GEORGIA

ANNUAL STATE IT REPORT

FISCAL YEAR 2022

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From the State Chief Information Officer

Across state government, technology is an enabler. Everything from tax collection to driver's licensing, education, remote work and more are supported by information technology (IT). It's an engine of innovation and service delivery improvement. But critics (or even realists) might also point out correctly, IT produces its own set of challenges.

As the state's central IT agency, we at the Georgia Technology Authority (GTA) must be concerned with both sides of the technology coin. The positive, like innovation and efficiency, as well as the challenges, like cybersecurity threats. This is the same for all agencies. Whether the Department of Labor, Agriculture, or Pardons and Paroles, we all juggle this mix every day.

None of us must do it alone. Frankly, the job is too big for any single entity. GTA champions *shared* resources across the state's technology enterprise. Our collaboration with a broad range of state agencies has allowed impressive progress in strengthening IT capabilities of Georgia's state government.

There's enormous potential to improve citizen services. That's key to technology's appeal. On the modernization front, the Governor's Office in 2022 prioritized moving agency applications and systems to cloud computing environments. GTA leads that migration. Some agencies are now operating in the cloud, and others are on the way. It's transformative, and it can come with cost-savings too.

Needs don't stop at cloud, of course, and GTA works to open the range of its IT services to more agencies. Our new strike team connects agencies with GTA component teams who can answer business needs with the best-suited technologies. We also have hands in developing state-wide broadband, along with the Department of Community Affairs and others. Broadband service expansion in Georgia continues to make news as it empowers communities through IT.

The positives lift every state entity's boat, and the rising tide also brings shared responsibility for technology challenges – cybersecurity in particular. GTA sets statewide security policies and practices through its Office of Information Security and makes available security awareness training for agency staff. We also partner with the Georgia Cyber Center to host an annual live-fire cybersecurity exercise called Cyber Dawg where agency security professionals sharpen skills.

It's a lot to manage, and by many measures, Georgia is managing well. Our state earned an A grade, the highest possible, in the closely watched Digital States Survey in 2022. We're one of only six states to do so. None of us suggests that means we can relax. Agencies continue to innovate and improve, as was plain from the agency IT project entries in this year's Technology Innovation Showcase sponsored annually by GTA.

The Annual State IT Report offered here by GTA highlights how Georgia government harnesses the transformative power of technology. I think you'll be encouraged by what you read.

Shawnzia Thomas

Purpose

When the Georgia Technology Authority (GTA) was created in 2000, the General Assembly charged GTA with compiling information from state agencies about their IT expenditures and presenting a report to state leaders every year. This charge was placed in state law (see O.C.G.A. 50-25-7.10). With comprehensive and accurate information, state leaders can make facts-based decisions about the allocation of limited state resources to support technology.

The Georgia Annual State Information Technology Report conveys the current state of technology in Georgia state government as assessed by the State Chief Information Officer (State CIO).

The report represents information technology for the state's executive branch agencies only, i.e., those reporting to the Governor. It does not address information regarding information technology matters related to the legislative branch, judicial branch, statewide constitutionally elected officeholders, or the University System of Georgia. Data used to create the report comes directly from executive branch agencies and enterprise systems of record. The data is compiled by GTA and reflects the efforts of the State CIO to improve the use of technology in supporting state government operations. The report contains the following major sections:

- Executive Summary
- Cybersecurity
- Information Technology Vision and Strategy
- Georgia's Approach to Broadband
- Information Technology Investment
- Technology Services
- Digital Services Georgia
- Georgia's Information Technology Excellence
- Appendix

Executive Summary

Georgia agencies are acclimating to higher altitudes. Through a GTA-led migration prioritized by the Governor's Office, agencies are moving to cloud computing. It brings them new flexibility and autonomy and encourages development of new cloud-related skills among agency IT staff. The ongoing shift to cloud is prominent among technology-enabled efforts highlighted in this Annual State IT Report, all of them aimed ultimately at better serving the citizens of Georgia.

The innovative approaches and new capabilities allowed by cloud computing grab headlines. But none of it lessens Georgia's continuing emphasis on what is the perennial top concern in the information technology world – **cybersecurity**. Keeping state systems and data safe and secure is a ceaseless task. It's made even more complex by increasingly sophisticated attacks, and complicated networks serving numerous locations and many remote state workers, among other factors. The state continues to bolster defenses through security policies, services and tools, and by cultivating information sharing across varied governmental cyber defenders. The Cybersecurity section of this report on page 11 outlines these efforts.

GTA once again coordinated with the Georgia National Guard and the Georgia Cyber Center to conduct a live-action cybersecurity exercise. This fourth annual **Cyber Dawg** event drew security professionals from Georgia agencies to the Cyber Center in Augusta to sharpen their skills in a simulated ransomware attack. The exercise is referenced on page 11.

GTA continues to advance **information technology governance and strategic planning** for the state. Strategic planning efforts included the annual GTA-hosted Technology/Strategy Summit, held virtually in 2022. Summit details can be found on page 15.

Georgia Broadband Program's mission is to promote the expansion and buildout of high-speed broadband to all Georgians. Over the last year, the state made meaningful strides to expand broadband access, including designating significant funding for broadband infrastructure deployment. This funding will help support deploying broadband networks to reach previously unserved locations. Details on program status and accomplishments can be found on page 17.

Tracking IT expenditures is among GTA's statutory responsibilities. In FY 2022, agencies reported spending $697 million on IT infrastructure services, network services, application development and support, and related activities. The IT Investment section on page 23 explores these expenditures and how the state manages its technology investments. Spending details also appear in the Appendix on page 39.

As mentioned above, the successful implementation of Georgia's cloud-first approach for IT services has been central to GTA's **technology services** in the past year. Georgia shifted from a largely on-premises model to a cloud-based model for hosting technology services. This ongoing effort is described on page 29.

Also referenced in the technology services section is the **GTA Direct** program, which offers Georgia agencies, local governments, colleges and universities, and boards of education quick access to a range of IT services from leading service providers pre-qualified by GTA.

The **Office of Digital Services Georgia (DSGa)** manages GovHub, the state's digital platform which is home to dozens of state agency websites. As the state's official web-publishing platform, GovHub allows a consistent online experience for citizens seeking state government services and information. And it facilitates the state's digital compliance policy for ensuring

accessibility. It serves as a single source of consistent and accurate information across all of the state's digital communication channels. Using GovHub capabilities, DSGa helps state agencies make essential information available and accessible to Georgians. More broadly, DSGa manages digital strategy for agencies and elected officials to cultivate an effective digital presence for the state of Georgia. Read more on page 33.

The state's bold modernization of its IT enterprise over the past decade and more have cemented a **national reputation for Georgia as a leader** in using technology to transform government operations. Several recent honors are highlighted in the section titled Georgia's **Information Technology Excellence** beginning on page 35. Georgia again earned a grade of A, the highest possible, in the closely watched **Digital States Survey** which evaluates states' use of technology. It's the third consecutive time the survey identifies Georgia as a top state in its use of IT.

Innovative technology projects across agencies are strengthening Georgia government's service to constituents. Noteworthy examples include the following, with details on page 36.

- The Georgia **Department of Drivers Services** modernized its driver's license system, replacing what had been a complex legacy software system. The new **DRIVES** system can be readily supported by internal staff and makes the licensing process easier for Georgians.

- Aiming to decrease wait times and lines at Hartsfield-Jackson airport parking deck entrances and exits, the **State Road and Tollway Authority** instituted the **Peach Pass Plus** payment alternative. No parking ticket or physical credit card is needed – just a Peach Pass Plus. And it's touch-free.

- The **Technical College System of Georgia (TCSG)** launched a platform called eCampus that allows students to register for online courses offered by any of the 22 TCSG institution. The initiative provides access to programs and courses that may not be available at students' home technical college, while still giving them the personalized experience and support of on-campus enrollment.

As the contents of this report demonstrate, Georgia agencies remain committed to and engaged in taking full advantage of technology to help make government more accessible, responsive, accountable, and secure. GTA shares their commitment and is proud to collaborate with them in the effort.

Cybersecurity

New and Continued Threats

New and improved tactics, techniques, and procedures (TTPs) emerged in 2022, and some old methodologies were refined. Warnings and intelligence bulletins from entities like the Multi-State Information Sharing and Analysis Center (MS-ISAC), the Cybersecurity and Infrastructure Security Agency (CISA), and other federal partners continue to keep alert levels raised. There have been attempted infiltrations of government agencies' systems by hostile nation-state actors as well as sympathetic hacktivists to create chaos and confusion. The latter was evidenced most recently by pro-Russian hacktivists in protest of western support for the Ukrainian homeland defense efforts. These protests took the form of massive distributed denial-of-service (DDoS) campaigns targeting state government websites nationwide, airport websites (to include Atlanta's Hartsfield-Jackson airport), and private financial sector websites.

Incident Reporting

As of November 2022, 19 incidents were reported to state authorities as required by HB 156 (2021). The first incident was reported on August 4, 2021. Most of these were ransomware events (nine of the 19) and the remaining events varied among data exfiltration, phishing, and account compromise. While this is alarming, from a statewide perspective, these events only scratch the surface of what are most likely unreported security incidents across the county and local government space.

New Standard for Travel

Issued in May 2022, the state's International Teleworking and Remote Access standard establishes that state-issued phones, computers, tablets, etc. should not be taken out of the country without an exemption approved by the agency and GTA's Office of Information Security (OIS). This security measure addresses the heightened risk of cyber-attack against government entities.

New Managed Security Service Provider

In response to the increase in threat activity, GTA has taken several steps to increase the resilience of state networks and systems. In October 2022, GTA selected Raytheon Space and Intelligence to provide managed security services for the state. These services include incident response, threat hunting, and cybersecurity training support to name a few. GTA OIS has begun expansive restructuring to be able to provide more services and cybersecurity products for not only state agencies but also local governments. GTA provides a much better price than local or other non-enterprise state agencies could procure themselves.

