director and Controller General.

DTI designed, developed and deployed a new compensation plan, performance management plan, including private sector-like policies and procedures to lead a world class IT organization functioning as a non-merit agency in state government. DTI has been a model for states around the country that have emulated Delaware’s approach in building an effective and efficient government IT organization.

The development of this plan proved to be a daunting task that consumed considerable time as we benchmarked with private industry and government models of best practices in this area. We also had to develop a series of supporting policies and procedures to help manage the new hiring and compensation process.

Our base pay is designed to be **market competitive** and compensate employees for fulfilling the day-to-day responsibilities of their positions. Most employees can expect an annual incentive pay increase (when bud-

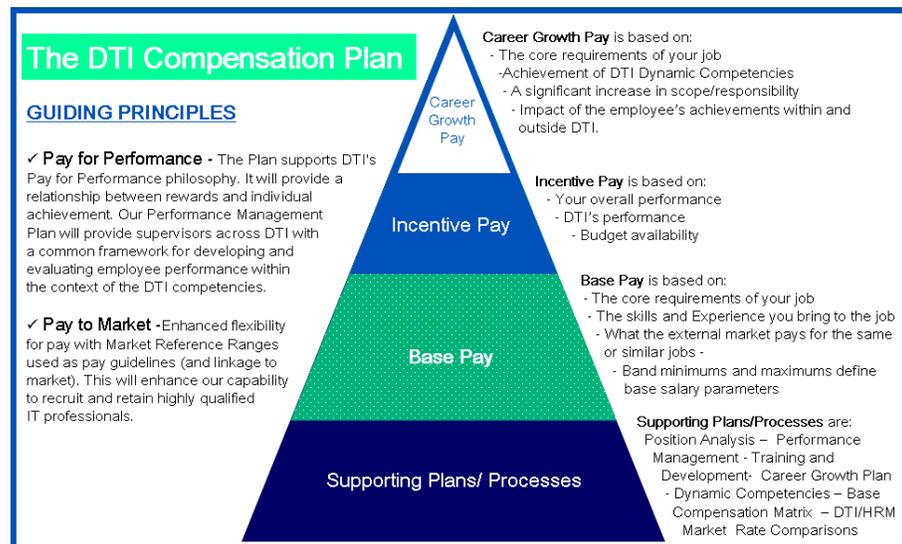
geted) and some may receive a promotional increase for movement to a job in a higher career band. The amount of increase is based on individual performance.

It is also possible for an individual's base pay to increase through growth of their existing job within their current career band. “**Career Growth Pay**” may apply when there is a significant increase in responsibility in the complexity or size of the employee's current job, and may recognize the acquisition of skills necessary to meet the increasing job responsibility and meet the needs of the business.

However, at DTI, salary is just the beginning of the compensation package. That's why we use the term total compensation—it's the best way to illustrate the combination of monetary components that demonstrates DTI's commitment to its employees. We believe our total compensation package, including benefits, retirement plan, deferred compensation plan, tuition assistance, and our training program provides a very attractive and competitive package.

The development and approval of this new pay plan was key in helping DTI to build out the new organizational structure that will focus on the delivery of

exceptional customer service. It is an essential element in our ongoing challenge of attracting and retaining these unique employees.



World Class Information Technology Workforce Management

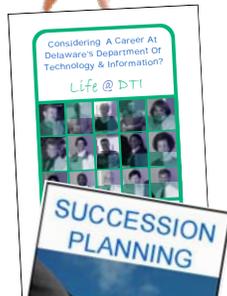
DTI has developed and implemented strategies to recruit, retain and invest in a highly skilled technology workforce that is available, trained and effectively employed to efficiently achieve statewide objectives.



DTI, as a new agency, had to recruit and hire over 200 highly skilled employees. We set out to hire the "best and the brightest" to help the state achieve our technology goals. We are very pleased with the mix of public and private industry people that decided to join our team. At the same time we had to maintain state services and take steps to decommission the old OIS organization and ensure those employees found new positions or pursue their options to move to another career. This was a daunting task that require a great deal of sensitivity and caring as we strived to treat all involved with the respect they deserved. This process was successfully concluded In January of 2003.

With the increased focus on shared solutions and self service options for citizens, the state organizations will rely more heavily than ever on the IT workforce. It is incumbent upon the State to provide unparalleled career opportunities for professional growth and education for the IT workforce in order to ensure minimal turnover and maximum retention of its IT professionals. Our state government is only as professional and efficient as the people that make up our workforce. IT professionals will be called upon increasingly in the future to protect our state's

data and network. Recruitment, training and retention are key. Technology employees often bring unique skills sets to the table and most could find another job paying more than what they are receiving in state employment. Employees who are willing to travel or work in the more metropolitan areas of our country have options available to them. We have taken great care to retain our workforce by providing them market competitive salaries, meaningful work, opportunities to work on the latest technology, and recognition for a job well done through our very robust DTI Recognition program. Our current attrition rate is about 3.3% and is among the lowest in state government. Because of the risk associated with ongoing staffing of technology employees, coupled with the fact that over 33% of our current employees qualify for retirement within the next 5 years, DTI has engaged in a Workforce Planning and Succession Planning effort to help alleviate the risks presented by this scenario. DTI is working to ensure we have the right people with the right skills in the right jobs at the right time.





“Best In Practice” Private Industry Polices and Procedures Manage DTI “Like A Business”



Early on DTI embraced the idea of benchmarking “best practices” from private industry when developing policies and procedures to manage the organization. Recognizing that we were a government organization we could not run DTI “as a business”, we saw value in managing the organization “like a business.”

