

# **State of Georgia**

# **Information Technology Report**

**For Fiscal Year 2009**



**ENTERPRISE GOVERNANCE AND PLANNING**

# Georgia State Information Technology Report – 2009

## Table of Contents

Purpose.....	1
Executive Summary .....	2
FY2009 Accomplishments.....	6
Georgia’s Information Technology Transformation (GAIT2010) .....	6
Governance .....	7
Strategic Planning for Information Technology .....	7
Information Security .....	8
PeopleSoft Program .....	8
Key Investments in Technology .....	10
Key Investments in Technology .....	10
Project Portfolio .....	11
Application Portfolio .....	14
Challenges and Opportunities .....	18
Issue 1 -- Business Expectations for IT have outstripped IT's Internal Capability to Deliver.....	18
Issue 2 -- How to More Rapidly Modernize Infrastructure and Operations and Reduce Costs.....	19
Issue 3 -- Business Accountability for Security and Risk Management.....	20
Issue 4 -- Lack of Business Intelligence Sponsorship .....	21
Issue 5 -- How Do I Get My Vendor to Deliver What I was Promised? .....	22
Issue 6 – IT Turf Control .....	22
Issue 7 -- Should We Modernize Applications? If So, When? .....	23
Issue 8 -- To Whom Should Business Process Professionals Report?.....	24
Issue 9 -- How Much Formal Process is Needed for Program and Portfolio Management?.....	24
Opportunities for Improvement - Lessons Learned from Projects 2006 - 2009 .....	25
Plans for FY2010 and Beyond.....	28
IT Transformation to a Sustainable Service Delivery Model .....	28
Enterprise Performance Management Framework for Technology.....	29
Online Customer Service Experience .....	29
Appendices.....	30
Appendix A – Data Tables from Agency Information Security Report .....	31
Section 1: Agency Participation.....	31
List of agencies that formally completed FY09 AISR.....	31
Section 2: Information Security Program Management .....	35
List of Moderate Impact agencies with named SAISO .....	36
List of Low Impact agencies with named SAISO .....	37
List of High & Medium agencies without named SAISO .....	37
List of agencies with named Privacy Officer.....	38
List of agencies without named Privacy Officer.....	38
Security Governance - agencies that follow Enterprise PSG’s.....	39
Security Governance - agencies that follow augmented Enterprise PSG’s .....	39
Security Governance - agencies that develop & maintain own PSG’s.....	41
Security Governance - agencies with no formal framework .....	41
Security Governance - Others.....	41
Section 4: Security Risk & IT Portfolio Management.....	43

## Georgia State Information Technology Report – 2009

Agencies by Impact Categorization .....	43
Section 5: Business Continuity Planning.....	47
Agencies with Emergency Support Functions (ESF) .....	47
Business Continuity Planning .....	47
Business Continuity Planning Tool (Other than Enterprise LDRPS).....	48
Emergency Preparedness .....	49
Section 6: Incident Response & Reporting (appendix-6) .....	50
Agencies that have documented Incident Response Plan with GTA.....	50
Appendix B - Enterprise IT Maturity in 3 Areas .....	51
Appendix C – Largest State Applications by Spend.....	67
Appendix D - Strategic Planning for Information Technology .....	68
Appendix E – IV&V Case Studies Summary .....	70
Appendix F - State Application Inventory .....	71
Appendix G - State Project Inventory.....	93
Appendix H – Critical Projects Completed in 2009 .....	104

## Purpose

*“Technology is the underpinning of a well-run, modern-day enterprise. It is the cornerstone of making decisions that will lead our state to the best-managed state.”*

- Governor Sonny Perdue

**O.C.G.A § 50-25-7.10.** *Annual state information technology report; requirements; standards*

*(a) The [Georgia Technology Authority] executive director shall publish an annual state information technology report that shall include:*

*(1) A report on the state's current and planned information technology expenditures, in cooperation with the Office of Planning and Budget and the state accounting officer, that shall include, but not be limited to, line-item detail expenditures on systems development, personal services, and equipment from the previous fiscal year and anticipated expenditures for the upcoming fiscal year;*

*(2) A prioritization of information technology initiatives to address unmet needs and opportunities for significant efficiencies or improved effectiveness within the state information technology enterprise; and*

*(3) A prioritized funding schedule for all major projects or initiatives, as well as cost estimates of the fiscal impact of the recommended information technology initiatives. The state information technology report shall be submitted to the Governor, the General Assembly, and the board on or before October 1 of each year. The authority may adopt an accrual method of accounting. The authority shall not be required to distribute copies of the annual report to members of the General Assembly, but shall notify the members of the availability of the report in the manner in which it deems to be the most effective and efficient.*

*(b) Agencies shall be required to submit information technology reports to the authority not more than twice annually and with such content as the board shall define. The authority shall establish standards for agencies to submit the reports or updates. Standards shall include, without limitation, content, format, and frequency of updates.*

The Georgia Technology Authority (GTA) provides annually to the Governor, the Legislature, and to the Office of Planning and Budget a report on information technology in the State of Georgia based on reports provided by all agencies to GTA except those:

- Within the Judicial Branch of Government,
- Within the University System of Georgia,
- Under the direct control of the General Assembly,
- Under the direct control of statewide elected officials other than the Governor.

# Georgia State Information Technology Report – 2009

## Executive Summary

Technology has become an integral part of our everyday lives. More products and services are being offered to consumers online. Those products and services can be purchased by anyone anywhere in the world through the Internet or with “smart phones” that more closely resemble powerful computers than phones. Large organizations cannot operate without technology, and the best managed organizations view their technology investments as assets, not mere expense items. Those same organizations understand the need to keep up with technological change and manage their technology investments as they would manage investments in a new product.

Government relies on technology as much as any large company. In fact, with \$17 billion in revenue, Georgia would rank 137 if it were a Fortune 500 company. The state’s 116 departments and other organizational entities serve one of the fastest growing populations in the nation, currently 9.7 million – an 18.3 percent increase since 2000. From delivering food stamps to policing our state highways, the cornerstone for providing good customer service is a modern, secure, reliable and cost-effective technology infrastructure. Yet we do not treat our state’s technology as an investment, and we have fallen far behind in managing our IT assets. Many states face a similar situation.

We are working to reverse a decades-long approach to managing technology that has resulted in:

- a sprawling, poorly planned and aging infrastructure,
- multiple points of failure leading to frequent outages,
- inadequate security,
- duplicate spending,
- an inability to document the benefits of IT expenditures, and
- a failure of IT projects to be completed on time, within budget and to meet business needs.

In compiling information from 71 state agencies, this report tracks the progress we made during FY 2009 in closing many of these gaps. In doing so, it also helps us to identify areas where we continue to be deficient and underscores additional actions we need to take. This comprehensive, critical view is at the center of viewing IT expenditures as an investment as important to the future of our state and its citizens as any other.

## Privatizing the State’s IT Operations

Infrastructure is one piece of the investment puzzle. In FY 2009 alone, the state of Georgia spent a total of \$942.7 million<sup>1</sup> on information technology with \$274.8 million going toward operating IT infrastructure. Despite such large expenditures, serious deficiencies in the state’s IT infrastructure have been well documented in recent years, and leaders have come to realize that the operation and delivery of technology services is not a core competency for state government.

Both the Governor’s Commission for a New Georgia and an independent assessment determined that Georgia was carrying too much risk, and its IT problems were too great for the state to solve on its own. The problems have been widespread and deep: PCs running operating systems too old to support current anti-virus software, service interruptions due to inadequate backup power

---

<sup>1</sup> This amount is only for the 71 reporting agencies and does not include expenditures by some large organizations such as the University System of Georgia, and the Department of Transportation.

## Georgia State Information Technology Report – 2009

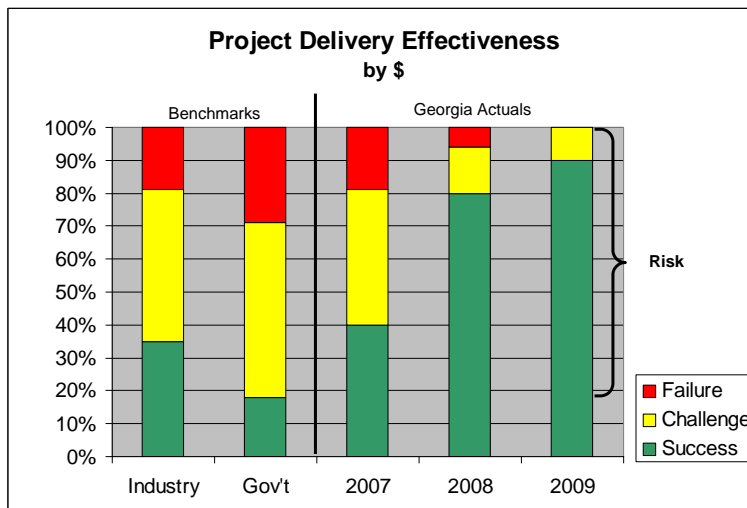
for critical IT systems, failure to backup important data due to broken servers, and underfunding of disaster recovery and security. In particular, inadequate security has had a tangible effect on Georgians. Since 2005, more than 4.5 million notification letters have been sent to people whose private information may have been exposed from state computers.

Correcting problems of this magnitude required decisive action. After what was arguably the most competitive and transparent procurement in the history of Georgia state government, the state outsourced IT infrastructure services to IBM beginning April 1, 2009, and managed network services to AT&T beginning May 1, 2009. In addition, the Georgia Technology Authority (GTA) – which provided technology services to state and local government agencies – was reorganized, downsizing from 600 employees to about 170. GTA shifted its focus to managing the delivery of services and, prior to contract signing, fully staffed its Service Management Organization to prepare GTA and other agencies for service transition and to oversee service delivery. Tools such as service level agreements, operational metrics and opinion surveys are now assisting in day-to-day management as the initiative begins to deliver positive, measureable results for the state.

The business model projects savings of \$203 million over the life of the IBM and AT&T contracts, and during the next two years, Georgia will see the cost efficiencies made possible by modern technology. At the same time, the state is already benefiting from private-sector best practices and improving its ability to secure citizens' sensitive information. By partnering with the private sector, Georgia has made significant progress in building a sustainable model for long-term investments in critical technology infrastructure.

### Program and Project Management

Planning and implementing IT projects is another piece of the investment puzzle. In FY 2009, state agencies reported expenditures totaling \$284.3 million on IT projects. Ensuring the money is well spent and the projects are successful are the goals of program and project management. At the same time we were working to transition technology services to IBM and AT&T, we were also making progress in these two areas.



GTA conducted project management training and developed enterprise-wide standards and processes with a focus on project assurance. According to industry metrics, less than 40 percent of private-sector projects and 20 percent of government-sector projects earn a rating of success (labeled Benchmarks in the figure). Even worse, nearly 20 percent of

private-sector and 30 percent of government-sector projects are rated as failures. Thanks to our efforts in project management, Georgia's success rating is near 90 percent with no failures.

## Georgia State Information Technology Report – 2009

In program management, GTA tested the use of an IT governance methodology to oversee the state's investment in PeopleSoft Financials and Human Capital Management systems. The PeopleSoft governance organization established the state's priorities, managed conflicts between different agencies and projects, and successfully delivered several major initiatives while avoiding waste. All projects in the governance organization's portfolio were successful.

### **Application Maintenance and Support: The Next Opportunity**

The final piece of the investment puzzle is application development and support, which accounted for \$383.6 million in spending during FY 2009. It is the largest, least managed and least understood of the state's technology investments. Consequently, it is also the next area of focus for GTA and the state's leadership.

Each application operated by the state has three key factors to be considered:

- Business value;
- Cost;
- Risk to the state and its constituents.

For application portfolio management, our goals are to:

- Maximize business value (defined as return minus related expenses) for each application and the entire portfolio of applications;
- Manage the cost; and
- Manage the risk.

This sounds like common sense. However, the state must take some initial steps before it can see the complete application portfolio and reap the benefits of improved application management.

- First, we need a single portfolio of applications that includes key pieces of information about the application and the business functions it supports. Each agency currently maintains its own portfolio or list of applications.
- Second, we need to use standard measures and terminology to develop and define the portfolio view. Each application must have its business value evaluated on a regular basis with a common methodology. Such an approach will enable agency and state leaders to identify applications with issues and take appropriate action to continue delivering the needed services or functions.
- Third, we need to identify and manage risks, including risks associated with information confidentiality, integrity, availability and service delivery. Empirically, money is wasted when risks associated with applications are not properly managed.

While the information reported by agencies in the area of application governance is not complete, the data we do have reveals that the state spends significant amounts of money for duplicate applications such as e-mail, identity management and document imaging. By continuing to allow agencies to maintain utility or easily shared applications in independent silos, the state is wasting even more money.

## Georgia State Information Technology Report – 2009

Within each agency, there must be application governance that uses standard methods for measuring and documenting the characteristics of each application. These standard measures must then be used to identify and manage the costs, risks and the business value of each application. When the risks are too high to accept, state leaders must be made aware so we can take appropriate action to protect the state while delivering effective constituent services.

### **Moving Forward**

Technology can make government more effective and more efficient. It can help us deliver services to our customers in a timely, cost effective manner and it can help us streamline processes that will allow us to cut costs when times are tough. But technology evolves too fast for government to keep up with. For the state to benefit from technology's promises three things must take place:

1. Technology must have a seat at the planning and decision making table. This must occur at the agency and enterprise level;
2. The State of Georgia must view technology as an investment rather than an expense. Until we make a conscious decision to maintain technological currency, we will never be able to keep up with our customers;
3. The State of Georgia must strengthen and adhere to a strong governance model. Governance sets standards and ensures a return on technology investments. It gives business owners and decision makers a full view of technology investments and the outcomes of those investments.

The State of Georgia's technology transformation is moving our state government towards a model that will better serve our government and will allow our government to better serve our customers. We still have much work ahead of us but we are finally on a path that will allow us to use technology as it was intended.



## FY2009 Accomplishments

With the challenges of the worldwide banking and financial markets at the end of 2008, Georgia faced declining revenues and expanding demand for constituent services. During this time, almost all of the technology initiatives underway maintained their course while addressing changes and challenges to their budgets and resources.

While there were many technology projects that were successfully executed, some to completion during 2009 (see Appendix H – Critical Projects Completed in 2009), the following highlights some of the most significant achievements that improved the ability to deliver business services in the state of Georgia.

### Georgia's Information Technology Transformation (GAIT2010)

This initiative has been the largest technology investment project in the history of the state of Georgia. This effort began in 2007 with an assessment of the existing computing technology infrastructure and managed network services. The assessment resulted in a recommendation to consolidate and outsource these respective areas across 12 state agencies. The basis for this recommendation was that the state of Georgia showed a substantially low level of maturity and capability in managing its computing and network infrastructure and that there was imminent and substantial risk if no action was taken. In the words of Governor Perdue at the time, "I cannot even assure Georgians that we have the basic, essential security and disaster recovery levels worthy of a 24-hour-a-day, 7-day-a-week operation serving the needs of over nine million Georgians."

The transition to a new service delivery model was completed in the first half of 2009, and this transition occurred without any additional costs to the agencies. The most significant part of the transition occurred with the outsourcing of technology computing infrastructure services and managed network services (including telecom) to industry leaders, IBM and AT&T, respectively. The transition accomplished all of its major objectives on schedule, including a consolidated service desk to support all the included agencies, transfer of over 679 positions<sup>2</sup> to the service providers, the establishment of a set of service levels and standards, and creation of a new service management organization to monitor, measure and manage the delivery of technology services to customer agencies.

This transition to a new service delivery model incorporates some fundamental changes in the way technology services will be delivered in the future, but the primary point of change is that **agencies will pay market-comparable rates for the services they receive**. This has required changes in the way IT services are identified, packaged, requested, delivered and paid for. During the latter half of 2009 and through 2010, the transformation effort will begin to leverage the service providers' corporate capabilities to enable significant benefits in the infrastructure and network platforms leading to more

---

<sup>2</sup> Positions: State Employees – 389, Vacant positions – 162, Contractors – 128

## Georgia State Information Technology Report – 2009

secure, reliable and effective services for all participants. For more information, see [State Technology Transformation \(GAIT 2010\)](#).

### Governance

The ability to effectively manage information technology across a state enterprise requires a framework for decision rights and accountability. During 2009, GTA established this framework based around Enterprise Performance Management (EPM), a consistent set of processes that help organizations optimize their business performance. EPM consists of a minimal set of practices in the form of Policies, Standards and Guidelines (PSGs) that agencies can use to measure their compliance with industry practices and a predictable path or lifecycle, which can be used to regulate investment decisions.

GTA has created the Enterprise Performance Lifecycle (EPLC) management process, which will be used to monitor and control the state's IT investments and to ensure continuous improvements in and maturity of practices. It will also become the basis for certifying and accrediting applications and systems deployed in support of the state's business. Integral to this approach is the 'birth-to-death' concept for IT investments, which includes key deliverables, measurements, and participants and each stage in the ownership of the application or system. Reviews conducted at each stage will ensure that IT investments have the right level of resources to be successful and effective. In this manner, business owners will have the best information needed to make informed decisions on behalf of the state business at the point in time it is needed. For more information, see [Governance](#).

### Strategic Planning for Information Technology

Information technology supports and enables business, but it cannot drive business. Every dollar spent on IT must be considered for the business function it delivers. GTA's IT strategic planning process works seamlessly with the strategic planning process managed by Georgia's Office of Planning and Budget (OPB) to map projected benefits of business intentions to the capabilities required for their realization.

There are three parts to GTA's IT strategic planning process:

1. Understanding agency business need,
2. Understanding IT capability and direction,
3. Marrying business need to IT capability.

GTA's planning process does this by working with agencies through the normal OBP-managed strategic planning process to understand agency business needs. We work with our external service providers to define the technology plan for the state. Our service providers are industry-leading experts in data services and managed network operations. Finally, the GTA strategic planning team works with GTA's service management

## Georgia State Information Technology Report – 2009

organization to coordinate the smooth blending of technology capability with business needs.

Knowledge of agency business needs and Georgia's technology capabilities gained in GTA's IT strategic planning process enables the rest of GTA's activities. It allows sensible parameters in stage gates, defines resource demand to facilitate portfolio prioritization, and feeds capacity planning and demand forecasting activities in operations. While it consumes very little GTA resources, IT strategic planning is essential to for Georgia to become the best managed state, and it is even more important to sustain the gains.

For more information on the State of Georgia, Information Technology Strategic Plan, see [State Technology Planning](#).

### Information Security

Governor Perdue's [Executive Order](#) regarding information technology security reporting requires GTA to develop the format and required content for annual agency information security reports (AISRs). With his Executive Order, Governor Perdue took the leadership role in addressing the information security needs of the state. Agencies produce uniform AISRs which GTA compiles into the annual Enterprise Information Security Report, which will allow senior state leaders and citizens alike to measure the effectiveness of the state's information security efforts.

The vision of the information security program is, "**That each state information system has an owner that has made an informed decision to accept the risks associated with operating that system.**" Therefore, the practice of information security is to identify those associated risks and properly manage them. It is not an absolute science, but it should reflect fact-based decisions and processes.

While our primary focus within information security is on risk management, the current [Information Security Strategic Plan](#) includes other areas of focus: business continuity planning, workforce training and awareness, standardization and collaboration. GTA will constantly evaluate the risk landscape and consult with industry and state agencies to develop new strategic focuses for state security improvements. By continually adjusting our focus areas and measuring and reporting on our progress in these areas, information security will be a strength in Georgia's government.

For more information of the State Security Program, see [Enterprise Information Security](#).