Cyber Dawg

In September 2022, GTA OIS led its fourth annual Cyber Dawg event. This cybersecurity training exercise featured a live-fire format at the Georgia Cyber Center in Augusta. Security professionals from 12 state agencies defended against mock cyber-attacks in a controlled environment, building skills and experience they could take back to their organizations.

Federal Cyber Grant Program

September also saw the release of the Notice of Funding Opportunity (NOFO) for the Federal Infrastructure Investment and Jobs Act (IIJA) State and Local Cybersecurity Grant Program. While this NOFO release had a short timeline from release to application, the state was able to create a planning committee to meet the program's deadlines. The committee, comprised of members of state and local government, has ratified a charter and made strong headway on the required cybersecurity plan. The program requires the completed plan to award funds to a state. Fifty-nine separate entities - mostly local governments - submitted approximately 75 separate cybersecurity projects for funding consideration to the planning committee. The intent is to have the plan completed and submitted for approval with all the projects no later than March 2023.

Information Technology Vision and Strategy

Georgia's vision for information and communications technology is captured in the *Georgia Enterprise IT Strategic Plan 2025*, the latest update to the state's assessment of issues influencing which technology solutions agencies will deploy in the years ahead. The plan was published in May 2017 with an updated edition published in FY 2022. The updated vision is accessible online at https://gta.georgia.gov/it-strategic-plan-2025.

A full review of the Enterprise IT Strategic Plan is currently underway and will be available in 2023.

The plan is intended to aid Georgia government leaders in making informed technology decisions. It defines IT focus areas and goals and sets the technology direction for the state's IT enterprise.

The Enterprise IT Strategic Plan does not replace the business-oriented strategic plans of individual state agencies but provides a look ahead to help them align their technology with the direction established for the state's IT enterprise.

In developing and maintaining the state's IT vision, GTA collaborates with technology leaders throughout Georgia state agencies to understand their business priorities and gathers insights from other states and the private sector to leverage proven technologies. This work identified the following long-term IT priorities:

- Ensuring cybersecurity for Georgia's agencies, citizens, and businesses
- Managing a growing pool of data to support state decision makers
- Taking advantage of proven technologies to improve interactions between government agencies and constituents
- Evolving the portfolio of shared technology services to ensure agency access to the best services at competitive prices
- Partnering with the private sector to bring the latest innovative technologies to bear on the state's business problems

Information Technology Governance Continuously Improved

GTA continues to advance its information technology governance processes by annually assessing the effectiveness and strategic alignment of the existing Policies, Standards and Guidelines (PSG) exemption process.

The primary goals of the PSG exemption process are to assure that investments in IT generate business value, while mitigating the risks that are associated with IT implementations. Recent revisions to the PSG process now require agencies to detail the implementation, operating, and maintenance costs that would be incurred during the first three years of the solution lifecycle.

This requirement provides agencies and their leadership with a true cost of ownership and detailed insight to known and unknown risks that may exist. The process also provides valuable data to the enterprise on how to position existing cloud brokerage offerings now available through GTA. The cloud brokerage offerings, along with the revised PSG exemption process, allow state agencies to make IT decisions with a clear understanding of the associated risks and how GTA can assist in mitigating them.
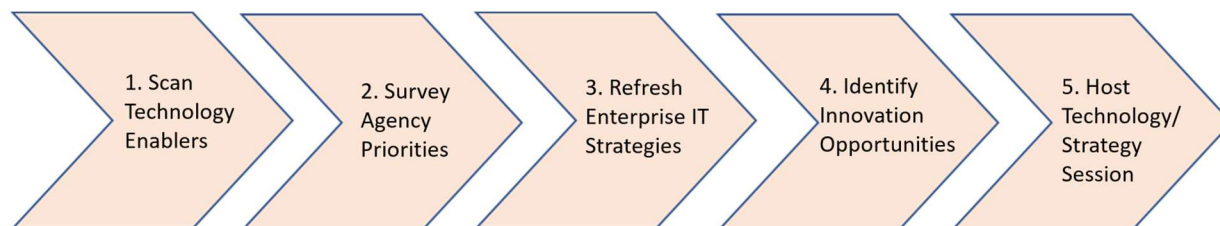
Strategic Planning

The goal of IT strategic planning is to help agencies make better use of technologies that support their business needs and the Governor's vision for Georgia. During FY 2020, agencies aligned their IT strategies with Governor Kemp's stated initiatives and their underlying priorities (https://gov.georgia.gov/about-us/initiatives-and-priorities):

- Make Georgia number one for small business
- Reform state government
- Strengthen rural Georgia
- Put Georgians first

Georgia's IT Strategy Cycle

The IT strategy cycle is a framework for supporting Georgia agencies in their effective and efficient use of technology to achieve the Governor's vision. A collaborative environment where agencies recognize shared objectives and work together to achieve greater enterprise benefits is key to success. GTA serves as a facilitator in identifying common needs, as a technology guide in identifying technology-enabled business strategies that have proven successful in other organizations, and as an advocate for agency solutions that show promise for the enterprise.

The Strategy Cycle is comprised of the following five components:

1. Scan Technology Enablers	2. Survey Agency Priorities	3. Refresh Enterprise IT Strategies	4. Identify Innovation Opportunities	5. Host Technology/ Strategy Session

Environmental Scan for Technology

Technology scanning is a continuous process of gathering information about how technology may help Georgia state agencies meet their objectives. It identifies what is relevant and shares appropriate findings through periodic reports and presentations. Effective new uses of technology are incorporated into the annual update of the Georgia Enterprise IT Strategic Plan. GTA relies on numerous sources for information about new business uses of technology, including Gartner, the National Association of State Chief Information Officers (NASCIO), and the Center for Digital Government.

In addition, GTA monitors a broad range of publications and participates in professional organizations and national summits, conferences, and symposia targeting the effective application of technology to business problems.

Survey Agency Priorities

GTA places high value on understanding agency business needs and continues to review agency strategic plans, conduct agency surveys, and hold regular meetings with agencies to ensure a clear picture of the business objectives that drive technology needs. In addition to one-on-one meetings with agency leaders, the State Technology Annual Report Register (STARR) is used to conduct an annual IT strategy survey of all agency CIOs or IT directors.

Refresh Enterprise IT Strategy

As mentioned in the opening section, the Georgia Enterprise IT Strategic Plan provides a vision of future technology use and establishes focus areas for the state's IT enterprise in a multi-year look ahead. It guides agency IT leaders in choosing new technology solutions that align with the state's enterprise IT vision and direction.

Identify Innovation Opportunities

GTA continues to recognize agency successes in using technology to deliver services in new and better ways. Top innovations are recognized at the annual Georgia Digital Government Summit. Examples of these successes can be found beginning in the section titled **Technology Innovation Showcase** on page 36.

GTA works closely with and supports the Governor's Office and the Office of Planning and Budget (OPB). GTA works with OPB to leverage technology in support of business process improvements identified each year by OPB. GTA provides leadership in identifying and adopting proven technologies to solve pressing government issues.

Host Technology/Strategy Summit

2022's GTA-hosted Technology Summit explored how agencies can harness technology to improve customer experience. The virtual summit focused on technology considerations that are woven tightly into how agencies engage with customers. Industry and government experts addressed cloud computing benefits and preparations, securing IT environments, ensuring digital accessibility, and broadband expansion in Georgia.

The agenda for the 2022 summit included a diverse and dynamic group of speakers and panelists who provided in-depth insights as well as actionable and practical tools in cybersecurity, cloud-based computing, digital disruption, broadband and more.

The keynote speaker for the conference was David Smith, Distinguished VP Analyst, from Gartner. David discussed challenges that arose because of Covid and how they impacted managing technology moving forward.

An audience of 295 participants tuned into the virtual summit from more than 140 different state and local government agencies.

Georgia's Approach to Broadband

Closing the Digital Divide

Over the last year, the state has made great strides to expand broadband access, including obligating significant funding for broadband infrastructure deployment. This funding is designed to reduce the cost to deploy broadband networks into the remaining unserved areas (locations with no access to terrestrial broadband speeds of at least 25 Mbps download and 3 Mbps upload) that are primarily in rural communities.

Program Objectives

The Georgia Broadband Program's mission is to promote the expansion and buildout of high-speed broadband to all Georgians. With significant funding recently deployed and additional funds becoming available in the future, the roles of state agencies associated with the program are critically important to the successful administration of the funds. To accomplish this work, the program recently established an expanded set of strategic objectives as part of the state's broadband strategy update:

1. Bridge the broadband gap in the most cost-effective, timely way possible. Specifically, the state seeks to optimize the cost and time to implement a statewide broadband strategy to avail high-speed reliable internet service to Georgia's households, businesses, and institutions.
2. Enable sustainable, reliable, and affordable broadband service to end users.
3. Increase the impact of capital investments by expanding internet usage for remote education, telehealth, small business operations, agriculture, and telework.
4. Achieve government objectives for public safety, emergency response, and modern and efficient government administration and customer service with reliable broadband connectivity statewide.
5. Ensure safe and effective end user experiences through digital literacy.
6. Establish workforce development programs to support future broadband expansion efforts, maintenance, and technical support.

