TECHNOLOGY AND INFORMATION
11-00-00

Technology and Information

Office of the Chief Information Officer
- Chief Information Officer

Security Office
- Chief Security Officer

Operations Office
- Chief Operating Officer
- Controller’s Office
- Data Center and Operations
- Telecommunications
- Systems Engineering

Technology Office
- Chief Technology Officer
- Senior Project Management Team
- Application Delivery
- Enterprise Solutions
- Customer Engagement Team

MISSION

Provide leadership in the selection, development and deployment of information technology (IT) resources throughout the State.

KEY OBJECTIVES

- Provide exceptional services to Delaware residents and businesses.
- Deliver efficient and effective technology services and shared solutions.
- Strengthen operations and security through statewide solutions and universal standards.
- Attract, retain and support a talented and engaged workforce.

BACKGROUND AND ACCOMPLISHMENTS

- Implemented cloud-based solutions and added over 800 physical servers to the virtualized private Delaware cloud.
- Implemented the Managed Staffing Provider program.
- Developed technology roadmaps.
- Implemented a Cyber Security Computer-Based Training Tool for all Executive Branch employees.
- Initiated the consolidation of enterprise IT licenses.
- Achieved the following in IT Consolidation:
  - Active engagement in the consolidation process of 10 Executive Branch departments;
  - Successfully consolidated two out of five State of Delaware data centers; and
  - Effectively consolidated eight departments’ desktop and help desk services.
- Completed 87 percent of the Continuity of Operation Planning plans for Delaware’s Tier 1 organizations.
- Established a statewide data management and governance council and implemented data management standards.
- Continued a major quarterly review process for all projects over $3 million.
- Launched the Bring Your Own Device program.

Five-Year Appropriation History

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FUNDING

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POSITIONS
Office of the Chief Information Officer
11-01-00

MISSION
To provide leadership and policy direction for the Department of Technology and Information (DTI) to ensure the department is well-managed.

KEY OBJECTIVES
- Provide leadership, direction and support to enable employees to achieve key objectives and performance measures established for the department.
- Work with the Governor, General Assembly and others to identify strategic technology projects and provide support and input for the successful development and deployment of such projects.

FUNDING

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POSITIONS

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Security Office
11-02-00

MISSION
To maintain and enhance a governance structure for information security, disaster recovery and business continuity that fosters an enterprise-level climate of ownership and accountability for the confidentiality, integrity and availability of information assets.

KEY OBJECTIVE
- Continue to lead and implement the statewide information security program and the statewide Business Continuity and Disaster Recovery program.

FUNDING

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POSITIONS

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Chief Security Officer
11-02-01

ACTIVITIES
- Ensure continued confidentiality, availability and reliability of the State’s information assets and resources.
- Maintain a Statewide Business Continuity/Disaster Recovery program to ensure the physical and cyber security of state resources are protected and can be recovered in the event of a disaster.
- Ensure a consistent level of IT security is achieved to protect the State’s IT assets, build a security-savvy workforce, communicate IT security alerts and best practices and enable the State to respond to and recover from a cyber attack.
- Sponsor projects that reduce the risk of a security breach.
TECHNOLOGY AND INFORMATION
11-00-00

- Provide leadership and support of unit employees in meeting the goals and performance measures established for the department.
- Work collaboratively across all work units to meet the needs of our customers.

<table>
<thead>
<tr>
<th>PERFORMANCE MEASURE</th>
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<tr>
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<tr>
<td>25</td>
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OPERATIONS OFFICE
11-03-00

MISSION

Provide solutions to meet the business needs of our customer agencies in the most secure manner possible.

KEY OBJECTIVES

- Improve and enhance IT availability and reliability through continuous improvement of processes and procedures.
- Establish enterprise solutions that improve efficiency and cost containment for the State by leveraging investments across several agencies.
- Ensure the successful operational implementation of IT consolidation efforts, while addressing the technological needs and issues of all state agencies within the framework established by the department.

FUNDING

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<thead>
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POSITIONS

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CHIEF OPERATING OFFICER
11-03-01

ACTIVITIES

- Work with the Chief Information Officer to ensure the department effectively enables the IT solutions required to carry out the service delivery mandate.
- Ensure the department maintains an appropriate level of staffing with minimum employee turnover through enhanced employee recognition and workforce development programs.
- Provide leadership and support of unit employees in meeting the goals and performance measures established for the department.
- Work collaboratively across all work units to meet customer needs.
### PERFORMANCE MEASURES

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<tr>
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<td>% attrition rate</td>
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<tr>
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### CONTROLLER’S OFFICE

**11-03-02**

**ACTIVITIES**

- Provide financial management for the department.
- Work with DTI team leaders and senior management to ensure the alignment of financial controls and constraints with departmental objectives.
- Establish contractual relationships with outside business partners to aid the department in achieving objectives.
- Formulate recommendations on IT investment strategies on a statewide basis.
- Work with customers and agencies to provide centralized IT and telecommunication services.

### DATA CENTER AND OPERATIONS

**11-03-04**

**ACTIVITIES**

- Oversee the effective operation of systems used to support multiple agency solutions and maintain the integrity and effective operation of the State’s data centers.
- Track and monitor computing inventory to ensure proper life cycle replacement schedule and efficiency of usage.
- Ensure the stability of the State’s data centers through effective maintenance programs for the complex infrastructure designed to support IT investment.
- Operate a 24/7 service desk in support of enterprise systems.
- Provide support to all branches of government and school districts as needed on supported systems.
- Use Service Center application to track and monitor the resolution of incidents.
- Provide enterprise desktop management and support for consolidated agencies.

