



Technology Investment Council



State of Delaware Technology Investment Council Meeting Minutes June 13, 2017

Technology Investment Council Attendees

Name	Title Organization	Attendance	Represented by
James Collins	Chief Information Officer Dept. of Technology and Information	Present	
Mike Morton	Controller General State of Delaware	Excused	
Michael Jackson	Director Office of Management & Budget	Present	Amy Bonner
Dr. Bunting	Secretary Department of Education	Excused	
Leo E. Strine, Jr.	Chief Justice State of Delaware	Excused	
Dan Grim	Chief Technology Officer University of Delaware	Present	
Ed Krupka	Chief Information Officer Burris Logistics	Present	
Glenn Tascione	Senior Vice President PNC Bank	Present	

Call to Order

Chief Information Officer (CIO), James Collins called the June 13, 2017, TIC meeting to order at approximately 9:06am.

Welcome

TIC council members attendance was noted, as shown in the above table. Others in attendance included Department of Technology & Information (DTI) Senior Staff and Directors, and employees from other state agencies including the Department of Finance, Office of Management and Budget, Department of State, and the Attorney General's office.

Approval of Minutes

CIO James Collins asked if all the members received and reviewed the December 13, 2017 TIC meeting minutes and requested a motion to approve them. Glenn Tascione made a motion to approve the minutes, and Dan Grim seconded the motion. With no opposition, the motion was carried unanimous.

CIO Update ~ James Collins

James Collins expressed appreciation to Governor John Carney for the reappointment to the role of State CIO and commented that he is honored and proud to continue working with the great team at DTI to increase innovation and position the state to leverage its vast amount of data as a strategic asset.

There have been a number of changes in the leadership team at DTI:

- Senior Leadership changes:
 - Elayne Starkey continues in the role as Chief Security Officer (CSO)
 - Parthiban Jayaraman continues in the role as Chief Operating Officer (COO)
 - Jason Clarke was promoted to the Chief of Policy & Communications (CPC)
 - Valerie Watson joined the Senior Team as the first Chief of Administration (COA)
 - Greg Lane joined as the Chief Technology Officer (CTO)
- The department has historically functioned as a core services provider but adjustments are being made to meet the demands of being a full-service IT provider in a centralized model. The department will be forming a new team that will combine the Customer Engagement team with a newly created Innovations team to deliver Enterprise solutions. The staff composition will be dynamic:
 - To provide specific support and expertise on new emerging technologies
 - To prevent skills erosion
 - To raise the technical IQ of the whole organization
 - A key objective for this change is to ensure technical resources are engaged in the development of solutions as early in the process as possible
- The Team Leader I's and II's are being converted into Directors to better align with their peers across state government
- The Operations team was flattened by eliminating a Team Leader II position and reassigning those duties to other directors on that team
- Information Technology Centralization (ITC) strategy has been assigned to CPC
- Fiscal, HR, Audit and License management now are under the COA

These and other changes are being implemented to position DTI to meet the demands of citizens and employees needing access to information anytime, anywhere and from any device. It is clear that the demands for IT services have outpaced the state's limited IT resources. Enabling agency partners to innovate through secure, scalable and intuitive systems is essential for digital government. There are also specific initiatives being pursued to enable the delivery of infrastructure in a matter of minutes and hours instead of days/weeks/months.

Projected Budget Deficit - The Governor has been advocating for a strategy of shared sacrifice to fix Delaware's structural budget deficit. His recommendation includes combination of budget cuts to agencies and new revenue through tax changes.

IT Centralization (ITC) –

- Valerie Watson, COA, is working with OMB to determine the total state IT spend.
- There has been strong support from Governor Carney on ITC. The current model is unsustainable due to separate and distinct agreements with each agency. Even though ITC has strong results thus far, a new consistent model is necessary going forward.
- Legislative Branch
 - ITC assessment initiated March 2017
 - DTI Meet and Greet with full LIS team, stakeholders, resources
 - Long Term Plan due in July
- DOF
 - Partnered to select a new Director and Deputy Director of IT
 - Began assessment of Div. of Revenue applications
- DOC
 - In response to the independent review after the incident at James T. Vaughn earlier this year, Governor Carney has directed the DTI to prepare a strategic technology plan for the DOC, and to assume operational responsibility for technology needs across Delaware's correctional system.