State of Broadband Service in Georgia

The 2022 Georgia Broadband Map documents 454,950 unserved addresses – about 90 percent of which are in rural areas. This is an improvement from the 482,274 unserved addresses that were identified in the 2021 broadband annual report released jointly by GTA and the Georgia Department of Community Affairs (DCA). When recent investments such as the Rural Digital Opportunity Fund (RDOF), U.S. Department of Agriculture ReConnect, and American Rescue Plan Act (ARPA) State Fiscal Recovery Funds are considered, the number of unserved and unfunded locations in Georgia substantially diminishes to just over 200,000. The map, which is among the most extensive and sophisticated of its kind in the nation, continues to indicate that the state's broadband gap is significantly larger than the Federal Communications Commission's (FCC) data show. Although the state's broadband gaps are concentrated heavily in rural areas, a significant number of locations in urban areas also lack coverage.
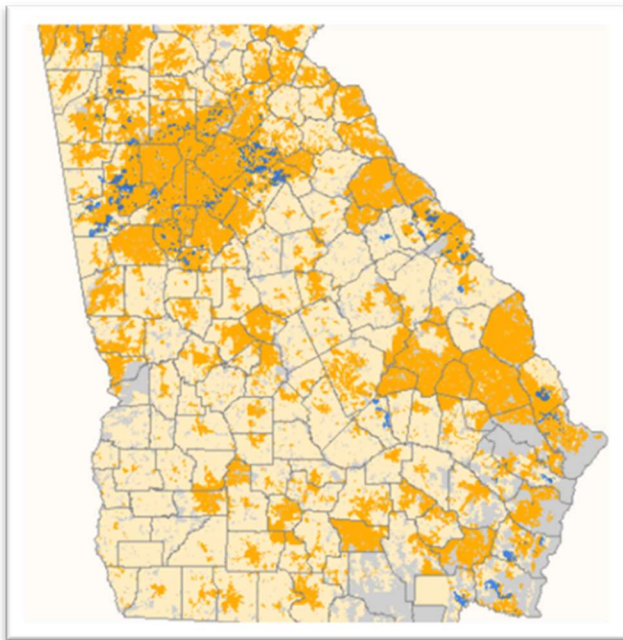
2022 Broadband Service Availability Map
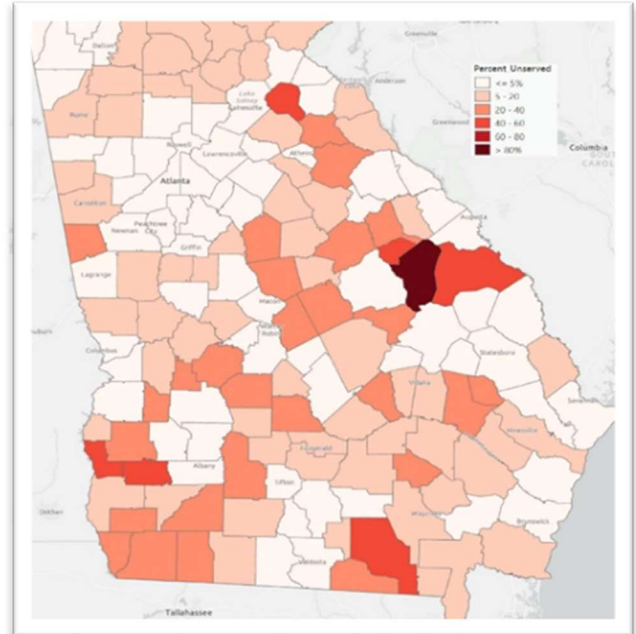
2022 Broadband Service Availability, including locations with Funding Agreements

Of the approximately 5.3 million locations in the data (i.e., homes, businesses, and institutions in Georgia), 4.9 million locations, or 91.5 percent, are served at speeds of at least 25 Mbps download and 3 Mbps upload (25/3) via terrestrial technologies. Of the 454,950 unserved locations, about 90 percent are outside of urban areas.

Recent Broadband Investments

American Rescue Plan Act

Governor Kemp announced in June 2021 that the state would use State Fiscal Recovery Funds under ARPA to address broadband service needs in Georgia. To assist in properly deploying these funds within the parameters of a competitive program, the Governor appointed an 18-member Broadband Infrastructure Committee composed of legislators and state agency leaders that would score eligible projects and make funding recommendations.

On February 1, 2022, the Governor announced almost $408 million in preliminary awards which will provide communities, households, and businesses in 70 Georgia counties access to faster and more reliable broadband. The projects targeted with the awards could serve 183,615 locations, of which 132,050 are currently unserved based on state data. These grant projects represent an investment of more than $738 million when matching funds are contributed. That makes this the largest public investment in broadband deployment infrastructure in the state's history.
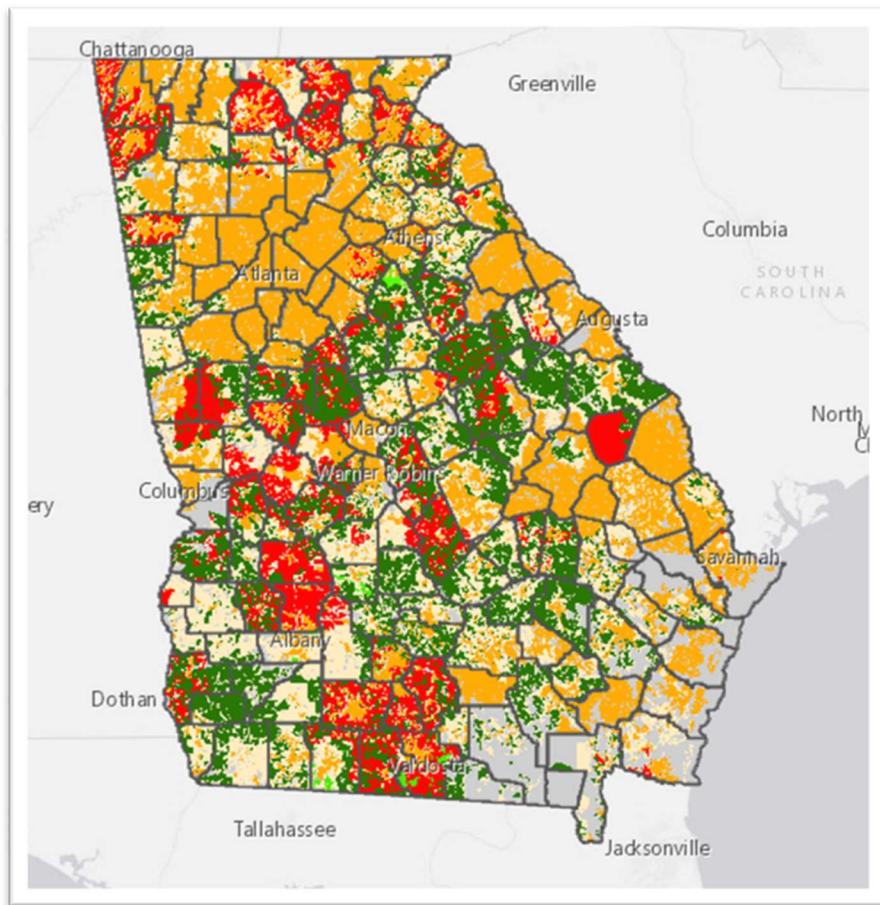
American Rescue Plan Act Preliminary Grant project areas (ARPA projects in red, RDOF projects in green)

NTIA Broadband Infrastructure Program

Georgia was fortunate to receive funding in 2022 from the National Telecommunication and Infrastructure Agency's (NTIA) Broadband Infrastructure Program (BIP), in addition to the ARPA funding. An application submitted jointly by Windstream and Lumpkin County was approved for last-mile infrastructure investment. The project will serve 1,846 locations through a total budget of almost $5.2M. Of this, $3.2M will be covered by the BIP grant, with Windstream contributing a private match of nearly $2M.

Enabling Middle Mile Broadband Infrastructure Program

The Enabling Middle Mile Broadband Infrastructure Program created and funds a $1 billion initiative for the construction, improvement, or acquisition of middle-mile infrastructure. This can reduce the cost of connecting unserved and underserved areas to the internet. Eligible applicants included states' political subdivisions; tribal governments; technology companies; electric utilities; utility cooperatives; public utility districts; telecommunications companies and cooperatives; nonprofit foundations, corporations, institutions, and associations; regional planning councils; native entities; or economic development authorities. This funding program is run entirely by the federal government and closed to applicants by the end of September

2022 with awards being announced in 2023. The state applied for the program with the Georgia Department of Transportation as the lead applicant. The proposed project would fund an open-access network along I-75 from the Georgia-Florida state line to north of Macon.

Current Funding Opportunities

American Rescue Plan Act Capital Projects Fund

ARPA includes the $10 billion Capital Projects Fund (CPF) for payments to states, territories, and tribal governments for critical capital projects that directly enable work, education, and health monitoring, including remote options. CPF allows for investment in high-quality broadband as well as other connectivity infrastructure, devices, and equipment. Georgia anticipates an allocation of approximately $260 million in CPF resources that will be used primarily for broadband infrastructure. Governor Kemp announced in August 2022 that the state would be running a CPF grant program for broadband infrastructure in Q3-Q4 2022, totaling $240-250 million in grant funds. The state expects CPF funding will be awarded to eligible recipients by the end of 2022.

Future Funding Opportunities

Federal Infrastructure Investment and Jobs Act (IIJA) Broadband Equity, Access, and Deployment Program

Through the $42 billion Broadband Equity, Access, and Deployment (BEAD) Program, each state will receive at least $100 million. Georgia should receive additional funding based upon the new FCC national broadband map scheduled for release in late 2022 or early 2023. BEAD funds should be available for distribution by states in late 2023 or early 2024.

Upon approval by NTIA, Georgia will oversee the deployment of BEAD funding to reach three priority areas:

- Unserved locations
  - No access to 25 Mbps download and 3 Mbps upload speeds
- Underserved locations
  - No access to 100 Mbps download and 20 Mbps upload speeds
- Community anchor institutions
  - Without gigabit connections

IIJA Digital Equity Act Program

The Digital Equity Act dedicates $2.75 billion to establish three grant programs. These programs promote digital inclusion and equity to ensure that all individuals and communities have the skills, technology, and capacity needed to reap the full benefits of a digital economy.

- The **State Digital Equity Planning Grant Program** is a $60 million formula grant program for states and territories to develop digital equity plans.
- The **State Digital Equity Capacity Grant Program** consists of a $1.44 billion formula grant program for states and territories. Funds are distributed via annual grant programs over five years to implement digital equity projects and support the implementation of digital equity plans.
- The **Digital Equity Competitive Grant Program** is a $1.25 billion discretionary grant program which will distribute funds via annual grant programs over five years to

implement digital equity projects. Eligible applicants include specific types of political subdivisions, agencies, or instrumentalities of states; tribal governments; nonprofit entities; community anchor institutions; local educational agencies; and entities that carry out workforce development programs.

