



# Technology Investment Council



State of Delaware  
Technology Investment Council Meeting Minutes  
December 14, 2010

## Technology Investment Council Attendees

Name	Organization	Attendance	Represented by
James Sills	DTI	Present	
Russ Larson	Controller General	Represented	Erica Benner
Ann Visalli	OMB Director	Represented	Andrea Godfrey
Dr. Lillian Lowery	DOE	Represented	Karen Field Rogers
Myron Steele	Chief Justice	Represented	Pat Griffin
James Canalichio	Dixon Valve & Coupling Company	Present	
Dan Grim	University of Delaware	Present	
Carlos Vieira	Bank of America	Not Present	Excused
Kris Younger	82 North LLC	Not Present	
Glenn Tascione	Barclay's Bank	Present	

### **Call to Order:**

Secretary Jim Sills called the meeting to order at approximately 9:03 am.

### **Welcome:**

Jim Sills welcomed everyone, and introductions were given at each of the two locations: Dover and Wilmington. TIC members' attendance was noted as shown in the above table. Others in attendance included DTI Senior Staff, DTI Team Leaders, DTI Project Manager, OMB Representative, IRM Council Representative, and DOS Representative.

### **Old Business:**

Jim Sills asked if all the members received and reviewed the September 14, 2010 TIC meeting minutes and requested for a motion to approve them. With no comments or questions, Erica Benner made a motion to approve the minutes as written, and Jim Canalichio seconded the motion. With no opposition, the motion was carried.

### **IT Consolidation Update ~ Bill Hickox:**

DTI has made significant progress within the last few months with the IT Consolidation (ITC). We began the ITC process with DOS in April 2010, which included establishing the Memorandum of Understanding (MOU), meeting with the directors and personnel, conducting the department assessment, and developing recommendations that identified opportunities for consolidation to improve efficiency and improve costs. We have now begun to implement the recommendations in a phased approach. We are currently working on the first phase, which consists of developing Service Level Agreements (SLAs) to support the recommendations that will be implemented. DTI recently met with the DOS impacted IT staff to answer questions and review the implementation plan. DOF completed their MOU and is currently in their kickoff assessment and communication phase. DelDOT signed their MOU, and their communication plan has commenced. This included a meeting with their impacted IT personnel and a meeting with DelDOT division directors. The MOU process with our remaining agencies, DOE and DOL, has not yet begun.

Ongoing ITC activities include: 1) Expanding the William Penn Data Center to include 2,000 square feet of additional data center space, with a January 2011 target date of completion, 2) Implementing a standard statewide rate card which will reduce our rates and provide an anticipated annual savings of \$500K - \$1M based on our current spend for IT contractor resources, 3) As we transition employees from DOS to DTI, it is critical that everyone is on the same page, so we are working with HR and OMB to develop a Transition Program for all impacted individuals, 4) DTI Ambassador Program – informed DTI staff are paired with impacted DOS staff to ease the transition and address any rumors, concerns, or questions.

### **ARRA Grant Update ~ Mike Hojnicky**

The state of Delaware was awarded the Broadband Mapping Grant for \$1.5 million. DTI is in partnership with the University of Delaware Institute for Public Administration. To date, DTI is 100% compliant with NTIA data deliverables. The public website that will allow the public to identify where broadband services are available will be implemented in January 2011.

In June 2010, the NTIA offered a supplemental funding opportunity for \$1.5 million. This will allow DTI to apply for funding for years three through five of this project, which will include website maintenance, support, and additional outreach programs to expand knowledge to the public. DTI's Digital Connections grant was not funded. However, the Delaware Division of Libraries was funded for \$2.8 million. The public kick-off of the Delaware Division of Libraries project is scheduled for January 13<sup>th</sup> and 14<sup>th</sup>. DTI will be providing technical assistance on this project.

### **IT Governance ~ Mike Hojnicky**

DTI continues to improve its dialog between our OMB Budget Analysts, the Controller General's Office, and our Customer Relationship Specialists (CRSs). DTI is also actively engaged in the budget process, and our CRSs have attended all the budget hearings. The new Purchase Order review process continues to evolve. There has been a noticeable increase in the number of business cases submitted, and we have seen an increase in the number of cost savings/avoidance opportunities.