GEAR Board Recommendation - DTI provided a recommendation to the GEAR board to have Governor Carney issue an Executive Order for ITC.

- Require a statewide IT analysis be conducted
- Outline the current state of technology
- Defines the delivery strategy for commoditized services and identifies how agency-specific needs will be addressed
- Executive agency participation in the process should be required
- The plan should include specific milestones and deadlines

- ❖ Significant executive level support will be necessary to navigate this transformational change that will serve as the underpinnings for many State priorities and initiatives.

The suggestion was included in the initial GEAR board report due to the Governor, however the board is still being organized and the full first year report is not due until December 2017. CIO James Collins would prefer to have a firm conduct the analysis that has demonstrated experience working with other Governments agencies whether federal, state, local/county levels. The GEAR board is charged with identifying government efficiencies and establishing performance metrics across state agencies.

Major Projects ~Greg Lane

There are three projects that currently meet the Major Projects Criteria.

- DELIS Project
 - The project is approximately 90% complete with 24 of 35 milestones achieved. DESC, a new constituent services project is in production. Grants-In-Aid (GIA), a submission application using SSO is also in production.
- DOE Replacement Identity System (EdAccess)
 - Two Vendors – Diamond Technologies and Oxford. DTI is providing assistance with Azure, firewall rules, ARB diagram acceptance, and ADFS updates according to their needs and scheduled timeline.
 - Phase 2 proposal has been reviewed and accepted by DOE.
- DSCYF – FOCUS (Family & Child Tracking System)
 - Project has about 20 weeks left and is 69% complete with the go-live date currently set for November 1st, 2017.
 - An additional \$600,000 (\$348,000 State share) is being requested for four business analysts to produce stories for the sprints due to the User Story "Readiness" and acceptance into sprints is currently behind target levels. Data conversion activities have been negatively impacted due to connectivity issues between Talend ETL and FOCUS Conversion Environment when accessing it from DSCYF machines.

Council members discussed that many companies in the private sector are already centralized and as a best practice they determine the scope and requirements of a project up front. This means that it takes longer, but it's a better solution to have the bureaucracy up front as it's much harder to get the train back on the tracks if it goes off

the rails. In the private sector they limit the number of projects they take on. There will be a culture change for the agile methodology.

CIO James Collins noted that DTI has secured a Lean consultant to assist with the redesign of the Business Case process.

Cyber Security Update ~ Elayne Starkey

Department of Labor JobLink security breach

- In mid-February this year, a hacker created an account which enabled them to create a vulnerability in the Joblink system shared by seven states including Delaware. More than 4.8 million job seekers nationwide, of which 200,000 were Delaware citizens, were potentially impacted in the breach. DTI enacted the Cyber Incident Response Team (CIRT) for only the third time in seven years. This was by far the largest breach of Delaware government information. The JobLink consortium is a public-private consortium hosted by the state of Kentucky. CIRST was activated immediately and our regularly practiced response was put into real time action.
- The notification to impacted individuals included hard copy and email notification, and a national toll free call center was set up by the vendor. Delaware had Terms & Conditions in place with a three year credit monitoring program, which resulted in our state users receiving greater protection than those impacted in other states.

WannaCry Ransomware Incident

- The WannaCry worldwide ransomware incident occurred in May, 2017, which resulted in activation of the DTI Cyber Incident Response Team. Upon review, we had no evidence of any impacted state systems and immediately took precautionary measures to ensure that malware did not infiltrate the state network. We have been on a very deliberate path to reduce the number of unpatched systems statewide in which we are down to about 2% and ultimately want to be at 0% unpatched. We need an aggressive patching policy in place as this is the *New Normal* for cyber hygiene and prevention.
- Council member indicated that the private sector response to the attack was similar.
- One of our lessons learned was that we had trouble with scanning the entire state and K12 network. We also determined that there is a need to do so on a regular basis, which warrants changes in our strategy and tools.

