



Technology Investment Council



State of Delaware
Technology Investment Council Meeting Minutes
September 9, 2014

Technology Investment Council Attendees

Name	Organization	Attendance	Represented by
Bill Hickox	DTI	Present	
Mike Morton	Controller General	Represented	Jackie Griffith
Ann Visalli	OMB Director	Present	
Mark Murphy	DOE	Represented	Karen Field Rogers
Leo E. Strine, Jr.	Chief Justice	Represented	Pat Griffin
James Canalichio	Dixon Valve & Coupling Co.	Present	
Dan Grim	University of Delaware	Present	
Carlos Vieira	Bank of America	Excused	
Glenn Tascione	PNC Bank	Present	

Call to Order

Acting Chief Information Officer (CIO), Bill Hickox called the September 9, 2014 TIC meeting to order at approximately 9:03 am.

Welcome

Acting CIO Hickox welcomed everyone, and introductions were made at the Dover and Wilmington Video Teleconference (VTC) locations. TIC members' attendance was noted, as shown in the above table. Others in attendance included DTI Senior Staff, and DTI Managers.

Approval of Minutes

Acting CIO Hickox asked if all the members received and reviewed the June 10, 2014 TIC meeting minutes and requested a motion to approve them. Jim Canalichio made a motion to approve the minutes, and Dan Grim seconded the motion. With no opposition, the motion was carried.

Strategic Plan Update ~ Bill Hickox

DTI has created a draft strategic plan which was provided at the June 10, 2014 TIC meeting. This plan will align with the Governor's goals and objectives. Also, the individual agencies can leverage the goals DTI has outlined.

Vision

Improve the efficiency of government through the use of IT.

Mission

Provide leadership in the selection, development, and deployment of technology solutions throughout the State of Delaware.

Strategic Goals - 2015 - 2017:

1. Create a model platform for communication and collaboration with the citizens, agencies, and state employees
2. Increase the benefits of our enterprise service offerings by expanding the offerings and their use
3. Use data to drive agency missions forward to provide the right information, to the right people, at the right time
4. Develop a culture of innovation and business process improvement
5. Build on our cyber security leadership position
6. Continue to mitigate business risk through State IT initiatives

- DTI has been working with Executive branch agencies to assist them in developing their IT Strategic and Tactical Plans. Next year, we are working towards completing plans before the next budget submission cycle.

Ann Visalli ~ Were there any major changes to this years plan?

Bill Hickox ~ DTI's old plan was more of a tactical plan with 46 specific items that neither DTI nor state agencies really looked at, this new plan is more strategic.

Brian Maxwell ~ What if there is no money to implement these strategic plans? The goals are very general, and there is no initiative or project cost associated with implementing some of these goals.

Bill Hickox ~ This is a more strategic, overarching document that provides the direction we want to take. This document does not commit the state to any financial obligation outside the normal budgeting process.

Matt Payne ~ We are working with all the Executive branch agencies first to get a tactical IT plan with all of them.

Ann Visalli ~ Goal # 3 – what does that mean to DTI?

Matt Payne ~ An example of goal #3 is that Commissioner Coupe came to DTI and others to form a sub-committee to determine how to have people share data with agencies to better help Judges have more information to make decisions. Other states have also done this, and have found that cross agency data sharing has helped them.

Ann Visalli ~ Prohibiting and sharing data changes daily, there is a lot of sensitive data out there. The agencies who are their own data experts should be involved in how their data is treated, handled, etc. We want to keep our data secure, and don't want to lose the individual agencies governance of their data.

Matt Payne ~ The sub-committee we discussed earlier is tackling this issue now; what is the information that an agency has that it can't be shared, and what is the legal reason it can't be? Often the information is not shared because someone thinks maybe it can't be, when there really is no legal reason.

Ann Visalli ~ We don't need our sister agencies challenging us in court over this. I support transparency, however I think agencies should have strong say in the governance of their data.

Matt Payne ~ That is exactly why the sub-committees have members from all areas of the businesses that would have knowledge of the data that would be shared.

Ann Visalli ~ Is the strategic plan is a living document, so there can be changes made at any time?