### **Major Projects: The Delaware Automated Child Support Enforcement System (DACSES) ~ Matt Payne:**

The current status of DACSES: Detailed business requirements continue to be validated, technical design meetings are taking place, different solutions offered by the vendor are being reviewed, the data conversion effort to copy our live production data into the test environment has begun, and all software and hardware have been installed at the project site in Delaware. The project budget is \$62M. As of December 9, 2010, the spend-to-date is \$5.6M. One of the biggest challenges has been finding the technical positions that are needed. They have been looking for resources for about a year, and only four out of the 11 positions have been filled. Another critical issue is we have not reached an agreement between the state and the implementation team on the project schedule. Upcoming activities for December: Continuing with all the Functional JAD sessions, working on the design sessions, development of prototypes, and transferring all the data from production to the project site development servers.

### **The Integrated Corporations Information System (ICIS) ~ Matt Payne:**

ICIS is progressing well since our last TIC update. The team has implemented quality walkthrough sessions with the software vendor to ensure accountability and accuracy. The technical team is focused on finishing the last of the open items for conversion batch jobs to the new system and reviewing source code. All the documentation and detail on the batch jobs has been turned over to the vendor. The technical staffing assessments are complete, and we have recognized the need to supplement the existing team with extra resources, specifically two .net developers and an Oracle DBA. Also, there is the need to map a strong existing team into roles for the new solution set. The budget for ICIS is \$16.5M. As of October 10, 2010, \$8.8M has been spent.

Some challenges associated with ICIS: Post go-live support model needs to be identified by January 2011, the State team needs the ability to perform code modifications, reevaluating the original hardware and software estimates for the entire system which were under estimated, and the Disaster Recovery (DR) solution is not fully budgeted.

Upcoming activities: In December, January, and February, detailed meeting reviews have been scheduled with the vendor. In January, agency connectivity testing will take place, and in February, test plans will be finalized. There is now a not-to-exceed clause on the cost of the project in the contract with the vendor.

*Rick Geisenberger ~ I wanted to mention that the Project Director, Kim Cahill, is doing a great job.*

*Elayne Starkey ~ The DR solution that is not fully funded – what are the delta/plans for that?*

*Rick Geisenberger ~ Part of this is to determine if it is necessary to retain the contract with SunGuard in Philadelphia. There may be some upfront costs associated with having Biggs as the failover, but then you would save, let's say \$100,000 a year in costs from sending people to Philadelphia twice a year. So there would be some ongoing cost savings from this that should offset the upfront costs.*

### **COTS: Project Overview ~ Matt Payne:**

There was a meeting on December 13, 2010 with the leadership team. They reviewed the two options: 1) Leveraging the existing solution that was planned and then having that software vendor provide us a front end tool on top of the existing solution or 2) trying to leverage some of the existing solutions we already have in the state and then building a customized solution that would have a completely different look and feel to the end user community. After examining the two different options, the recommendation from the group was to look at the more customized solution. The team voted unanimously to move forward with the customized solution, leveraging the resources and tools within the State/GIC for the development effort. At the next TIC meeting, I will provide an update on the details of the plan.

*Pat Griffin ~ I think there are still governance and cost items that need to be worked out, but everybody was committed to the decided approach.*

*Matt Payne ~ The bottom line is, where we were, no one was happy with the existing path in terms of if we went ahead and executed, finished the project, and spent the money. What we were going to get at the end was not going to be pleasing to the end user community. We really had to take a hard look at that. Everyone recognizes there are challenges with this effort as well, but based on the two options, no one could see moving forward with the previous solution.*

*Pat ~ I know one of the concerns has always been the implication on how this project ended up in other parts of the criminal justice system. Our current system is a totally integrated system which is desired by many justices of the country. There is a concern on how that will be affected.*

*Matt ~ That has to be a key component of the design. We now have assumed the risk going from a fixed based contract to implementing our own solution; therefore we do not have a vendor to go back to you. There are some risks, but also a lot of optimism for what we are going to get in the end.*

*Andrea Godfrey ~ Pat, what does that mean for your budget?*

*Pat Griffin ~ What we have remaining on the contract is about \$3.2M. Since we are utilizing in-house resources, it will hopefully be supplemented. Over time, it depends how it will play out. We are not asking for anything in the budget.*