### PeopleSoft Program

The State Accounting Office manages the State's financial and personnel management systems through one enterprise resource planning (ERP) system, PeopleSoft. Initially deployed in 1999 as part of a 'Year 2000' (Y2K) initiative at an investment of \$70

## Georgia State Information Technology Report – 2009

million, the PeopleSoft system represents a significant accomplishment that very few states have replicated. The system, costing approximately \$14 million each year, still has significant challenges and has progressed toward a comprehensive, programmatic approach in managing the number of projects and changes required to make this an effective and reliable system for all the agencies that use it.

In Fiscal Year 2009, the PeopleSoft Governance Council was in the second year of operation. Early in the fiscal year, the Governance Council established a process for new project requests and approval. To support this initiative, they approved the implementation of a project prioritization approach that would assist in determining staffing and resource assignments for projects in support Georgia's "Best Managed State Initiatives". The Governance Council also approved the customization approval process which limited the number of customizations and helped to lower the 'Total Cost of Ownership'.

The PeopleSoft Program Office conducted on-going cross-team meetings and provided oversight of the projects within the program, which led to six successful project implementations during FY09. These projects included:

- Financial system 9.0 upgrade
- Team Georgia Marketplace procurement project pilot
- ePerformance rollout to 91 agencies
- Health and Human Services reorganization
- Technical colleges consolidation
- Department of Transportation Project Funding Control

For more information, see [Enterprise Financial and Human Capital Management Systems](#).

## Key Investments in Technology

This section aggregates information collected from agencies' reports to GTA. While GAIT2010 provided the most detailed view of the computing services and network environment, especially in support of those participating agencies, the data collected from the agencies on projects and applications is incomplete and inconsistent. This report provides the most comprehensive and complete view to date, although there is more work needed in providing an accurate view of the state's investment in technology.<sup>3</sup>

An examination of the investments in technology is required to answer the four basic questions of any business: 1) Are we doing the right things? 2) Are we doing them the right way? 3) Are we getting them done well? 4) Are we getting the benefits? This report begins the process of answering these questions by first providing information on what we have and what we are doing. Strategic Planning helps align what we are doing with the business objectives. Governance aligns doing things the right way and achieving benefits. Based on the current data, the portfolio of **IT investments totals \$943 million**. While significant effort has been made to transition and transform the infrastructure (computing services and managed network services), this represents only 29% of the total current investment in information technology.

The current portion of the projects that are currently under direct oversight by GTA, either through the independent verification and validation (IV&V) process<sup>4</sup> or through the Critical Project Panel Review process, is \$211 million or about 74% of the known projects. This area is examined in more detail below in the Project Portfolio section.

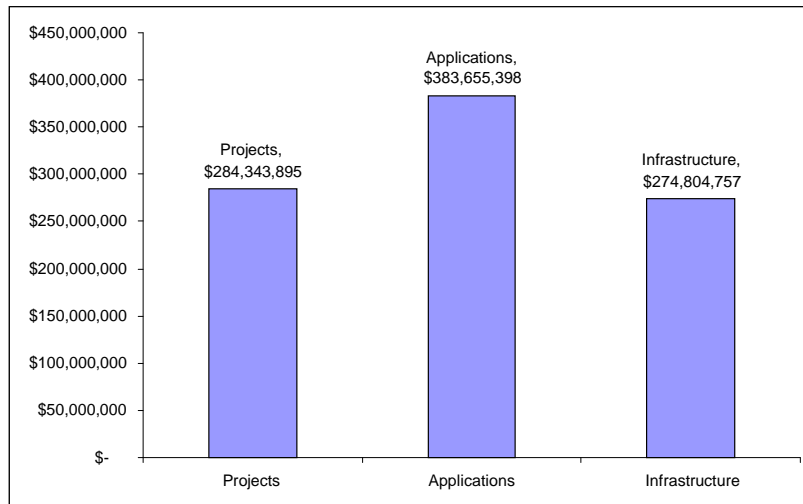


Figure 1 - IT Investments for State of Georgia

The largest single portion of the IT portfolio is the Applications Portfolio which accounts for \$384 million. This area is examined in more detail below in Application Portfolio section.

<sup>3</sup> Reference Appendix A for information on Agency data submissions and data completeness.

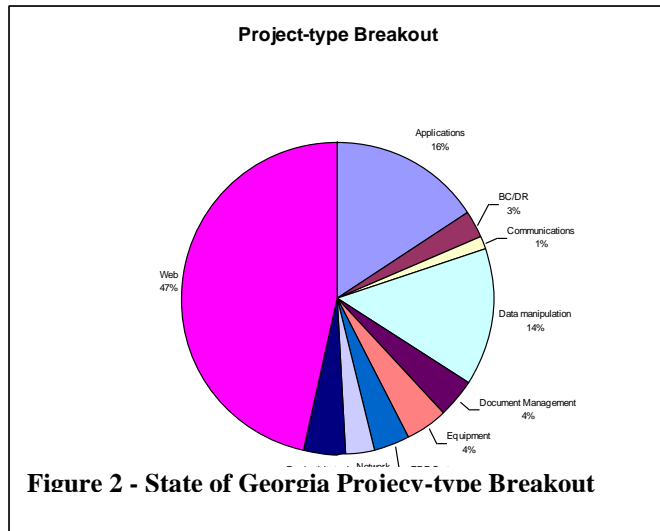
<sup>4</sup> For more information on the IV&V Process, see:

[http://gta.georgia.gov/00/channel\\_modifieddate/0,2096,1070969\\_144323748,00.html](http://gta.georgia.gov/00/channel_modifieddate/0,2096,1070969_144323748,00.html)

## Project Portfolio

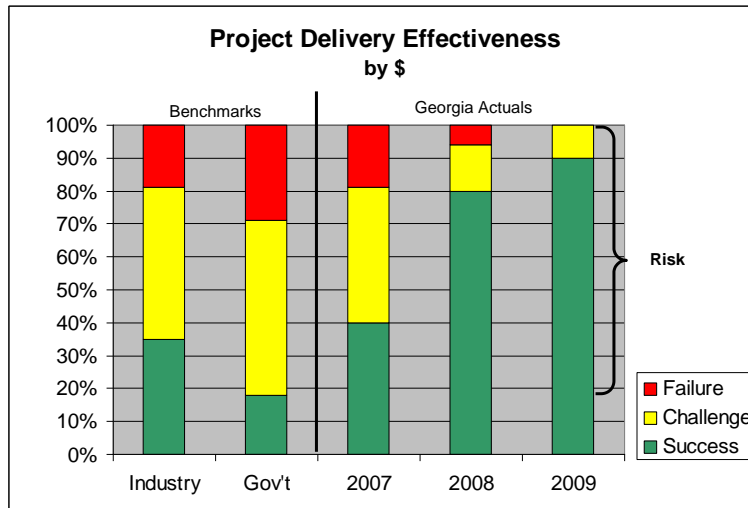
The current project data reflects an incomplete picture of the known and active project initiatives, but the information provided reveals definite trends. Based on the Strategic Plan information collected with the Office of Planning & Budget, the majority of new IT initiatives proposed, and in some cases funded, for FY 2010 and beyond will be web-based enablement of business functions (47%), applications enhancements (16%) and data analysis/ data warehousing/business intelligence (14%).

The remaining areas comprise less than 25% of the proposed spend across productivity tools, network, equipment, ERP, business continuity/disaster recovery and communications.



## Project Effectiveness

During 2009 there was a continued improvement in overall ability to deliver IT projects reliably and effectively based on the tracking of enterprise critical projects. The state of Georgia uses a current measure of effectiveness<sup>5</sup> in delivering successful IT projects



based on the Standish Group's CHAOS Report, which tracks technology projects across multiple industries, organization sizes and varying complexity.

The chart illustrates that the state of Georgia has delivered projects more effectively than the benchmarks for all industries (the government segment in particular) over

the last three years. It also depicts that the ability to deliver projects has improved each year since 2007.

<sup>5</sup> Project Effectiveness will be measured as the IT Enterprise Proposed Project Portfolio \$ Value / (Cancelled Projects \$ Cost + Completed Projects Total \$ Cost).

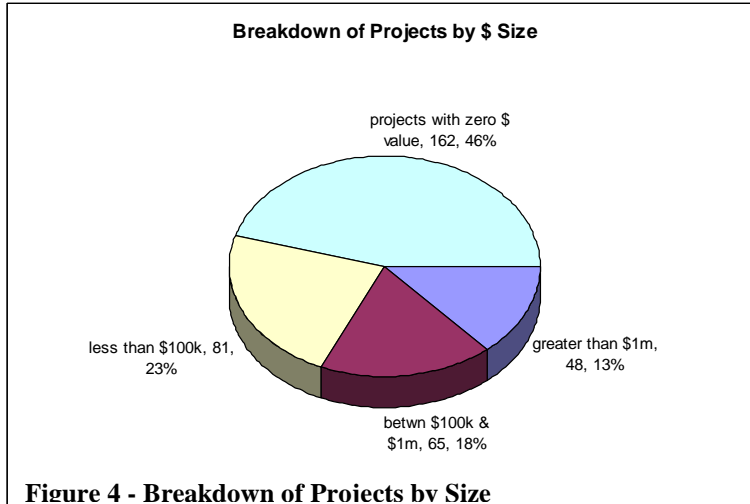
## Georgia State Information Technology Report – 2009

Of particular significance is the area of the 2009 column shown with the bracket of 'Risk'. This represents the portion of projects that would be Challenged (yellow) or Failed (red) as compared to the Government benchmark column, if we did not apply mature practices and methodologies within the state of Georgia. Without project management maturity, the current portfolio of \$332 million would deliver only 71% of the functionality planned and would cost the state \$488 million, based on the Standish research.

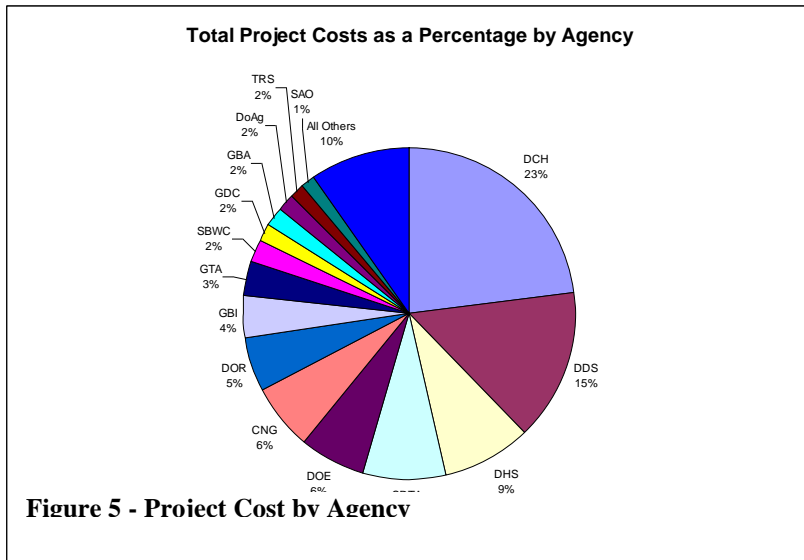
### Portfolio Trends

The current portfolio of projects reflects 355 active projects across all the agencies providing data, with a total project portfolio value of \$332 million dollars, up 24% from \$268 million in 2008.

During 2009, projects totaling \$142 million were delivered or removed from the portfolio and \$52 million of new projects were identified through the standard Agency Project Request (APR) process, which leaves \$147 million of newly identified and previously unreported projects in the current project portfolio. Within the portfolio, **162 projects, or 46%, have zero dollars associated with them.**



**Figure 4 - Breakdown of Projects by Size**



**Figure 5 - Project Cost by Agency**

Of the existing projects with dollar values, 81 projects are valued at less than \$100k, 65 projects valued between \$100k and \$1 million and 48 projects are valued at greater than \$1 million in total cost.

There are currently 7 projects valued at greater than \$10 million, which by themselves represent \$135 million of total

costs or 41% of the portfolio value.

**Observations on Project Portfolio**

- Project management methodologies and practices have improved significantly since the EPMO was formed in 2001.
- Project effectiveness for critical projects is ‘high’ relative to industry practices, but the risks of significant project failure or challenges to either budget or schedules still exist, so diligence in project management methodologies is still required to maintain effectiveness.
- Opportunities exist to reduce redundant project spending, consolidate project efforts across organizations and reduce overall costs.
- Opportunities exist to leverage key systems to enterprise level capability across multiple agencies, especially for web technologies, data manipulation and application support processes.



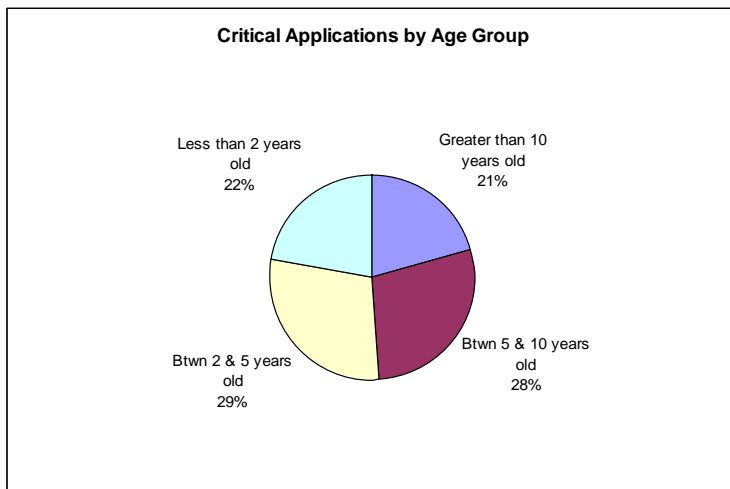
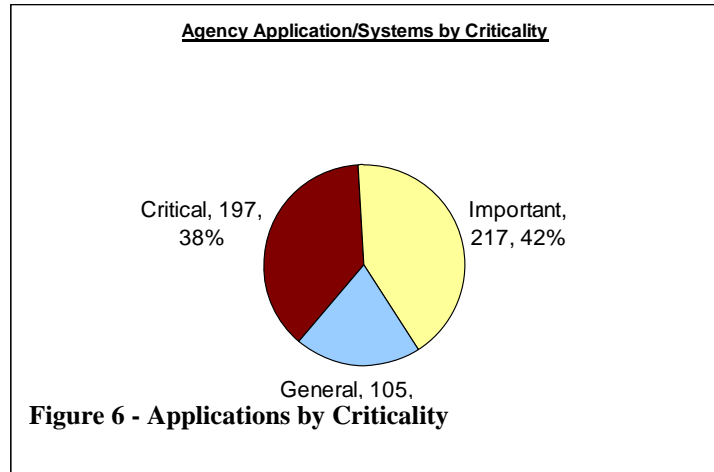
## Application Portfolio

The application portfolio is composed of the systems and applications identified and managed by the state agencies. This area is the largest portion of the state’s IT investment and, with one notable exception, the agency that uses the application is also responsible for managing the application, which describes a decentralized model of application management. The notable exception is the PeopleSoft Financials, Human Capital Management, and Procurement system which is used by most state agencies and is managed by the State Accounting Office.

In this year’s data collection, 43 agencies listed a total of 519 systems/applications<sup>6</sup>. Of these, 197 (38%) are listed as mission critical to the agency’s business, while 217 (42%) are listed as important to the agency’s business.

### Critical Systems

Of the critical application/systems, 27 or 14% are more than 10 years old and 33 or 28% are between 5 and 10 years old. Only 29 systems have been deployed within the last 2 years.



Of the critical applications, 148 or 76% are custom code and 38 or 19% are commercial-off-the-shelf (COTS) systems. Also, of those critical applications that are customer-coded, the breakdown by age shows that 49% are 5 or more years old.

Of the 8 agencies that labeled themselves as high impact, there are 73 critical application/systems.

<sup>6</sup> For this data collection exercise, there was a distinction made between systems and applications but the data collected showed that the agency representatives providing the data did not perceive a difference between a system and an application. This report treats the collected information as an Application, which will be the reference used throughout the remainder of the report, except in the appendices, where the data is reported as collected.

**Operating/Database Systems**

There are three basic types of operating system platforms being generally used: Windows (376), UNIX (124) and some type of mainframe (55). Within the Windows and UNIX platforms, there is a wide variation on the version levels, with no apparent consistency.

The various database systems used by applications also show a strong grouping among two major platforms and then a wide distribution and variation for a significant portion of the systems implemented.

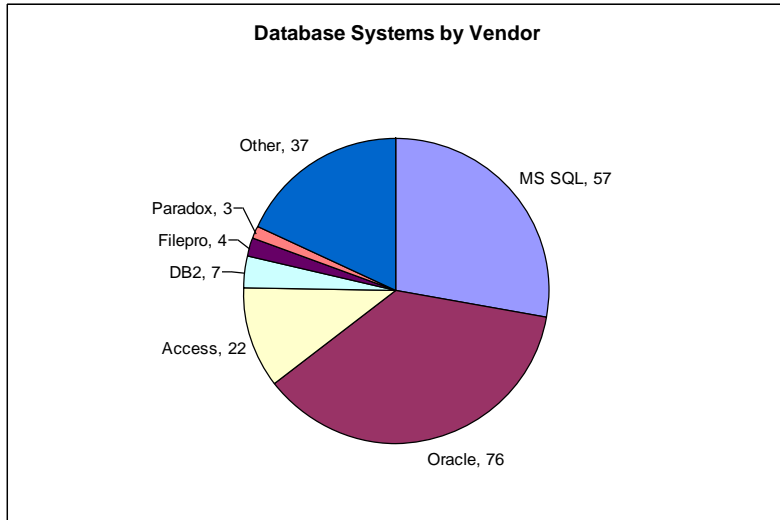
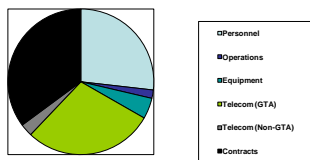


Figure 7 - Critical Applications by Age Group

**Support Costs/Maintenance**

The support cost data is not complete or accurate yet, but there have been improvements in the information provided by the agencies. At the core of the data collection problem is that agencies do not currently track their spending reliably against individual applications or systems. The summary views are better but still should not be taken as totally accurate.



What we can demonstrate to some degree is the high level spending that occurs across all agencies. Based on defined spend categories, contracts and personnel represent 62% of the total spend. This generally represents the costs inside the agency rather than the telecom, equipment and operations costs which are supporting elements. This also reflects a balance

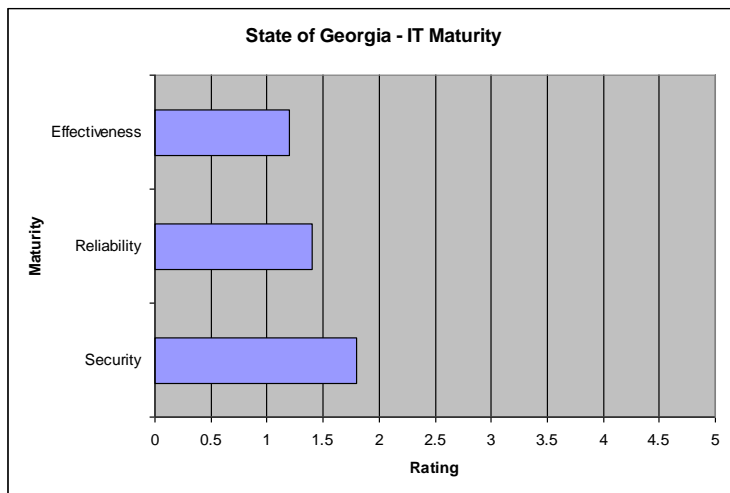
between in-house staff and outside vendor/contract support, which is leaning more towards outside support.

**Maturity Assessment**

Improving the maturity of information technology management has been a strategic aim for GTA. Initially, a focus was on project management, which based on project effectiveness, has greatly improved. More recently, the focus was on the infrastructure, specifically computing and network services, which are being improved through the state’s infrastructure transformation initiative (GAIT).

