



Technology Investment Council



State of Delaware
Technology Investment Council Meeting Minutes
September 10, 2013

Technology Investment Council Attendees

Name	Organization	Attendance	Represented by
James Sills	DTI	Present	
Mike Morton	Controller General	Represented	Jackie Griffith
Ann Visalli	OMB Director	Present	
Mark Murphy	DOE	Represented	Karen Field Rogers
Myron Steele	Chief Justice	Represented	Pat Griffin
James Canalichio	Dixon Valve & Coupling Co.	Present	
Dan Grim	University of Delaware	Present	
Carlos Vieira	Bank of America	Absent (Excused)	
Glenn Tascione	PNC Bank	Present	

Call to Order

Secretary Sills called the September 10, 2013 TIC meeting to order at approximately 9:01 am.

Welcome

Secretary Sills 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

Secretary Sills asked if all the members received and reviewed the June 11, 2013 TIC meeting minutes and requested a motion to approve them. Glen Tascione made a motion to approve the minutes, and Ann Visalli seconded the motion. With no opposition, the motion was carried.

IT Consolidation (ITC) ~ Matt Payne

DTI completed 2 IT Consolidation (ITC) efforts in August for DEDO with 8 efforts pending build/test phase, 8 more in planning and design and 12 more in pre initiation stages. There are a total of 30 ITC individual projects.

- DTI met with and completed the assessment for Delaware State Police and Homeland Security. The information they have is critical to supporting citizen safety and highly sensitive, and it was determined that Delaware State Police should support their own information. Their physical equipment and infrastructure will be moved over and it will save \$150,000 in cost avoidance. DTI finished the review of Homeland Security.
- DNREC reached out to DTI and wants to accelerate the assessment of their organization. DTI will be done early on the assessment of about 160 applications, and should have recommendations by the end of September.
- DOL is a union shop and most staff have stayed within DOL and consolidated within those divisions at DOL. They have a strategic plan put together and DTI is working with them and monitoring it.
- DOC is another agency that is unique and DTI is not moving the infrastructure to DTI. They have some funds available to work with their network. They are interviewing for a senior IT position, and hope to have the person in place soon.
- DEDO, DOA, DOF, and DOS continue to work together and going well.
- DelDot – DTI is working with them and gathering information on their data center consolidation project. Also, DTI is working on a help desk solution to service different departments better.

Pat Griffin ~ What help desk solutions are you looking at to be the primary one?

Matt Payne ~ Service Now is the name of the product which is deployed at DTI. There are four different help desks utilizing the solution, one at Finance and two at OMB, and one at Department of State. The next one will be at DelDot.

Pat Griffin ~ Is there a specific reason you would have selected that?

Matt Payne ~ It's a solution that is an industry leader. It does a lot of processes including dispatch of functioning and it's deployed at DTI. It does many things beyond the help desk, but that is what we are focusing on and pushing that out first. It is able to be tailored, since no two help desks are the same, so depending on your needs it can be modified.

Pat Griffin ~ What other functions are you looking at?

Matt Payne ~ We use it internally at DTI. You can go out for discovery and put it on the network to see what devices may have been added to the network. We also use it for identifying other issues and for approval processes for items like requisitions, so it has a variety of tools.

Brian Maxwell ~ With all the consolidation going on today and with what still left to be done, is this facility able to support that?

Bill Hickox ~ A couple of years ago we added 3,000 square feet to this facility, and there is still capacity within that addition. We are in good shape in William Penn, and at Biggs we are at capacity. At Biggs, there was a failure and we needed to replace some equipment. This is a short-term solution, and we are looking at options for the long term and are considering an outsource option or add on to current facilities. Right now, in William Penn, we are ok and we are starting to shift equipment from Biggs to William Penn. There isn't an agency on the horizon that will cause us to not have enough space. After State Police and DelDot, with the other agencies, there won't be a lot of equipment, so it's not an issue.

Pat Griffin ~ When you say capacity are you talking about physical space or technology?

Bill Hickox ~ There are 2 types of capacity, both the physical space as well as technology. We have capacity for both here, but at Biggs we are full.