Broadband Ready Program

Broadband Ready status is a designation awarded by DCA that recognizes a community that has taken action to reduce obstacles for broadband expansion by:

1. Adopting an ordinance that streamlines permitting for broadband projects
2. Including a "broadband element" in their local comprehensive plan that clearly states their goals and strategies for broadband expansion

In 2018, to underscore the importance of local planning for broadband expansion, Georgia began requiring that a broadband element be included in all communities' comprehensive plans. Now, four years after that requirement's issuance, nearly every community in Georgia has updated their plans to include local coverage data, as well as specific goals and strategies for broadband in their jurisdiction. Many communities that have not yet been designated as Broadband Ready stated that recognition is a goal, and DCA is providing outreach to directly assist those seeking the designation.

Currently, 52 communities have achieved Broadband Ready status across the state. Of those, 36 were designated in the past year, with 12 of those since January 1, 2022.

The graphics below identify the communities that have received the Broadband Ready designation and those that that made progress on adding broadband elements to their comprehensive plans.
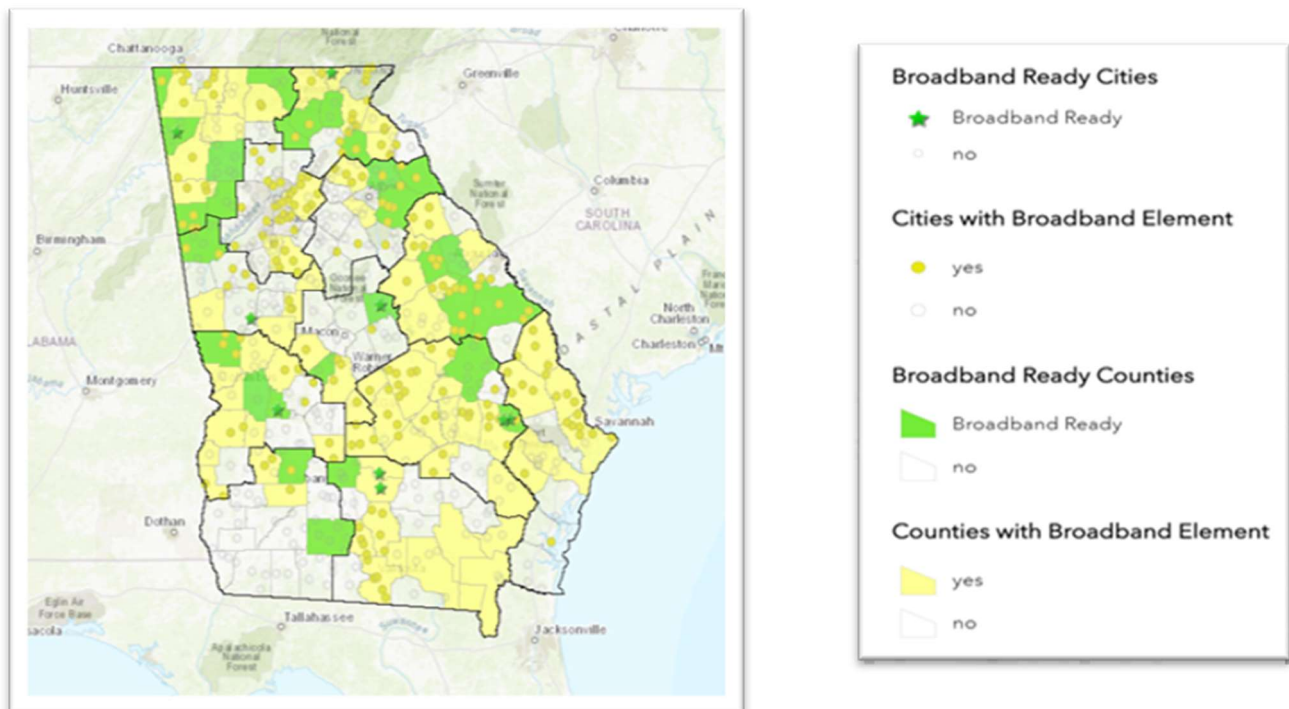
Information Technology Investment

The state makes significant annual investments in information technology, including services, equipment, applications, personnel, software licensing, development, and maintenance. How much is spent in total, where the money goes, and what taxpayers get in return can be difficult to pinpoint. That's not to say there isn't need to better understand whether Georgia is receiving best value for its IT investment.

The Georgia General Assembly has charged GTA with compiling IT expenditure information from executive branch agencies. GTA presents a report every year (O.C.G.A. 50-25-7.10) providing that comprehensive data, allowing state leaders to make facts-based decisions about allocation of state resources for technology.

To collect the data, GTA uses the State Technology Annual Report Register (STARR). Information is requested from executive branch agencies about application, infrastructure, network, other IT costs, and projects.

The state has a more comprehensive accounting of expenses for infrastructure and network services than for applications. Infrastructure and network services are provided through the Georgia Enterprise Technology Services (GETS) program. Under GETS, Georgia can measure consumption through detailed reporting for all agency users of infrastructure and network services.

Enterprise IT Spend

The following graph depicts the most comprehensive summary available of IT expenditures by infrastructure, network, application, and other IT costs in FY 2020, FY 2021, FY 2022.

Enterprise Spend by Cost Category
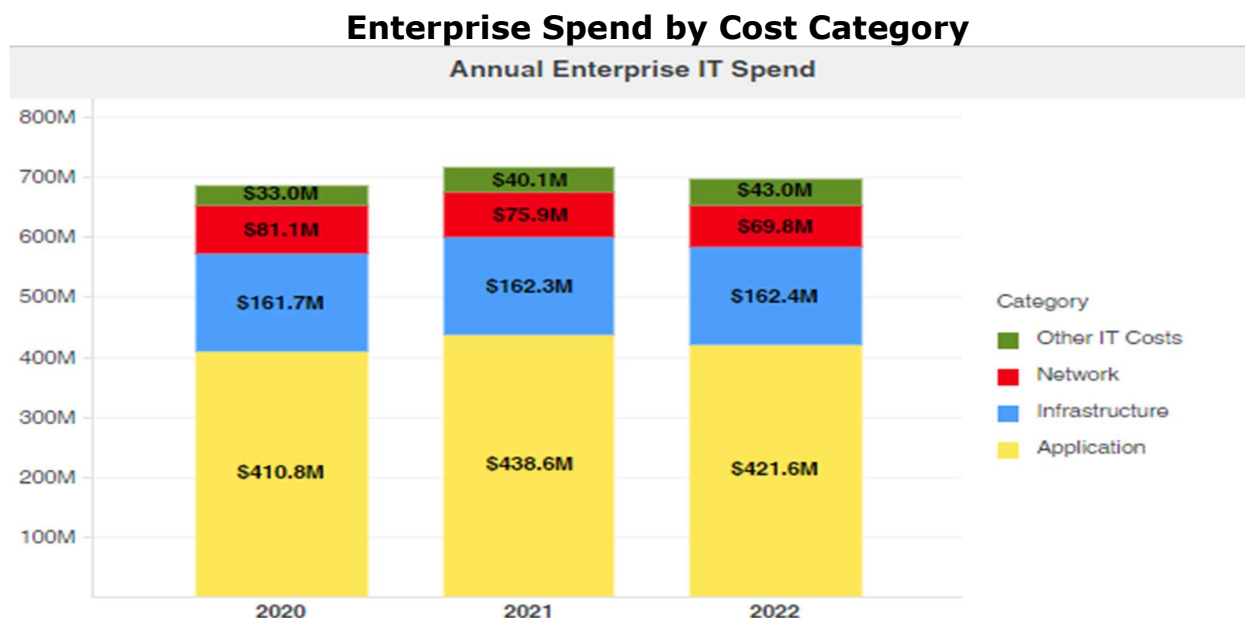
Fiscal Year	Application	Infrastructure	Network	Other IT Costs	Total
2022	$421,576,949	$162,384,523	$69,791,422	$43,030,804	$696,783,699
2021	$438,610,810	$162,312,609	$75,892,313	$40,090,084	$716,905,817
2020	$410,812,881	$161,733,991	$81,072,530	$32,995,415	$686,614,817

Agency Participation in IT Expenditure Reporting

Sixty-one agencies reported their IT expenditures.

Complete listings of the agencies reporting and their expenditures are in **Appendix A** and **Appendix B**. The agencies listed in Appendix A with "NR" in the "Reported 2022" column did not submit reports because:

- The agency no longer exists.
- Its expenditures were included in the report from an agency to which it is administratively attached.
- The agency is attached to one of the state's constitutional agencies, which are exempt from filing the report.

In addition to constitutional agencies, other state entities with large IT budgets (e.g., the University System of Georgia) are not required to report their IT expenditures.

IT Expenditures FY 2022

Participating agencies spent over **$697 million** on technology in FY 2022. GTA continues collaborating with agencies to increase both the quantity and quality of IT spend data received.

Annual Investment Strategy Sessions

GTA's investment strategy sessions in FY 2022 included agency decision-makers in business, operations, and finance. The agenda was targeted to increase awareness of the challenges associated with technology investments while also providing tools and best practices for a variety of investment scenarios. The information gathered in these sessions provides the baseline for annual reporting on planned new investments as shown on page 27.

Procurement Reviews

GTA enhanced the procurement review process to provide more proactive support as agencies plan for large investments.

GTA's procurement review process continues to provide valuable feedback as agencies navigate complex requests for proposal (RFPs) and provider service agreements. Over the past year, GTA reviewed more than 23 sets of procurement documents, including RFPs, requests for information (RFIs), scopes of work (SOWs), and contracts representing approximately $316 million in investments.