In a maturity assessment of the agencies’ application support efforts<sup>7</sup>, specifically focusing on the areas of **security, reliability and effectiveness**, the ratings on a five-point scale, were **1.8, 1.4 and 1.2**, respectively (where 5 is the highest and 0 is the lowest value).

The enterprise appears on the surface to have an organizational focus on security and IT processes with named SAISO and business continuity coordinators, but it has failed to fully embrace the concepts throughout all components of the organization. Nearly half of the agencies do not reinforce security roles with role-based training. This provides everyone exposure training on security concepts, but does not provide role-specific, detailed training for those in specialty jobs to do their work.



**Figure 8 - IT Maturity Evaluation**

The enterprise recognizes the need for and has supported security policies, but individual organizations have not extended support for these policies throughout their organizations by making them fully available to employees, nor has each organization developed and implemented procedures to provide appropriate training or to keep records of needed or completed training.

While recognizing critical risk on applications, the enterprise as a whole has not provided procedural evidence of risk management programs. Over half of agencies cannot provide FTE usage on applications, do not report any security plans and have not engaged a third party for a security assessment, which is required.

The state of Georgia appears poorly positioned to ensure reliability of services. Wide results were reported for agencies’ maturities in key processes such as continuity, availability, incident reporting and management, problem management and configuration

<sup>7</sup> For additional details see report in Appendix B – Enterprise IT Maturity in 3 Areas

## **Georgia State Information Technology Report – 2009**

management. However, judging from the reported current status of business continuity and disaster recovery activities approximately half of the underlying organizations in the enterprise are now in planning stages.

The state enterprise has partially evolved toward IT strategic planning based business need and resource application. Other parts of the organization remain naively low on scale of business justified system/project requests. The enterprise demonstrates some efforts to utilize functional and operational requirements for solutions. However, many organizations have not provided procedural evidence of such.

### **Observations on Application Portfolio**

- Application maintenance/support maturity is very low for the enterprise, which requires more focus and effort on basic methods, practices and processes, such as user support, testing, and training.
- There is a significant exposure to the state of Georgia due to:
  - Many critical systems with high impact to the state's business are old, outdated in terms of basic software, and being run on antiquated platforms and/or databases.
  - Personnel costs are relatively high in terms of overall support costs which reflect the wide variances of operating systems and databases being used.
- The recommendation is to conduct assessments of all critical applications and determine initiatives or remediation activities that are needed to modernize these systems.

## Challenges and Opportunities

In October of 2008, Gartner, Inc. said in a published article<sup>8</sup>, "Growing global economic instability is putting increasing pressure on IT departments to support crucial business goals. At a time when there is little in the way of additional budget available, CIOs need to know where and when to focus to best assist and improve enterprise performance." Gartner also predicted that over the next two years, IT's greatest opportunity to significantly improve overall enterprise operational performance will unfold from resolving these nine most contentious issues or challenges:

1. Business Expectations for IT
2. Responsiveness in Modernization & Cost Reduction
3. Business Accountability for Security & Risk Management
4. Business Intelligence Sponsorship
5. Vendor Management
6. IT "Turf" Control
7. Aging Applications
8. Business Process Alignments
9. Program and Portfolio Management

Many different actions may be taken by an IT organization to improve its enterprise performance in response to these issues; certainly, an organization as large and as complex as the state of Georgia should examine its position to ensure that it can respond in the near future. We will treat these issues as *current and future challenges* and examine in the paragraphs below, both Gartner's nine issues, and immediately following the issue statement, GTA's positioning to improve the enterprise performance of the state of Georgia.

### **Issue 1 -- Business Expectations for IT have outstripped IT's Internal Capability to Deliver.**

*In recent years, enterprises have wanted their IT departments to increase their external focus on customers, new products and services, new geographies and business processes. Unfortunately, few CIOs have the staff with the skill sets to adequately meet these externally focused demands and there has been little remaining funding for additional hires. Gartner recommends that CIOs recognize the skills gap, refrain from solely hiring staff with IT backgrounds in the future and focus on identifying and delivering distinctive solutions for the business.*

**The state of Georgia, through GTA's positioning,** was instrumental in addressing many current challenges in the IT domain by bringing these issues to the business and then setting expectations for changes that needed to occur. This was most prevalent in the GAIT effort, which consolidated and outsourced computing and networking services for

---

<sup>8</sup> *Gartner: Nine Most Contentious IT Issues for the Next Two Years, Oct 13, 2008, News Report, Government Technology.*

## Georgia State Information Technology Report – 2009

the largest IT organizations. More importantly, GTA began a new approach for responding to business demands for IT by changing the conversation from one about products and solutions to service delivery. The change to service delivery simplifies the management control of IT through consistent processes and cost structures that allow business executives to concentrate on their customer base.

Challenges still exist in the agency expectations for IT services, such as alignment of costs, responsiveness of services, reliability of systems, and skill sets within the available resources allocated to the IT groups. Agencies are responsible for their own IT projects and applications, which still require level-setting of expectations with business owners and executives. With better information and understanding of the IT initiatives and systems required across the business areas, this problem can be addressed more easily in the future.

### **Issue 2 -- How to More Rapidly Modernize Infrastructure and Operations and Reduce Costs**

*Infrastructure and Operations (I&O) leaders recognize that accelerating modernization is the only way to deal with rapid increases in demand growth and the need to respond more rapidly to the business but must balance this against unrelenting pressure to reduce costs. Gartner recommends emphasizing modernization projects that can be 'self-funding,' that is, pay for themselves, which can often be achieved through I&O consolidation and virtualization.*

**The state of Georgia, through GTA's positioning,** undertook the largest, most comprehensive restructuring of infrastructure and operations, beginning in 2007. The business case supporting this effort was based on being able to complete the modernization without any additional costs to the agencies or the state of Georgia. While the transition to a new model has been completed, the transformation, which is required to achieve the cost reductions, has just begun. GAIT provides for infrastructure modernization without the pressure of agency budget requests; vendors will take full control and ownership of the infrastructure and any necessary modernization. Then two mechanisms will guide modernization: 1) A Technical Review Board allows routine discussion and planning between service vendors and GTA, and 2) Since the vendor is following a transition schedule for the consolidated infrastructure, the vendor is responsible for all modernization in this area, without additional expense to the state.

Challenges still exist in the agency application domain, as can be seen from the data collected, analyzed and reported in the section on Application Portfolio. Critical business systems are outdated, not secure and run on unreliable platforms. There is no consistency in processes for supporting these critical systems, which leads to costly vendor and contractor support. Additional analysis should begin to reveal further opportunities for consolidation.

### Issue 3 -- Business Accountability for Security and Risk Management

*Security and risk management is not just an IT issue. It is essential that the IT risk manager, using effective communications skills, persuade the appropriate IT owners and line-of-business managers to accept explicit, written responsibility for residual risk impacting their systems and processes, on either a direct or a dotted-line basis. Risk managers should develop mechanisms for assignment and acceptance of residual risk and risk decisions -- for example, signature forms, processes and policies that address the requirement and execution of risk acceptance. The risk manager should also develop mechanisms to convey residual risk levels that remove reference to technology but still support good risk-based decisions at a business level that may result in the implementation of technical controls.*

**The state of Georgia, through GTA's** efforts, has been broad and comprehensive in changing how the business addresses IT security and risk management, starting with establishing a framework of policies and standards modeled from the Federal Information Security Management Act (FISMA) and based on National Institute of Standards and Technology (NIST), a federal technology agency that develops and promotes measurement, standards, and technology. GTA specified over 80 security policies and standards based on the governmental standards published by NIST. Another focus from GTA has been on business managers taking responsibility for participating in project decisions related to IT. As IT conducts turnovers of projects into production, processes have been modified to include written security certification and acceptance of risk by business owners. New integrated enterprise security processes require agency business and security managers to sign off on project designs.

GTA also produced a security training video for use by agencies to annually reinforce security knowledge of employees and published the first Enterprise Information Security Report, as a result of the Executive Order on Information Security Reports (March 2008). Information security reports are required from agencies and then compiled into a statewide version. GTA has posted resources such as "IT for State Executives" on its public-facing web site to strengthen awareness of security. Other IT resources posted on the site include:

- Information Security Guide for State of Georgia Government Executives (May 2008)
- Cost of a Data Breach (February 2009)

Challenges still exist within the enterprise for security and risk management, specifically in the implementation of security practices within the agencies. As the Enterprise Information Security Report for 2009 will expand on in detail and as the Appendix A – Data Tables from the Agency Information Security Report support, the agencies have limited evidence of practice and documentation, indicating a very low level of maturity.

Many federal laws and rules now provide guidance on information security and form the basis for the state of Georgia's policies and standards. As one example, the Health Insurance Portability and Accountability Act (HIPAA) of 1996 was enacted by Congress to create a national standard for protecting the privacy of patients' personal health

## Georgia State Information Technology Report – 2009

information. The law requires healthcare entities that use electronic means to process transactions, which include health information, to use standardized forms and a universal code system for illnesses and treatments. The regulation also requires new safeguards to protect the security and confidentiality of an individual's protected health information. HIPAA calls for civil and criminal penalties for privacy and security violations, including \$50,000 per violation, with an annual maximum of \$1.5 million for a civil penalty and fines up to \$250K and/or imprisonment up to 10 years for knowing misuse of individually identifiable health information.

The state of Georgia receives on average of 1.2 million detectable intrusion attempts per day against the state's IT infrastructure and assets. Georgia currently maintains federally regulated records for about 10 million people, and information security breaches at state agencies are jeopardizing constituents' private information and costing agencies millions of dollars each year. A 2009 study by the Ponemon Institute calculates the average cost of a security breach per record at:

- \$8 for detection
- \$15 for notifying affected individuals
- \$39 for post-incident response

A total of 81,742 records were exposed in security breaches at four state agencies in 2008. Using the estimated costs from the study, those agencies experienced over \$5 million worth of unplanned expenses due to the breaches. In addition, some constituents were exposed to a higher level of risk for identify fraud.

A year earlier, almost 3 million records were exposed during a single security breach by a service provider to one of the state's high-profile agencies. The agency risked incurring potential federal fines of \$225 billion based on penalties of \$75,000 per day of exposure per record. Only strong follow-up actions by the agency, including the implementation of a remediation plan with the vendor, convinced federal officials that fines were not appropriate.

### **Issue 4 -- Lack of Business Intelligence Sponsorship**

*Many IT leaders lament about issues such as the lack of a business intelligence (BI) vision and strategy; and overall business sponsorship and ownership for BI. Meanwhile, many business people believe there is little or no difficulty with BI as they continue using ad hoc methods to make business decisions. Gartner advises clients to use its 'Business Intelligence and Performance Management Framework' model together with its 'Four Worlds' model to build a more complete and integrated plan for BI initiatives and to yield greater returns from related business and IT investments.*

**The state of Georgia** has many business intelligence initiatives underway (generally referred to as data warehouses) but does not have a strategy or approach for aligning approaches or utilizing common processes. While GTA has laid a foundation for enterprise performance management through the performance life cycle, this remains a future opportunity.



### **Issue 5 -- How Do I Get My Vendor to Deliver What I was Promised?**

*Opportunities for dispute abound when it comes to sourcing contracts. While users bear a responsibility to be competent buyers of sourcing services, both sides need to be more flexible in laying out a range of conditions and options that should be addressed in the contract. Vendors have seen most conditions and could therefore alert users when they are about to demand an incomplete or wrong contractual term or condition.*

**The state of Georgia** has created a Vendor Management Office, within the GTA Service Management Organization (SMO), for the technology infrastructure being delivered by the two outsourcing partners as part of the GAIT project. GAIT, with the support of the Department of Administrative Services (DOAS), introduced a procurement process that was comprehensive, data-driven, and structured with agency input. The vendors are being managed for performance via service level agreements (SLAs) which were jointly created during contracting phases by agencies, vendors and GTA. The process includes 1) a step-threshold mechanism allowing lower level managers to correct issues within specified authorities 2) escalation mechanisms and 3) financial penalties for non-compliance with SLAs.

Among the key improvements with this procurement and contracting process are the ability to negotiate with prospective vendors during the procurement and the development of measurements that regulate both parties and adjust payments based on performance. The negotiation process during procurement allows all parties to engage in conversations about requirements, instead of simply passing documents, which often leads to misunderstandings and contracting problems.

Challenges still exist across the enterprise for both the procurement process and vendor management processes. One key to ensuring better procurements, contracts and vendor delivery is better planning. Lessons learned<sup>9</sup> over several years show that many projects become challenged or fail due to a lack of initial planning. The enterprise performance life cycle (EPLC) and related stage gate review (SGR) processes provides a reasonable point in time for the business owner to ensure a project has a reasonable plan and business case to support the procurement and contract execution. More importantly, it is at this point that the business requirements are developed that will be used to conduct procurement and secure support from the vendor community.

### **Issue 6 – IT Turf Control**

*Control and ownership-related friction that often exists between various IT groups and the enterprise architecture group becomes especially notable when multiple IT groups maintain high-level planning functions. Gartner recommends focusing on three core IT management disciplines - Enterprise Architecture, Business Process Management and*

---

<sup>9</sup> See Opportunities for Improvement - Lessons Learned from Projects 2006 - 200909, page 2

## Georgia State Information Technology Report – 2009

*Service Management -- to streamline different viewpoints and provide the architectural guidance required to build solutions.*

**The state of Georgia** has struggled with each of these three areas described by Gartner. Currently, the service management is being developed and delivered through GAIT, while the business process management is being addressed solely through efforts related to business continuity and disaster recovery. Enterprise architecture will, in part, be addressed through GAIT with the development and publication of the technology plan, a responsibility of the computing services infrastructure vendor, IBM. These current efforts will act as guides across the enterprise for agencies to align their independent IT plans with enterprise IT services.

### **Issue 7 -- Should We Modernize Applications? If So, When?**

*Many mission-critical, high-risk business functions continue to rely on code developed decades ago by programmers and vendors who have long since left the company. Business applications, which run on hardware and other infrastructure that is reaching or past obsolescence, must be migrated. Strong drivers for modernization are offset by strong inhibitors, so the debate either rages on or is naively ignored. The decision on when to modernize will be strongly influenced by shareholder interests and investor confidence. Some applications may need to be replaced, while renovation may be sufficient for others, but the complexity and magnitude of the task far exceeds the ability to fund and manage such an effort with existing operating budgets and teams. A one-time restructuring-style budget set-aside will be necessary.*

**The state of Georgia, through the state's IT transformation initiative (GAIT),** is beginning the process for modernization of application infrastructure, first with the server and storage consolidation projects and with the agency-coordinated effort to conduct application remediation.

The most significant challenge for the state of Georgia will be during the transformation of the infrastructure services which will require changes to agency applications and projects. During this transformation, many GAIT agencies will be required to update their application and systems to new technology standards in order to take advantage of the improved delivery platforms which will drive savings to the enterprise.

The next most significant challenge for the state of Georgia will be faced by all agencies that must comply with the new policies, standards and guidelines related to enterprise performance life cycle, enterprise operating environment, security practices and the certification/accreditation of applications. Each of these areas will require effort on the part of agency IT groups, but the effort will be necessary to reduce costs and establish secure, reliable and effective applications and systems.

### **Issue 8 -- To Whom Should Business Process Professionals Report?**

*Gartner recommends that business process experts be placed in a new 'hybrid' organization such as a business process competency center that reports to a chief operating officer. In this scenario, the competency center would be made up of relatively few employees but would be joined by the business domain experts, process experts and IT professionals for the duration of a project, only to return to their respective departments upon completion of the project.*

**The state of Georgia** has not yet begun to address the idea of an enterprise-wide business process competency, but it should. At present, the only enterprise-wide process activity is the rapid process improvement program run by the Governor's Office of Customer Service – a one-process analyst office. The hybrid organization Gartner describes is not the same as assigning a project manager – it is an organization that identifies needed process improvement projects across the enterprise and funnels them to the EPLC.

### **Issue 9 -- How Much Formal Process is Needed for Program and Portfolio Management?**

*Many believe that increased levels of process and oversight will lessen an organization's agility to deliver projects. Those in favor of more formal process and oversight of project-related tasks take the position that such increased discipline will yield far better results than experienced in the past. The future of Program and Portfolio Management (PPM) will actually take a different route than either of the opposing sides. In the future, changes in a project will become normal, expected and accepted. Consequently, PPM methods will adopt smaller and smaller units of work to allow such project "midcourse corrections" to take place.*

**The state of Georgia, through GTA,** has recently introduced standards to specify common processes related to program and portfolio management as well as investment management. The investment management (enterprise performance life cycle management) provides for as many as 10 stages of management to control investment and development risks and ensure that IT investments deliver projected value. This approach allows the business owner and the project manager flexibility within each stage as well as the ability to decompose project efforts.

## ***Opportunities for Improvement - Lessons Learned from Projects 2006 - 2009***

Part of the project management methodology is conducting ‘lessons learned’ exercises during and at the end of project efforts. These lessons learned have been compiled and summarized into a list of seven key topic areas. The following list describes challenges found during the past three to four years in the following areas that typify what has consumed resources, time, money and effort to address (these are listed in no particular order). These areas provide key opportunities for improvement in future efforts.

- **Licensed Software**

- Agency IT groups license software to support the applications and systems in support of the business. These frequently require multi-year agreements to lock in support and upgrades. The challenge occurs when the software component is a critical part of a system that cannot be easily replaced. In one example, the Cincom database annual software license went from \$500,000 to \$8 million with no immediate alternatives but to shut down. There is also no centralized approach to tracking and managing licenses for common software, such as Oracle or Microsoft, which creates risk and exposure for the state.
- **Opportunity** exists to centralize the tracking of common software licensing in order to leverage better rates, ensure consistent platforms for support and limit legal and financial compliance exposures.

- **Budget Cycles**

- Information technology investments can often be large, complex project initiatives which span multiple budget cycles. This creates challenges in planning since much of the information required to fully cost an effort is not known until the effort has at least gone through the planning stage. Also, complicated, large, multi-year development projects, such as the Integrated Tax System, create huge spikes in the technology budgets, which undermines the potential long term value to the state and business case justification.
- **Opportunity** exists to develop a more flexible funding model that allows concepts to be developed with seed money and incrementally funded as projects justify their continued investment. IT budgets would be pooled into a single investment fund and allocated based on a governance review board. Federal funds would follow the process with pools based on the associated federal program and joint participation by the federal authority. A model of this type would reflect industry practices that both safeguard and maximize investments by allowing healthy competition for continued funding and assurance that acceptable practices are followed to minimize risk. This also allows the business to throttle the investment pipeline up or down as needed by the business.

## Georgia State Information Technology Report – 2009

- **Cascading Systems**
  - Many applications/systems are interdependent systems which pass data or communicate critical information between them. These interdependencies are often not well documented or known, which can cause cascading support and delivery issues due to original failures, such as an example with Vital Records caused by a drive unit swap problem and a lack of adequate back-up and recovery. The real support costs and response efforts are often masked or hidden.
  - **Opportunity** exists for the application portfolio management process to document all interdependencies and use the information as part of the change control and configuration management for the systems.
  
- **Policy Changes**
  - The business environment often does not have a clear line of sight between its mission and the supporting systems that enable the business mission. When policy decisions are made it is difficult to see the full impact of the changes that will occur, which can lead to hidden costs or unfunded mandates for change. In the example of the Fuel Tax System, legislative changes created significant system changes which were cost prohibitive.
  - **Opportunity** exists for developing a model of system impact or changes with cost estimates based on requests to evaluate policy development.
  
- **Application Management**
  - A significant portion of the money and resources are devoted to maintaining and supporting the existing application platforms (see section on Application Portfolio). Many of these applications/systems run on a wide variety of platforms and databases. The specific technical knowledge and skill required to ensure these critical systems meet the business expectations is at risk due to the age of systems, complexity of their environments, skills required, limited resources available and adequacy of the processes and practices. One example, the Women, Infants and Children (WIC) application, written in the 1980s using COBOL and RPG, now stretches across one mainframe, three midranges (including a System 36 and an AS/400), and many PCs, file servers, and web servers. It uses proprietary software and specialized knowledge to maintain and support an antiquated system.
  - **Opportunity** exists to assess application support costs based on industry practices and cost estimates, and then determine appropriate sourcing strategies for these legacy systems. These efforts would develop into business cases for modernization.
  