DTI is a performance based organization and has a multifaceted approach to evaluate and improve its performance. At the heart of this process is the DTI Performance Management Plan where each year employees develop an individual performance plan detailing the agreed upon objectives to be accomplished during the performance year. These plans include individual assessments and scorecards to help evaluate how well the individual is meeting his/her goals and look for opportunities for improvements. Individuals not meeting objectives are managed under DTI’s Performance Improvement Plan to facilitate improved performance according to the individual’s specific objectives. Each employee’s performance is formally evaluated a minimum of twice each year. These are at the end of the performance year when an overall assessment and feedback of the previous year is given. This meeting may also be combined with establishing the individual’s goals and objects for the next year. Employees also receive a mid-year assessment to look for opportunities to help the employee achieve their yearly goals. Employees meeting their individual goals is key to the success of the department overall.

Here are some examples of other policies and processes deployed:

- The state now has an effective and sustainable process to establish and deploy statewide technical standards, policies, guidelines, and architectures for state technology projects.
- The state now has a sustainable and active multi-level project management process to review the progress of current projects to determine if they are on budget and have met their project milestones, and when necessary, recommend the termination of projects. Large scale projects not meeting milestones are brought before the Technology Investment Council (TIC) for review and recommendations to get them on track.
- The state now has a sustainable process to develop, review and annually update recommended funding for technology projects to the Governor and the Director of the Office of Management and Budget. This process, called the iTIC (internal Technology Investment Council) is a forum for cross-team assessment (DTI/IRM) of proposed technology related business cases. Business cases are reviewed with specific consideration given to the proposed project’s feasibility, risk, and suitability, as well as its overall compliance with stated and de-facto technical standards and guidelines. The output from this group includes the recommended projects for funding which is provided to the Governor and the Director of the Office of Management and Budget. This review process also ensures proposed IT projects align with the statewide IT strategic plan. This process was automated in 2006 with a system developed by DTI called the Technology Investment Management System (TIMS). This eliminates the need for a paper report and permits ongoing Budget Office and Governor’s Office review of approved IT projects.
- We now have multi-year strategic plans for both the Department of Technology and Information and for our state as an entity.



Enabling Excellence In Delaware State Government

Technology Investment Council (TIC)



DTI's enabling legislation also established a Technology Investment Council (TIC) for the state. Four positions are specified by the code. (Controller General, Chief Justice of the Supreme Court, Secretary of Education and the state's Chief Information Office) The other five members are appointed by the Governor.

The TIC's mission is to provide guidance and advice that helps the state meet their Information Technology goals.

Some examples of newly established IT processes are:

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- The state now has a sustainable and active multi-level project management process to review the progress of current projects to determine if they are on budget and have met their project milestones, and when necessary, recommend the termination of projects. Large scale projects not meeting milestones are brought before the TIC for review and recommendations to get the projects on track.
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As the established processes to manage information technology in our state mature there is less need for guidance and support from the TIC. Currently they meet at the call of the chairman to address specific problems associated with large scale projects. All new large scale projects in the state are established with a group called "Executive Sponsors" made up of senior decision makers from DTI, the Budget Office and the owner agency/organization to keep the projects on track. This "Executive Sponsor" process has significantly decreased the need for TIC involvement in guiding large scale projects.

The amount of work requiring TIC involvement has decreased dramatically over the last few years due to the effective deployment of processes recommended by the council.



Public/Private Group To Provide Recommendations For Improving The Quality Of Information Technology

January – Governor Minner issues Executive Order #2 and creates the Information Services Task Force. The Task Force is to examine how Delaware manages information and technology, including attracting and retaining qualified IT personnel.

“Especially with declining revenue growth, we need to be able to take advantage of technology to reinvent how we do business,” Gov. Minner said. “We need the right structure, mix of resources and sense of mission to capitalize on technology opportunities throughout state government.”



2001

E-Government Steering Committee Formed To Provide Strategic Direction for State Organization Websites

Also in January, Executive Order 9 - created a permanent E-Government Steering Committee to coordinate the state’s Internet presence by creating a uniform set of standards for state web sites.

e-VOLUTION:

REDEFINING DELAWARE’S IT MANAGEMENT STRATEGY FOR THE 21ST CENTURY

April -The Information Services Task Force releases their report on the status of state government IT, “Redefining Delaware’s IT Management Strategy for the 21st Century.” “Those who use the State’s information and information technology are particularly knowledgeable regarding the State’s IT management. With few exceptions, they are dissatisfied. There are numerous project failures, including cost overruns and missed deadlines. Improvements in vision, leadership, the funding process, project management, accountability, and communication are crucial to the success of the State’s technology initiatives.” Governor Minner fully supports the Task Force’s recommendations and announces the creation of the Department of Technology and Information.

2001



DTI Year-by-Year Highlights



2001



Governor Appoints Tom Jarrett As Chief Information Officer

Thomas M. Jarrett, named as the Chief Information Officer (CIO) for the state's new Department of Technology and Information (DTI). Jarrett will oversee all of the State's information technology needs, as well as the transition from OIS to the new DTI agency. **"Tom has the right combination of business, technical and leadership experience that is necessary to be the state's top technology officer, including experience**

working with Delaware agencies and the legislature." Gov. Minner said. **"Technology affects both how and how efficiently government serves our citizens, so I consider Tom's appointment one of the most important I have made."**

2001

Delaware's Dynamic Ruth Ann Minner

"Delaware's Dynamic Ruth Ann Minner" is the title of the cover story in the November issue of Government Technology magazine, featuring Governor Minner's e-government initiative. In the article, Gov. Minner reflects on the state's e-government initiative that has created a new Department of Technology and Information to replace the former Office of Information Systems; the hiring of a new, cabinet-level CIO; the creation of over a dozen new government web sites, and the addition of more than 10,000 new web pages to state agency sites.



2002

Governor Minner Pleased With DTI's Progress

-The newly formed DTI submits a Stakeholder Report to Governor Minner providing a status update on planning and building a 21st century IT agency while continuing to meet the day-to-day operational needs of its state agency customer.

