



# Technology Investment Council



State of Delaware  
Technology Investment Council Meeting Minutes  
June 8, 2009

## Technology Investment Council Attendees

Name	Organization	Attendance	Represented by
James Sills	DTI	Present	
Russ Larson	Controller General	Present	
Dr. Lillian Lowery	DOE	Represented	Dr. Mike Owens
Myron Steele	Chief Justice	Represented	Judge James Vaughn
James Canalichio	Dixon Valve & Coupling Company	Present	
Dan Grim	University of Delaware	Present	
Carlos Vieira	Bank of America	Present	
Kris Younger	82 North LLC	Not Present	
Glenn Tascione	Barclay's Bank	Present	

### **Call to Order:**

Secretary Sills called the meeting to order at 9:05 am.

### **Welcome:**

James Sills introduced himself as the Secretary of the Department of Technology & Information and welcomed all members and visitors. Secretary Sills stated that the last TIC meeting was held in April 2006. The two senior members of the TIC were noted as Russ Larson and Kris Younger; introductions of the new TIC members were also made. Attendance was noted as shown in the above table. Others in attendance included DTI Senior Staff and Team Leaders, staff from the ERP Project, and representatives from the Judicial Branch and the Controller General's office.

### **Purpose of TIC Meeting ~ Secretary Sills:**

The Secretary stated that the purpose of this meeting was essentially to review two projects and give an update on their status; ERP and COTS. In addition, an overview of the iTIC process and updates on new technology initiatives would be presented. He expressed that he would like to begin meeting consistently on a quarterly basis and would like these meetings to be interactive.

### **Technology Investment Council Mission and Charter ~ Bill Bowden:**

Mr. Bowden (Executive Director-DTI) provided an overview of the TIC and stated its objectives. The TIC's mission is to provide guidance and advice that helps state government meet its Information Technology goals. The Council ensures that policies are in place to

develop standards, guidelines, and architectures that help the state achieve statewide IT strategic plans. Large projects not meeting milestones are brought before the TIC for review and recommendations.

**DTI Mission and Organization ~ Secretary Sills:**

Secretary Sills briefed the committee on DTI's Mission which is to provide leadership to all the state agencies and help develop technology solutions that solve business problems throughout the state of Delaware. He reviewed the DTI organization and introduced DTI's Senior Staff; Bill Bowden, Executive Director of Strategic Planning, Bill Hickox, Chief Operating Officer, Matthew Payne, Chief Technology Officer, Mike Hojnicky, Chief Customer Service Officer, and Elayne Starkey, Chief Security Officer.

**DTI Overview ~ Secretary Sills:**

DTI currently has 209 employees, a General Funds Budget of \$39 million and Appropriated Special Funds (ASF) totaling \$24 million. The services that DTI provide include; central IT oversight, management of the state's mainframe and email systems, hosting of the majority of the state's website, management of the major functional systems such as PeopleSoft, project leadership management to all state organizations, and State communications networks management. DTI touches all aspects of government including Legislative, Judicial, and Executive branches of the government and other elected officials, as well as K-12 Schools, Charter schools and some local government.

**DTI Top Priorities ~ Secretary Sills:**

Secretary Sills stated the top seven priorities of DTI: 1.) IT Consolidation Opportunity 2.) Centralized Software License Management 3.) E-Government Initiatives 4.) Government Process Review Initiative (GPR) 5.) American Recovery and Reinvestment Act (ARRA) Initiatives (Stimulus Funds) 6.) DTI Strategic Plan 7.) Green IT Savings Program.