- **Requirements Management**
  - Infrequent and isolated project efforts indicate a lack of skill and capability to manage the business requirements needed to properly define the solution. Business owners and analysts are not trained in defining and writing requirements that can be used to develop new or replacement systems. Without proper training and experience, the agency business owners are often

## Georgia State Information Technology Report – 2009

at the mercy of vendors to drive the requirements, often leading to procurements and vendor contracts that do not deliver the expected benefits and are difficult to manage.

- **Opportunity** exists for developing education and training programs for business analysts, similar to training classes developed for project managers in prior years. This education would develop criteria for certifying business requirements based on accepted practice by certified business analysts.
- **Turn-key Solutions**
  - There has been a progression from custom or locally developed application systems to turn-key solutions, which includes a family of products called enterprise resource planning (ERP) software. Turn-key systems usually require some level of configurability by the business owner in order to ensure the functions meet the local needs of the business. Over time, as part of maintenance, these systems are upgraded with new features or functions, but the configured or customized portions require extra support to reach the new release levels, which can be expensive if there are many configurations. In one example, PeopleSoft circa 2000, vendors provided a solution that was able to ‘go live’ to meet the Y2K challenge but then agencies were locked in to long-term support, upgrade costs and maintenance issues.
  - **Opportunity** exists to create standards and procedures for configuration, which would require cost-case projections.

## Plans for FY2010 and Beyond

While the state of Georgia has made significant improvements in managing technology services and its portfolio of technology investments, there are serious challenges to the business and much work still must be accomplished in order to support the Governor's vision of the "best managed state". In evaluating what has been accomplished, the current state of the IT investments and the challenges and opportunities that have been described in this report, there are three key goals for GTA going forward:

- Complete the transformation to Georgia's new service delivery model
- Continue the establishment of IT governance to enable Georgia agencies
- Improve the online customer service experience for Georgia

### IT Transformation to a Sustainable Service Delivery Model

Transformation is always challenging. This transformation requires changes, not only to the infrastructure for computing and network services, but also the way agencies identify, plan, develop and deliver their technology services to their users and constituencies. New processes and tools will take many months for agency customers to get used to but will ultimately become the new de facto standard of business.

Many of the benefits from consolidating and outsourcing will not be realized until the completion of major transformation projects, such as server and storage consolidation, which will also require the agencies to make decisions about the changes required for existing applications to work within the new computing and network platforms.

Server and storage consolidation has often been cited as one of the major activities for modernizing the state's IT operations and ensuring greater reliability of the applications that support essential state services.

We are now beginning to work with agencies to prepare for relocating servers and the applications running on them to the State Data Center. In many instances, these servers are operating in state office buildings without adequate backup for electrical power or cooling, physical security or alarms in case something goes wrong. A large number of these servers are old and technically obsolete.

During the state's comprehensive IT assessment in 2007, Technology Partners International (TPI) took a look at agency data centers and found that none came close to the technical and operational standards the state should be using. On a scale of 1 to 5, the highest-scoring agency data center received 2.59. In contrast, the State Data Center scored 4.91. The most advanced and comprehensive features of modern IT operations are built into the state facility. It provides a state-of-the-art environment for protecting servers, applications and information - all strategic state assets.

## **Georgia State Information Technology Report – 2009**

About 2,000 servers will be reviewed for consolidation, but there is a critical first step we must take before actually beginning to consolidate servers. That step is application remediation. It refers to documenting all the applications that are currently running on agency servers and the dependencies among those applications.

Server and storage consolidation and application remediation are major undertakings, but these efforts will deliver the technology transformation benefits needed to strengthen the IT enterprise and make it possible for agencies to continue delivering on their missions; securely, reliably and effectively.

Application remediation will also be a key step toward the maturing of the application platform and ultimately the certification and accreditation of critical application systems.

### **Enterprise Performance Management Framework for Technology**

While the governance framework has been defined, operationalizing this framework will become the next significant priority. While the application remediation project will provide foundational information about the operations of the applications in the agencies, significant changes are needed in the processes and methodologies used to support and maintain these applications.

The operational assessment of the critical applications will look for the necessary and vital actions required by agencies to bring their systems up to minimal operational standards. These assessments will continue to focus initially on the security, reliability and effectiveness of the operations and support. Any gaps identified will become part of an agency's planning and improvement program. Business owners and agencies will take steps to evaluate and prioritize their needs within the business objectives as a whole. GTA will continue to collect, analyze and report on their progress, providing visibility and accountability to risks and issues.

### **Online Customer Service Experience**

As application assessments are conducted and as the project portfolio develops, GTA will be able to begin aligning initiatives across agencies, looking for opportunities to combine functional needs and gain cost efficiencies of scale. The area with the greatest potential is web or portal development services. Most new IT projects for new or upgraded applications require web or portal features.



## Appendices

**Appendix A – Data Tables from Agency Information Security Report**

**Section 1: Agency Participation**

For FY2009, GTA identified 118 organizations. They break down into the following groupings:

- Thirty-three (33) mostly small agencies reported in FY08 that they do not have their own information security program. They instead participate in and report through a larger agency's program.
- Sixty-five (65) agencies completed reports, 11 of which were from organizations not required to report.
- 5 agencies are not required to report and decided not to participate. Three of these agencies provided statements, which are included in appendix A.
- Fifteen (15) agencies failed to report as required by law.

**Small organizations that outsource their IT program**

Agencies reported in FY08 that they do not have their own information security program. They instead participate in and report through a larger agency's program. Since many of the larger agencies stated they did not know of these arrangements, these agencies were asked to confirm these arrangements with MOUs during FY09. Only the GA Commission on the Holocaust did so.

	<b>Outsourcing Agency</b>	<b>Outsourced To</b>
1	Aviation Hall of Fame	Golf Hall of Fame
2	Brain and Spinal Injury Trust Fund Authority	
3	Composite Board of Medical Examiners	Dept. of Community Health
4	Drugs and Narcotics Agency	
5	GA Radio Reading Service	GA Public Broadcasting
6	GA Board for Physician Workforce	Dept. of Community Health
7	GA Commission on the Holocaust	DeKalb County
8	GA Council for the Arts	GA Public Broadcasting
9	GA Environmental Protection Division	Dept. of Natural Resources
10	GA Fire Academy	GA Public Safety Training Center
11	GA Housing and Finance Authority	Dept. of Community Affairs
12	GA Information Sharing & Analysis Center	GA Bureau of Investigation
13	GA Office of Homeland Security	GA Emergency Management Agency
14	GA Police Academy	GA Public Safety Training Center
15	GA State Financing and Investment Commission	GA Building Authority
16	GA Supreme Court	Court of Appeals
17	Governor's Developmental Disabilities Council	Dept. of Human Resources
18	Governor's Office for Children and Families	Dept. of Juvenile Justice

## Georgia State Information Technology Report – 2009

19	Governor's Office of Student Achievement	Dept. of Education
20	Housing Trust Fund for the Homeless	Dept. of Community Affairs
21	Music Hall of Fame	Dept. of Economic Development
22	Nonpublic Postsecondary Education Commission	GA Student Finance Commission
23	North GA Mountains Authority	Dept. of Natural Resources
24	Oconee River Greenway Authority	GA Military College
25	Office of Child Advocacy	
26	Office of Inspector General	
27	Office of the Governor	GA Technology Authority
28	Office of Treasury and Fiscal Services	
29	OneGeorgia Authority	Dept. of Community Affairs
30	Seed Development Commission	Dept. of Agriculture
31	Southwest GA Rail Excursion Authority	Dept. of Natural Resources
32	State Medical Education Board	Dept. of Community Health
33	State Properties Commission	GA Building Authority

A total of 65 security programs participated in this year's reporting efforts.

<b>Agency</b>	
1	Administrative Office of Georgia Courts
2	Cancer Advisory Committee/Cancer Coalition
3	Commission on Equal Opportunity
4	Council of Juvenile Court Judges
5	Court of Appeals
6	Criminal Justice Coordinating Council
7	Department of Administrative Services
8	Department of Agriculture
9	Department of Audits and Accounts
10	Department of Banking and Finance
11	Department of Community Affairs
12	Department of Community Health
13	Department of Corrections
14	Department of Defense
15	Department of Driver Services
16	Department of Early Care and Learning
17	Department of Economic Development
18	Department of Education
19	Department of Human Resources
20	Department of Insurance
21	Department of Juvenile Justice
22	Department of Labor
23	Department of Law
24	Department of Natural Resources
25	Department of Public Safety
26	Department of Revenue
27	Department of Transportation

## Georgia State Information Technology Report – 2009

28	Department of Veterans Services
29	Employees' Retirement System
30	Georgia Building Authority
31	Georgia Bureau of Investigation
32	Georgia Development Authority
33	Georgia Emergency Management Agency
34	Georgia Environmental Facilities Authority
35	Georgia Firefighter Standards and Training Council
36	Georgia Forestry Commission
37	Georgia Military College
38	Georgia Police Officer Standards and Training Council
39	Georgia Ports Authority
40	Georgia Public Safety Training Center
41	Georgia Public Telecommunications Commission
42	Georgia Regional Transportation Authority
43	Georgia Sports Hall of Fame Authority
44	Georgia Student Finance Commission
45	Georgia Technology Authority
46	Georgia World Congress Center Authority
47	Governor's Office of Consumer Affairs
48	Governor's Office of Highway Safety
49	Herty Advanced Materials Development Center
50	Jekyll Island State Park Authority
51	Lake Lanier Islands Development Authority
52	Office of Planning and Budget
53	Office of State Administrative Hearings
54	Prosecuting Attorneys' Council
55	Secretary of State
56	State Accounting Office
57	State Board of Pardons and Paroles
58	State Board of Workers' Compensation
59	State Personnel Administration
60	State Road and Tollway Authority
61	State Soil and Water Conservation Commission
62	Stone Mountain Memorial Association
63	Subsequent Injury Trust Fund
64	Teachers' Retirement System
65	Technical College System of Georgia

Of the 65 that participated, 11 organizations volunteered to participate although they were not required by law to do so. This is one less than last year when the Public Service Commission decided to report. GTA appreciated the support for this program by these agencies:

Agency
1 Administrative Office of Georgia Courts

## Georgia State Information Technology Report – 2009

2	Council of Juvenile Court Judges
3	Court of Appeals
4	Department of Agriculture
5	Department of Audits and Accounts
6	Department of Education
7	Department of Insurance
8	Department of Labor
9	Department of Law
10	Prosecuting Attorneys' Council
11	Secretary of State

Agencies that are not required to report and decided not to participate

	Agency
1	Board of Regents of the University System of Georgia
2	Georgia Lottery Corporation
3	Legislative Branch
4	Public Service Commission
5	Superior Court

### Agencies that Declined to Report

Three agencies declined to submit reports as allowed by statute but they provided the following statements:

Board of Regents of the University System of Georgia:

The University System of Georgia and its 35 member institutions have a mature and robust information risk management program focused on the needs of the system, our faculty and staff, and our students. Our program has different but related metrics for measuring the effectiveness and year over year improvements. Information on our program is available on our website, [www.usg.edu](http://www.usg.edu).

The Georgia Lottery Corporation:

The Georgia Lottery Corporation has respectfully declined to participate in the Georgia Technology Authority Information Security Report. Due to the unique nature of the Lottery's operations and transactions, highly secure information and system security best practices are critical to the continued confidence of Georgia's citizens who play the lottery. That confidence in our integrity and security ultimately ensures the success of the Georgia Lottery Corporation's endeavors to support education in the state. The Georgia Lottery Corporation maintains an active information security awareness program and maintains an information security department, both of which are actively supported by the CEO. The Georgia Lottery Corporation also conducts an information and network security audit schedule utilizing highly respected and experienced companies within the IS industry.

## Georgia State Information Technology Report – 2009

The Georgia General Assembly Legislative Information Technology:

The Georgia General Assembly has respectfully declined to participate in the Georgia Technology Authority Information Security Report. Due to the unique nature of the Georgia General Assembly’s operations, secure information and system security best practices are critical to the production of legislation on a vast range of subject matter. The Georgia General Assembly maintains an active information security policy which is actively supported by House and Senate Leadership. The Georgia General Assembly also conducts a network security audit schedule utilizing respected and experienced companies within the IS industry.

Agencies that are required to report and did not participate

	Agency	Reported in 2008
1	Civil War Commission	No
2	Council on American Indian Concerns	No
3	Georgia Agricultural Exposition Authority	Yes
4	Georgia Agrirama Development Authority	Yes
5	Georgia Environmental Training and Education Authority	No
6	Georgia Golf Hall of Fame Authority	Yes
7	Georgia Medical Center Authority	Yes
8	Georgia Professional Standards Commission	Yes
9	Georgia Public Defender Standards Council	No
10	Georgia Rail Passenger Authority	No
11	Georgia Real Estate Commission & Appraisers Board	Yes
12	Georgia State Games Commission	Yes
13	Health Planning Review Board	No
14	Military Affairs Coordinating Committee	Yes
15	State Ethics Commission	Yes

### ***Section 2: Information Security Program Management***

Central to an effective information security program is the security management organization which is responsible for setting the tone and direction for the rest of the organization. This requires having a Senior Agency Information Security Officer (SAISO) to oversee the program and represent the agency head by identifying areas requiring formal policy. The SAIOS also ensures that goals of the agency executives are communicated, implemented and adhered to through effective governance. Where it is appropriate, effective communication may also include identifying a Privacy Officer to ensure that privacy issues and laws are adequately addressed.

Agencies were asked to provide the names of their Senior Agency Information Security Officers and Privacy Officers as well as report on the depth and breadth of formal security governance used within their organizations.

#### **List of High Impact agencies with named SAISO**

AGENCY
--------

## Georgia State Information Technology Report – 2009

1	Department of Defense
2	Department of Human Resources
3	Department of Community Affairs
4	Georgia Bureau of Investigation
5	Department of Revenue
6	Department of Driver Services
7	Department of Transportation

### List of Moderate Impact agencies with named SAISO

	AGENCY
1	Office of State Administrative Hearings
2	Criminal Justice Coordinating Council
3	Georgia Emergency Management Agency
4	Governor's Office of Consumer Affairs
5	Office of Planning and Budget
6	Georgia Firefighter Standards and Training Council
7	Georgia Police Officer Standards and Training Council
8	Georgia Public Safety Training Center
9	Department of Administrative Services
10	Department of Audits and Accounts
11	Department of Banking and Finance
12	State Accounting Office
13	Department of Insurance
14	Technical College System of Georgia
15	Employees' Retirement System
16	Prosecuting Attorneys' Council
17	Court of Appeals
18	Department of Labor
19	State Personnel Administration
20	Department of Juvenile Justice
21	State Board of Pardons and Paroles
22	Department of Public Safety
23	Department of Corrections
24	Georgia Student Finance Commission
25	Secretary of State

## Georgia State Information Technology Report – 2009

5	
2	
6	State Soil and Water Conservation Commission
2	
7	Teachers' Retirement System
2	
8	Subsequent Injury Trust Fund
2	
9	State Board of Workers' Compensation
3	
0	Georgia Building Authority
3	
1	Herty Advanced Materials Development Center
3	
2	Georgia Ports Authority
3	
3	Georgia World Congress Center Authority
3	
4	State Road and Tollway Authority
3	
5	Georgia Environmental Facilities Authority
3	
6	Georgia Public Telecommunications Commission
3	
7	Georgia Technology Authority

### List of Low Impact agencies with named SAISO

	AGENCY
1	Cancer Advisory Committee/Cancer Coalition
2	Department of Agriculture
3	Georgia State Financing and Investment Commission
4	Department of Education
5	Department of Economic Development
6	Council of Juvenile Court Judges
7	Department of Law
8	Department of Natural Resources
9	Department of Early Care and Learning
1	
0	Stone Mountain Memorial Association
1	
1	Lake Lanier Islands Development Authority
1	
2	Georgia Regional Transportation Authority

### List of High & Medium agencies without named SAISO

- 1 HIGH Impact Agency (Department of Community Health) reported NOT having an SAISO



## Georgia State Information Technology Report – 2009

- 1 MEDIUM Impact Agency (Department of Administrative Services) reported NOT having an SAISO

\* As of the release of this report DOAS now has a SAISO

### List of agencies with named Privacy Officer

	AGENCY	IMPACT CATEGORIZATION
1	Department of Community Health	High
2	Department of Human Resources	High
3	Georgia Bureau of Investigation	High
4	Department of Transportation	High
5	Criminal Justice Coordinating Council	Medium
6	Department of Banking and Finance	Medium
7	State Personnel Administration	Medium
8	Georgia Student Finance Commission	Medium
9	Teachers' Retirement System	Medium
10	State Road and Tollway Authority	Medium

### List of agencies without named Privacy Officer

	AGENCY	IMPACT CATEGORIZATION
1	Department of Defense	High
2	Department of Community Affairs	High
3	Department of Revenue	High
4	Department of Driver Services	High
5	Office of State Administrative Hearings	Medium
6	Georgia Emergency Management Agency	Medium
7	Governor's Office of Consumer Affairs	Medium
8	Office of Planning and Budget	Medium
9	Georgia Firefighter Standards and Training Council	Medium
10	Georgia Police Officer Standards and Training Council	Medium
11	Georgia Public Safety Training Center	Medium
12	Department of Administrative Services	Medium
13	Department of Audits and Accounts	Medium
14	State Accounting Office	Medium
15	Department of Insurance	Medium
16	Technical College System of Georgia	Medium
17	Employees' Retirement System	Medium
18	Prosecuting Attorneys' Council	Medium
19	Court of Appeals	Medium
20	Department of Labor	Medium
21	Department of Juvenile Justice	Medium
22	State Board of Pardons and Paroles	Medium
23	Department of Public Safety	Medium
24	Department of Corrections	Medium
25	Secretary of State	Medium
26	State Soil and Water Conservation Commission	Medium

## Georgia State Information Technology Report – 2009

27	Subsequent Injury Trust Fund	Medium
28	State Board of Workers' Compensation	Medium
29	Georgia Building Authority	Medium
30	Herty Advanced Materials Development Center	Medium
31	Georgia Ports Authority	Medium
32	Georgia World Congress Center Authority	Medium
33	Georgia Environmental Facilities Authority	Medium
34	Georgia Public Telecommunications Commission	Medium
35	Georgia Technology Authority	Medium
36	Cancer Advisory Committee/Cancer Coalition	Low
37	Department of Agriculture	Low
38	Georgia State Financing and Investment Commission	Low
39	Department of Education	Low
40	Department of Economic Development	Low
41	Council of Juvenile Court Judges	Low
42	Department of Law	Low
43	Department of Natural Resources	Low
44	Department of Early Care and Learning	Low
45	Stone Mountain Memorial Association	Low
46	Lake Lanier Islands Development Authority	Low
47	Georgia Regional Transportation Authority	Low

### Security Governance - agencies that follow Enterprise PSG's

	AGENCY
1	Department of Agriculture
2	Department of Insurance
3	Department of Law
4	Department of Natural Resources
5	Georgia Firefighter Standards and Training Council
6	Georgia Police Officer Standards and Training Council
7	Georgia Technology Authority
8	Governor's Office of Consumer Affairs
9	State Road and Tollway Authority

### Security Governance - agencies that follow augmented Enterprise PSG's

	AGENCY
1	Court of Appeals
2	Criminal Justice Coordinating Council
3	Department of Administrative Services
4	Department of Audits and Accounts
5	Department of Banking and Finance
6	Department of Community Affairs
7	Department of Community Health