### **ERP ~ Matt Payne**

ERP is still in the stabilization period. There were three items that were postponed as part of the original implementation: 1099 reporting, fiscal end of year, and CAFR/GMAN processing. The 1099 reporting has been tested and completed. We are working on the fiscal end of the year and CAFR/GMAN and expect to have those complete in January and February. The number one item from the end user community that needs attention is the reconciliation process. We received multiple requests for additional reporting and are in the process of creating them. The ERP budget is \$72.4M; to date we have spent \$67.2M. The risks and issues include: 1) Competing priorities; we are attempting to complete the top 20 list of issues. We have only six resources that can handle these items, and 2) Need to begin the upgrade to 9.X in 2011 due to the extended support for version 8.9 expiring in November 2012. Upcoming

activities include finishing our fiscal end of the year processes and the CAFR/GMAN process. In March, we will begin to look at the Benefits Open Enrollment and ERP fiscal year integrated testing.

*Rick Geisenberger ~ Do we have a sense of what some of the costs are that are associated with the top 20 list? We have a lot of people out in the field right now that are telling me using the system is taking about 25% more time than it used to. Throughout State government these places are saying we need more accounting staff or more account temps, because until this top 20 list has been worked through it is taking a lot more time processing items.*

*Matt Payne ~ In terms of the actual effort to complete the list, we are using our internal resources. If the question is how we supplement the existing functional staff, there really was not a plan that was done as far as the project to say a staffing model was needed post implementation. Each individual group will have to take a look to see what they do or do not have budgeted in terms of what they can do to supplement. The project did not fund or set up any money for incremental functional resources for day to day work. There was no extra money put aside for additional staffing.*

*Glenn Tascione ~ Are you going to have funding and support to do the upgrade?*

*Matt Payne ~ Funding is separate from the budget for this project. We will have to go through the process of requesting that money. Our executive sponsors are familiar of what needs to happen to request that money.*

*Rick Geisenberger ~ Are the supplemental resources ongoing?*

*Matt Payne ~ No, there was no money set aside for incremental resources to supplement their staffing.*

*Pat Griffin ~ What do you mean by the top 20 list?*

*Matt Payne ~ There was a list of items that came from the end user community of things they would like to see us do. They're not all, 'this isn't working', they are, 'this is the way it is working, and this is the way we would like to see it work instead'.*

*Pat Griffin ~ So is your staff just working on them as they find time?*

*Matt Payne ~ The sequence is get the 1099 complete first, then CAFR/GMAN and fiscal end of year completed, and work on the reconciliation reporting. Then we can get started on the other items. The priorities were set by the steering committee in terms of getting the reconciliation and reporting piece done first. We are not going to be getting to these other items right away. It may take a few more months. When we take one item off the list, we seem to add five more.*

*Jim Canalichio ~ Are there any concerns for the customizations of the upgrade?*

*Matt Payne ~ Yes, we have tried to minimize the amount of customs that we have done. If they had to be done, we made sure they were done in the right place and the right way. We also want to review everything that is part of the upgrade and eliminate the customs as we go forward. Another thing we want to do is be active in the user committee to try to push our agenda in terms of things we'd like to see for future versions.*

*Pat Griffin ~ Is the top 20 list a customization list or a mixture?*

*Matt Payne ~ I would like to see it work differently then the way it works now. Sometimes the way the system itself is set up it wouldn't necessarily be a customization, but we have to modify it so we no longer want to go through x number of steps to do something. The system comes with a lot of parameters that allow you to change the way you do things, but they all have to be tested. We have to walk through the whole list to make sure it is acceptable to everybody. We do not want to over burden ourselves with more and more customs, because it take more time and effort and becomes more costly. We are looking at requests on how the system is actually set up to work versus how they would like it to work.*

*Pat Griffin ~ How is it set up now?*

*Matt Payne ~ Now, each item is put in one at a time and people would rather put in a group of items at once.*

*Secretary Sills ~ That was a significant complaint from the all end users – it is just taking more processing time to pay a bill, and they wanted to know if there was additional functionality that we could implement within the system that would speed up the processing of paying bills. In a lot of the high volume agencies like DNREC and DelDOT, that's where they were getting the bottleneck of paying their bills in terms of utilizing the system. The low volume agencies were not having any issues.*

### **Information Security Update ~ Elayne**

DTI implemented two new initiatives within the last 45 days, and both initiatives were intended to reduce the risk of data leaking out of our organization:

1) SSN Blocking – in early November, DTI reconfigured our email system to scan and block any email that contained a SSN. We send the email back to the sender with a message and give them guidance on how to resend it using the encryption tool. 15,000 users were potentially impacted by this initiative. Since we went live, we have reduced attempts to send emails with SSN's by 50%. Currently, we still have about 20 emails per day that are still attempting to send emails that include SSN's leaving the state network.