**Enterprise Resource Planning (ERP) Project Status ~ PN Narayanan:**

Secretary Sills briefed the committee on the history of ERP which involves replacing a 35 year old mainframe system called DFMS (our financial management system). This is a challenging and complex project. PN (Senior Project Manager ERP – DTI) stated the ERP Mission is providing a uniform platform to improve the State's financial management operations enabling more effective financial decisions. An overview of ERP's timeline, budget and status was discussed. ERP began in 09/2006. Testing is currently in progress until 11/2009, training is scheduled for 4/2010 – 09/2010 and the scheduled Go-live date is 7/2010. The Project budget is \$74 million which includes \$3.6 million for FY2010; ERP Project is 74% complete. The challenges such as loss of resources through retirement and training requirements were stated along with the lessons learned. Next steps are to minimize system change requests and explore solutions, focus on integrated testing, concentrate on training, and finalize post go-live support model. DTI recommends Executive sponsor focus and resource commitment to complete installation and go-live dates and strict adherence to the project schedule.

*Russ Larson: You have a project budget of \$74M and you have spent \$57 M which leaves a \$17M shortfall do you want to bring this online July 2010 for FY 2011? Are there any additional funds required for this project in FY11?*

*Gary Bish (Director of Management Efficiency, Division of Accounting): No additional funds will be needed for this project for FY2011, just annual maintenance cost of \$700K.*

*Russ Larson: Is training in jeopardy with these budget cuts?*

*PN: No, we are comfortable with the training efforts.*

*Gary Bish: Also note that the full range of training for 500 has been modified to include the schools.*

*Carlos Vieira: Will there be a “decommission” of the system when ERP goes live?*

*Gary Bish: Yes, 12 months from the day we go live.*

*Glenn Tascione: DFMS is unstable; given these priorities, does the state have enough bandwidth?*

*Secretary Sills: Yes, we have the resources, however, our biggest concern is training.*

*Gary Bish: I concur with the Secretary regarding training.*

*Carlos Vieira: Would it help to move the training up?*

*Gary Bish: No*

*Carlos Vieira: Do you have a lot of customization with this one?*

*Gary Bish: Minor*

*Russ Larson: Are any pockets out there resisting the efforts to go on ERP? We are trying to minimize the change orders to keep future updates the lowest possible costs. Are there any out there that would require change in the law?*

*PN: No, everyone is on board. To my knowledge, no change in law is required.*

*Glenn Tascione: How can we make sure we are using our resources appropriately and do we have a way to make sure all the priorities get completed?*

*Secretary Sills: We have the appropriate resources on ERP; it is our number 1 project in the State of Delaware. We have over 100 people involved in that project. We have to do this project - it is going to be transformational. My biggest concern is training – training 3700 people to use this system over a 6 month period. We are going to have this system installed at the end of this year then we will have training from the beginning of next year through the end of next fiscal year then we will actually go live. That is where I think the greatest risk is, making sure we have the right trainers, the right materials, the right facilities to make sure that people are trained and will be able to use it come sometime in July.*

**Courts Organized to Serve (COTS) Project Status ~ Secretary Sills:**

Secretary Sills provided an overview of the COTS Mission and Vision. We are trying to automate the civil and criminal case processing across the entire state across six different courts. It is a tremendous opportunity to reduce costs, gain efficiencies, share data, interface better with the public, and make our court workers more productive. This challenging

project has been in the works since 2004. We are using the vendor product ACS and trying to assimilate this product into all the Delaware court systems and all the associated processes. It has primarily been led by Carole Kirshner (Court Administrator, Court of Common Pleas) and Cheryl Kingston (Information Resource Manager, Judicial Information Center), from the Courts. It is an eight phase project and we are currently in phase 4B. It will go from 2004 – 2013; there will have been nine years of effort to achieve this automation. Due to the complexity of the project it will most likely take us longer than the 2013 completion date. To date we have spent \$4.9 Million to the vendor, ACS. We still have to complete phases 5-8. Challenges of COTS and lessons learned were reviewed. The timeline will be a challenge to get the criminal processing implemented within the next three to four years, because of the need to upgrade the core module of the system, and the need to integrate with DELJIS mainframe data.

*Judge Vaughn: You have given a very thorough and correct evaluation, I agree with everything you've said.*

**DTI Next Steps and Recommendations – COTS ~ Secretary Sills:**

Courts should concentrate on improving their civil processes and resolve all outstanding technical issues. It is important to make sure that Civil is working properly, that we are obtaining proper productivity lift, that e-filing is working, that employees are happy and that it is adopted across all courts. DTI recommends that we continue efforts to perform analysis of the future phases, decide if the projected productivity is still justified based on projected effort required from the team for the next phases, and determine if a different solution set should be used for future phases, subject to the results of the criminal analysis.