Major Project Update (ICIS Project) ~ Mike Wormer

ICIS project is still in a red status as we have not selected a "go live" date yet. It will be late 2013 or early 2014. On the positive side, we see dividends paid from the project management approach. We had about 5000 issues and now are under 500-300 issues to resolve and are micromanaging the vendor weekly and resolving defects.

5 Key tracks –

- Case Process – There are 300 defects to get to the final weeks and there are still 20-30% failure rates.
- Performance testing – 80% through this - DTI needs to improve searching ability within the system.
- External Agents – via XML – 75% done integration – no major roadblocks
- Production Readiness – depending on finalization of performance testing
- User Training – on state side and technical side
 - Transfer training with vendor
 - Core Training on user side
 - Supplemental training

From where we were to where we are now, there is significant, positive progress

Matt Payne ~ Please explain why we are discussing a November or January date.

Mike Womer ~ An early November launch is being discussed currently. It will be either November or late January for launch. The reason for the November or January launch is because there is a business black out in-between those dates.

Major Project Update (ICIS Project) ~ Matt Payne

Quarterly review

- DCAP is on hold and should not be red. The Courts team is evaluating it, and they are currently looking for a 3rd party vendor. The National Courts systems have some solutions that might work, and DTI and Courts are looking at those and other solutions to determine which will be the best.

Pat Griffin ~ We are shoring up infrastructure issues that had grown over time that we had from the last vendor, which was from the late 90's. We are no longer affiliated with them and want the next step to put us more toward the future. We will be in touch with OMB and others once we decide what we want to do with it.

- All other projects in a green status are moving along well.

Business Case Review Update ~ Mike Hojnicky

iTIC was established as the method to review routine business cases that come through the agencies. They were meeting on a 2 week cycle. PPS project system now allows us to leverage the work flow. As the business cases come in throughout the day we can now work on them when action is required instead of on a 2 week cycle. Business cases are rolling through the system instead of waiting for a 2 week window. The Architect Review Board (ARB), is group that measures against policies, standards and compliance of the architecture. They meet on a weekly basis and are the 1st stop of the life cycle of the business cases. We are striving for a review cycle of 3 days moving through the iTIC. The iTIC voting members include representatives from the agencies, IRM Council, DOE, GIC, DTI, and non-voting members from OMB. This process is being received favorably and will be discussed further with the IRM's at the executive IRM briefing tomorrow.

Brian Maxwell ~ Is there something during the process where you have to attach blank documents, that aren't required to be filled out? My IRM is telling me that tabs have to be filled out, that there are blank forms to attach to get a pending technical review?

Mike Hojnicky~ We modified the cycle of when business cases would be reviewed. Traditionally, they would come in on a Thursday and were put on the following week and then had to go onto a 2 week cycle. They would be delayed until the review opportunity came up. With this program, as business cases advance they are reviewed and addressed immediately and questions are sent back to IRM through the workflow and moved to the iTIC for voting through the workflow PPS.

Matt Payne ~We listened to the IRM community and heard it takes too long to process through, so we want to accelerate the process, push ourselves, still be thorough, but quick.

Mike Hojnicky~ We modified the cycle of when business cases would be reviewed. Traditionally, they would come in on a Thursday and were put on the following week and then had to go onto a 2 week cycle. They would be delayed until the review opportunity came up. With this program, as business cases advance they are reviewed and addressed immediately and questions are sent back to IRM through the workflow and moved to the iTIC for voting through the workflow PPS.

Brian Maxwell ~ It sounds like you are taking corrective action to improve the process. I just wanted to make sure others didn't run into the same problem.

Mike Hojnicky~ It has been infrequent that people have raised this issue. The Customer Engagement Team is working with the IRM's to help them understand the process and to move past that life cycle.