### TELECOMMUNICATIONS

**11-03-05**

**ACTIVITIES**

- Maintain the statewide information transport networks and associated enterprise systems such as e-mail, voice, wireless, Internet and storage.
- Provide telecommunications infrastructure support for all state agencies including public schools.
- Design, implement and maintain solutions to secure the State’s network resources from intrusions, malicious and nuisance activities.
- Provide technical leadership and assist with vendor management ensuring system designs meet state standards and policies.

|----------------------|----------------|----------------|------------------|

### SYSTEMS ENGINEERING

**11-03-06**

**ACTIVITIES**

- Maintain mission-critical systems used to support customer applications and IT solutions.
- Provide database and systems infrastructure support for customer projects and develop best practices in system deployment and maintenance.
- Maintain existing systems infrastructure used to meet customer objectives.
- Actively pursue and develop methods for consolidation of computing platforms and services that increase efficiency and cost-effectiveness.
TECHNOLOGY AND INFORMATION
11-00-00

TECHNOLOGY OFFICE
11-04-00

MISSION
Provide project and portfolio management, development and organizational change management leadership for programs and projects that are of strategic importance to the State.

KEY OBJECTIVES
- Provide developmental services that are on time, on budget and on specification.
- Maximize return on investment of department resources by focusing on development services.
- Consolidate technologies, infrastructure, IT training initiatives, project and portfolio management and quality methodologies for use across the statewide enterprise.
- Develop, deploy and enforce IT standards and policies across the statewide enterprise.
- Provide a statewide view of IT, promote collaboration between business and IT and minimize duplication of IT-related costs/efforts.
- Provide guidance and oversight on large-scale projects undertaken by other state agencies.
- Promote data integration and master data management in order to more effectively use data.

FUNDING

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POSITIONS

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<td>85.0</td>
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CHIEF TECHNOLOGY OFFICER
11-04-01

ACTIVITIES
- Ensure the successful implementation of major projects using project management and change management best practices and standards.
- Provide leadership in the delivery of enterprise applications and related services and infrastructures.
- Provide leadership and support for employees to meet the goals and performance measures established by the department.
- Work collaboratively across all units to meet customers’ needs.
- Enhance and maintain state technology standards and policies via the Technology and Architecture Standards committee.
- Provide leadership and support of the Architecture Review Board and the internal Technology Investment Council (iTIC).
- Recommend and leverage existing solutions within the State to maximize return on investment.
- Create the Statewide Strategic IT plan.

SENIOR PROJECT MANAGEMENT TEAM
11-04-02

ACTIVITIES
- Provide active project management support and governance for major IT projects initiated by the department or customers.
- Provide governance and collaboration on IT project management in the enterprise.
- Provide full project life cycle management to include feasibility study, business requirements gathering, testing, vendor management and implementation.
- Provide an enterprise major projects dashboard for IT portfolio management.

PERFORMANCE MEASURE

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<tr>
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<tbody>
<tr>
<td>% of major projects completed within stated budget and on time</td>
<td>90</td>
<td>90</td>
<td>90</td>
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**APPLICATION DELIVERY**
*11-04-04*

**ACTIVITIES**
- Work with customers to provide definition, design, development and implementation services to meet a variety of business needs.
- Provide service and technical leadership to enhance, support and extend existing systems in support of customer’s business goals.
- Assist customers with the evaluation of solutions proposed by vendors and other third-party providers.
- Develop and lead implementation of best practices for application design, construction and deployment focusing on secure, scalable and efficient systems.
- Develop applications and solutions that are enterprise-wide in nature but are centralized for efficiency of operation and maintenance, including cloud solutions or software as a service.

**ENTERPRISE SOLUTIONS**
*11-04-06*

**ACTIVITIES**
- Assist customers, primarily the Office of Management and Budget and Department of Finance, with definition, design, development and implementation of services to meet the State’s business needs.
- Assist with the evaluation of solutions proposed by vendors and other third-party providers.
- Develop and lead the implementation of best practices for application design, construction and deployment focusing on the State’s Enterprise Resource Planning solutions.

<table>
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<tr>
<th>PERFORMANCE MEASURE</th>
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<tr>
<td><strong>Average customer satisfactory survey rating (out of 5)</strong></td>
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<td>Average customer satisfactory survey rating (out of 5)</td>
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**CUSTOMER ENGAGEMENT TEAM**
*11-04-07*

**ACTIVITIES**
- Coordinate customer-related activities to achieve customer satisfaction.
- Execute service-level management practices that are timely and effective.
- Develop and report meaningful service-level metrics.
- Deliver incident management communications that inform customers and contribute to effective resolutions.
- Oversee strategic planning that identifies customer’s short-term and long-term goals.
- Communicate DTI policies, standards and business practices to customers.
- Effectively support the Technology Investment Management System (former Business Case) process through counsel with customers and process improvement recommendations to iTIC.
- Support the Information Resource Manager Council for improved customer collaboration.
- Provide request for proposal consulting services as requested by customers.
- Assist in the management of major projects undertaken by the department or by customers to ensure they are prepared for cultural and technological changes inherent in major project implementation.
- Help customers evaluate Organizational Change Management (OCM) solutions proposed by vendors and third parties for customer deployment.
- Develop and help implement best practices in OCM.
- Provide OCM education on all levels of project involvement, both internally and externally.