"Tremendous progress has been made during Tom's existence with DTI and he has succeeded so far in both areas," Gov. Minner said. **"To launch a new organization and culture while keeping mission-critical functions operating successfully takes vision and leadership, determination and focus, and plenty of brainpower and old-fashioned elbow grease."**



2002





DTI Year-by-Year Highlights

2002

Progress Made On Mission Critical Infrastructure Upgrades

An early priority for DTI was to immediately upgrade the infrastructure to provide back-up power for the State's Computing and Communications Systems. **Secretary Jarrett said "this upgrade was a high priority among a long list of critical infrastructure upgrades needed in the state's network. The current supporting infrastructure is simply unacceptable in today's environment, putting state government and our citizens at risk."**



Data Center Back-up Generator



2002

House of Representatives 800mhz Committee Gets Update

Secretary Jarrett reports to the House of Representatives in June that DTI's project to improve the 800 Mhz system for First Responders is on schedule and that new radio towers in Rehoboth Beach and Claymont are operational with paramedics seeing an improvement prior to the deadline of late summer.



E-Government Gets Easier

"E-Government Gets Easier," a half page article authored by Secretary Jarrett appears in the Sunday News Journal on Sep-

tember 22. Commenting on the "digital divide" between those with computer access and those without, Jarrett outlines Delaware's innovative project to use voice recognition technology in concert with web-based technology to provide simple phone access to the same information found on websites.

2002



Enabling Excellence In Delaware State Government



DTI Year-by-Year Highlights

2004

Brown University Places Delaware In Top 10!

Rank	State	Score
1 (4)	Tennessee	56.5
2 (25)	Maine	(41.4)
3 (17)	Utah	55.2
4 (8)	New York	(37.4)
5 (11)	Illinois	54.6
6 (1)	Massachusetts	(38.1)
7 (3)	Indiana	53.6
8 (4)	Texas	(40.2)
9 (24)	Delaware	51.0
10 (13)	New Jersey	(39.7)

New Corporate Online Services Unveiled

New e-government services for residents, businesses, lawyers and others who interact with the Division of Corporations, were launched in February, further enhancing Delaware's position as the "Corporate Capital of the World." Gov. Minner showcased the new services that allow residents, businesses, legal professionals and other customers to:

- Reserve corporate names
- Get basic corporate information
- Confirm the status of Delaware corporations,
- Get filing history and other information on Delaware corporations

More than 90,000 businesses incorporate in Delaware every year including 58 percent of Fortune 500 companies. .

DTI Customer Satisfaction Survey Introduced

Focusing on customer satisfaction DTI has engaged a 3rd party vendor to complete an annual independent survey of our customers. This year's rating was 6.5 out of 10.



DTI's Unique Performance-based Compensation Package Featured in StateTech Magazine

Recruiting and retaining IT professionals is an ongoing issue for state and local governments, in part due to the lower salaries. During the creation of DTI, developing a salary structure that was comparable to private industry permitted DTI to recruit and retain the best and brightest IT professionals our state has to offer.



2004

DTI PRODUCES MAJOR COST SAVINGS IN COMPUTER NETWORK SYSTEM CHANGE OVER



Microsoft Windows & Exchange Outlook

A major milestone was accomplished bringing 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 email system called Banyan, to today's modern Microsoft Windows suite of systems. Governor Ruth Ann Minner heralded the completion of the operating system as "a great success in our e government initiatives. **The DTI team accomplished a seamless transition, and brought the project in \$3million under budget and on schedule.** In addition to the DTI staff, credit is also due to employees in every state agency that helped bring the conversion to completion. Many state employees put in long hours to make certain that the transition would be accomplished without glitches in day-to-day state operations."

2004



Enabling Excellence In Delaware State Government

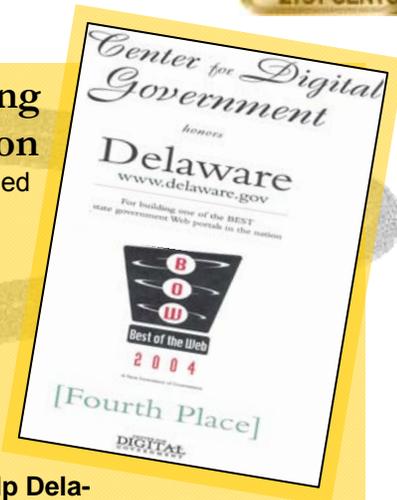
DTI Year-by-Year Highlights



2004

Delaware's Website Ranked Among Top Five State Portals in the Nation

Delaware.gov (www.delaware.gov) – has been named among the Top 5 state portals in the nation in the Center for Digital Government's Ninth Annual "Best of the Web" competition. Over 300 public sector websites entered the contest and Delaware was ranked 4th. **"Delaware.gov is a gateway to key state government services and information, available around the clock, from the comfort of home, the office, or the local library,"** said Gov. Minner. **"This award recognizes our continuing e-government improvements that help Delawareans easily find what they want, when they want it."** **"The Best of the Web award is a first for Delaware and we at DTI are proud to be a part of this e-government partnership with Gov. Minner and the Secretary of State's offices,"** said Secretary of Technology and Information Thomas Jarrett. **"Together, our agencies are providing more and better online ser-**



2004



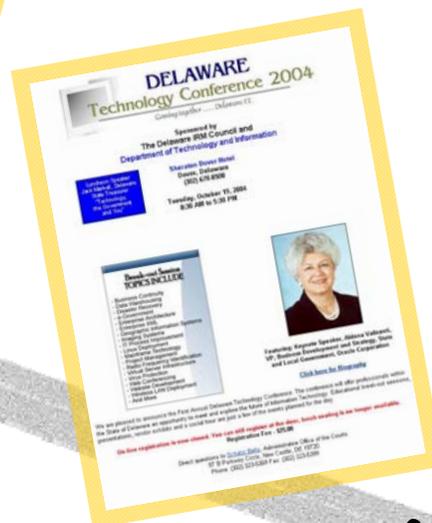
WASHINGTON TECHNOLOGY



Jarrett takes NASCIO reins

DTI SECRETARY NAMED PRESIDENT OF NATIONAL CIO ORGANIZATION

Secretary Jarrett was elected President of the National Association of State Chief Information Officers. (NASCIO) NASCIO's mission is to foster government excellence through quality business practices, information management and technology policy. The organization represents Chief Information Officers in all 50 states and US territories.