Ann Visalli ~ Just a comment, when you get feedback from the IRM's and when you speed up the process at the front end that's advantageous as long as it doesn't then delay it at the back end at a different point in the process where it might be more difficult to realign your project. I'm particularly sensitive to the procurement part of the process. If you get too far down the road before you really evaluate your security standards, your architecture and other things, and an agency gets the green light and can move ahead from a policy standpoint but then they get an equivalent delay or worse at the back end after an investment of time or feel it's going to be delayed. This is a follow up to Brian's comment if you are submitting blank documents at the beginning to expedite the initial approval process, but the content of those documents later on becomes troublesome, I think you will be getting feedback of 'I wish I'd known about this in the beginning' before I spent all this time and money, so I'm in wait and see mode and will be curious what you hear back.

Matt Payne ~ We have had a lot of those discussions and are working together to figure out the right balance. When you have an idea, we already picked a solution and this is a leverage opportunity. This is a cultural change, starting the process when I have an idea or need, where in the past we started the process where we have a solution. It's going to take time to change this flow, but we want to blend these things together.

Security Program Update ~ Jim Sills

Delaware has joined New Jersey, Illinois, Virginia, and Massachusetts to offer the Cyber Aces Program. It's a nationwide program that helps to recruit, train, and employ the best talent in cyber security. There is a tremendous need to have internal and external resources to protect your networks and data. This foundation has created a web based curriculum to determine if students have the aptitude and skills for a cyber-career and possibly a paid internship. They are targeting veterans, unemployed, high school, and college students. The Governor is announcing it today with the DOL, DOE, Veterans Affairs, National Guard, and School officials present. DTI is excited to be a part of this no-cost program as it will help the State overall to attract these type of skills to Delaware.

Cyber Security Institute at the University of Delaware ~ Jim Sills

DTI, DEDO & DSHS have been working together and are in the process of launching the Cyber Security Institute at the University of Delaware. A number of States are in the process of launching these types of institutes including Texas and Michigan. It's a center where companies, educators, military, and the government can go to simulate a real cyber attack. Participants could test their network to see how it responds in different cyber-attack scenarios. We are building a coalition partnering with Delaware Tech, Delaware State, Wilmington University, State Government, and JP Morgan Chase.

University of Delaware Security Breach ~ Dan Grim

The breach occurred in the middle of July, and University of Delaware (UD) took about 2 weeks to analyze what had happened before announcing it to the public. The disclosure was made on July 30th and the breach affected approximately 75,000 people. Due to the cost and legal requirements needed for disclosure. UD hired Kroll Associates to handle the process for them. Typically 5% of the people notified actually take advantage of the services provided, which includes 3 years free credit monitoring. On the first day it was announced, 20% of UD staff signed up. It mostly affected current or past employees and not students; however, student workers could have been affected.

The Mandiant forensics report was delivered to UD in the last 2 weeks. The hacking originated in China and took advantage of "Apache Struts vulnerability" which wasn't announced to the public until 4 days after this breach, so UD would not have known to look for it. The main site that was breached was a public facing website, and information typically there shouldn't have been of concern, but there was information there that should not have been and is not there any longer. UD is looking to make sure it never happens again, but as his supervisor says "you can't be open for business but closed for security". There is always the risk, no matter how careful you are, that something will go wrong. We are doing everything we can to prevent it from happening again, but cannot give assurances it won't.

Pat Griffin ~ Is there anything specifically that people in other agencies could learn from this?

Dan Grim ~ Be very careful of the segregation of duties and partitioning of responsibilities because we looked at ourselves as too small of an operation to have the amount of staff it takes to have people looking over other peoples shoulders about security issues. When making information available through the web interface, be very careful that only the information you want there is on the server. The servers are the most vulnerable to attack because you need to have it available to the users and then hackers have access. We are now making sure only information that needs to be there is there and everything else is kept in much more secure locations. Also, if moving data make sure data is encrypted before being passed out and never visible. We are more careful about where data is kept and keeping everything encrypted unless it's on a very secure server behind a firewall.

New Products ~ Bill Hickox

Microsoft 365 – this is an online SaaS offering for Microsoft Products, and the concept is the direction where most things are heading from a software perspective. Rather than buy the software with a large capital investment without a large amount of support, you have the ability to leverage the Microsoft products through a SaaS arrangement. This is not a large upfront cost but just ongoing subscription cost. OMB has recently signed a statewide contract so that all agencies can leverage Microsoft 365. This will mean smaller agencies that don't have the funds to make the initial capital investment can pay for this online service for a much smaller price.