*Glenn Tascione: Are there other products out there that can substitute the criminal implementation?*

*Secretary Sills: There are other systems out there. The Courts developed requirements, however, that may have to change if we look at new products.*

*Carole Kirshner: This company meets our needs; may have to look at in-house developments and other options if we decide to go down another path.*

*Carole Kirshner: If we determine this system will not work, we will be back to where we started. As part of the criminal evaluation we will have to see what is out there.*

*Carlos Vieira: Are you still working with the same application or have there been upgrades? Have they been supportive of the process and are you working with the vendor on these challenges?*

*Carole Kirshner: Yes, we have a good relationship with the vendor. The most recent upgrade has been evaluated.*

*Carlos Vieira: Would the vendor be surprised that we are reconsidering the entire decision relative to criminal or are they aware of it?*

*Carole Kirshner: The vendor is aware of our challenges and it is in their best interest to meet our needs.*

*Judge Vaughn: This is no surprise; criminal processing is challenging.*

*Russ Larson: Explain in basic terms.*

*Carole Kirshner: One county is up and the other two are due to be online in October. The biggest challenge is JP Court processing has slowed down.*

*Russ Larson: The bottom line is this, is this phase a GO or NO GO? Sounds like to me that it is very doable to stop until all of the bugs are worked out.*

*Carole Kirshner: That is fair to say.*

*Secretary Sills: End of the year as it relates to other alternations seems to be fair, however, this needs to be addressed sooner than later. Either we go or we don't; this project will be reviewed at the next TIC meeting.*

*Judge Vaughn: Remember that Civil and Criminal are totally different processes.*

*Secretary Sills: DTI staff will work with the Courts to see if we need another solution.*

*Secretary Sills: Let's perform an evaluation to determine if there are other solutions out there and come back to this committee by December 2009 to give an update on where we are. We need to consider whether we continue with ACS or go with another vendor that can meet our needs and try to integrate ACS with another solution. We need to know something sooner versus later. That is my motion.*

*Carlos Viera: I second the motion.*

*Secretary Sills: All in favor?*

*All: Aye – **With no opposition the motion was carried.***

**Proposed New State Data Center Status Update~ Bill Hickox:**

Bill briefed the members on the status of the proposed data center; in the last TIC Meeting an initiative was presented to move forward on the new data center based on a state initiative. Our existing data center lacks e-capacity and floor space. It lacks structural integrity in certain areas in order to operate at what we consider the state needed which is a Tier 3 or Tier 3+ center; we currently are at a Tier 2. The fact that the William Penn facility is housing all of our critical infrastructure we feel that is a concern. We put the requirement together, we identified the specific location, which offered us the opportunity for redundant source electrical capacity, redundant fiber capacity – many redundancies that currently are not available at our current site based on geography. The State has the need for approximately 40,000 square foot facility. This new site came with a price tag of approximately \$30 million. A funding strategy was created to partner with a private developer and enter into a lease. To date we have spent approximately one million dollars and have completed the design of the new data center which would be located on the corner of Hazletville Road and Mifflin Road. The previous administration put a hold on the project pending state finances. Our funding strategy was to have potential tenants occupy the facility; DOE, DOT, DOS had committed to centralizing in this location. We also had interest from University of Delaware, New Castle County as well as the city of Dover to relocate to this new facility. The 40,000 square foot facility would allow us to enhance some

of our revenue position to pay the on-going lease. Over the last fiscal year we invested approximately five million dollars into the William Penn data center which included an electrical capacity upgrade. In order to engage the private developer we had to put some earnest money (\$300K) on the table which is being held in escrow. The developer has agreed to hold the property while we maintain that escrowed money. At this point in time it is DTI's position to maintain that escrowed money pending a future change in our financial situation. The escrowed money is in a CD and we have the opportunity annually to renew it or withdraw the money and go our separate ways. The C.D. matures in August so we are looking for a recommendation from the TIC board to roll the money back over and continue the relationship with the developer or return the money back to us. This proposed facility will support the state for 15 – 20 years. The modifications done to our existing facility will only support the state for the next three years.