2004

Enabling Excellence In Delaware State Government





DTI Year-by-Year Highlights

2005

Rank 2005	Rank (2004)	State	Rating (100 Pts) 2005 (2004)
1.	(3)	Utah	82.1 (64.6)
2.	(2)	Maine	81.3 (55.2)
3.	(10)	New Jersey	59.5 (11.3)
4.	(31)	North Carolina	59.0 (34.8)
5.	(22)	Michigan	53.0 (38.0)
6.	(1)	Tennessee	52.2 (56.5)
7.	(9)	Delaware	51.9 (44.2)
8.	(8)	Massachusetts	51.4
9.	(49)	Mississippi	50.7 (28.8)
10.	(35)	Nevada	50.5 (33.7)

**Brown University
Sixth Annual
e-Government
Study**



DELAWAREANS WARNED ABOUT ONLINE SCAMS LINKED TO TSUNAMI RELIEF EFFORTS

DTI, in conjunction with the Attorney General's office, spearheaded an effort to warn Delawareans about a spate of fraudulent websites and emails that unscrupulous people are circulating to take advantage of citizens' desire to help those affected by the disaster in the Indian Ocean area.

2005

DELAWARE IS FIRST STATE TO JOIN MICROSOFT'S GLOBAL SECURITY COOPERATION PROGRAM

Delaware joined Microsoft and the governments of Canada, Chile, Norway and others in the debut of a global governmental cooperative security program centering on computer incident response, attack mitigation and citizen outreach. Microsoft's goal is to help governments address threats to national security, economic strength and public safety more efficiently and effectively through cooperative projects and information sharing.



CIO Magazine Honors Delaware Department of Technology and Information as One of the "Bold 100" Delaware Only State to Receive this National Recognition

DTI was selected as the only State agency in the country to receive the prestigious CIO 100 award. The award theme was "The Bold 100," which recognizes organizations willing to embrace great risk for the sake of great reward. The CIO 100 honorees represent the highest standards of competence, leadership and accomplishment in the Information Technology field. Governor Minner joined the DTI staff to celebrate the award. She said, "This is a truly significant DTI was selected as the only State agency in the country to receive this prestigious award. Not only are we the only state being honored, but we are in the company of major private sector organizations like, Hilton Hotels, General Motors, NBC, and UPS. Secretary Jarrett and the DTI staff members deserve accolades for their major IT accomplishments which continue to be recognized at the national level."



2005



Enabling Excellence In Delaware State Government

DTI Year-by-Year Highlights



2005



March 2005
Government Technology's Top 25 doers, dreamers, and drivers
 These 25 men and women broke bureaucratic inertia to better serve the public.

Ruth Ann Minner
 Governor

Thomas M. Jarrett
 Delaware CIO

GOVERNOR MINNER AND CIO JARRETT NAMED "TOP 25 DOERS, DREAMERS AND DRIVERS FOR 2004 IN GOVERNMENT TECHNOLOGY MAGAZINE."

The cover story of the March 2005 issue recognizes Gov. Minner for overhauling Delaware state government's information technology function, replacing the state Office of Information Services with a Department of Technology and Information that is outside the state employee merit system. Regarding technology projects, "She knew something had to change in the state, and she made it a priority," the magazine said of Gov. Minner. The magazine recognizes Jarrett for his efforts to "get a brand-new, Cabinet-level department off the ground and running in two years." It says that, with DTI up and running, the agency "now can focus on entrepreneurial ideas."



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STATE CIO ANNOUNCES TRANSPARENT LAN SERVICE INITIATIVE AT JOINT FINANCE COMMITTEE HEARING

2005

Secretary Jarrett Announced that school districts and state employees will enjoy faster internet connectivity courtesy of a brand new initiative between DTI and Verizon. Transparent LAN Service (TLS) provides increased bandwidth access via high-speed optic cables. TLS provides educators with the ability to access distance learning and a multitude of educational opportunities and materials on the World Wide Web. The ambitious project to install TLS in all school districts is expected to take two years.



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DTI SECRETARY THOMAS JARRETT TESTIFIES BEFORE CONGRESS ON CYBERSECURITY ISSUES FACING THE STATES



Secretary Thomas Jarrett, appeared before Congress on July 19th to provide an update on the status of cyber security in the State of Delaware, as well as in other states across the nation. The hearing was entitled "Securing Cyberspace: Efforts to Protect National Information Infrastructures Continue to Face Challenges Secretary Jarrett was asked to speak before the US Senate's Subcommittee on Federal Financial Management, Government Information and International Security, by Delaware Senator Tom Carper. The Subcommittee is Chaired by Senator Tom Coburn of Oklahoma and Senator Carper is the Ranking Minority member.



The 2005 Top 50
 The Top 50 People, Trends, Technologies, Innovations And Projects In Government You Should Know

By Bob Adams and Cynthia McPherson, VARBusiness
 From the July 11, 2005 VARBusiness
 Tom Jarrett

Tom Jarrett isn't a typical CIO. For starters, he was sworn in as CIO of the state of Delaware at a Harley Davidson dealership. But there's more to Jarrett than his love for the open road. He also serves as president of the National Association of State CIOs (NASCIO), the definitive organization of state CIOs.