Pat Griffin ~ What are the advantages? Is it cheaper?

Bill Hickox ~ Right now, we centrally manage the entire infrastructure, and there are costs associated with that, including hardware & software, personnel cost, and you have to ensure all the patches and operating systems are updated. There is intensive management associated with it. By moving exchange to the Office 365 platform, you are not responsible for the hardware/software and only a one fee per user.

Ann Visalli ~ Is storage one of the main things?

Bill Hickox ~ Storage is one of the options too.

Pat Griffith ~ So they would maintain all the storage of the emails?

Bill Hickox ~ We are looking at the different options. A very cheap option is to have all the mailboxes on 365 but you have to consider antivirus, antispam, storage etc. so the price starts to expand. K12 has been moved to the platform and we are able to learn from the some bumps and bruises of their migration. It's where technology is moving so we are very curious about it.

Core Services ~ Bill Hickox

This is an enhanced approach that DTI is taking. DTI is focused on leveraging the appropriations received in order to provide better centralized solutions to all the agencies within the State.

- Identity Access Management – is the front-end tool that DTI has determined is appropriate for agencies to use in the public-facing systems. Most agencies use the IAM system to see paychecks, and that solution will be leveraged for other systems in the state. Several Systems are on IAM 10 now and upgrading to IAM 11. DTI is going to financially support this going forward. DTI will be paying for the licenses, as well as the migration from 10 to 11.
- Service Now – is the help desk solution that we have rolled out to DTI, and it is the appropriate solution for Help Desk's across the State. It's a SaaS-based system, and there is an ongoing cost associated with it. DTI is going to support this financially, and there will not be a cost to the agencies that leverage this solution. DTI will also support the implementation of it.
- Sales Force –DTI has signed an enterprise agreement with Salesforce, and DTI will be supporting that financially as well as the implementation associated with it.
- PPS – Project Portfolio Systems – We are mandating that agencies use this system to submit a business case, so we are going to financially support this.

DTI doesn't have an unlimited supply of money, so if numerous agencies want to move to it, DTI will have to prioritize, and some agencies will have to wait until the next fiscal year if numerous agencies are interested in some of these services. DTI will be working with the agencies through the Customer Engagement Team to ensure we are meeting the agency's needs.

Matt Payne ~ We need to be clear on the availability of the core services, we allot for a certain amount of a head count per agency. If an agency feels they need a lot more than we have allotted, we will need to have a discussion and come to an agreement on it. We want to make sure the state's money is being spent on what the state needs.

Ann Visalli~ When you are going through a process of considering to sign a contract for something like PPS, do you do a business case and go through iTIC?

Bill Hickox ~ Yes

Ann Visalli~ Do you do the analysis of how many users you think you will have before it gets approved?

Li Wen Lin~ Yes, we check the old system

Matt Payne~ Also we have interaction with the IRM with the bigger agencies to look at their scale.

Ann Visalli~ Do you form user groups, like the power users who would be a big agencies, are they on that selection process? Outside of DTI?

Li Wen Lin ~ Yes – DHSS, DELDOT, DOE

- Virtual Servers – DTI has taken a significant step to virtualize stand-alone servers and we are at about 80%. The challenges with migrating the next 20% is that they are general fund agencies that still need to be migrated, and they don't have the ability to fund it. DTI doesn't want the cost to stand in the way, so DTI is going to support those general fund agencies that can't support the migration. We will be supporting it financially which means we can only financially support it based on base level of servers needed.

Open Discussion ~

No additional items discussed.

Conclusion ~ Secretary Sills:

Secretary Sills informed the Council that the next scheduled TIC Meeting will be on December 10, 2013. It will be held in two video teleconference locations in Dover and Wilmington.

Adjournment – Secretary Sills:

With no further business to be conducted, Dan Grimm made the motion to adjourn, and Jim Canalichio seconded the motion. With no opposition, the motion was carried. The meeting was adjourned at approximately 10:02 am.

:rer