Bill Hickox ~ Yes

We have a requirement as the TIC to endorse the IT Strategic Plan by October 1st of each year. Acting CIO Hickox requested a motion be made to endorse the strategic plan provided at the June 10, 2014 TIC meeting. Glenn Tascione made a motion to approve the strategic plan, and Dan Grim seconded the motion. With no opposition, the motion was carried.

Any additional questions? No

Delaware Broadband Fund Plan ~ Bill Hickox

HB 96 – Created the Broadband Fund

- Broadband fund plan approved
- Broadband fund grant process announcement
- Initial Review of grant applications has begun
- 3 grant applications will be provided to the committee for consideration
- Committee made up of DTI, DEDO, DelDOT TMC, and OMB

Future Vision

- We are not just looking for a company to just build fiber for payment, but for them to expand broadband for the area. We want to provide a better ROI for companies by having this fiber build out.

Ann Visalli ~ During a recent meeting, it was highlighted that there could be federal money available for broadband and turning on dark fiber, has anything further happened with that?

Bill Hickox ~ There is a state match for any of the federal money, and one of the applicants did indicated they wanted to pursue that.

Any additional questions - No

IT Consolidation (ITC) Update ~ Matt Payne

DNREC:

- Data Center Consolidation
 - Phase I
 - Public Facing Servers Consolidated End of August
 - Consolidation went smoothly and was transparent to DNREC
 - Post Consolidation - No network latency or degradation
 - Phase II
 - Intranet (internal) Servers to be Consolidated in October
 - Pre-work on internal network segments required
- Desktop and File/Print Standardization
 - Desktops upgrades completed
 - Moved to using ServiceNow
 - Cisco Phones deployed increasing desktop speeds to 1 Gig
 - Logical Desktop Management Controls consolidated
 - File/Print standardization scheduled by EOY 2014
 - DNREC needs to work on separation of data and retention requirements
- Outdated applications upgraded to current versions
- Large Focus on Vendor Management
 - Need to focus on ongoing maintenance
- Expect to be completed by the end of the year

DelDOT:

- Data Center Consolidation
 - Clean up of unused or redundant servers
 - 40+ servers identified to be decommissioned
 - Virtual Consolidation underway
 - Physical Consolidation Scheduled for EOY 2014
- File/Print Consolidation
 - Initiative fast tracked ahead of other consolidation initiatives due to the age and condition of current equipment (15+ years old/failing)
 - Equipment prepared and ready to begin transfer of data
 - 8 week process due to the amount of storage
- Application modernization
 - Necessary upgrades added to the project portfolio
 - Application review by 3rd party planned for 4th Qtr CY 2014

Ann Visalli ~ There was an assessment done of all independent apps, now as DTI is going through ITC what is the process to maintain the apps? When you determine there is a need and there will be costs involved, what is DTI doing?

Bill Hickox ~ When we first started with DelDOT, we did find some infrastructure issues that urgently needed to be fixed, and since there wasn't money in DelDOT's budget, DTI had to find the funds to fix the issues.

Ann Visalli ~ The businesses are telling OMB that they need money to fix the issues. OMB would like to be as prepared as possible and would like a better strategy for dealing with these unanticipated discoveries of costs.

Matt Payne ~ Some of the issues do have to wait for the next budget cycle after they are discovered because there aren't funds available. It depends on the risk and the amount of money available.

Ann Visalli ~ Tiering the IT risks for OMB is helpful as DTI is the expert. You don't want OMB to use available funds to assess risk.

Matt Payne ~ We need to have the agency work with DTI, so they can also tier the business risk, DTI is only aware of the IT risk.

Ann Visalli ~ We need a mutual agreed to plan that gives us the budget options.

Matt Payne ~ DTI has a hierarchy of solutions; can we source it, can we find the SAAS solution? We want to find the best ongoing support model.