*Glenn Tascione: The design of the building is completed, however, what is the timeframe on construction?*

*Bill Hickox: Twelve months to construct with a transition of another six months.*

*Dr. Owens: Is this a lease to own property?*

*Bill Hickox: Lease to own; a ten year option to purchase.*

*Dr. Owens: Does this space include office space? Perhaps we could partner for a regional service center?*

*Bill Hickox: This will be a secure facility with very little foot traffic. Note, we would then have 8k sq ft of space open in the William Penn Building.*

*Carlos Vieira: If we keep this money in escrow, does this commit us or can we go elsewhere?*

*Bill Hickox: No*

*Secretary Sills: Bill are we looking for a motion to determine if we should maintain the escrow?*

*Bill Hickox: Yes, it would be my recommendation to maintain that relationship by maintaining those funds in escrow until such time we have a better handle on the state finances.*

*Dan Grim: Motion to hold on to escrow.*

*Judge Vaughn: I second the motion.*

*Secretary Sills: All in favor of the motion?*

*All: Aye - **With no opposition the motion was carried.***

### **New Technology ~ Bill Hickox (DTI Chief Operating Officer):**

Taking into consideration the challenging budget, one of the themes we are really pushing is leveraging investments. The investments that are being used have to be leveraged across the enterprise, creating more enterprise solutions.

- New SAN device and offering ~ We wanted to create an enterprise standard that would allow us to consolidate our storage purchases. We purchased a robust infrastructure that was able to support the agencies that are out there and we are able to offer storage as a service to our customers.
- Green IT Progress ~ Initiative began one and a half years ago. We have reduced the energy consumption at the William Penn data center by 14%. This was done by upgrading the computer room air conditioner units, increasing the temperature by two degrees which had no affect on the equipment but reduced our requirement and reliance on the HVAC. In addition we installed motion detectors on all the common area light fixtures and we replaced all the CRT monitors with LCD monitors. We will continue to push these efforts.
- Virtualization efforts ~ Opportunity for taking stand alone servers and combining them into a single physical infrastructure that uses less electricity, hardware, and equipment and reduces overall costs significantly. By virtualizing 300 servers that DTI manages the savings is \$1.2 million. At a statewide level you are looking at a four to five million dollar savings.
- SIP (Session Initiated Protocol) ~ Colleen Gause, DTI team leader of the Telecom Group said that this is a new initiative that ultimately eliminates toll charges and reduces state phone bills significantly. DTI will continue to push out to all agencies.

### **iTIC (DTI's Internal Technology Investment Council) Overview ~ Jeff Savin:**

Jeff (DTI Controller) explained that the iTIC is comprised of 11 members that include Applications Delivery, Systems Engineering, Telecommunications, Change and Project Management, Data Center & Operations, the Architecture Review Board, Security, Financial plus two non DTI members from the IRM Council. The iTIC is an online forum that gathers information on the scope of business requirements and projects, the potential benefits and cost savings of the project as well as how the project will be architected. The committee comes together and offers a recommendation. Those recommendations are communicated back to the agency.

### **Technology Investment Analysis ~ Jeff Savin:**

In fiscal year 2008 the state as a whole spent approximately \$126 million on technology across the 22 departments for new and existing projects. During that same time period the iTIC reviewed over 100 business cases from 14 different agencies.

### **Conclusion ~ Secretary Sills:**

Secretary Sills thanked the members for their participation. Future meetings will be held quarterly and the next one will be scheduled in September. The meetings will alternate between Dover and Wilmington locations.

### **Adjournment – Secretary Sills:**

With no further business to be conducted, Judge Vaughn made the motion to adjourn; Dan Grim seconded. The meeting was adjourned at 10:55 am.

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