2005

Enabling Excellence In Delaware State Government



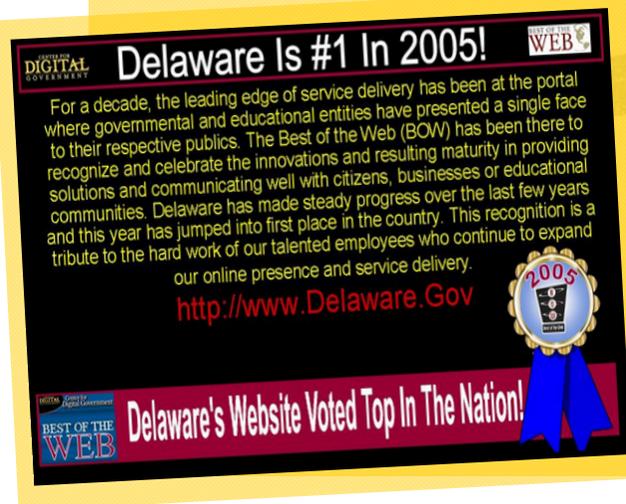


DTI Year-by-Year Highlights

2005

Governor Minner Announces First State Website Ranked Best In the Nation

Governor Ruth Ann Minner announced that the state's website, - Delaware.gov (www.delaware.gov) – has been named the top state web portal in the nation in the Center for Digital Government's Tenth Annual "Best of the Web" competition.



"Using e-government and the Internet to improve government services, reduce lines, cut costs and remove bureaucratic barriers has been one of my highest priorities. This award recognizes that Delaware is leading the nation in efforts to help our citizens easily find what they want, when they want it," said Gov. Minner. **"The Best of the Web award is a tribute to the many talented state employees who work so hard to promote citizen access to electronic government services and information."** More than 100,000 different visitors come to Delaware's web portal every month.

2006

Senator Carper Visits DTI for Briefing on Cyber Security

Senator Thomas Carper and members of his Delaware and Washington D.C. staff visited with DTI's Senior staff in April.. After testifying before the Senate's Homeland Security and Governmental Affairs Subcommittee on Federal Financial Management, Government Information and International Security last July, Secretary Jarrett extended an invitation for Senator Carper to visit DTI for a briefing on cyber security. Senator Carper is playing a major role in the national effort to protect critical infrastructures from cyber attacks and is actively involved in oversight of the federal government's cyber security activities. Doug Robinson, Executive Director of the National Association of State Chief Information Officers also joined the briefing to share details on state government IT security issues nationwide.



Microsoft's Delaware Government Event Day

Microsoft's Delaware Government Day was created specifically to address the needs of technical and business professionals in the government sector. The event was the first of its type for Delaware state government and provided IT professionals with the opportunity to explore the various applications available through the discounted enterprise license that DTI had negotiated with Microsoft.

2006



Enabling Excellence In Delaware State Government

DTI Year-by-Year Highlights



2006

Delaware Announces Online Voter Registration

Lt. Governor John Carney, Department of Elections Commissioner Frank Calio, and Secretary of Technology and Information Thomas Jarrett joined students from Caesar Rodney High School and elections officials from all three counties to unveil the latest e-government initiative, Online Voter Registration. "This new online opportunity really addresses one of our Elections Department's primary responsibilities," Lt. Governor John Carney said. "Anything we can do to make it easier for our residents to participate in this process is a great thing. This new system will make it very convenient to register, particularly for our younger Delawareans, most of whom know their way around a computer very well."



NASCIO's Tom Jarrett Submits Requested Testimony on Effects of Major Internet Disruption

NASCIO Immediate Past President and Delaware CIO Tom Jarrett submitted written testimony on behalf of the state of Delaware and NASCIO, outlining the potential catastrophic impact of a prolonged Internet or network disruption at the state level, to the U.S. Senate Committee on Homeland Security and Government Affairs' Subcommittee on Federal Financial Management, Government Information and International Security. Jarrett's testimony, provided at the request of the subcommittee, emphasized that Internet- and Internet-protocol-based applications have become critical service channels for government at the federal, state and local levels, and urged action to determine the appropriate roles and responsibilities of the federal government, state government and the private sector in the event that an orchestrated cyber security attack or natural disaster results in an Internet service disruption.



NASCIO Presents 2006 Meritorious Service Award

NASCIO presented Delaware CIO Thomas Jarrett with its prestigious Meritorious Service Award on October 17, 2006. NASCIO created the Meritorious Service Award to spotlight a state CIO who has exemplified outstanding service, advocacy, and leadership in state government. Jarrett has been a consistent champion of the vision, mission and principles of NASCIO.

2006

Delaware Aims to Protect Citizens' Computers - Email Subscription Service Launched

The fight against the Internet's bad guys got a new ally: the Delaware Department of Technology and Information. Department Secretary Thomas Jarrett and Gov. Minner unveiled a free subscription based e-mail service to let Delawareans know of developing threats on the Internet -- and how to combat them. "This particular issue touches more than just us in state government. It touches everyone," Jarrett said. "There are a lot of very bad people out there." The state's service will operate in the same way as Delaware's popular school-closing alert system. The computer service will alert subscribers to threats such as new viruses or worms that can infect computers, as well as to Internet scams and critical software updates released by Microsoft.



2006

Enabling Excellence In Delaware State Government





DTI Year-by-Year Highlights

2006

Governor Minner Announces Cyber Security Month

October was designated as Cyber Security Month. Many states capitalized on this opportunity to educate internet user of all ages about safe computing and internet practices.

One example is the Delaware Department of Technology and Information's cyber security bus.