Emergency Response Drill

- DTI ran its first ever active shooter emergency response drill. The building was evacuated and the state police assessed the *run, hide, fight* response. Afterward there was an executive table top exercise to determine how we would continue critical functions for the state and its employees along with ensuring our COOP plan is in place. This was not a full scale drill, but the plan is to gradually build to a more realistic scenario after the team becomes more acclimated with this type of exercise.

Operations Update ~Parthiban Jayaraman

In FY18, the current email system infrastructure will need to be refreshed. We have engaged Gartner to determine:

- What's the optimal delivery model for the State's email and productivity needs (e.g., on-premises vs. SaaS)?
- What are the primary functional, technical, risk, and cost differentiators across the multiple email and productivity solution options?
- Which vendors and platforms are leaders in this space?
- What are other States and government organizations doing?
- What impacts will any new solution have on my Active Directory, Identity Access Management, and Information Security Architecture?
- The final recommendation report is expected in late June.

There are many benefits to moving to the cloud, but one major challenge will be the adaptation of the workforce along with keeping the cost down.

DTI has entered into an agreement with Day1 to plot a strategic plan for migration to Amazon Web Services (AWS). They engaged with us and our partner agencies for eight weeks. The working sessions to define the strategic plan will be done directly with AWS personnel, to include:

- Developing a governance framework and control structure
- Identifying people roles and responsibilities to manage Cloud infrastructure
- Creation of a training and development roadmap
- Obtaining an in-depth understanding of the in-scope DTI application portfolio
- Build financial models to compare total cost of ownership and return on investment
- Detailed comparison models for building and running current workloads on-premises versus running on Cloud, including use of existing licenses vs. new purchase licenses

Benefits

- Could potentially save over 30% in Infrastructure costs in 3-5 years
- Improves security with proper implementation
- Empowers customers to innovate
- Rapid deployment

Risks

- Cultural change of deploying infrastructure as code (training)
- Resource backfill necessity
- Internet failure could be more painful than today (need redundancy)
- Utility cost monitoring

Building the foundational infrastructure to automate with AWS is the next step. Once a template is created it would decrease the deployment time from weeks/months to hours/days. Investments can also be leveraged for less expensive cloud based backup storage and disaster recovery. The AWS strategy also eliminates the need to overbuild, and it provides the flexibility to work with other cloud.

Policy & Communications Update ~Jason Clarke

CSAC – There is an effort to work with the Governor to change the Governor's Cyber Security Advisory Council through legislation. The change would alleviate the challenge of sharing sensitive cyber security information by making the meetings private.

HB 180 – This is an act to amend Title 6 of the Delaware Code relating to Breaches of Security involving personal information. This bill is sponsored by Rep. Baumbach and has support of the Governor. This provision has not been updated in 11 years to address the significant changes in technology and increased threats. There would be a new requirement to provide victims with credit monitoring if a breach contains social security numbers.

Broadband – Underserved areas in Sussex County have seen significant growth in broadband coverage but there is still substantial work to be done to increase access. There is still about \$600,000 remaining in the broadband fund. Sussex County has also indicated it wants to partner with DTI to expand broadband throughout the County:

Phase 1

- Focused on building fiber infrastructure
- \$1M Incentive grant resulted in over \$30M in private investment and 700 miles of fiber

Phase 2

- Focused on expanding rural access
- 3 pilot projects to test rural and municipal Wi-Fi options

- Goal to identify a solution that provides reliable cost effective broadband

The wireless broadband pilot has kicked off in Seaford. Projects in Marydel, Rehoboth Beach will be coming soon.

Public Comment

Dana Rohrbough, Director of GIC, provided an update on the hackathon last weekend intended to engage citizens, developers, and entrepreneurs to use available open data to create applications. There were over 50 people who spent the weekend coding to create applications to address challenges. The Department of State sponsored the event and awards for the winners.

The Next TIC Meeting Date is September 12, 2017

Adjournment

With no further business to be conducted, Ed Krupka made the motion to adjourn, and Glenn Tascione seconded the motion. With no opposition, the motion was carried, unanimous. The meeting was adjourned at approximately 11:05 am.

Respectfully submitted,
Ronda Ramsburg