DOF:

- Server and Database Support
 - Single IT resource reassigned to the business
 - DTI to take on database support
 - Target Date - November 2014
 - DOR Savings \$25K
- IT Management Controls
 - DTI building standard development environment for programmers (DOR currently does not have one)
 - Environment will introduce security tiers
 - Some push back on IT Management Controls and Separation of Duties
 - Upgrade to current database and OS versions

Any additional Questions - No

Data Management Policy Update ~ Rhonda Ringer

Data Governance – Progress:

- Data Classification Policy established in 2006 based upon NIST standard
- Established Data Management Policy & Data Governance Council in 2012 from all branches of Government
- Subcommittees to focus on data areas:
 - Citizen or Person data
 - Human Services data
 - Finance data
 - Criminal Justice data
- Implemented a central metadata repository

The Criminal Justice Subcommittee was kicked off in April 2014 in conjunction with Department of Corrections.

- DTI recently kicked off a Criminal Justice Subcommittee at the request of Commissioner Coupe. He felt that some data needed to be shared within the criminal justice community to improve the business processes around the sentencing of offenders. We partnered with the criminal justice community to form a subcommittee. We hope to build an application that can improve the sentencing process, and put the data in the hands of the Judges while in the courtrooms so they can make decisions.

Data Sharing Challenges

- Lack of funding specific to improving data sharing
- Data ownership challenges
- Lack of cooperation among agencies to share data for purposes of improving business processes
- Vendors and agencies not wanting to provide data dictionaries for applications
- Lack of understanding of importance of knowing what state data is contained within an application

Ann Visalli ~ DTI's standards are beyond what the industry as a whole requires.

Matt Payne ~ DTI initially made adjustments and we came out too strong with our standards, but we have offered vendors options on how to provide the data. If we have a vendor that isn't willing to provide us the data that we give to them, we recognize that is an issue.

Elayne Starkey ~ It's a problem when a vendor says they can't provide a data dictionary. They know their data and the way their system is architected, but they don't want to release their data dictionary.

Changes to Data Policies

Data is to be shared within state government for business efficiency unless prohibited by law

Data Management Policy

- Requires official designation of data steward by agency head
- Clarifies roles and responsibilities of Data Owner, Data Steward and Data Custodian

Data Classification Policy

- Modifications to differentiate published vs. non-published (internal use only) data
- Addressed FOIA within data classification levels
- All exceptions for classifying data higher level is to be determined by DTI

Ann Visalli ~I am asking you to defer the request to have the TIC delegate authority to make decisions regarding data sharing among state agencies. Though we are all on the same team, there are passionate views about what data you have, who is going to touch it, who is going to have access to it, what if something happens to the data while the other party has it, and what if they don't understand it. I am not comfortable delegating my own authority over my data to DTI, and I am definitely not comfortable to have TIC delegate authority to DTI. That someone other than the data owner would have authority over who has access to the data doesn't seem right to me.

Rick Geisenberger ~ Is this sharing of FOIA-able and public information?

Matt Payne ~ Yes, both FOIA-able and public data and what two agencies want to share.

Rick Geisenberger ~ My concern is when it's not clear that it's FOIA-able and we do share it, and we have delegated it to another agency. If my DAG has determined it's not FOIA-able, but then it's shared to the secondary agency, there are concerns that now the secondary agency will determine it's FOIA-able.

Matt Payne ~ There is a lot of data that is currently shared that isn't just public, we need to get together and figure out what the best rules are to have over the data.

Bill Hickox ~ DTI will pull the specific request to have the TIC delegate authority. The concern was that TIC only meets every three months, and there could be requests that need to be addressed before the TIC next meets.

Matt Payne ~ Since we have started to move forward with the Criminal Justice Council, we see the benefits of it.

Ann Visalli ~ I will look at the code and the authority for DTI and for the TIC.

Pat Griffin ~ Are you saying that now when there is a dispute the request just dies?

Bill Hickox ~ Yes, but by Delaware Code, the agency that is requesting it can petition the TIC to request that data.

Kris Knight ~ Data stewards are ultimately responsible for the data, so there needs to be assurance that there is a structure in place to deal with the data.

Matt Payne ~ We also need to think through the same process when we are sending data out of the state.

Bill Hickox ~ We will pull together a subset of the state and executive branch members to have a further discussion on this before the next TIC meeting.

Any additional questions - No

Security Program Update ~ Elayne Starkey

Goal: Mitigate risks and maximize the benefits of cloud computing.