2007

DTI CIO FINALIST FOR INFORMATION SECURITY EXECUTIVE (ISE) OF THE YEAR MID-ATLANTIC AWARD

Secretary Jarrett was one of five top finalists for the ISE Mid-Atlantic Award which celebrates the accomplishments of the information security industry and its leaders. The honor is awarded to a chief security officer or an executive in an equivalent position who has overall responsibility for risk management, data asset protection, regulatory compliance, privacy and information security.



DEPARTMENT OF TECHNOLOGY AND INFORMATION AND DIVISION OF REVENUE WARN OF TAX REFUND SCAMS

DTI, in conjunction with Delaware's Division of Revenue, issued a warning to all Delawareans regarding computer scams, email and fraud related to the income tax filing season. "Once again, internet scam artists are attempting to take advantage of unsuspecting computer users by tricking them into revealing personal information while posing as the IRS," said Delaware's CIO, Thomas Jarrett. "We want to warn Delawareans not to fall prey to fraudulent websites masquerading as the IRS, or phony emails indicating that a refund is waiting for you and all you need to do is provide certain information in order to receive it."

Significant Progress Made On Planning For 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 infrastructure that are of great concern.



2007

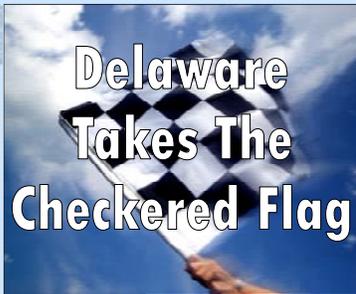


Enabling Excellence In Delaware State Government

DTI Year-by-Year Highlights



2007



PROVIDENCE, R.I. [Brown University] — Delaware was rated the best state for e-government in the United States, according to the eighth annual e-government analysis conducted by researchers at Brown University. The federal portal USA.gov and the Department of Agriculture are the most highly rated federal sites. Darrell M. West, director of the Taubman Center for Public Policy at Brown University, and a team of researchers examined 1,548 state and federal sites. The researchers analyzed 1,487 state Web sites (an average of 30 sites per state), plus 48 federal government legislative and executive sites and 13 federal court sites. Research was completed during June and July 2007. This series of e-government studies has been released annually since 2000.

Delaware Judged First In The Nation In e-Government



A Message From Delaware's Governor

We need the right structure, mix of resources and sense of mission to capitalize on technology opportunities throughout state government."

In July 2001, Delaware state government formally instituted the Department of Technology and Information (DTI) with the goal of improving the quality of information technology services enjoyed by Delaware state government. It was obvious to all in state government that Delaware needed to redefine technology management as we entered the 21st century. Now, nearly six years later, DTI has built a new organization with a true customer service culture and a spirit of collaboration that fosters centralized technology leadership statewide.

Since its formation, DTI has clearly established a direction focusing on strong relationships with customers. I have charged DTI with leading the statewide technology planning process and this statewide IT Strategic Plan serves to formalize goals and strategies for the future of information technology in Delaware.

I strongly support this first IT Strategic Plan for our state and encourage all who are interested in IT in Delaware to study and share this document with their co-workers. The success of Delaware's technology vision is centered in shared technology solutions. This strategic plan outlines our pathway forward.

Ann W. Mansueti
Governor - State of Delaware

"The effective use of technology in state government affects the way every one of our agencies serve the public, and if we didn't do it well, the citizens would certainly notice. This is one more area where Delaware is considered a model for other states."

Cyber Security Awareness Campaign Continues

eSecurity Posters

eSecurity News

Paycheck Inserts

Cyber Security Awareness

SECURITY - Now ... more than ever!

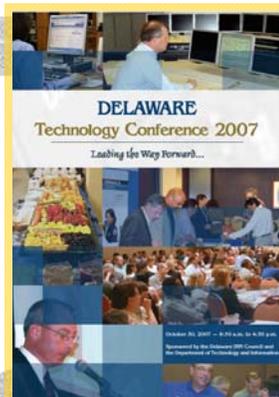
Cyber Security - Disaster Recovery - Continuity of Government

2007



DTI Year-by-Year Highlights

2007



Fourth Annual Technology Conference Draws Over 500

The Department of Technology and Information and the Information Resource Managers Council sponsored the Fourth Annual Delaware Technology Conference at the Dover Downs on Tuesday October 30th, 2007. A record number (over 500) of IT professionals from both the private and public sectors attended this year's conference.

Governor Ruth Ann Minner honored Project Managers by proclaiming October 28-November 3, 2007 as Project Management Week in Delaware. "No other group has had a larger impact on Delaware's public sector programs and projects than project managers," said Governor Minner. "Project managers have played key roles in various noteworthy projects like the 800 Mhz radio system for our first responders and the construction of the William Roth Bridge over the C & D canal. The Governor presented the proclamation to representatives from the Delaware Valley Chapter of the Project Management Institute. (PMI).

2007

Homeland Security Deputy Secretary Greg Garcia was the keynote speaker at the 2007 Cyber Security Tabletop Exercise

Over 100 state employees tested their ability to respond to a cyber attack on the state's network at our 3rd annual cyber event. Secretary Garcia stayed for the whole event and praised Delaware's as a model for other state's in fighting this increasing threat.



2008

School Closing Information Available by Phone
DTI and The Department of Education launched a new voice activation system which provides school closing and other school status information via telephone. "Today we are pleased to provide another easily accessible source of information for Delaware's citizens," said Secretary Jarrett. "Over 15,000 people currently subscribe to the email subscription service for school closings and we've leveraged this technology to provide a simple voice system for those who might not have access to a computer at home." The new phone system utilizes existing web-based technology which currently provides school status information to email subscribers. The voice system is capable of handling up to 24,000 calls per hour. Callers may request information for multiple schools, one school at a time and the system permits the same information to be repeated up to three times per call.