## Georgia State Information Technology Report – 2009

8	Department of Corrections
9	Department of Driver Services
1 0	Department of Early Care and Learning
1 1	Department of Education
1 2	Department of Human Resources
1 3	Department of Juvenile Justice
1 4	Department of Labor
1 5	Department of Public Safety
1 6	Department of Revenue
1 7	Department of Transportation
1 8	Employees' Retirement System
1 9	Georgia Building Authority
2 0	Georgia Bureau of Investigation
2 1	Georgia Environmental Facilities Authority
2 2	Georgia Military College
2 3	Georgia Public Safety Training Center
2 4	Georgia Public Telecommunications Commission
2 5	Georgia Regional Transportation Authority
2 6	Georgia State Financing and Investment Commission
2 7	Georgia Student Finance Commission
2 8	Office of State Administrative Hearings
2 9	Secretary of State
3 0	State Accounting Office
3 1	State Board of Pardons and Paroles
3 2	State Board of Workers' Compensation
3 3	State Personnel Administration
3 4	State Soil and Water Conservation Commission
3 5	Subsequent Injury Trust Fund

## Georgia State Information Technology Report – 2009

### Security Governance - agencies that develop & maintain own PSG's

AGENCY	
1	Administrative Office of Georgia Courts
2	Department of Economic Development
3	Georgia Ports Authority
4	Georgia World Congress Center Authority
5	Jekyll Island State Park Authority
6	Teachers' Retirement System
7	Technical College System of Georgia

### Security Governance - agencies with no formal framework

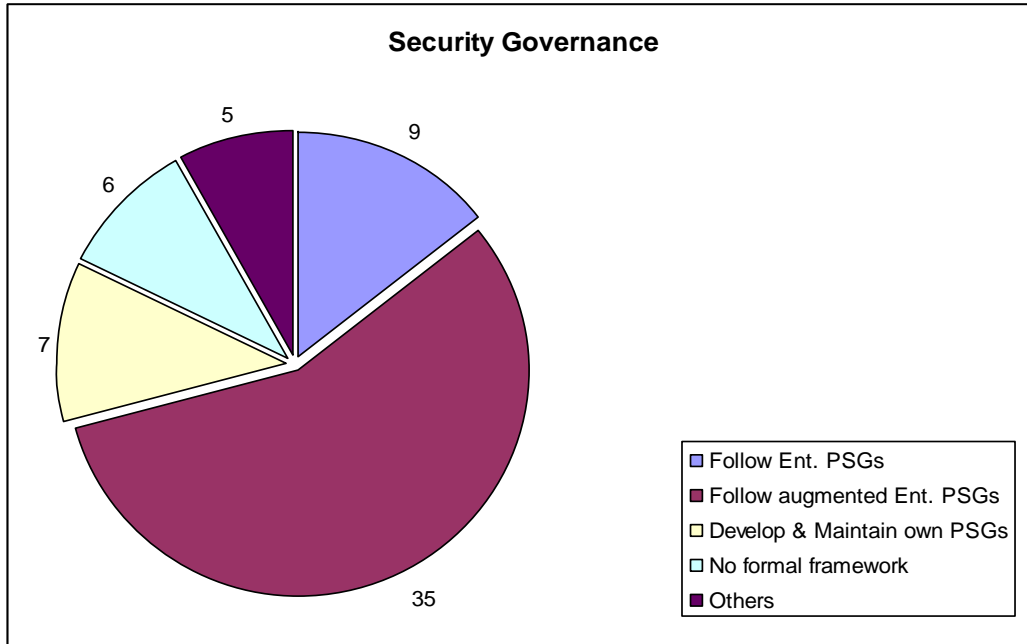
AGENCY	
1	Council of Juvenile Court Judges
2	Georgia Development Authority
3	Herty Advanced Materials Development Center
4	Lake Lanier Islands Development Authority
5	Office of Planning and Budget
6	Prosecuting Attorneys' Council

### Security Governance - Others

AGENCY	OTHER (Agency Remarks)
Cancer Advisory Committee/Cancer Coalition	We are a non-profit organization. We do not have highly confidential information.
Department of Defense	Information security governance is controlled by Federal Guidelines through the National Guard Bureau from the Department of the Army.
Department of Education	Our agency is currently in the process of re-writing our entire set of security policies and standards. The plan is to align the agency with the GTA Enterprise Security Policies and Standards, and augment them with internal policies, procedures, and guidelines to meet agency specific security objectives. Currently, there are no security policies or standards officially "in force", with valid effective dates.
Georgia Emergency Management Agency	GEMA has developed and maintains agency security policies and standards. GEMA is integrating Enterprise Security Polices as applicable.
Stone Mountain Memorial Association	Our agency systems are internal and not accessed outside the internal network.

**Total: 5 agencies**

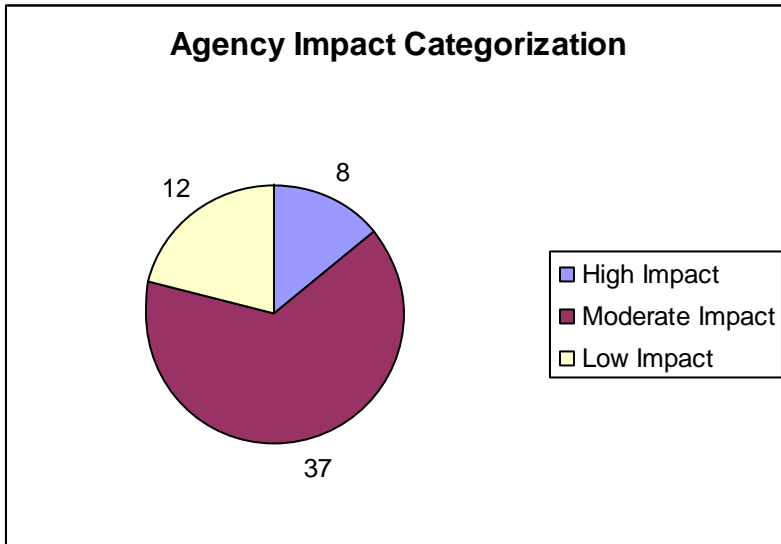
# Georgia State Information Technology Report – 2009



**Section 4: Security Risk & IT Portfolio Management**

**Agencies by Impact Categorization**

High Impact	8
Moderate Impact	37
Low Impact	12
Total	57



## Georgia State Information Technology Report – 2009

<b>Number of Systems/Applications by Agency and Criticality (High Impact Agencies highlighted in Bold)</b>				
Agency	Critical	Important	General	Total
Court of Appeals	1			1
Criminal Justice Coordinating Council	3			3
Department of Administrative Services	4			4
Department of Agriculture		3		3
Department of Banking and Finance	8	2		10
<b>Department of Community Affairs</b>	<b>7</b>			<b>7</b>
<b>Department of Community Health</b>	<b>2</b>			<b>2</b>
<b>Department of Defense</b>	<b>2</b>			<b>2</b>
<b>Department of Driver Services</b>	<b>17</b>	18	3	<b>38</b>
Department of Early Care and Learning	3			3
Department of Education	3	3	23	29
<b>Department of Human Resources</b>	<b>14</b>	46	5	<b>65</b>
Department of Insurance	42	3		45
Department of Juvenile Justice	2	3		5
Department of Labor	5	5	4	14
Department of Law			2	2
Department of Public Safety	2	3		5
<b>Department of Revenue</b>	<b>7</b>	29		<b>36</b>
<b>Department of Transportation</b>	<b>16</b>	37	35	<b>88</b>
Employees' Retirement System	1		2	3
Georgia Building Authority	4	11		15
<b>Georgia Bureau of Investigation</b>	<b>8</b>	1		<b>9</b>
Georgia Emergency Management Agency	3	3		6
Georgia Firefighter Standards and Training Council	1			1
Georgia Police Officer Standards and Training Council	1			1
Georgia Public Safety Training Center	4			4
Georgia Public Telecommunications Commission	3			3
Georgia Regional Transportation Authority		4	1	5
Georgia State Financing and Investment Commission	2	6	1	9
Georgia Student Finance Commission	8	1		9
Georgia World Congress Center Authority	1			1
Governor's Office of Consumer Affairs	1	9		10
Office of Planning and Budget	3	3		6
Office of State Administrative Hearings	1			1
Prosecuting Attorneys' Council	1			1
State Accounting Office		2		2
State Board of Pardons and Paroles	4	17	18	39
State Board of Workers' Compensation	1			1
State Personnel Administration	2	5	10	17
State Road and Tollway Authority	3			3
State Soil and Water Conservation Commission		3	1	4
Subsequent Injury Trust Fund	5			5
Teachers' Retirement System	2			2
<b>Grand Total</b>	<b>197</b>	<b>217</b>	<b>105</b>	<b>519</b>

## Georgia State Information Technology Report – 2009

<b>System/Application Operating Costs by Agency with Employee/Contractor Totals (GAIT Agencies Highlighted)</b>				
<b>Agency</b>	<b>2008 Total Costs</b>	<b>2009 Total Costs</b>	<b>Empl. Total</b>	<b>Contr. Total</b>
Court of Appeals	0	\$ 15,000	3.00	1.00
Criminal Justice Coordinating Council	0	0	5.00	3.00
<b>Department of Administrative Services</b>	<b>\$ 12,016,713</b>	<b>\$ 226,200</b>	<b>3.15</b>	<b>2.96</b>
Department of Agriculture	0	0	16.00	0.00
Department of Banking and Finance	0	\$ 41,226	12.00	0.00
Department of Community Affairs	\$ 786,783	0	0.00	0.00
<b>Department of Community Health</b>	<b>\$271,985,751</b>	<b>\$ 30,002,500</b>	<b>32.00</b>	<b>3.00</b>
Department of Defense	0	0	0.00	0.00
<b>Department of Driver Services</b>	<b>\$ 10,710,837</b>	<b>0</b>	<b>0.00</b>	<b>0.00</b>
Department of Early Care and Learning	0	0	3.00	0.00
Department of Education	0	\$ 2,660,777	2.90	18.10
<b>Department of Human Resources</b>	<b>\$ 60,089,767</b>	<b>0</b>	<b>9.00</b>	<b>3.00</b>
Department of Insurance	0	0	96.00	36.00
<b>Department of Juvenile Justice</b>	<b>\$ 2,031,642</b>	<b>\$ 1,400,000</b>	<b>10.00</b>	<b>17.00</b>
Department of Labor	0	0	0.00	0.00
Department of Law	0	\$ 105,786	0.66	0.00
Department of Public Safety	0	0	2.70	0.00
<b>Department of Revenue</b>	<b>0</b>	<b>0</b>	<b>154.00</b>	<b>9.00</b>
Department of Transportation	\$ 1,853,396	0	0.00	0.00
Employees' Retirement System	\$ 4,177,638	\$ 1,486,888	15.10	2.20
Georgia Building Authority	0	\$ 117,600	22.00	1.00
<b>Georgia Bureau of Investigation</b>	<b>0</b>	<b>\$ 140,000</b>	<b>17.00</b>	<b>12.00</b>
Georgia Emergency Management Agency	0	\$ 177,800	1.86	0.25
Georgia Firefighter Standards and Training Council	0	\$ 5,000	10.00	0.00
Georgia Police Officer Standards and Training Council	\$ 30,292	\$ 3,000	2.00	0.00
Georgia Public Safety Training Center	0	0	3.00	0.00
Georgia Public Telecommunications Commission	0	\$ 66,221	4.20	0.40
Georgia Regional Transportation Authority	0	\$ 580	0.40	1.20
Georgia State Financing and Investment Commission	0	\$ 412,503	7.50	1.00
Georgia Student Finance Commission	\$ 4,017,312	\$ 2,395,000	13.00	0.00
Georgia World Congress Center Authority	0	\$ 9,800	0.00	2.00
Governor's Office of Consumer Affairs	0	0	0.00	0.00
<b>Office of Planning and Budget</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0.00</b>
Office of State Administrative Hearings	0	0	2.00	0.00
Prosecuting Attorneys' Council	0	\$ 5,000	1.50	2.00
<b>State Accounting Office</b>	<b>0</b>	<b>\$ 7,818,510</b>	<b>64.00</b>	<b>0.00</b>
State Board of Pardons and Paroles	\$ 2,433,832	\$ 103,706	4.36	0.00
State Board of Workers' Compensation	\$ 1,958,266	\$ 576,504	6.00	3.00
State Personnel Administration	0	0	1.00	3.00
State Road and Tollway Authority	0	\$ 1,165,962	10.00	6.00
State Soil and Water Conservation Commission	0	\$ 1,642	1.00	0.00



## Georgia State Information Technology Report – 2009

Subsequent Injury Trust Fund	0	\$ 81,600	10.00	0.00
Teachers' Retirement System	0	\$ 844,544	19.00	3.00
DBF	0	0		
DECAL	\$ 1,640,646	0		
Department of Natural Resources	0	0		
Department of Corrections	\$ 4,136,000	0		
DTAE	\$ 5,060,000	0		
DVs	0	0		
Georgia Department of Economic Development	0	0		
GOHS	\$ 35,471	0		
Georgia Public Broadcasting	\$ 676,496	0		
JIA	\$ 13,967	0		
Secretary of State	0	0		
<b>Grand Total</b>	<b>\$ 383,655,398</b>	<b>\$ 49,863,349</b>	<b>564.33</b>	<b>130.11</b>

**Section 5: Business Continuity Planning**

**Agencies with Emergency Support Functions (ESF)**

Agency
Department of Administrative Services
Department of Agriculture
Department of Banking and Finance
Department of Community Affairs
Department of Community Health
Department of Corrections
Department of Defense
Department of Driver Services
Department of Education
Department of Human Resources
Department of Insurance
Department of Juvenile Justice
Department of Transportation
Georgia Building Authority
Georgia Bureau of Investigation
Georgia Emergency Management Agency
Georgia Public Safety Training Center
Georgia Public Telecommunications Commission
Georgia Technology Authority
Office of Planning and Budget
State Board of Pardons and Paroles

**Business Continuity Planning**

Q.2			Q.4			Q.5			Q.6			Q.7			Q.8		
Yes	No	Unknown	Yes	No	Unknown	Yes	No	Unknown	Yes	No	Unknown	Yes	No	Unknown	Yes	No	Unknown
34	21	6	42	10	7	37	14	8	42	12	5	31	21	7	21	33	6

Q.2: Does your agency have a policy requiring an actionable plan for continuing critical business processes during an emergency?

Q.4: Has your agency identified, defined and documented the processes that achieve its core business functions?

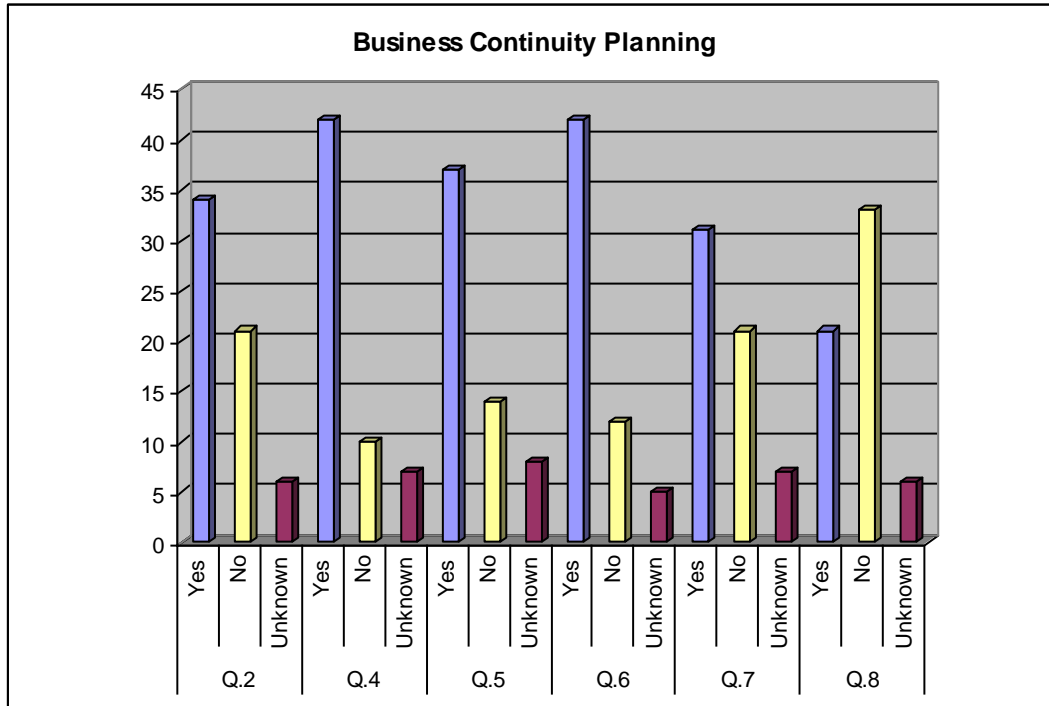
Q.5: Has your agency ranked the criticality of the processes that support its core business functions (those processes that MUST be performed in the event of an emergency)?

## Georgia State Information Technology Report – 2009

Q.6: Has your agency identified the key personnel that are tied to each of the critical business processes?

Q.7: Has your agency identified an alternate work site or location to conduct business in the event your building is destroyed?

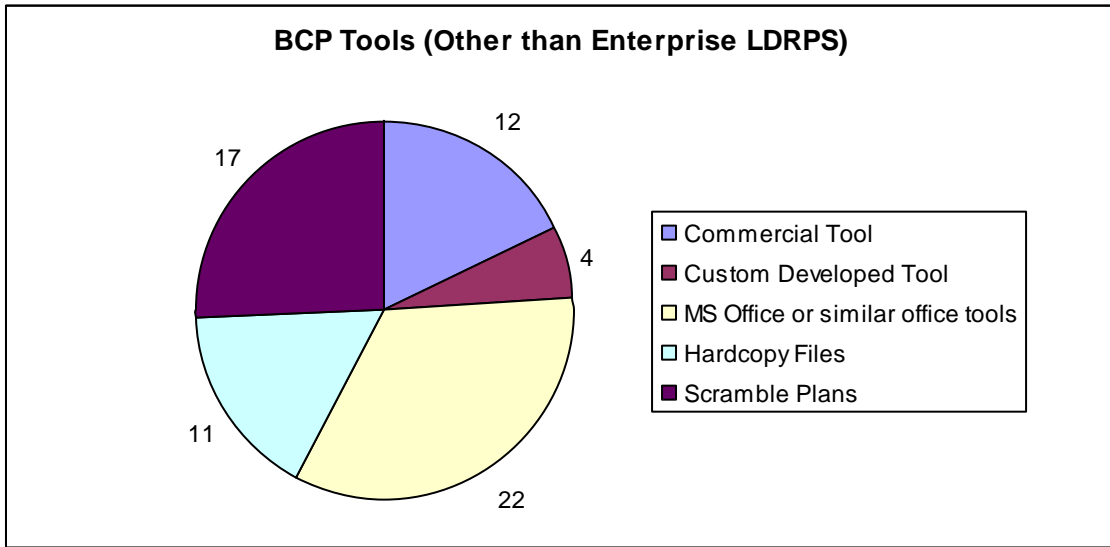
Q.8: Is your agency documenting BC information using the enterprise business continuity and disaster recover planning tool (LDRPS) offered by GTA?