- Cloud and Offsite Hosting Terms and Conditions document sets expectations and provides a contractual vehicle to hold our vendor partners accountable for the security and protection of the data that we entrust to them
- Version 2 retired August 31 and replaced with Version 3
- Document streamlined and simplified: 32 to 13 clauses
- Two Versions: NON-PUBLIC and PUBLIC
- Cyber Insurance Alternative to data encryption at rest
- Revisions shared with Center for Digital Government Procurement Committee, who used the Delaware documents as a baseline for their work

Continuity of Operations Planning (COOP)

What are the critical services the agencies provide, and what are their contingency plans? How will they restore services?

Tier 1

- Agencies that provide services directly tied to Public Safety and Public Health
- 1 remaining: DELDOT by November 30, 2014

Tier 2

- Financials and agencies that support response/recovery efforts
- 1 remaining: new DSHS Division of Forensic Science

Tier 3 (All other agencies)

- DTI is offering services to all interested organizations
- 5 Completed
- 5 In progress

This is an annual process, and we require annual exercises and updates of all COOP Plans.

Any Questions - No

Major Project Update: ICIS ~ Mike Womer

ICIS (Integrated Corporation Information System) we are close to a go live position.

- Late findings for current new requirements in process of being fully scope.
- Vendor must provide a consistent pace to address and release recycled defects. Open/Close rate needs to be monitored as failing defects recycling back into the process are stalling progress and testing end date
- Failure to resolve performance testing defects has placed the completion timeframe of Performance Testing to unknown.
- Finalization of performance testing is critical for build of PROD.
- Final integration of external agents dependent on vendor resolution of key XML new requirements and final regression testing
- Previous core user training conducted for a May 2013 Go Live and requires a refresher session to ensure retention

Current Project Status:

- The overall project remains in a Red status without an agreed implementation date. Regression testing finalized mid-August and has yielded 250+ defects. A subsequent release occurred 8/25 to address 40% of the

outstanding defects. Testing of the current test release is expected to complete the week of 9/1. Performance testing continues with challenges meeting the peak day metrics. The management team has dictated an overall priority of the critical path and is being discussed the week of 9/1.

Any other questions – No

Major Project Update: FACTS II ~ John Glancey

Objectives:

- A standardized framework for integrated case management across DSCYF service divisions
- An expanded web-based infrastructure for provider and staff access
- System flexibility for maintenance and modification

Project Issues/Risks:

- Still in a red status with no agreed upon implementation date
- CAI is re-evaluating our testing process and helping to re-plan the back end of the project
- Deloitte has agreed to do regression testing, they are calling it an enhanced regression test
- Project negotiation track – negotiating in scope and out of scope, we are pulling out what is not an enhancement
- 5400 total defects – with 429 enhancements (10%) – reviewing to ensure all are enhancements
- One year ongoing support from Deloitte after implementation

Bill Hickox ~ Is the plan to support it internally by Deloitte or some other 3rd party after the first year?

John Glancey ~ We are going to support it with either a 3rd party vendor or Deloitte, we are partially federally funded and may have to release an RFP.

Any other questions – No

IT Business Management (ITBM)~ Matt Payne

- DTI needs to replace the existing billing /cost recovery system
 - 25+ years old mainframe system
 - Maintenance and support is becoming more difficult
 - Initiated a business case and developed detailed requirements
 - Consulted with Gartner regarding industry trends
 - Identified best practices from other States
- The goal is to improve cost transparency
 - Provide an online customer portal

Karen Fields Rogers ~ Is this going to be a cost to the agencies?

Matt Payne ~ No, this is a project we are funding at DTI. Our current bill is very lengthy, and this is just to make it easier to use and understand.

Open Discussion ~

No additional items discussed.

Conclusion ~ Bill Hickox:

Bill Hickox informed the Council that the next scheduled TIC Meeting will be on December 9, 2014. It will be held in two video teleconference locations in Dover and Wilmington.

Adjournment – Bill Hickox:

With no further business to be conducted, Pat Griffin made the motion to adjourn, and Karen Field Rogers seconded the motion. With no opposition, the motion was carried. The meeting was adjourned at approximately 10:35 am.

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