IT Application Portfolio

The state's IT application portfolio included 894 applications in FY 2022, an increase of 268 since FY 2013. The following graph shows the number and percentage of applications by type:

Applications By Type

Pie chart legend:
- COTS — 30%
- Custom Coded — 37%
- Mobile — 3%
- N/A — 0%
- SAAS/ASP/Hosted — 15%
- Web Sites — 15%

Applications by Category

Categories (top to bottom): Web Services, Time Accounting, Reservation System, Productivity Tools, Other, Mobile Application, Grant Management, Facilities Management, Document Management, Data Warehouse, Data Management, Case Management, Asset Management

Legend: Total
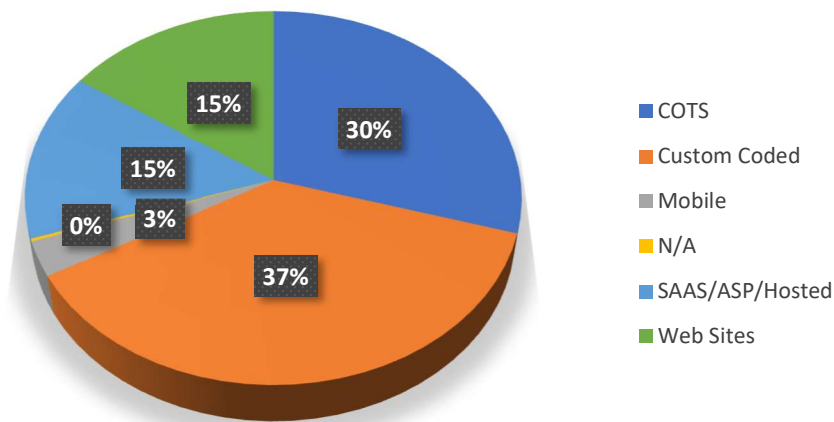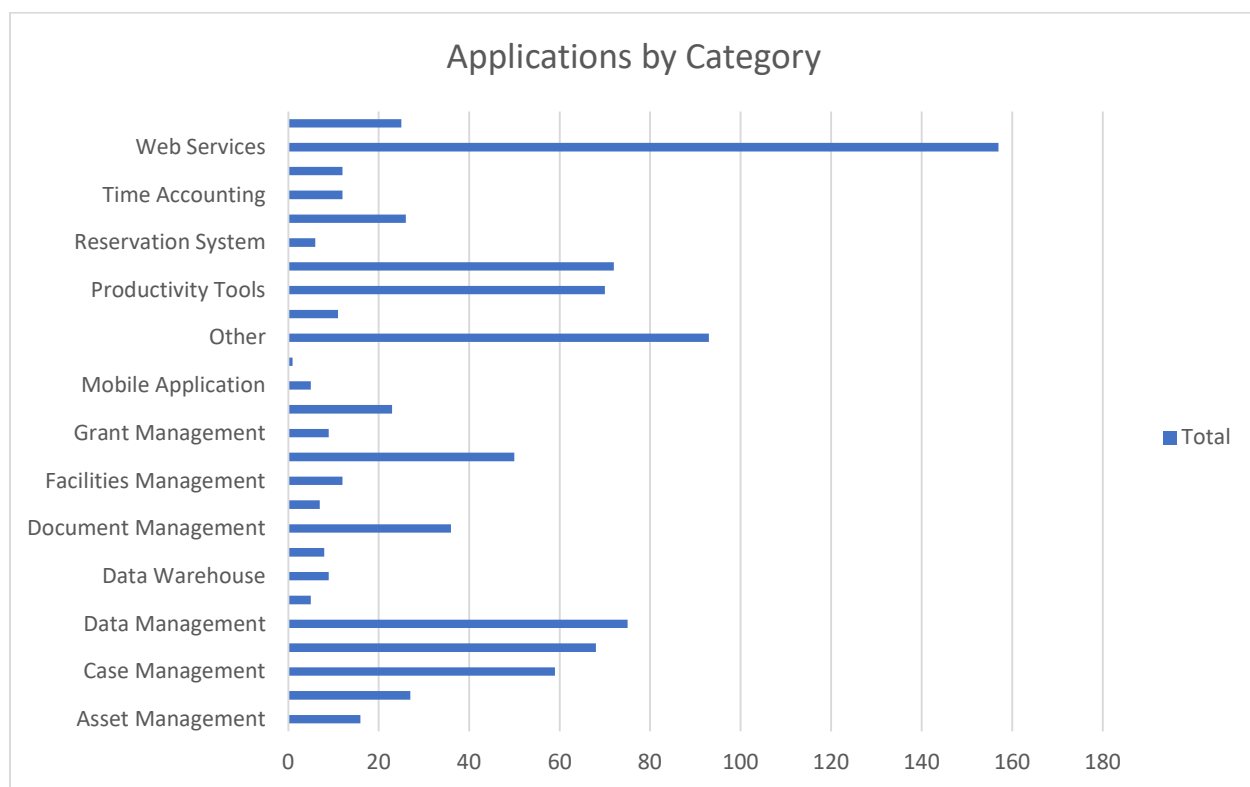
Applications by Category (894 Applications)

The graph above shows the number of applications by category.

Note: These applications were categorized by the reporting agency based on definitions provided by GTA. Many applications are accessible on mobile devices, but they are not categorized as mobile-only applications.

Investments by Agency

The total portfolio of in-flight and planned projects is $924 million; the FY 2022 active project portfolio is $573 million. The FY 2022 portfolio is tracking more than 65 active projects in 18 agencies, with several projects spanning multiple years. In addition to the active projects, several large projects totaling $351 million are in the planning phase.

The following chart and graph depict each agency's percentage of the total budget for all active projects.

Legend
DHS
DCH
DOR
GDC
DPH
DOAS
SRTA
DDS
GDOT
GBI
DJJ
GaDOE
GGTCFC
DBHDD
SOS
TCSG

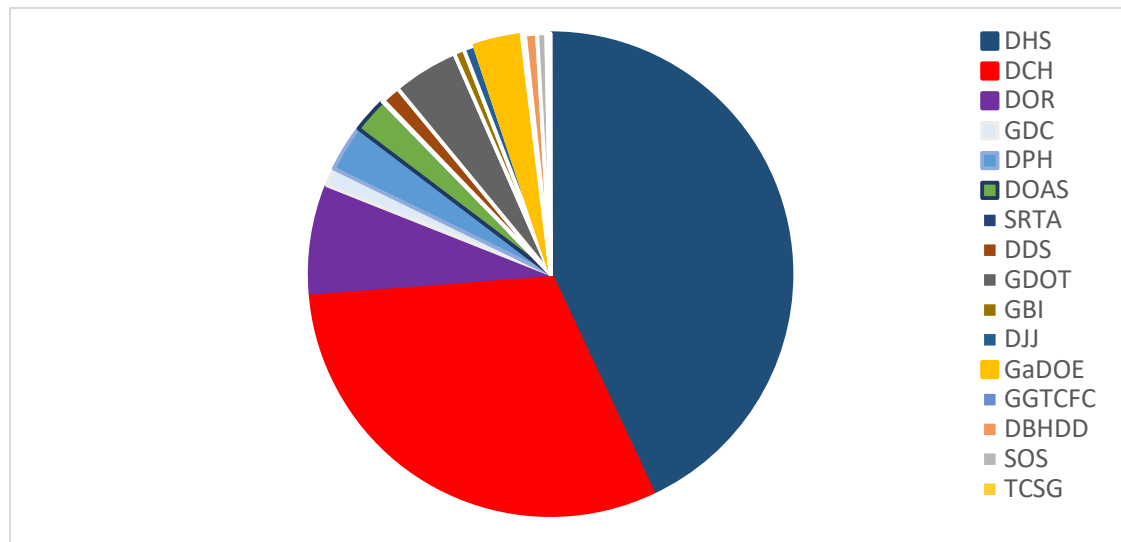| Department of Human Services	$290,546,405	43.0%
Department of Community Health	$207,507,557	30.7%
Department of Revenue	$48,981,167	7.3%
Georgia Department of Corrections	$8,032,654	1.2%
Department of Public Health	$20,936,245	3.1%
Department of Administrative Services	$16,152,838	2.4%
State Road and Tollway Authority	$699,321	0.1%
Department of Driver Services	$8,296,687	1.2%
Georgia Department of Transportation	$29,750,973	4.4%
Georgia Bureau of Investigation	$4,723,600	0.7%
Department of Juvenile Justice	$5,113,330	0.8%
Georgia Department of Education	$21,585,775	3.2%
Georgia Government Transparency and Campaign Finance Commission	$1,394,918	0.2%
Department of Behavioral Health and Development	$5,386,811	0.8%

Secretary of State	$4,167,268	0.6%
Technical College System of Georgia	$630,011	0.1%
Department of Community Affairs	$1,181,868	0.2%
Georgia Firefighters Pension Fund	$140,000	0.0%
Total	**$675,227,428**	

Planned New Investments by Agency

The following graph depicts several large projects totaling $427 million that are in the planning phase.
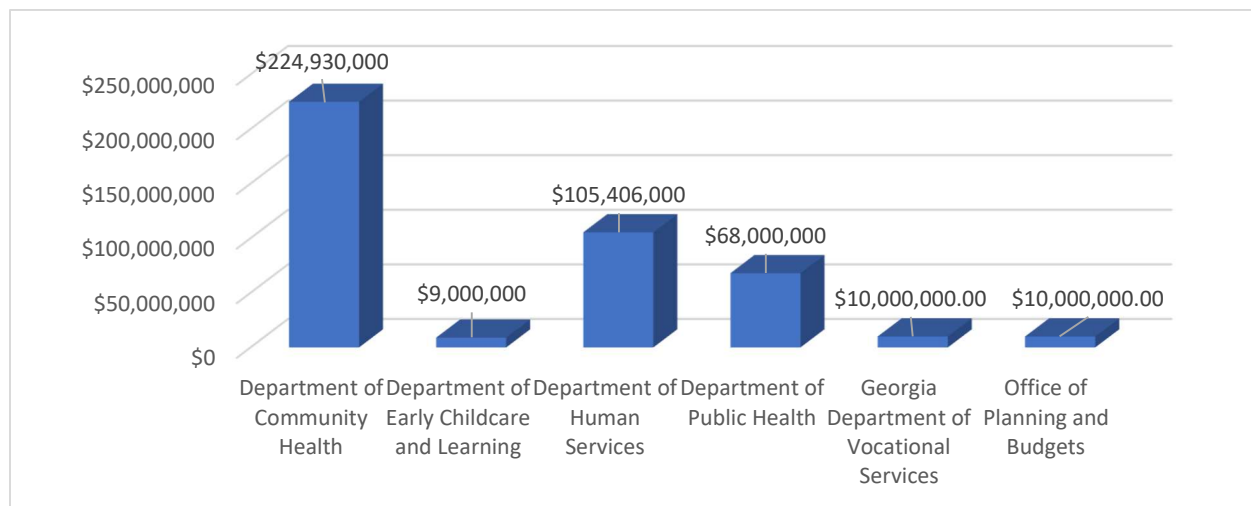
Department of Community Health	**$224,930,000**
Department of Early Childcare and Learning	**$9,000,000**
Department of Human Services	**$105,406,000**
Department of Public Health	**$68,000,000**
Georgia Department of Vocational Services	**$10,000,000**
Office of Planning and Budgets	**$10,000,000**

Project Delivery Effectiveness

Critical Project Review Panel

Monthly reviews by the Critical Project Review Panel continue to promote success of the most critical projects in the state's portfolio

The oversight of these projects pays dividends.