### Business Continuity Planning Tool (Other than Enterprise LDRPS)

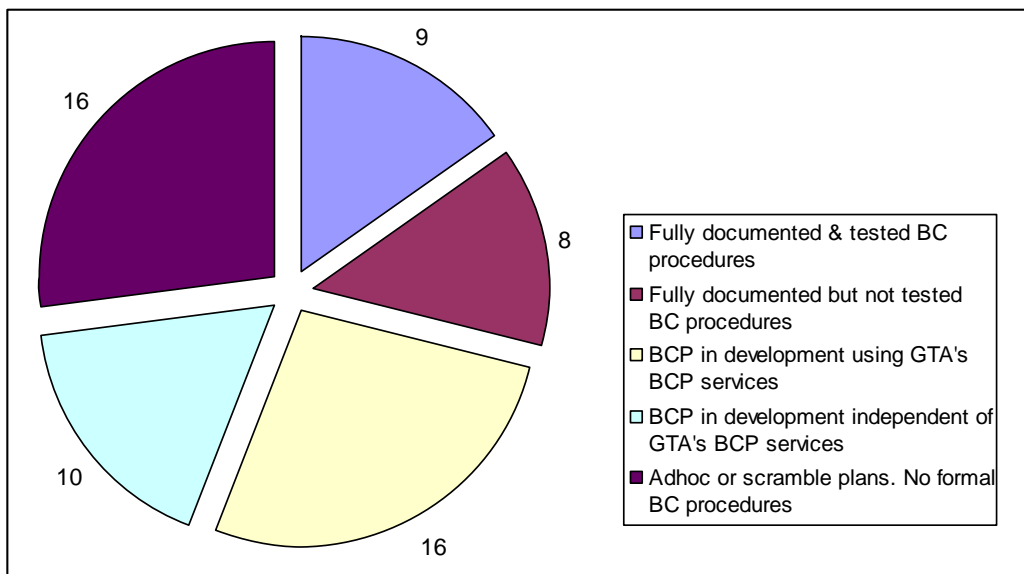
Type of tool	Agency Count
Commercial Tool	12
Custom Developed Tool	4
MS Office or similar office tools	22
Hardcopy Files	11
Scramble Plans	17

## Georgia State Information Technology Report – 2009



### Emergency Preparedness

Emergency Preparedness	Agency count
Fully documented & tested BC procedures	9
Fully documented but not tested BC procedures	8
BCP in development using GTA's BCP services	16
BCP in development independent of GTA's BCP services	10
Adhoc or scramble plans. No formal BC procedures	16



**Section 6: Incident Response & Reporting (appendix-6)**

**Agencies that have documented Incident Response Plan with GTA**

<b>Agency</b>
Department of Audits and Accounts
Department of Banking and Finance
Department of Community Affairs
Department of Corrections
Department of Driver Services
Department of Human Resources
Department of Insurance
Employees' Retirement System
Georgia Bureau of Investigation
Georgia Emergency Management Agency
Georgia Public Safety Training Center
Georgia Student Finance Commission
Georgia Technology Authority
State Accounting Office
State Board of Pardons and Paroles
State Personnel Administration

## Appendix B - Enterprise IT Maturity in 3 Areas

### SECURITY, RELIABILITY AND EFFECTIVENESS<sup>10</sup>

#### INTRODUCTION

This paper provides results of an analysis performed in 2009 to characterize Enterprise procedural maturity for IT security, reliability and effectiveness from information provided by agencies for Georgia's 2009 Enterprise Information Security Report and 2008 ITIL Self-Assessment. Agency information was analyzed and aggregated, and extended forward as a judgment of enterprise maturity.

For each of the three areas, one or more best practice control objectives were identified from the COBIT<sup>®</sup> Framework<sup>1</sup> which applied directly to the area's processes. Then, the information provided by agencies for the 2009 Enterprise Information Security Report<sup>2</sup> was correlated to the COBIT<sup>®</sup> control objectives and scored from 0 to 5, using COBIT<sup>®</sup> methodology. Each agency was scored individually with the resulting scores used to assemble an enterprise score. The scoring process examined each agency's information to determine if the information provided sufficient procedural evidence to indicate an awarded score level description as wholly true, except that totally immaterial conditions within a control objective were disregarded, because, if left in the analysis, no agency could obtain that level. Agency scores were captured as a whole number (i.e. 1, 2, 3) while Enterprise scores were permitted at one more significant digit due to rounding (i.e. 1.2, 1.8, etc). Note that stringent application of scoring methodology would normally require Enterprise scoring at the whole number level as well, but the utilized methodology appeared to allow demonstration on annual progress more readily.

Results from this analysis are provided in two levels, as follows:

**Interpretation of Enterprise Results.** Maturity appraisals are presented on an enterprise level for each of the three areas of Security, Reliability and Effectiveness. In addition, within each of the three areas, appraisals are provided for each specific measure used as components of the enterprise appraisal.

**Details from Agency Results.** No maturity appraisals for specific agencies are discussed, however, in some areas one or more agency appraisals may be used, without identification of the agencies, for illustrative purposes.

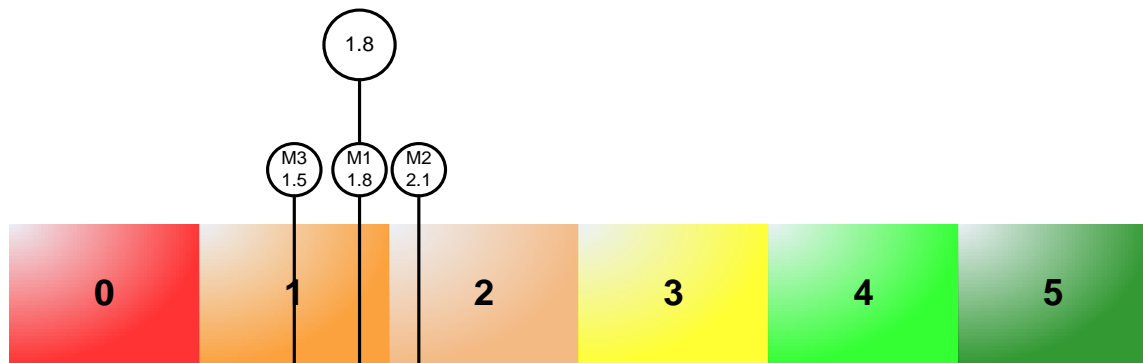
---

<sup>10</sup> Prepared by Enterprise Policies, Standards and Architecture Section, Enterprise Governance and Planning Division, Georgia Technology Authority

## INTERPRETATION OF ENTERPRISE RESULTS

Enterprise Results will be provided for each of the areas of interest of IT Security, IT Reliability and IT Effectiveness. The beginning and end of each section provides a mathematically generated composite maturity for the area.

### IT SECURITY MATURITY SCORE = 1.8



This score was generated through three measures:

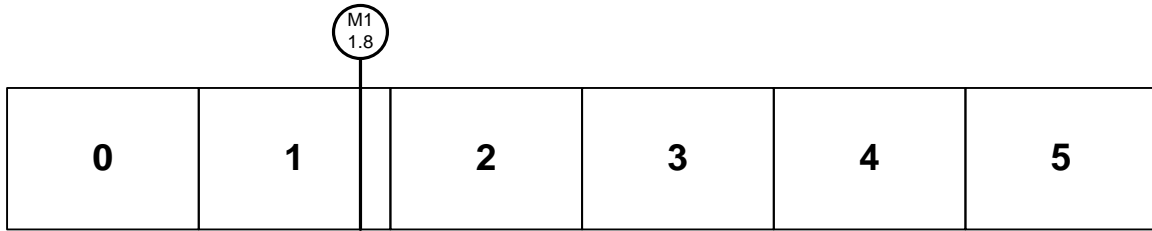
#### Measure 1: Is the Enterprise Organized to Accomplish IT Security?

- Has the enterprise defined the IT organization by considering requirements for staff, skills, functions, accountability, authority, roles and responsibilities and supervision?
- Is the organization embedded into an IT process framework that ensures transparency, control, involvement of senior executives and business management?
- Is there evidence of a strategy committee ensures board oversight of IT, and one or more steering committees in which business and IT participate determine the prioritization of IT resources in line with business needs?
- Are processes, administrative policies and procedures are in place for all functions, with specific attention to control, quality assurance, risk management, information security, data and systems ownership, and segregation of duties?
- Is IT involved in relevant decision processes?

**Characterization:** The Enterprise appears on the surface to have an organizational focus on security and IT processes with named SAISO and Business Continuity Coordinators, but has failed to fully embrace the concepts down through all components of the organization. Nearly half of agencies do not reinforce security roles with role based training. This provides everyone exposure training on security concepts, but does not provide role specific, detailed training for those in specialty jobs to do their work. Two thirds of agencies have determined those business functions critical to achieving core business and less than that have identified key personnel tied to those critical business functions.

## Georgia State Information Technology Report – 2009

Average maturity score for Enterprise (average of all agencies): 1.8

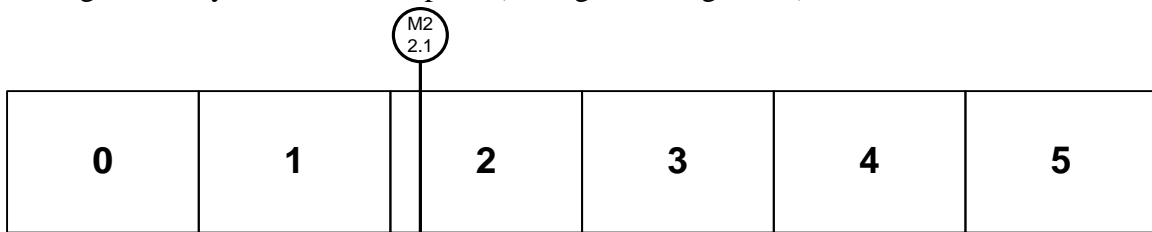


### Measure 2: Has Management Communicated its Aims and Direction Related to IT Security?

- Has Management developed an enterprise IT control framework, and defined and communicated policies?
- Is there an ongoing communication plan implemented to articulate the mission, service objectives, policies and procedures, etc., approved and supported by management?
- Does communication support achievement of IT objectives and ensure awareness and understanding of business and IT risks, objectives and direction?
- Does the process ensure compliance with relevant laws and regulations?

*Characterization:* **The Enterprise recognizes the need for and has supported security policies, but individual organizations have not extended support for these policies down through each organization by making them fully available to employees, nor has each organization developed and implemented procedures to provide appropriate training or to keep records of needed or completed training.**

Average maturity score for Enterprise (average of all agencies): 2.1



### Measure 3: Assessment and Management of Risk

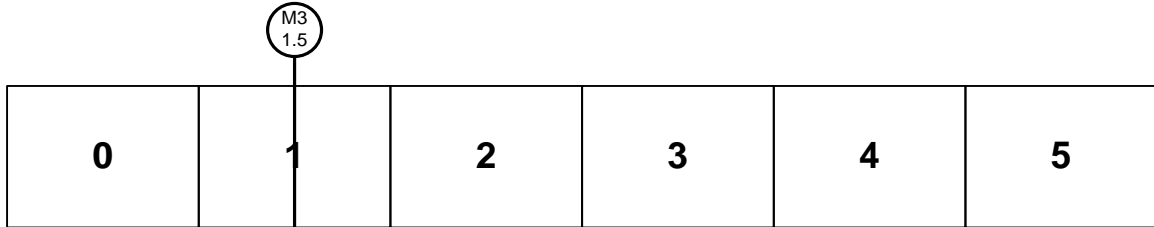
- Has a risk management framework been created to document a common and agreed-upon level of IT risks, mitigation strategies and residual risks?
- Are any potential impacts on the goals of the organization caused by an unplanned event identified, analyzed and assessed?
- Are risk mitigation strategies in place to minimize residual risk to an accepted level?
- Are assessment results available to and understood by stakeholders and expressed in financial terms, to enable stakeholders to align risk to an acceptable level of tolerance?



**Georgia State Information Technology Report – 2009**

**Characterization:** While recognizing critical risk on applications, the Enterprise as a whole has not provided procedural evidence of risk management programs. Over half of agencies can not provide FTE usage on applications, report no security plans and have not engaged a third party security assessment.

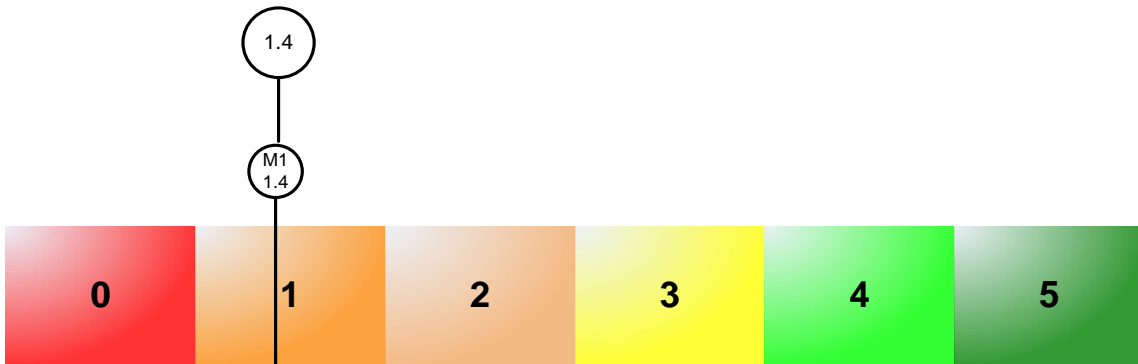
Average maturity score for Enterprise (average of all agencies): 1.5



**Composite Maturity Score for Enterprise for Security: 1.8**

(Sum of the Enterprise Scores for Security, Communication and Risk divided by 3)

**IT RELIABILITY  
MATURITY SCORE = 1.4**



This score was generated with one measure:

**Measure: Can the Enterprise Provide Continuity of IT Services?**

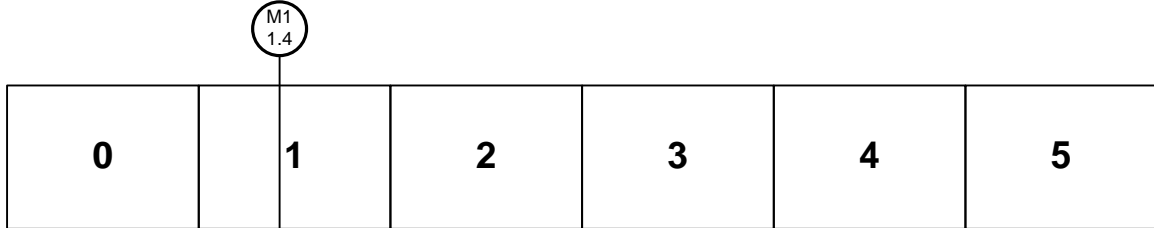
- Has the Enterprise developed, maintained and tested IT continuity plans?
- Does Enterprise periodically provide continuity plan training?
- Does Enterprise utilize offsite backup storage and alternate processing sites?
- Has the Enterprise developed planned recovery methods for major service interruptions (disaster recovery)?
- Does the Enterprise utilize appropriate processes for incident reporting and management, and for problem management?

**Characterization:** The Enterprise appears poorly positioned to ensure reliability of services. Wide results were reported for agencies’ maturities in key processes such as “continuity”, “availability”, “incident reporting and management”, “problem management” and “configuration management”. However, judging from the

**Georgia State Information Technology Report – 2009**

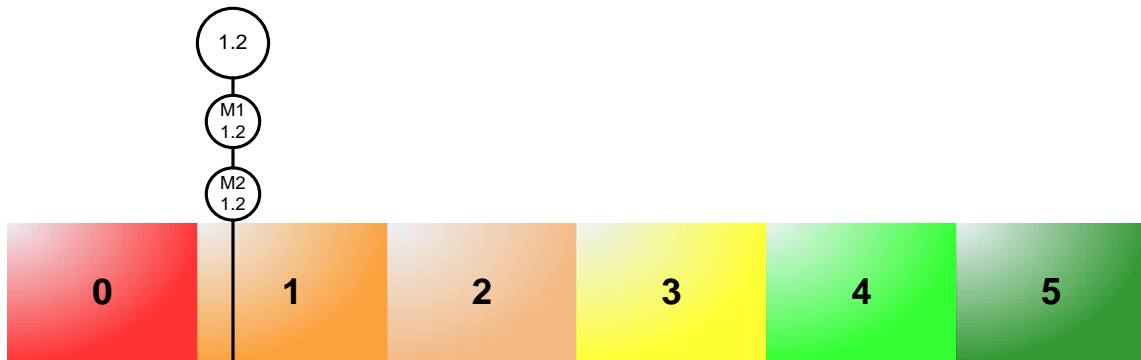
reported current status of business continuity and disaster recovery activities approximately half of the underlying organizations in the Enterprise are now in planning stages.

**Composite maturity score for Enterprise for Reliability: 1.4**



(No math required as only one measure used)

**IT EFFECTIVENESS  
MATURITY SCORE = 1.2**



This score was generated through two measures:

**Measure 1: Does the Enterprise Employ Strategic IT Planning?**

- Are IT resources managed and directed in line with the business strategy and priorities?
- Have IT function and business stakeholders accepted responsibility for ensuring that optimal value is realized from project and service portfolios?
- Are business strategies and priorities reflected in portfolios and executed by the IT tactical plan(s)?

*Characterization:* **The enterprise has partially evolved toward IT strategic planning based business need and resource application. Other parts of the organization remain naively low on scale of business justified system/project requests.**

Average maturity score for all agencies: 1.2

M1  
1.2

<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
----------	----------	----------	----------	----------	----------

**Measure 2: Is the Enterprise Effective at Identification of Automated Solutions and Managing the IT Investment?**

- Do new applications or systems require analysis before acquisition or creation to ensure that business requirements are satisfied in an effective and efficient approach?
- Is there evidence of portfolio, lifecycle and project techniques related to solution identification?
- Is there evidence of definition of the needs, consideration of alternative sources, review of technological and economic feasibility, execution of a risk analysis and cost-benefit analysis, and conclusion of a final decision to ‘make’ or ‘buy’?

*Characterization:* **The Enterprise demonstrates some efforts to utilize functional and operational requirements for solutions. However, many organizations have not provided procedural evidence of such.**

Average maturity score for all agencies: 1.2

M1  
1.2

<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
----------	----------	----------	----------	----------	----------

**Composite maturity score for Enterprise for Effectiveness: 1.2n**  
(Sum of the Enterprise Scores for Planning and Identifying Solutions divided by 2)

## DETAILS FROM AGENCY RESULTS

The following is presented concerning each of the three areas of examination.

- A. The COBIT<sup>®</sup> control definition for the area and associated scoring
- B. Specific agency provided information which was used to evaluate the area.
- D. Reported information used for analysis in this area
- E. Range of reported information.
- F. Characterization of enterprise maturity based on reported data

### Security

This section discusses the three measures that were used to evaluate the apparent maturity of Agencies' IT Security:

- Agencies' Definition of and Organization to Accomplish IT Security,
- Management's Communication of its Aims and Direction Related to IT Security, and
- Agencies' Evidence of Assessment and Management of Risk.

#### Agencies' Definition of and Organization to Accomplish IT Security

A. COBIT<sup>®</sup> control definition<sup>1</sup>:

*"An IT organization is defined by considering requirements for staff, skills, functions, accountability, authority, roles and responsibilities, and supervision. This organization is embedded into an IT process framework that ensures transparency and control as well as the involvement of senior executives and business management. A strategy committee ensures board oversight of IT, and one or more steering committees in which business and IT participate determine the prioritization of IT resources in line with business needs. Processes, administrative policies and procedures are in place for all functions, with specific attention to control, quality assurance, risk management, information security, data and systems ownership, and segregation of duties. To ensure timely support of business requirements, IT is to be involved in relevant decision processes."*

Scores<sup>1</sup>:

"0 - The IT organization is not effectively established to focus on the achievement of business objectives.

"1 - IT activities and functions are reactive and inconsistently implemented. IT is involved in business projects only in later stages. The IT function is considered a support function, without an overall organization perspective. There is an implicit understanding of the need for an IT organization; however, roles and responsibilities are neither formalized nor enforced

"2 - The IT function is organized to respond tactically, but inconsistently, to customer needs and vendor relationships. The need for a structured organization and vendor management is communicated, but decisions are still dependent on the knowledge and skills of key individuals. There is an emergence of common techniques to manage the IT organization and vendor relationships.