STATETECH

Excerpted from April/May 2008 Issue

Recipe for Governance - A choice concoction of people, process and technology can help lower costs and improve service to users.
Sandra Giffen

It may just be the biggest buzzword in government IT today, but for many IT leaders, the concept of "governance" still has them scratching their heads. "Governance is simply a way for IT to make sure it is closely aligned with the business side of the house," says Ted Ritter, a research analyst at The Nemertes Research Group in Mokena, Ill. "It's a mix of people, process and technology to increase operational efficiency, accountability and transparency."

To gain momentum and support for your governance project, establish a few wins that show you're headed in the right direction. Bill Hickox, COO, DTI - "We focused on change and release management. Before, an agency would make a change without thinking of the impact to other agencies that might also access that application or information. Now anything that requires change has to be approved. System outages are only done at certain times and are also communicated to users. It's true that this has limited our change and release windows. However, we have also seriously minimized the overall impact of changes on the agencies."

2008



Enabling Excellence In Delaware State Government

DTI Year-by-Year Highlights



2008

Delaware Again Excels in National "Best of the Web" Competition



2007



In January 2008 the Center for Digital Government announced the winners of its 2007 Best of the Web Government Achievement Awards and Delaware.gov once again was in the top ten of government websites nationwide. Best of the Web recognizes the most innovative, user-friendly state and local government portals. Judges from all over the nation determined the winners. This is the fifth time that Delaware.gov has competed in this well-respected national competition, each time having placed among the top ten. Delaware.gov won the top ranking in 2005. Unlike many other states which have outsourced their portal management, Delaware.gov is run through an e-government partnership between two state agencies, the Government Information Center (GIC) and the Department of Technology and Information (DTI). This arrangement saves money, allows Delawareans to avoid special user fees for online services, and ensures the accuracy, reliability and security of the state's website.

2007 Best Of The Web Awards

- State Portal Category:
- 1st Place Utah
- 2nd Place Maine
- 3rd Place Virginia
- 4th Place Delaware
- 5th Place Kentucky

2008



Brookings Study Rates Delaware No.1 in eGovernment

State Receives Top Honors for Second Consecutive Year

State's Web sites bring more deserved honor home to Delaware again. Delaware once again came in No. 1 in the nation for public accessibility to its e-government Web sites. The 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.

A14 THE NEWS JOURNAL *** MONDAY, Sept.8, 2008

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 with 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.

2008

Enabling Excellence In Delaware State Government



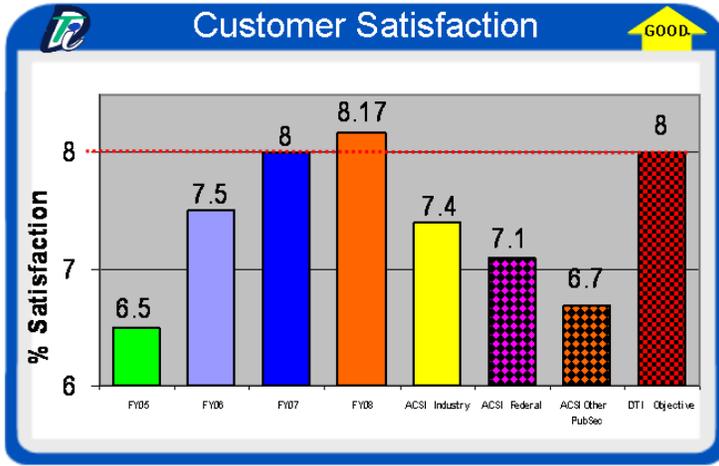


DTI Year-by-Year Highlights

2008

Customer Satisfaction Continues To Rise

DTI is a customer service organization and as such must focus on customer satisfaction. We conduct a customer survey each year and quantify the results. Our goal is to improve each year, going up from our baseline rating of 6.5 out of 10. The American Customer Satisfaction Index (ACSI) tracks trends in customer satisfaction



and provides valuable benchmarking insights of the consumer economy for companies, industry trade associations, and government agencies. The ACSI is produced by the Stephen M. Ross Business School at the University of Michigan, in partnership with the American Society for Quality (ASQ). DTI maintains day-to-day awareness of customer satisfaction by maintain close ties with each organization through the Customer Care Center, a small group of employees who interact with their assigned customers on a regular basis. An annual customer satisfaction survey is conducted of the Information Resource Managers (a consortium of customer IT managers). DTI has made a concerted effort to focus on what is specifically important to our customers and ensuring above all else that their business needs are met through our technology solutions in the most cost effective, secure manner possible.

DTI Honored As Security Architect of the Year

DTI was honored to be highlighted as part of Oracle's Annual Open World In LA where over 40,000 people from around the world shared IT ideas and knowledge. This paper prepared by Oracle, highlights the great work being done by the employees of DTI, especially in the area of enterprise architecture when Delaware Receive the "Security Architect of the Year" for 2008. "With its technology-enabled clarity of vision, willingness and commitment to change, realigned strategic culture, and open and honest communication between all stakeholders, the State of Delaware today can serve as a model for other states and public sector entities as well as private enterprises."