The chart below displays how the state of Georgia's project performance compares to government and industry metrics compiled for the Standish Group's 2022 CHAOS Report for technology projects. It measures only critical IT projects that were completed in each fiscal year. The chart indicates a slight increase in successful projects from FY 2021 to FY 2022. Of the 24 projects in the critical project portfolio, six were completed this year. Over the past decade, Georgia has consistently outperformed government and industry averages for project success.
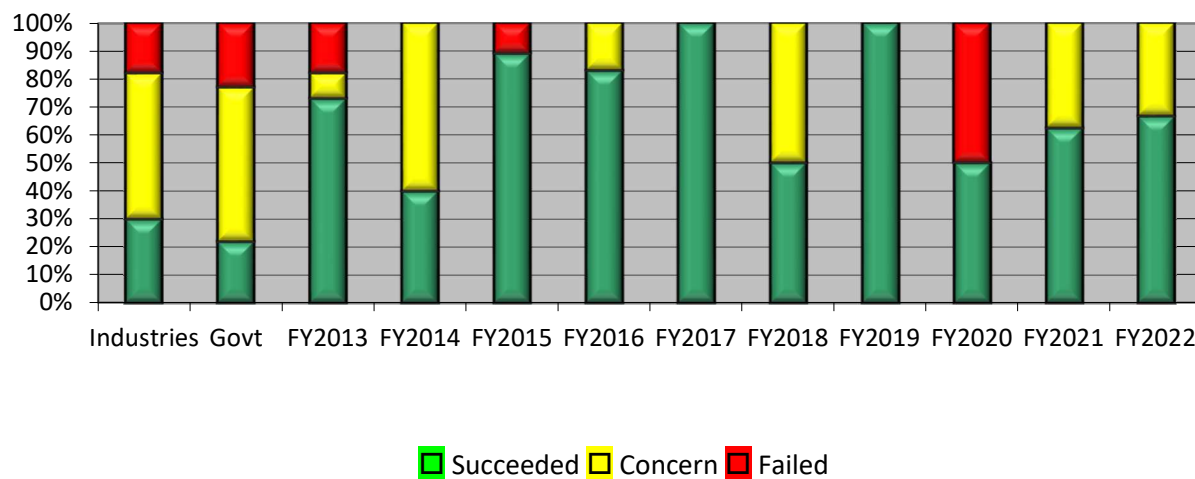
Technology Empowerment Fund

Special advisory input and oversight are also directed to two key technology-enabled projects administered via the Technology Empowerment Fund. One involves replacement of the PeopleSoft system administered by the State Accounting Office. The other relates to establishing an all-payer claims database which will facilitate reporting of healthcare and health quality data across all levels of healthcare. Each entails sizeable IT investments and will benefit from oversight from a cross-functional team of state government leaders, including participation from GTA.

Technology Services

Cloud-first Approach

Technology trends and talkers point to the cloud, with its promise of not just a silver lining, but a whole bagful of benefits. The Governor's Office is confident that promise can be fulfilled and has directed GTA to lead a cloud computing migration among Georgia's state agencies. The effort took flight in 2022 with focus on three essential ingredients for its success: 1) transformation, 2) training of state IT staff, and 3) ongoing support.

Transformation

Shifting from on-premises server services to cloud computing isn't simply a change of venue for servers. Agencies recognize that in the cloud, they must shed some of their terrestrial ways. GTA collaborates with them to successfully transform not just their applications and systems, but their fundamental way of thinking about computing services.

The first phases of the transformation focused on migrations into Amazon Web Services (AWS) cloud. By late 2022, the number of transitioned applications had climbed above 50, with more queued to happen. Agencies including the Departments of Administrative Services, Corrections, Drivers Services, Natural Resources, Public Health and GTA have new cloud operations. And, by aggregating the state's purchases of AWS offerings, GTA can offer discounted pricing for those services to Georgia government entities.

GTA also began to introduce options in the Microsoft Azure cloud. Several agencies are organizing migrations to Azure. Where GTA partnered with Accenture to help guide the initial wave of migrations to AWS, SDI Presence is the vendor providing expert migration management on the Azure side. Agencies will continue to be in migration mode through early summer 2023.

The state's **mainframe** and applications running on it are also shifting to the AWS cloud. This migration will extend into 2023 and will decrease costs while also enabling continued mainframe services (an area where support staff are an increasingly rare breed as well).
IT operations broadly will look different post-migration. Functions like incident handling, networking, backups, and patching will all change. Support channels (e.g., service desk) will become more varied. Disaster recovery will take on a new cloud orientation and will provide more tailored options. All of this brings more flexibility and autonomy for agencies. It will also require some new skills.

Training

You don't suddenly pilot the plane without having trained. IT teams, and business leaders to some degree, must prep and gear up. GTA helps state agencies secure that preparation, providing access to varied training options for cloud transformation.

In 2022 GTA established pathways to training for both Amazon Web Services and Azure cloud through an online training center. Called Cloud Campus, the training center is accessible via Microsoft Teams and makes available a wealth of self-guided training, ranging from overview to intensely technical. Courses are customized for agency roles ranging from IT staff (architects,

system administrators, developers, and others) to business leads. Instructor-led training by AWS (and soon Microsoft Azure) is also publicized on Cloud Campus. Just like the self-study options, there's no charge to agencies for the live sessions.

AWS Immersion Days complement the Cloud Campus offerings. These are half-day and whole-day, live sessions led by an AWS technical expert. They're hands-on workshops that can provide a general overview of AWS environments and services, or a deeper dive into topics like networking, databases, and more.

And, throughout the fall of 2022, twice-monthly lunch 'n' learns called *Technically Speaking* featured a GTA cloud expert exploring technical topics with agency IT staff who are directly involved in cloud transformation. Like the name suggests, these informal discussions got plenty technical, with as many as 40 or so IT folks at a time gathering around a virtual lunch table.

GTA anticipates augmenting its cloud training focus in the coming year by adding a program of flexible, ongoing training. GTA is working with the Technical College System of Georgia (TCSG) to explore TCSG's potential development of weeks-long courses on cloud subjects. This addition would address cloud training as an ongoing exercise, not something accomplished once and then allowed to drift into the rearview.

Taken all together, it's a rich collection of training options for agencies participating in the cloud transformation. It creates opportunities for significantly expanding the skillsets of agency IT professionals.

Ongoing Support

The job doesn't end with transformation and training. Ongoing support is critical in new cloud environments and in a new computing model. GTA introduced new expert AWS operational support offerings from TekStream. Agencies can capitalize on TekStream's input to supplement in-agency cloud capabilities where needed. For Azure cloud environments, operational support will be available from SDI Presence.

In tandem with its cloud transformation support provisions, GTA's approach to customer relationship management also evolved. In late 2022, it established an internally staffed Customer Success Management organization. The team of approximately 15 Customer Success Managers (CSMs) took over December 1 from an Agency Relationship Management (ARM) team staffed by Capgemini. The CSMs are envisioned as the primary interface with agencies and entities, helping connect customers with GTA resources that can best meet customers' technology needs. (GTA thanks the ARM team for its years of support of agencies.)

The new cloud-first approach has momentum, building confidence it will bring the benefits hoped for. That includes things agencies want like more flexibility and autonomy with their IT environments, increased reliability, access to a wider set of technology options, and greater control over their service consumption. These are some of the reasons the Governor's Office identifies this work as high priority for the good health of state systems and data.

And even as cloud transformation took top billing in 2022, GTA's technology services teams continued to maintain currency and make improvements in IT service areas spanning network, end user computing, print and mailroom/courier, storage and more. GTA also guided agencies through evaluations of Google Workspace (a suite of end-user messaging and productivity tools) and CoreView (an administration platform to help agencies better manage their Office

365 and Active Directory environments). That will open new technology service options for Georgia agencies in the coming year.

GTA Direct Services

The GTA Direct program provides access to a range of managed IT services for Georgia agencies, local governments, public and not-for-profit colleges and universities, and boards of education statewide. GTA qualifies the pool of vendors and provides governance over the service contracts, while agencies purchase the services directly from the providers and manage the vendor relationships themselves.

The program continued to provide an efficient procurement process allowing agencies to purchase IT services from GTA-qualified suppliers that understand regulatory requirements facing government entities.

Services Offered through GTA Direct

- Mobility devices and services
- Oracle products and services
- Network
- Conferencing
- Hosted contact center
- Managed print

Digital Services Georgia (DSGa)

Digital Services Georgia (DSGa) manages digital strategy for state agencies and elected officials to cultivate a mature digital presence and constituent-centric service delivery. DSGa builds products, trains agencies, and provides ongoing support through a help desk, webinars, and consultations. The focus of DSGa complements GTA's macro view of the technology landscape from larger systems to granular interactions, such as websites, chatbots, and voicebots. DSGa leans in to support technical implementations and represent the voice of the constituent to ensure technology products are easy to use and relevant.