"3 - Defined roles and responsibilities for the IT organization and third parties exist. The IT organization is developed, documented, communicated and aligned with the IT strategy. The internal control environment is defined. There is formalization of relationships with other parties, including steering committees, internal audit and vendor

## Georgia State Information Technology Report – 2009

management. The IT organization is functionally complete. There are definitions of the functions to be performed by IT personnel and those to be performed by users. Essential IT staffing requirements and expertise are defined and satisfied. There is a formal definition of relationships with users and third parties. The division of roles and responsibilities is defined and implemented.”

### B. Type of Information Used to Evaluate this Area:

- Roles of Senior Agency Information Security Officer, Privacy Officer and Business Continuity Coordinator/Planner filled
- Agency use of role-based security education for specific information security responsibilities.
- Percentage of roles uniquely trained for their role and security issues.
- Acceptance of IT and process risks by business owners
- Process analysis to identify processes to achieve core business and rank their criticality to business.
- Identification of key personnel tied to critical business processes

### C. Agency Reported Information Used for Analysis in this Area

- 10 agencies have named SAISO
- 2 agencies have named Privacy Officer
- 9 agencies have named Business Continuity Coordinator
- 5 agencies do not reinforce security roles via role based training
- 8 agencies have examined processes to identify those necessary to achieve core business functions
- 8 agencies have ranked business functions by criticality
- 7 agencies have identified key personnel tied to critical business functions
- 8 agencies have reported that business owners have accepted risks for their operations.

### D. Range of Reported Information

- 2 agencies provided NULL or no responses to all questions - rated 0
- 3 agencies have not completely addressed organizational issues related to security. i.e. business owners have not accepted risks, processes have not been examined for criticality, no assigned SAISO - rated 1
- 5 agencies provided yes or positive responses to 7 of 8 questions - rated 3

### E. Characterization of Enterprise Maturity Based on Reported Data

- The Enterprise appears on the surface to have an organizational focus on security and IT processes with named SAISO and Business Continuity Coordinators, but has failed to fully embrace the concepts down through the organization.
- Nearly half of agencies do not reinforce security roles with role based training. This provides everyone exposure training on security concepts, but does not provide role specific, detailed training for those in specialty jobs to do their work.
- Two thirds of agencies have determined those business functions critical to achieving core business and less than that have identified key personnel tied to those critical business functions.

## Georgia State Information Technology Report – 2009

- Average maturity score for Enterprise (average of all agencies): 1.8

### Management's Communication of its Aims and Direction Related to IT Security

#### A. COBIT<sup>®</sup> control definition<sup>1</sup>:

*“Management develops an enterprise IT control framework and defines and communicates policies. An ongoing communication plan is implemented to articulate the mission, service objectives, policies and procedures, etc., approved and supported by management. The communication supports achievement of IT objectives and ensures awareness and understanding of business and IT risks, objectives and direction. The process ensures compliance with relevant laws and regulations.”*

#### Scores<sup>1</sup>:

“0 - Management has not established a positive IT control environment. There is no recognition of the need to establish a set of policies, plans and procedures, and compliance processes.

“1 - Management is reactive in addressing the requirements of the information control environment. Policies, procedures and standards are developed and communicated on an ad hoc basis as driven by issues. The development, communication and compliance processes are informal and inconsistent.

“2 - The needs and requirements of an effective information control environment are implicitly understood by management, but practices are largely informal. The need for control policies, plans and procedures is communicated by management, but development is left to the discretion of individual managers and business areas. Quality is recognized as a desirable philosophy to be followed, but practices are left to the discretion of individual managers. Training is carried out on an individual, as-required basis.

“3 - A complete information control and quality management environment is developed, documented and communicated by management and includes a framework for policies, plans and procedures. The policy development process is structured, maintained and known to staff, and the existing policies, plans and procedures are reasonably sound and cover key issues. Management addresses the importance of IT security awareness and initiates awareness programs. Formal training is available to support the information control environment but is not rigorously applied. While there is an overall development framework for control policies and procedures, there is inconsistent monitoring of compliance with these policies and procedures. There is an overall development framework. Techniques for promoting security awareness have been standardized and formalized”

#### B. Type of Information Used to Evaluate this Area:

- Agency's description of its information security governance.
- Availability of agency security policies and standards.
- Agency practices of recording needed and completed security training.
- Agency use of role based security education.

#### C. Agency Reported Information Used for Analysis in this Area

- 11 agencies endorse enterprise security policies and may or may not supplement them with their own policies.
- 9 agencies make policies readily available for their employees via multiple methods of communication.

## Georgia State Information Technology Report – 2009

- 7 agencies support security with role based training and keep records of employees' needed or completed security training.

### D. Range of Reported Information

- 1 agency provided NULL or no responses to all questions, and 1 agency provided NULL or no response to all questions except for a positive response to divulge that its endorsement of enterprise security policies - rated 0
- 7 agencies provides yes or positive responses to all questions - rated 3

### E. Characterization of Enterprise Maturity Based on Reported Data

- The Enterprise recognizes the need for and has provided supporting security policies, but individual organizations have not extended support for these policies down through the organization by making them fully available to employees. Nor has each organization developed and implemented procedures to provide appropriate training and to keep records of needed or completed training.
- Average maturity score for Enterprise (average of all agencies): 2.1

## Agencies' Evidence of Assessment and Management of Risk

### A. COBIT<sup>®</sup> control definition<sup>1</sup>:

*"A risk management framework is created and maintained. The framework documents a common and agreed-upon level of IT risks, mitigation strategies and residual risks. Any potential impact on the goals of the organization caused by an unplanned event is identified, analyzed and assessed. Risk mitigation strategies are adopted to minimize residual risk to an accepted level. The result of the assessment is understandable to the stakeholders and expressed in financial terms, to enable stakeholders to align risk to an acceptable level of tolerance."*

#### Scores<sup>1</sup>:

"0 - Risk assessment for processes and business decisions does not occur. The organization does not consider the business impacts associated with security vulnerabilities and development project uncertainties. Risk management is not identified as relevant to acquiring IT solutions and delivering IT services.

"1 - IT risks are considered in an ad hoc manner. Informal assessments of project risk take place as determined by each project. Risk assessments are sometimes identified in a project plan but are rarely assigned to specific managers. Specific IT-related risks, such as security, availability and integrity, are occasionally considered on a project-by-project basis. IT-related risks affecting day-to-day operations are seldom discussed at management meetings. Where risks have been considered, mitigation is inconsistent. There is an emerging understanding that IT risks are important and need to be considered.

"2 - A developing risk assessment approach exists and is implemented at the discretion of the project managers. The risk management is usually at a high level and is typically applied only to major projects or in response to problems. Risk mitigation processes are starting to be implemented where risks are identified.

"3 - An organization-wide risk management policy defines when and how to conduct risk assessments. Risk management follows a defined process that is documented. Risk management training is available to all staff members. Decisions to follow the risk

## Georgia State Information Technology Report – 2009

management process and receive training are left to the individual's discretion. The methodology for the assessment of risk is convincing and sound and ensures that key risks to the business are identified. A process to mitigate key risks is usually instituted once the risks are identified. Job descriptions consider risk management responsibilities.”

### B. Type of Information Used to Evaluate this Area:

- Agency's description of its security governance
- Application criticality assessments
- Number and percentage of systems with security plans (or Number and percentage of systems with plans in development)
- Compliance with FISMA type 3<sup>rd</sup> party review requirement
- Application portfolio risks (currency, resource requirements, platform currency, database currency)
- Employee versus contractor FTE usage

### C. Agency Reported Information Used for Analysis in this Area

- 8 agencies have ranked applications by criticality
- 6 agencies provided NULL responses to FTE counts of employees and contractor support
- 7 agencies provided NULL responses to application commission dates
- 7 agencies divulged less than half of applications had security plans, or provided NULL responses
- 11 agencies reported no FISMA type assessment on their applications, or provided NULL responses

### D. Range of Reported Information

- 4 agencies provided NULL responses, or no responses to all questions - ranked 0
- Many others provided only sporadic responses to questions - ranked 1 and 2 depending on answers.

### E. Characterization of Enterprise Maturity Based on Reported Data

- While recognizing critical risk on applications, the Enterprise as a whole has not provided procedural evidence of risk management programs. Over half of agencies can not provide FTE usage on applications, report no security plans and have not engaged a third party security assessment.
- Average maturity score for all agencies: 1.5

## Reliability

This section discusses the one measure is used to evaluate the apparent maturity of *reliability* of agencies' IT Services:

### Agency Provided Procedural Evidence of its Efforts to Ensure Continuous Service.

#### A. COBIT<sup>®</sup> control definition<sup>1</sup>:



## Georgia State Information Technology Report – 2009

*“The need for providing continuous IT services requires developing, maintaining and testing IT continuity plans, utilizing offsite backup storage and providing periodic continuity plan training. An effective continuous service process minimizes the probability and impact of a major IT service interruption on key business functions and processes.”*

Scores<sup>1</sup>:

*“0 - There is no understanding of the risks, vulnerabilities and threats to IT operations or the impact of loss of IT services to the business. Service continuity is not considered to need management attention.*

*“1- Responsibilities for continuous service are informal, and the authority to execute responsibilities is limited. Management is becoming aware of the risks related to and the need for continuous service. The focus of management attention on continuous service is on infrastructure resources, rather than on the IT services. Users implement workarounds in response to disruptions of services. The response of IT to major disruptions is reactive and unprepared. Planned outages are scheduled to meet IT needs but do not consider business requirements.*

*“2- Responsibility for ensuring continuous service is assigned. The approaches to ensuring continuous service are fragmented. Reporting on system availability is sporadic, may be incomplete and does not take business impact into account. There is no documented IT continuity plan, although there is commitment to continuous service availability and its major principles are known. An inventory of critical systems and components exists, but it may not be reliable. Continuous service practices are emerging, but success relies on individuals.*

*“3- Accountability for the management of continuous service is unambiguous. Responsibilities for continuous service planning and testing are clearly defined and assigned. The IT continuity plan is documented and based on system criticality and business impact. There is periodic reporting of continuous service testing. Individuals take the initiative for following standards and receiving training to deal with major incidents or a disaster. Management communicates consistently the need to plan for ensuring continuous service. High-availability components and system redundancy are being applied. An inventory of critical systems and components is maintained.”*

### B. Type of Information Used to Evaluate this Area:

- Agency roles contributing to agency reliability are filled (SAISO, Privacy Officer)
- Management of risks (core processes are identified, criticality analysis performed, key personnel analysis)
- Agency self assessment results for processes (ITIL 2008)
- Agency Business Continuity plan (agency has BC plan, percentage of systems with DR plans, are plans tested, business owner risk acceptance)
- Business Continuity Considerations (alternate work site, tool facilitated processes, accessible plan)

### C. Agency Reported Information Used for Analysis in this Area

- ITIL Self Assessment Scores for all agencies.
- 5 agencies reported no business continuity plans, 2 reported plans in development
- 9 agencies report no disaster recovery plans covering their systems, or provided NULL response

## Georgia State Information Technology Report – 2009

### D. Range of Reported Information

- 3 agencies have no business continuity plan and none in progress, and no disaster recovery plans covering their systems - score 0
- Various agencies reported inconsistently to measures of having fully documented and tested BC plan, but not having identified cored business processes nor assigning criticality to business processes - score 2

### E. Characterization of Enterprise Maturity Based on Reported Data

- The Enterprise appears poorly positioned to actually recover from a disaster should it be required. However, judging from the reported current status of business continuity planning, approximately half of the organizations are in planning stages.
- Average maturity score for all agencies: 1.4

## Effectiveness

This section discusses the two measures that were used to evaluate the apparent effectiveness of agencies' IT Services:

- Agency Procedural Evidence of Strategic IT Planning
- Agency Procedural Evidence of Effective Identification of Automated Solutions and Ability to Manage IT Investments.

### Agency Provided Procedural Evidence of Strategic IT Planning

#### A. COBIT<sup>®</sup> control definition<sup>1</sup>:

*“IT strategic planning is required to manage and direct all IT resources in line with the business strategy and priorities. The IT function and business stakeholders are responsible for ensuring that optimal value is realized from project and service portfolios. The strategic plan improves key stakeholders' understanding of IT opportunities and limitations, assesses current performance, identifies capacity and human resource requirements, and clarifies the level of investment required. The business strategy and priorities are to be reflected in portfolios and executed by the IT tactical plan(s), which specifies concise objectives, action plans and tasks that are understood and accepted by both business and IT.”*

Scores<sup>1</sup>:

“0 - IT strategic planning is not performed. There is no management awareness that IT strategic planning is needed to support business goals.

“1 - The need for IT strategic planning is known by IT management. IT planning is performed on an as-needed basis in response to a specific business requirement. IT strategic planning is occasionally discussed at IT management meetings. The alignment of business requirements, applications and technology takes place reactively rather than by an organization-wide strategy. The strategic risk position is identified informally on a project-by-project basis.

“2 - IT strategic planning is shared with business management on an as-needed basis. Updating of IT plans occurs in response to requests by management. Strategic decisions are driven on a project-by-project basis without consistency with an overall organization strategy. The risks and user benefits of major strategic decisions are recognized in an intuitive way.

## Georgia State Information Technology Report – 2009

- “3 - A policy defines when and how to perform IT strategic planning. IT strategic planning follows a structured approach that is documented and known to all staff. The IT planning process is reasonably sound and ensures that appropriate planning is likely to be performed. However, discretion is given to individual managers with respect to implementation of the process, and there are no procedures to examine the process. The overall IT strategy includes a consistent definition of risks that the organization is willing to take as an innovator or follower. The IT financial, technical and human resources strategies increasingly influence the acquisition of new products and technologies. IT strategic planning is discussed at business management meetings.”
- B. Type of Information Used to Evaluate this Area:
- Application portfolio risks (currency, resource requirements, platform currency, database currency)
  - Project portfolio assessment (apparent strategy of project list)
- C. Agency Reported Information Used for Analysis in this Area
- 9 agencies provided null or inadequate response to questions concerning system lifetime cost / lifecycle concept
  - 3 agencies' responses appeared to be based on strategic approach to planning.
- D. Range of Reported Information
- 8 agencies scored “0” and “1” due to weakness of answers or missing answers (no procedural evidence of strategic planning, i.e. FTE counts, lifetime costs, tactical project lists, no project list)
  - 4 agencies reported score “2” and one with “3” primarily due to business orientation of project list indicative of business strategy.
- E. Characterization of Enterprise Maturity Based on Reported Data
- The enterprise has partially evolved toward IT strategic planning based upon business need and resource application. Other parts of the organization remain naively low on scale of business justified system/project requests.
  - Average maturity score for all agencies: 1.2

### **Agencies' Procedural Evidence of Effective Identification of Automated Solutions and Ability to Manage IT Investments.**

A. COBIT<sup>®</sup> control definition<sup>1</sup>:

*“The need for a new application or function requires analysis before acquisition or creation to ensure that business requirements are satisfied in an effective and efficient approach. This process covers the definition of the needs, consideration of alternative sources, review of technological and economic feasibility, execution of a risk analysis and cost-benefit analysis, and conclusion of a final decision to ‘make’ or ‘buy’. All these steps enable organizations to minimize the cost to acquire and implement solutions while ensuring that they enable the business to achieve its objectives.”*

Scores<sup>1</sup>:

“0 - The organization does not require the identification of functional and operational requirements for development, implementation or modification of solutions, such as

## Georgia State Information Technology Report – 2009

system, service, infrastructure, software and data. The organization does not maintain an awareness of available technology solutions potentially relevant to its business.

“1 - There is an awareness of the need to define requirements and identify technology solutions. Individual groups meet to discuss needs informally, and requirements are sometimes documented. Solutions are identified by individuals based on limited market awareness or in response to vendor offerings. There is minimal structured research or analysis of available technology.

“2 - Some intuitive approaches to identify IT solutions exist and vary across the business. Solutions are identified informally based on the internal experience and knowledge of the IT function. The success of each project depends on the expertise of a few key individuals. The quality of documentation and decision making varies considerably. Unstructured approaches are used to define requirements and identify technology solutions.

“3 - Clear and structured approaches in determining IT solutions exist. The approach to the determination of IT solutions requires the consideration of alternatives evaluated against business or user requirements, technological opportunities, economic feasibility, risk assessments, and other factors. The process for determining IT solutions is applied for some projects based on factors such as the decisions made by the individual staff members involved, the amount of management time committed, and the size and priority of the original business requirement. Structured approaches are used to define requirements and identify IT solutions.”

### C. Type of Information Used to Evaluate this Area:

- Apparent strategy of project list
- Approaches to project work
- Projects application to business critical areas

### D. Agency Reported Information Used for Analysis in this Area

- 5 agencies provided null or inadequate response to questions related to this topic
- 3 agencies project selections appear based on tactical requirements without analysis of critical core businesses.
- 4 agencies provided procedural evidence of strategic selection of automated solutions

### E. Range of Reported Information

- 5 agencies provided null or inadequate responses - scored 0
- 1 agency provided procedural evidence of planning via project progression - score 3

### F. Characterization of Enterprise Maturity Based on Reported Data

- The Enterprise demonstrates evidence to identify IT automated solutions from functional and operational requirements. However, many organizations have not provided procedural evidence of such.
- Average maturity score for all agencies: 1.2

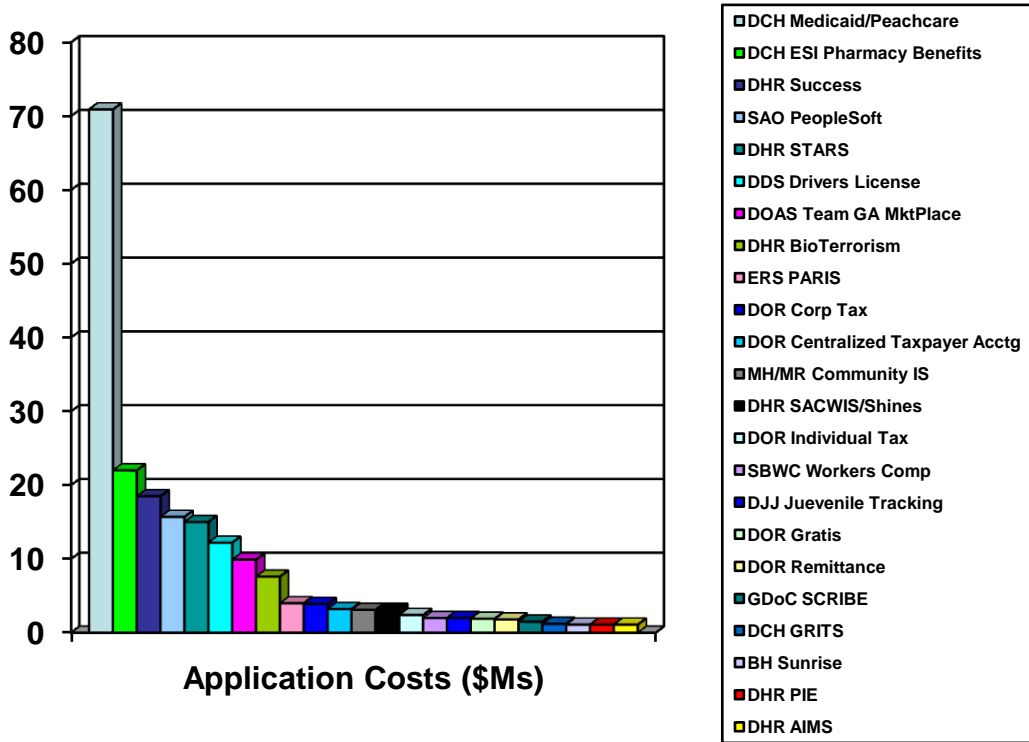
## Georgia State Information Technology Report – 2009

### Footnotes:

1. “Control Objectives for Information and related Technology (COBIT<sup>®</sup>) 4.1”, 2007, IT Governance Institute, Rolling Meadows, IL 60008.
2. “Information Security Reporting”, Standard SS-08-053.02, March 31, 2009, Georgia Technology Authority,

## Appendix C – Largest State Applications by Spend

There are 23 applications that spend over \$1 million annually on operational support and maintenance, based on data in the IT Expenditures Report – 2008.