*Karen Field-Rogers ~ Is the encryption tool available on the K12 network, because this does not affect K12, right?*

*Elayne Starkey ~ It only affects the State and the Criminal Justice network. We are going to look at K12 in 2011.*

*Karen Field-Rogers ~ I think a lot of people are getting very confused, because there is a lot of information coming out making it sound like it is available to all of them. They get information from statewide benefits telling them to use the encryption tool and when they try to do it they don't have access to it or it is not the same process. There is a lot of confusion on the K12 side about what they are supposed to do and how they are supposed to do it.*

*Elayne Starkey ~ There are two parts to the tool; there is an outlook plug-in and a web-based version. The web based version would be available to K12 and may be an option to them.*

*Secretary Sills ~ How many people are utilizing the encryption tool?*

*Elayne Starkey ~ We are up to over 2,000.*

2) Smart Phone Security Controls – Effective November 15<sup>th</sup>, staff using personally-owned mobile devices to connect to the State network were required to accept seven security controls before syncing to the State network. Some of the controls were requiring a strong password, expirations passwords, inactivity time-outs, encryption, and a lockout after seven failed attempts. This initiative did not impact the K12. Initially, we had 424 devices with unfettered access to the state network. Now, we have 235, and all are following the seven security controls.

*Pat Griffin ~ Were there a lot of issues?*

*Elayne Starkey ~ There have not been many issues at all. The biggest questions have been about governance and acceptable use. There has been nothing really significant about the technical controls.*

### **Continuity of Operations Program (COOP) ~ Elayne**

The mission of this program is to assure the capability exists to continue essential government services in the event of a disaster. We use an all hazards approach. It is important for an organization the size of state government because we cannot have a haphazard approach to the recovery. It is essential to have an orderly and timely recovery, recovering our most critical business services first. Step one must be to identify what are our most critical services that we provide as a government. Planning consists of five phases: Education, Business Impact Analysis, Plan Building, Emergency

Notification, and a COOP Drill with each organization. In 2009, Executive Order 13 was signed requiring every state organization to have a COOP Plan. Earlier this year, DEMA reviewed all organizations in regards to their delivery of public safety and public health type services and categorized them in three tiers. Tier 1 has 19 organizations, and we are underway with 17 of those 19. Seven of the 16 Tier 2 organizations are underway, and three organizations have completed all five phases. We are currently focusing on Tier 1 organizations to be complete by 2012.

*Erica Benner ~ Which three organizations have been completed?*

*Elayne Starkey ~ Department of Agriculture, Department of Insurance, and DTI.*

*Pat Griffin ~ How do you know which Tier you are in?*

*Elayne Starkey ~ You are in Tier 1. A memo went out earlier this year from Secretary Sills and Secretary Schiliro notifying the Tier 1 and Tier 2 organizations of their designations and encouraging them to begin their process.*

*Mike Hojnicky ~ Which two of the 19 Tier 1 organizations are not underway?*

*Elayne Starkey ~ The National Guard and the Legislators.*

### **#1 Cyber Security Web Site ~ Elayne**

The Cyber Security website for the state of Delaware was recognized with the “Best of the Web” Award. There is an organization that evaluated all 50 state websites across the nation, and Delaware came out on top with the number one ranking. We improved our ranking from number three last year. The security team worked hard to achieve this recognition, and it was accomplished with a lot of team effort.

### **Upcoming Meeting Dates:**

Tuesday – March 8, 2011

Tuesday – June 14, 2011

Tuesday – September 13, 2011

Tuesday – December 13, 2011

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

Secretary Sills thanked the members for their participation and informed the Council that the next scheduled TIC Meeting on Tuesday, March 8, 2011 will be held in person in the Dover location. He announced he will be giving a detailed update on the Strategic Plan at the March meeting, and he would like to have the physical interaction versus the interaction via the VTC. The meeting will remain under two hours.

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

With no further business to be conducted, Erica Benner made the motion to adjourn, and Jim Canalichio seconded the motion. With no opposition, the motion was carried. The meeting was adjourned at approximately 10:14 am.

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