The team continuously watches audience needs and refines strategy for new products and services, as well as evolves our existing portfolio. Research includes user experience interviews with agency personnel to identify ways to drive efficiency and consistency. This year, for example, DSGa launched Orchard in response to application developers' need for an easy way to align with Georgia's enterprise branding. DSGa also interacts directly with constituents using their products to ensure that they are working as designed.

GovHub

DSGa's flagship product, GovHub, powers more than 80 state websites. Agencies rely on GovHub's accessible, performant, and secure platform to serve their most important content and connect Georgians to the services they need when they need them. In the 2022 fiscal year alone, GovHub served 195 million pages and 40.8 million unique visitors (94 million sessions). Georgia.gov remains the most visited of all GovHub websites. The DSGa team works to continuously improve GovHub, including biweekly feature and infrastructure upgrades. The team is working toward a design and user experience refresh in 2023. Based on user research and modern best practices, the refresh will transform GovHub sites and be offered to agencies to reskin transactional applications.

Georgia.gov

DSGa owns and maintains the Georgia.gov state website. In FY 2022, the team added seasonal content about primary elections and removed information related to COVID-19, all aimed at maintaining an easy, one-stop entry point for Georgia's state services. Overall, Georgia.gov served nearly seven million visitors, with about 15 million total page views for the year. Emerging from the COVID-19 pandemic and its huge impact on state policies and services, the year saw a return to normal audience traffic patterns centered on what typically have been the most popular topics: welfare assistance, starting a business, and firearms (even though this page now reflects changes in the law that eliminated a carry license). Without the spikes around elections or COVID-19, page views were spread fairly evenly across the top 20 services.

Georgia Analytics Program (GAP)

Through the Georgia Analytics Program, DSGa provides agencies with real-time data about the performance of their sites and applications to encourage continuous improvement. To understand the data and what it means in the context of their online presence, DSGa offers training on how to use the tools. In addition, DSGa developed a new content service, the GAP Consultation, to help agencies interpret and apply the information that the data provides by conducting an in-depth analysis of the analytics, search engine optimization (SEO), accessibility, and quality assurance (QA) reports, and offering specific recommendations for

improvement. In April 2022, DSGa kicked off the service with the Georgia Department of Public Health as the pilot agency.

Digital Academy

DSGa continued to expand its training and educational program in 2022 with the re-launch of the Digital Academy, a content-focused workshop that builds content strategy and writing skills for state agency employees. Website editors from nine agencies engaged in on-demand courses and assessments, as well as a live class, to earn their state certification. The learning management system (LMS) grew with 22 new courses available in the interactive video library. In FY 2022, more than 140 users made use of the offerings. DSGa also conducted 10 live instructional webinars with attendees from 11 agencies.

GOVTalks

GOVTalks is an annual conference that DSGa hosts for state agencies in Georgia. In 2022, the theme centered on enhancing the customer experience on websites and beyond, including chatbots, design systems, and social media frontiers for public organizations. DSGa held the conference virtually in May 2022 offering seven sessions throughout the day for attendees from 39 agencies.

Georgia Digital Center of Excellence (DCoE)

DSGa continued to sponsor and support the Georgia Digital Center of Excellence (DCoE). The DCoE is a statewide initiative, bringing agencies together to define and promote adoption of best practices across the state's digital landscape. Several DCoE committees engaged in quarterly meetings to share knowledge and experiences on topics such as social media, plain language content, and website design. The DCoE also held two statewide webinars attended by more than 70 public sector employees from state agencies to local municipalities.

Chatbot and Voicebot Solutions

In addition to these established products and services, the DSGa team collaborated with numerous internal and external partners to test new technologies and propose solutions to challenges faced by agencies and constituents. For example, in FY 2022, a few partner agencies sought digital solutions for an influx of constituent calls overwhelming their phone systems. DSGa recommended adding chatbots to two agency sites that addressed their most frequently answered questions. While the bots are helpful, the team recognized room for improvement and continued to work on better solutions. DSGa implemented a proof of concept of a different chatbot technology on its own website during the fiscal year, aiming to continue to drive better results for agency users and Georgians.

Orchard

DSGa also engaged with numerous agency technology teams to identify opportunities to improve the accessibility and consistency of products, while optimizing efficient delivery. The result is an overhaul of Orchard, the enterprise design system. DSGa learned how best to serve agency partners and has compiled that data into requirements for the new Orchard, which will be released in FY 2023.

Georgia's Information Technology Excellence

Digital States Survey

Georgia earned an A grade – the highest possible – in the 2022 **Digital States Survey**. That follows the state's A in 2020 and 2018 and an A- in the two surveys before that. Georgia also received a first-place award in the 2022 survey's **Constituent Centric** category. It recognizes the state's mobile and digital services strategy and efforts to engage constituents via improved service delivery.

The survey is conducted every two years by the Center for Digital Government, a national research and advisory institute focused on information technology policies and best practices in state and local governments. Each state is assigned a letter grade based on quantifiable results. Only five other states earned an A this year: Michigan, Minnesota, North Carolina, Ohio, and Utah.

Georgia Earns National Procurement Honor

The GTA Procurement Management Office received the 2022 Achievement of Excellence in Procurement Award from the National Procurement Institute. This year marks the 11th time GTA has earned the annual award. The prestigious honor recognizes organizational excellence in procurement based on standardized criteria measuring innovation, professionalism, e-procurement, productivity, and leadership. The application process is rigorous, requiring extensive documentation of practices and performance. Evaluation focuses not only on practical work, but also on contributions that further advance the public procurement profession.

Georgia Tax System Project Wins National Award

The Georgia Department of Revenue's (DOR) tax system cloud migration was recognized at the National Association of State CIOs (NASCIO) annual conference in October. DOR's ambitious project involved migrating its mission-critical Integrated Tax System (ITS) from on-premise server services to the Amazon Web Services (AWS) commercial cloud. The tax system now operates in a modern, reliable, and flexible cloud environment, and DOR has achieved a 40 percent savings in maintenance costs. ITS is used to process tax returns and taxes as well as enforcing tax regulations for the state of Georgia.

StateScoop 50 Awards Go to Georgia

Georgia received several awards from StateScoop, a leading public sector tech media brand in the state and local government market. The annual **StateScoop 50 Awards** honor the leaders and initiatives that make state government more efficient and effective. In her first year as state CIO, Shawnzia Thomas received a GoldenGov Award (State Executive of the Year) on the strength of her advancement of a cloud-first approach and continued broadband expansion in Georgia. Chief Digital Officer Nikhil Deshpande received the State Leadership of the Year Award in recognition of his commitment to building digital services created with the citizen in mind. The Georgia Data Analytics Center, a new online data depository administered by the Governor's Office of Planning and Budget, was honored in the category of IT Innovation of the Year.

Technology Innovation Showcase

This year, GTA held its 11th annual Technology Innovation Showcase. Each showcase project is a testament to the public sector's high-caliber efforts to use technology to improve the way government operates and to better serve constituents. Here are the 2022 showcase honorees.

Driver Record and Integrated Vehicle Enterprise System (DRIVES)
Georgia Department of Driver Services (DDS)

The **DDS** sought a solution for the driver's licensing system used since the 1990s. DDS found a solution with the **DRIVES**, a multi-year effort between DDS and the Georgia Department of Revenue. The project modernized and combined two of Georgia's largest and most complex legacy software systems. **DRIVES** was developed and implemented using the FAST Enterprises commercial off-the-shelf application configured and tailored to both agencies' business requirements. With **DRIVES**, agencies have an application that can be supported by internal staff and makes the licensing process easier for Georgians.

Virtual Road Testing (VRT)
Georgia Department of Driver Services (DDS)

Out of a recent partnership with the Georgia Institute of Technology, **DDS** developed the groundbreaking **VRT** program. The program streamlines the road-testing portion of the Georgia driver's license exam, enabling driver examiners to view live footage from a dashboard camera within the applicant's vehicle. In addition, **VRT** offers distracted driving detection, reporting, data analytics, and two-way communication.

School Bus Safety System: Driver Portal
Georgia Department of Public Safety (DPS)

The **DPS** School Bus Safety System is a comprehensive enterprise application that offers DPS and its partners greater visibility into the school bus safety inspection workflow. The application features a custom-built portal for use by state officers performing the safety inspections and county and municipal school bus operation partners, bringing greater transparency to the inspection process. The portal contains workflow management tools, inspection tracking and visibility, and more. Ultimately, it allows **DPS** to better manage the network of school buses and drivers who serve Georgia students.

Student Access Loan (SAL) Lifecycle Transition to Paperless
Georgia Student Finance Commission (GSFC)

The **GSFC** sought a way to ensure that more **SAL** applications are complete and ready for evaluation, while also easing the workload for staff members. While the first part of the loan application was already online for students and the institutions to which they were applying, the second part of the application, completed by borrowers and **GSFC**, was a labor-intensive, paper-driven process. The **SAL** Lifecycle Transition to Paperless project placed the full process online, increasing efficiency for the more than 5,600 student applicants and the staff who handle the applications. The Commission now has the state's first fully paperless, legally binding promissory note process for state student aid.

Peach Pass Plus Atlanta Airport Parking
Georgia State Road and Tollway Authority (SRTA)

Aiming to decrease wait times and lines at parking deck entrances and exits at the Hartsfield-Jackson Atlanta International Airport West Deck, the **SRTA** instituted the Peach Pass Plus payment alternative. Peach Pass Plus Atlanta Airport Parking addresses community health concerns with touch-free decal scanning and improves compliance with an immediate payment solution. With these improved business processes, no parking ticket or physical credit card is needed – just a Peach Pass Plus.

eCampus Platform: Transforming Technical Education through Shared Instructional Services
Technical College System of Georgia (TCSG)

Every year, thousands of students register for courses at the 22 **TCSG** institutions. Typically, students could register only for courses offered by the institution where they were enrolled. With the recent launch of a platform known as eCampus, students can register for online courses offered by any **TCSG** institution. The initiative gives students access to programs and courses that may not be available at their home technical college, while still giving them the personalized experience and support of on-campus enrollment.