Enabling Excellence In Delaware State Government

Major Achievements In Summary



- Recruited, trained and deployed a world class IT organization providing statewide leadership in the selection and deployment of IT solutions for all 3 branches of government and K-12 schools. DTI is the first new agency established in Delaware in over 20 years. DTI has consistently received national recognition for leadership, using innovative management in the deployment of technology solutions.
- Designed, developed and deployed a new compensation plan, performance management plan, including private sector-like policies and procedures to lead a world class IT organization functioning as a non-merit agency in state government. DTI has been a model for states around the country that have emulated Delaware's approach in building an effective and efficient government IT organization.
- DTI's Training and Development plan is very assertive for a State agency. DTI is committed to providing all employees with the necessary tools, training and developmental opportunities to enhance skill-sets. All organizational training and development plans and/or initiatives focus on: building employees' respect and trust; listening to and responding appropriately to employee training and developmental needs and requirements; focusing employees on "Mission Critical Requirements"; expecting results – providing recognition; communicating and working as an aligned team delivering new work processes, and training employees to succeed.
- We have taken great care to retain our workforce by providing them market competitive salaries, meaningful work, opportunities to work on the latest technology, and recognition for a job well done through our very robust DTI Recognition program. Our current attrition rate is about 3.3% and is among the lowest in state government.
- Deployed a meaningful methodology (Information Technology Business Case Review Process) for reviewing technology investments. This new "business case" process is used to review state agency requests for spending on technology projects and is modeled on private industry best practices. Each agency proposing an IT project is required to complete a Risk Analysis and a Business Case Summary. This process ensures the technical viability of proposed technology projects, effective project management by the DTI and improves the return on investment for projects deployed by state agencies. Once the benefits are identified and quantified, and funding requests are evaluated, the state can make better decisions concerning the allocation of IT funds to reduce the cost of government and to better serve Delawareans. The JFC, the Bond Committee and the Clearing House all embrace and find this process valuable.
- Developed, deployed, and enhanced statewide program/project leadership and management processes to improve project consistency and success. Information Technology plays an increasingly significant role in governmental programs at all levels, the state needs a meaningful process to manage "Programs/Projects" statewide, to improve the overall accomplishment rate of major projects. DTI currently has over 186 million dollars of projects under management.
- Introduced a new Change Management Program that ensures an organized, systematic application of knowledge, tools, and resources of change that provide organizations with a key process to achieve their business strategy. Change Management aids organizations through transitions as they evolve and alter how they perform their daily business. This process directs the development of the State's business reengineering plan and provides change management for all approved projects.





Major Achievements In Summary

- 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 years 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.
- Early in 2004 DTI launched its strategic planning process. Important components of the journey have been bringing in the voices of customers, our key partners and our employees, as well as taking the time for dialogue on important opportunities and concerns. We started with an initial assessment by senior managers of the strengths, weaknesses, opportunities and threats facing the organization, followed by interviews and focus groups with many of our customers and stakeholders. Finally, we held a series of town meetings for DTI employees, attended by over three quarters of the organization. Our guiding principle was to involve others and hear their feedback without demanding too much of their time. The DTI Strategic Plan is built around six core goals, guiding all our actions and contributing to excellence in government. Every DTI initiative needs to tangibly make progress against one or more of these goals if we are to be successful in fulfilling our mission. We commit to holding ourselves accountable to these goals.
- In 2007 DTI embarked upon the first statewide/enterprise-wide Strategic Information Technology Plan. State Government technology organizations are challenged more than ever to operate efficiently, to deliver cost-effective, robust solutions, to protect IT assets from cyber threats and to position the State's infrastructure for the future. In response to these challenges the Department of Technology and Information and our information technology partners in Delaware are taking an enterprise view and approach with regard to the deployment of IT solutions that meet statewide business goals.
- Enterprise IT Vision
Delaware will lead the nation as a model of excellence in the innovative use of technology and business practices that foster better government and meet our citizen's needs for cost effective and secure services.
- Enterprise IT Mission
The mission of Delaware's information technology partners is to provide collaborative solutions for the Legislative, Judicial and Executive branches of government (including schools) in order to ensure their business problems and goals are being met considering all of the opportunities for consolidation, convergence, and connectivity offered by innovative technology and sound business practices so they can meet or exceed their customers' demands for services that will enhance the lives of the citizens of Delaware.



Major Achievements In Summary



- **IRM Council** - DTI has established a truly collaborative relationship with the Information Resource Managers Council. (IRM) The IRM Council is composed of the top IT professionals in each state organization who come together quarterly to discuss areas of common enterprise interest. The IRM Council partners with DTI to provide the latest IT information to IT staff members within state agencies as well as co-sponsoring events like the state IT conferences.
- **Information Security Officers** - Under the tutelage of DTI, the state's Information Security Officers (ISO's) have taken on crucial responsibilities in the area of cyber security. The ISO's are now the key to security issues within their respective organizations. DTI provided an intensive 3 day "boot camp" to help move the ISO's from their former roles as basically password keepers to today's role as the security gatekeepers and cyber security information resource for their agency. There are currently 280 Primary/Alternate ISO's who meet every two months with DTI to update their skills and resolve issues.
- **Focus On Customer Service** - Underlying DTI's success has been our focus on the customer. DTI's Customer Care Center is staffed with Customer Relationship Specialists who are empowered to address customer issues immediately and escalate challenges within the organization to the highest level necessary. Customer Service is part of one of our core values, a strategic goals for DTI, and embedded in our culture.

CONCLUSION - A growing number of customers, with limited resources, rely on a new generation of information technology solutions to help them meet the needs of citizens. These solutions help them to connect seamlessly across departments and with other parts of government and the public in the most efficient and cost-effective ways. We are building a broad portfolio of solutions that help improve communications, streamline work processes, and enhance citizen access to the services they provide. Our aim is create solutions that can be easily adapted to the needs of different customers.

DTI uses some of the most advanced technology available to provide service with unmatched reliability. But even though we are recognized as a technology leader, we approach service quality in terms of the experience of our individual customers. Our basic goal is to delight each and every customer with the service they receive from us, yet we recognize that we are charged with balancing individual customer expectations with the overall IT needs from a statewide perspective.



DTI is indebted to our employees who have contributed to our ongoing success. Their commitment and professionalism are second to none. We are proud to present this report on their behalf. DTI employees truly are "Enabling Excellence In Delaware State Government."