Note: For more information about the Technology Innovation Showcase and projects recognized in 2022, see GTA's website, gta.ga.gov.

Appendix

Appendix A: Agencies Reporting IT Expenditures

	Agency Name	2020	2021	2022
1	Administrative Office of the Courts	NR	*	*
2	Atlanta Regional Commission	NR	NR	NR
3	Board of Regents	*	*	*
4	Brain and Spinal Injury Trust Fund Authority	✓	✓	✓
5	Council of Criminal Court Judges	*	*	*
6	Council of Juvenile Court Judges	*	*	*
7	Community Service Boards	NR	NR	NR
8	County Health Departments	NR	NR	NR
9	Court of Appeals	*	*	*
10	Criminal Justice Coordinating Council	✓	✓	✓
11	Department of Administrative Services	✓	✓	✓
12	Department of Agriculture	*	*	*
13	Department of Audits	*	*	*
14	Department of Banking and Finance	✓	✓	✓
15	Department of Behavioral Health and Developmental Disabilities	✓	✓	✓
16	Department of Community Affairs	✓	✓	✓
17	Department of Community Health	✓	✓	✓
18	Department of Community Supervision	✓	✓	✓
19	Department of Corrections	✓	✓	✓
20	Department of Defense	✓	*	✓
21	Department of Driver Services	✓	✓	✓
22	Department of Early Care and Learning	✓	✓	✓
23	Department of Economic Development	✓	✓	✓
24	Department of Education	✓	✓	✓
25	Department of Human Services	✓	✓	✓
26	Department of Juvenile Justice	✓	✓	✓
27	Department of Labor	✓	*	✓
28	Department of Law	*	*	*
29	Department of Natural Resources	✓	✓	✓
30	Department of Public Health	✓	✓	✓
31	Department of Public Safety	✓	NR	✓
32	Department of Revenue	✓	✓	✓
33	Department of Transportation	✓	✓	✓
34	Department of Veterans Services	✓	✓	✓

#	Agency Name	2020	2021	2022
35	Employees' Retirement System	✓	✓	✓
36	Georgia Board for Physician Workforce	NR	NR	NR
37	Georgia Building Authority	✓	✓	✓
38	Georgia Bureau of Investigation	✓	✓	*
39	Georgia Commission on Equal Opportunity	*	*	*
40	Georgia Commission on the Holocaust	NR	NR	NR
41	Georgia Correctional Industries	*	*	*
42	Georgia Council for the Arts	NR	NR	NR
43	Georgia Development Authority	*	*	*
44	Georgia Drugs and Narcotics Agency	*	*	*
45	Georgia Emergency Management Agency	✓	✓	NR
46	Georgia Environmental Finance Authority	✓	✓	✓
47	Georgia Firefighter Standards and Training Council	NR	✓	NR
48	Georgia Firefighters Pension Fund	*	✓	✓
49	Georgia Forestry Commission	✓	✓	NR
50	Georgia Government Transparency and Campaign Finance Commission	NA	*	*
51	Georgia Lottery Corporation	*	*	*
52	Georgia Peace Officer Standards and Training Council	✓	*	✓
53	Georgia Peanut Commission	NR	NR	NR
54	Georgia Ports Authority	*	*	*
55	Georgia Professional Standards Commission	*	*	*
56	Georgia Public Broadcasting	✓	✓	✓
57	Georgia Public Defenders Council	✓	*	*
58	Georgia Public Safety Training Center	✓	✓	✓
59	Georgia Public Service Commission	*	*	*
60	Georgia Public Telecommunications Commission	NR	NR	NR
61	Georgia Real Estate Commission and Appraisers Board	*	*	*
62	Georgia Seed Development Commission	NR	NR	NR
63	Georgia State Financing and Investment Commission	✓	✓	✓
64	Georgia Student Finance Commission	✓	✓	✓
65	Georgia Technology Authority	✓	✓	✓
66	Georgia Vocational Rehabilitation Agency	*	*	*
67	Georgia World Congress Center Authority	✓	*	*
68	General Assembly	*	*	*
69	Governor's Office of the Child Advocate	NR	NR	NR
70	Governor's Office of Highway Safety	*	*	*
71	Governor's Office of Student Achievement	✓	✓	NR

#	Agency Name	2020	2021	2022
72	Jekyll Island State Park Authority	*	*	*
73	Lake Lanier Islands Development	✓	✓	✓
74	Nonpublic Postsecondary Education Commission	*	*	*
75	Office of Commissioner of Insurance	✓	✓	✓
76	Office of Inspector General	✓	✓	✓
77	Office of Planning and Budget	✓	✓	✓
78	Office of State Administrative Hearings	*	✓	✓
79	Office of State Treasurer	✓	✓	✓
80	Prosecuting Attorneys' Council	✓	✓	NR
81	Secretary of State	✓	✓	✓
82	State Accounting Office	✓	✓	✓
83	State Board of Pardons and Paroles	✓	✓	✓
84	State Board of Workers' Compensation	✓	✓	✓
85	State Properties Commission	✓	✓	✓
86	State Road and Tollway Authority	✓	✓	✓
87	Stone Mountain Memorial Association	*	*	*
88	Subsequent Injury Trust Fund	✓	✓	NR
89	Superior Courts of Georgia	NR	NR	NR
90	Teachers' Retirement System	✓	✓	✓
91	Technical College System of Georgia	✓	✓	✓
*	Cost data through the Georgia Enterprise Technology Services (GETS) program			
NR	Not Reporting			

Appendix B: Agencies Expenditures
Required to Report

#	Agency Name	2022 IT Spend
1	Department of Administrative Services	$10,904,009.00
2	Department of Agriculture	$1,870,482.00
3	Department of Audits	$4,997.00
4	Department of Banking and Finance	$1,853,535.00
5	Department of Behavioral Health and Developmental Disabilities	$29,886,187.00
6	Department of Community Affairs	$3,725,976.00
7	Department of Community Health	$82,381,607.00
8	Department of Community Supervision	$7,898,420.00
9	Department of Corrections	$29,411,978.00
10	Department of Defense	$3,842,092.00
11	Department of Driver Services	$19,540,195.00
12	Department of Early Care and Learning	$15,294,186.00
13	Department of Economic Development	$744,915.89
14	Department of Education	$13,608,536.00
15	Department of Human Services	$112,600,412.00
16	Department of Insurance	$2,655,899.24
17	Department of Juvenile Justice	$16,143,193.00
18	Department of Labor	$14,598,082.00
19	Department of Law	$199,098.00
20	Department of Natural Resources	$11,820,159.00
21	Department of Public Health	$42,209,998.00
22	Department of Public Safety	$12,667,354.00
23	Department of Revenue	$34,829,501.00
24	Department of Transportation	$45,952,517.00
25	Department of Veterans Services	$709,495.00
26	Employees' Retirement System	$3,252,877.00
27	Georgia Bureau of Investigation	$19,087,636.00
28	Georgia Forestry Commission	$1,919,615.00
29	Georgia Public Defenders Council	$564,787.00
30	Georgia Public Service Commission	$82,357.00
31	Georgia State Financing and Investment Commission	$1,696,018.00
32	Georgia Student Finance Commission	$4,845,095.00
33	Georgia Vocational Rehabilitation Agency	$2,024,362.00
34	Office of Planning and Budget	$2,467,428.00
35	Office of State Administrative Hearings	$716,906.00
36	Secretary of State	$8,239,297.00

#	Agency Name	2022 IT Spend
37	State Accounting Office	$20,767,391.00
38	State Board of Pardons and Paroles	$510,739.00
39	State Board of Workers' Compensation	$1,986,792.00
40	State Properties Commission	$67,077.00
41	Subsequent Injury Trust Fund	$155,247.00
42	Teachers' Retirement System	$4,696,539.00
43	Technical College System of Georgia	$57,158,567.00

	Not Required to Report	
#	Agency Name	2022 IT Spend
1	Administrative Office of the Courts	$77,549.29
2	Brain and Spinal Injury Trust Fund Authority	$42,337.00
3	Council of Juvenile Court Judges	$5,148.00
4	Court of Appeals	$80,992.00
5	Criminal Justice Coordinating Council	$1,523,415.00
6	Georgia Government Transparency and Campaign Finance Commission	$239,000.00
7	Georgia Building Authority	$1,793,083.00
8	Georgia Commission on Equal Opportunity	$17,917.00
9	Georgia Correctional Industries	$34,448.00
10	Georgia Development Authority	$1,787.52
11	Georgia Drugs and Narcotics Agency	$55,627.65
12	Georgia Emergency Management Agency	$1,119,706.11
13	Georgia Environmental Finance Authority	$621,587.00
14	Georgia Firefighters Pension Fund	$148,598.90
15	Georgia Lottery Corporation	$801.36
16	Georgia Peace Officer Standards and Training Council	$84,366.00
17	Georgia Peanut Commission	$4,448.04
18	Georgia Ports Authority	$337,856.92
19	Georgia Professional Standards Commission	$1,404,507.33
20	Georgia Public Broadcasting	$1,910,374.00
21	Georgia Public Safety Training Center	$1,737,421.03
22	Georgia Real Estate Commission and Appraisers Board	$31,893.04
23	Georgia Technology Authority	$27,532,462.02
24	Georgia World Congress Center Authority	$2,841,281.96
25	General Assembly	$136,004.51
26	Georgia Aviation Authority	$15,874.99
27	Governor's Office of Highway Safety	$57,477.66
28	Governor's Office of Student Achievement	$3,731,475.72
29	Jekyll Island State Park Authority	$76,245.47
30	Lake Lanier Islands Development Authority	$24,346.02
31	Nonpublic Postsecondary Education Commission	$600.00
32	Office of the Child Advocate	$605.85
33	Office of Inspector General	$46,557.30
34	Office of State Treasurer	$1,404,745.20
35	Prosecuting Attorneys' Council	$1,460,409.63
36	State Road and Tollway Authority	$5,053,755.75
37	Stone Mountain Memorial Association	$4,461.84

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