## Appendix D - Strategic Planning for Information Technology

In the long run, IT Strategic Planning is about enabling agencies to provide services to citizens as efficiently as possible. While GTA IT transformation addresses making infrastructure secure and efficient and IT Governance addresses using that infrastructure to get the most out of agency applications, IT Strategic Planning seeks to understand each agency's vision and guide the agency in improving the business processes underlying service provision. Given efficient infrastructure and well-governed applications, it is IT Strategic Planning that enables effective use of appropriate it-enabled business models. Simply put, effective use of IT in business processes lets agencies to provide higher quality services less expensively.

GTA is working closely with OPB and the other Enterprise Service Agencies to institute a comprehensive multi-year strategic planning process. The process repeats on an annual cycle, calling for the review and when necessary the revision of the agency's mission and vision along with an extension of the plan to encompass the upcoming three fiscal years. Our Enterprise IT Strategic Planning process will roll out in three, overlapping phases. Each phase will take about 18-24 months to complete, but overlap allows the entire strategic planning process to be in place in less time than the sum of the phases. The final phase will continue indefinitely using a continuous process improvement approach.



### Phase 1: Startup

GTA began its current Enterprise Strategic Planning approach mid-way through FY08 and this phase is well underway. We expect to complete Phase 1 by the end of the next planning cycle (July 2010).

Startup consists of the following:

1. Communicate Process to Agencies

## Georgia State Information Technology Report – 2009

- a. OPB took the lead on this with formal communications to all state agencies
  - b. EGAP began to establish relationships with strategic planners in all agencies this year. These peer to peer relationships among executive level planners helps establish a rapport based on mutual respect and proven reliability. As these relationships mature, there many agencies will have strong planning advocates.
  - c. EGAP planning experts provide one-on-one guidance on how to get the benefits from strategic planning.
2. Establish Value
    - a. Value to agencies from planning process
    - b. Value to GTA in providing appropriate services
    - c. Value to Georgia leadership in supporting decision making
  3. Document Baseline
    - a. Establish key metrics
    - b. Determine starting values

### Phase 2: Grow

Although the Startup phase has not been completed, GTA has begun to place emphasis on the Grow phase. Grow consists of Startup consists of the following:

1. Increase Participation
  - a. Increase the number of agencies participating
  - b. Increase the quality of participation
2. Broaden Planning Knowledge
  - a. Provide training and mentoring to agency planners
  - b. Established a shared view and expectation for the information produced by the planning process
  - c. Provide guidance to agencies in how to use planning information in prioritizing agency actions
3. Measure Agency Impact
  - a. Working with agency planners, establish methods for quantifying agency results
  - b. Establish individual agency tracking and reporting activities
4. Assess effectiveness and modify process as needed

EGAP began to establish relationships with strategic planners in all agencies this year.

### Phase 3: Mature

1. Decrease Planning Effort
  - a. As the process becomes familiar across agencies, the effort needed goes down.
  - b. Annual improvements in the process make it easier and more valuable.
2. Unify Planning Activities
3. Quantify Enterprise Results
4. Activate continuous process improvement



## Appendix E – IV&V Case Studies Summary

During 2008, IV&V has made the following tangible, positive impacts worth an estimated \$29.6 million:

1. TRS/DIS - \$2.6m at risk and saved; recovery plan and recommendations saved expenditures that would have been wasted.
2. DCH/HITT - \$8.2m at risk and saved; early escalation and recommendations saved expenditures that would have been wasted.
3. DCH/MEMS - \$1.5m at risk and saved; early adoption of recommendations saved delivery schedule and expenditures.
4. DOAS/TGM - \$10.9m at risk and savings of \$2.5m; early adoption of recommendations saved delivery schedule and wasted expenditures.
5. DCH/MMIS - \$34.9m at risk with savings of \$3.5m; early adoption of recommendations saved procurement and contracting, and efforts on requirements and risk management
6. DDS/DLS/EDIS Program - \$20.0m at risk with savings of \$4.5m; recommendations and changes averted potentially fatal problems during procurement and execution.
7. DHR/SHINES - \$16.0m at risk with savings of \$3.8m; recommendations in final phases of delivery and transition averted costly testing and roll-out problems.
8. DCH/Data Broker - \$5.0m at risk with savings of \$2.4m; recommendations created project recovery and averted significant issues and risks.
9. DOR/IT/DW Program - \$63.3m at risk creating savings of \$0.6m; recommendations and changes in early assessment discussions improved overall performance/success.

## Appendix F - State Application Inventory

## Georgia State Information Technology Report – 2009

Agency ID	Agency	Application	Criticality	Commission Date	FTE to Support	Contractors	Operating Cost
202	Office of State Administrative Hearings	Case Tracker	Critical	1/1/00	2.00	0.00	\$0.00
234	Criminal Justice Coordinating Council	Grants Management Information System	Critical	9/1/96	2.00	1.00	\$0.00
234	Criminal Justice Coordinating Council	Fiscal Administration	Critical		2.00	1.00	\$0.00
234	Criminal Justice Coordinating Council	Claims Management Information System	Critical		1.00	1.00	\$0.00
239	Georgia Emergency Management Agency	Tracking System 3	Important	7/1/95	0.01	0.00	\$0.00
239	Georgia Emergency Management Agency	Mail and Database	Critical	7/1/96	0.30	0.00	\$2,800.00
239	Georgia Emergency Management Agency	Statewide Messaging System	Important	7/1/03	0.25	0.00	\$20,000.00
239	Georgia Emergency Management Agency	Notification System	Critical	7/1/05	0.25	0.00	\$90,000.00
239	Georgia Emergency Management Agency	Tracking System 1	Important	7/1/05	1.00	0.00	\$0.00
239	Georgia Emergency Management Agency	Tracking Database 2	Critical	7/1/08	0.05	0.25	\$65,000.00
242	Governor's Office of Consumer Affairs	Intranet Quorum (IQ)	Critical	2/1/09	0.00	0.00	\$0.00
242	Governor's Office of Consumer Affairs	Time Card	Important	4/1/09	0.00	0.00	\$0.00
242	Governor's Office of Consumer Affairs	Mythics Data Analyzer	Important	6/1/09	0.00	0.00	\$0.00
242	Governor's Office of Consumer Affairs	Messaging	Important		0.00	0.00	\$0.00
242	Governor's Office of Consumer Affairs	Encase	Important		0.00	0.00	\$0.00
242	Governor's Office of Consumer Affairs	Microsoft Office	Important		0.00	0.00	\$0.00
242	Governor's Office of Consumer Affairs	Device Seizure	Important		0.00	0.00	\$0.00
242	Governor's Office of Consumer Affairs	Forensic Toolkit Imager (FTK)	Important		0.00	0.00	\$0.00
242	Governor's Office of Consumer Affairs	CD/DVD Inspector	Important		0.00	0.00	\$0.00

## Georgia State Information Technology Report – 2009

242	Governor's Office of Consumer Affairs	Knowledgebase	Important		0.00	0.00	\$0.00
243	Office of Planning and Budget	BudgetTool	Critical		0.00	0.00	\$0.00
243	Office of Planning and Budget	Budget Appropriations Tracking System	Critical		0.00	0.00	\$0.00
243	Office of Planning and Budget	BudgetNet	Critical		0.00	0.00	\$0.00
243	Office of Planning and Budget	Governor's Legislative Information System	Important		0.00	0.00	\$0.00
243	Office of Planning and Budget	Capital Outlay Budget System	Important		0.00	0.00	\$0.00
243	Office of Planning and Budget	Horizon	Important		0.00	0.00	\$0.00
287	Georgia Firefighter Standards and Training Council	Microsoft Office	Critical	1/1/00	10.00	0.00	\$5,000.00
288	Georgia Police Officer Standards and Training Council	Records System	Critical	7/1/93	2.00	0.00	\$3,000.00
290	Georgia Public Safety Training Center	Student Registration and Lodging	Critical	7/1/87	1.00	0.00	\$0.00
290	Georgia Public Safety Training Center	Budget System	Critical	7/5/90	0.50	0.00	\$0.00
290	Georgia Public Safety Training Center	GPSTC Inventory	Critical	7/1/93	0.50	0.00	\$0.00
290	Georgia Public Safety Training Center	Online Registration	Critical	7/1/07	1.00	0.00	\$0.00
402	Department of Agriculture	All agency applications	Important	1/1/07	8.00	0.00	\$0.00
402	Department of Agriculture	Exchange	Important	1/1/07	3.00	0.00	\$0.00
402	Department of Agriculture	Multiple	Important	1/1/07	5.00	0.00	\$0.00
403	Department of Administrative Services	Georgia Procurement Registry	Critical	1/1/99	0.40	0.68	\$0.00
403	Department of Administrative Services	PayPilot	Critical	1/1/99	0.48	0.22	\$7,700.00
403	Department of Administrative Services	Oasis	Critical	1/1/99	1.35	0.91	\$218,500.00
403	Department of Administrative Services	eQuote	Critical	1/9/04	0.92	1.15	\$0.00
406	Department of Banking and Finance	Web Financial Institutions	Critical		1.00	0.00	\$687.00
406	Department of Banking and Finance	Web Money Service Business	Critical		1.00	0.00	\$687.00
406	Department of Banking and Finance	Web Mortgage	Critical		1.00	0.00	\$687.00

## Georgia State Information Technology Report – 2009

	Finance						
406	Department of Banking and Finance	Money Services Business - Inhouse	Critical		1.00	0.00	\$1,441.00
406	Department of Banking and Finance	Mortgage - Inhouse	Critical		1.00	0.00	\$5,013.00
406	Department of Banking and Finance	Financial Instiutions - Inhouse	Critical		1.00	0.00	\$2,945.00
406	Department of Banking and Finance	Human Resources - Inhouse	Important		1.00	0.00	\$877.00
406	Department of Banking and Finance	Equipment	Important		1.00	0.00	\$1,065.00
406	Department of Banking and Finance	Genesys	Critical		2.00	0.00	\$13,912.00
406	Department of Banking and Finance	Alert	Critical		2.00	0.00	\$13,912.00
407	State Accounting Office	PeopleSoft Human Capital Management	Important	7/1/99	24.00	0.00	\$2,814,663.60
407	State Accounting Office	PeopleSoft Financial Supply Chain Manage	Important	7/1/99	40.00	0.00	\$5,003,846.40
408	Department of Insurance	I-SITE NAIC Software	Critical	4/1/98	0.00	3.00	\$0.00
408	Department of Insurance	Web Site	Critical	1/2/98	1.00	0.00	\$0.00
408	Department of Insurance	CASA Federal Government Software	Critical	1/2/99	1.00	3.00	\$0.00
408	Department of Insurance	PEOPLESOFT Thrid Party Software	Critical	1/2/00	0.00	3.00	\$0.00
408	Department of Insurance	SIRCON for States Company Admissions Mod	Critical	1/2/04	7.00	3.00	\$0.00
408	Department of Insurance	SIRCON for States Producer Licensing Mod	Critical	1/2/04	7.00	0.00	\$0.00
408	Department of Insurance	SERFF Rate and Form Filing Third Party S	Critical	1/2/06	0.00	3.00	\$0.00
408	Department of Insurance	USA Software - Third Party	Critical	1/2/08	0.00	3.00	\$0.00
408	Department of Insurance	Rate and Form Filing Recording & Trackin	Critical	1/2/05	2.00	0.00	\$0.00
408	Department of Insurance	Fire Department Tracking	Critical	3/1/05	1.00	0.00	\$0.00
408	Department of Insurance	TEAMMATE PWC Thrid Party Software	Critical	4/1/03	0.00	3.00	\$0.00
408	Department of Insurance	Automobile Mileage Tracking	Critical	3/1/05	1.00	0.00	\$0.00

## Georgia State Information Technology Report – 2009

408	Department of Insurance	Open Records Request Processing	Critical	3/1/05	1.00	0.00	\$0.00
408	Department of Insurance	Company Annual Report Recording	Critical	3/1/05	2.00	0.00	\$0.00
408	Department of Insurance	Payments Recording and Reporting	Critical	3/1/05	1.00	0.00	\$0.00
408	Department of Insurance	Manufactured Housing Licensing	Critical	3/5/05	1.00	0.00	\$0.00
408	Department of Insurance	Ad Hoc Reports	Important	5/1/08	4.00	0.00	\$0.00
408	Department of Insurance	SIRCON for States Revenue Tracking Modul	Critical	5/1/09	7.00	3.00	\$0.00
408	Department of Insurance	SIRCON for States Consumer Complaints M	Critical	5/1/09	7.00	0.00	\$0.00
408	Department of Insurance	SIRCON for States Regulatory Exams Modul	Critical	5/1/09	7.00	3.00	\$0.00
408	Department of Insurance	SIRCON for States Enforcement Module	Critical	5/1/09	7.00	0.00	\$0.00
408	Department of Insurance	Automobile Mileage Tracking	Critical	4/1/05	1.00	0.00	\$0.00
408	Department of Insurance	Payments Recording and Reporting	Critical	4/1/05	1.00	0.00	\$0.00
408	Department of Insurance	Ad Hoc Reports	Important	6/1/09	3.00	0.00	\$0.00
408	Department of Insurance	Ad Hoc Reports	Important	6/1/09	3.00	0.00	\$0.00
408	Department of Insurance	Payments Recording and Reporting	Critical	4/1/05	2.00	0.00	\$0.00
408	Department of Insurance	Employee Recording, Tracking and Reporti	Critical	6/1/06	1.00	0.00	\$0.00
408	Department of Insurance	Adjuster Permit Allocation/Tracking	Critical	8/1/06	1.00	0.00	\$0.00
408	Department of Insurance	Insurance Loss Tracking	Critical	9/6/06	1.00	0.00	\$0.00
408	Department of Insurance	Web Services	Critical	5/1/07	1.00	0.00	\$0.00
408	Department of Insurance	Fire Symposium Registration/Tracking	Critical	8/1/07	1.00	0.00	\$0.00
408	Department of Insurance	Hazardous Materials Licensing	Critical	12/1/07	1.00	0.00	\$0.00
408	Department of Insurance	Explosives Licensing	Critical	12/1/07	2.00	0.00	\$0.00
408	Department of Insurance	Engineering Permitting	Critical	1/2/08	2.00	0.00	\$0.00
408	Department of Insurance	Sprinkler Licensing	Critical	1/2/08	1.00	0.00	\$0.00
408	Department of Insurance	Document Management	Critical	2/1/08	1.00	0.00	\$0.00

## Georgia State Information Technology Report – 2009

408	Department of Insurance	Intranet	Critical	2/1/08	1.00	0.00	\$0.00
408	Department of Insurance	INSource PWC Thrid Party Software	Critical	11/1/02	0.00	3.00	\$0.00
408	Department of Insurance	Audit Recording, Tracking and Reporting	Critical	8/1/08	2.00	0.00	\$0.00
408	Department of Insurance	Company Licensing	Critical	11/1/08	2.00	0.00	\$0.00
408	Department of Insurance	Annual Tax Return Processing	Critical	12/1/08	1.00	0.00	\$0.00
408	Department of Insurance	Extinguisher Licensing	Critical	1/2/09	2.00	0.00	\$0.00
408	Department of Insurance	Audit Scheduling	Critical	2/1/09	2.00	0.00	\$0.00
408	Department of Insurance	SERFF Rate and Form Filing Third Party S	Critical	12/1/08	0.00	3.00	\$0.00
408	Department of Insurance	SIRCON for States Taxes and Assessments	Critical		7.00	3.00	\$0.00
409	Georgia State Financing and Investment Commission	Microsoft Exchange	Critical	1/1/07	0.50	0.00	\$0.00
409	Georgia State Financing and Investment Commission	Sage Timberline	Important		1.00	0.00	\$0.00
409	Georgia State Financing and Investment Commission	Fortis	Critical		1.00	0.00	\$156,128.00
409	Georgia State Financing and Investment Commission	eBONDS/FIDS	General		1.00	1.00	\$42,619.00
409	Georgia State Financing and Investment Commission	Centric	Important		1.00	0.00	\$57,025.00
409	Georgia State Financing and Investment Commission	Time Matters	Important		1.00	0.00	\$0.00
409	Georgia State Financing and Investment Commission	GSFIC PM Database	Important		1.00	0.00	\$51,000.00
409	Georgia State Financing and Investment Commission	Kronos	Important		1.00	0.00	\$15,374.00
409	Georgia State Financing and Investment Commission	BLIIP	Important		0.00	0.00	\$90,357.00
411	Department of Defense	Business Software	Critical	7/1/03	0.00	0.00	\$0.00
411	Department of Defense	GKO	Critical	7/1/03	0.00	0.00	\$0.00
414	Department of Education	Chronicle Pilot	General		0.00	0.20	\$27,577.00
414	Department of Education	Bus Bid	General		0.00	0.00	\$1,604.00
414	Department of Education	Facility and School Registry	General		0.30	0.90	\$132,890.00
414	Department of Education	Class Size	General		0.00	0.00	\$6,273.00

## Georgia State Information Technology Report – 2009

414	Department of Education	Budget Amendment	General		0.00	0.10	\$9,060.00
414	Department of Education	Early Intervening Services	General		0.00	0.00	\$5,771.00
414	Department of Education	Bus Liability Survey	General		0.00	0.00	\$1,979.00
414	Department of Education	Dispute Resolution	General		0.00	0.10	\$13,071.00
414	Department of Education	Audit Findings Application	General		0.00	0.30	\$46,608.00
414	Department of Education	21st Century Complaint and Resolution	General		0.00	0.20	\$34,071.00
414	Department of Education	EDEN Data Submission	General		0.10	0.30	\$38,164.00
414	Department of Education	Certified / Classified Personnel Informa	Important		0.50	0.30	\$42,752.00
414	Department of Education	Financial Reporting	General		0.00	0.10	\$19,831.00
414	Department of Education	Applications Orchestrator	General		0.00	0.20	\$30,966.00
414	Department of Education	Data Warehouse	General		0.00	1.40	\$203,894.00
414	Department of Education	Focused Monitoring	General		0.00	0.10	\$18,945.00
414	Department of Education	Career Tech Reporting	General		0.00	0.50	\$68,477.00
414	Department of Education	Contracts Management	General		0.10	1.70	\$246,977.00
414	Department of Education	Application Monitoring	General		0.00	0.30	\$46,786.00
414	Department of Education	Assessment and Accountability Surveys	General		0.00	0.00	\$5,466.00
414	Department of Education	Free and Reduced Meals	General		0.00	0.00	\$1,785.00
414	Department of Education	Consolidated Application	Important		0.30	2.90	\$422,534.00
414	Department of Education	Central Directory .NET	General		0.00	0.20	\$31,326.00
414	Department of Education	Charter Schools Reporting	General		0.00	0.10	\$17,206.00
414	Department of Education	Financial Review	Important		0.00	0.00	\$4,437.00
414	Department of Education	Bus Accidents	General		0.00	0.00	\$3,464.00
414	Department of Education	Adequate Yearly Progress	Critical		0.00	2.30	\$330,310.00
414	Department of Education	Capital Outlay Program System - Financia	Critical		0.60	5.20	\$749,485.00
414	Department of Education	Full Time Equivalent	Critical		1.00	0.70	\$99,068.00
416	Employees' Retirement System	PRTNR	General	8/1/03	0.00	0.10	\$36,688.00
416	Employees' Retirement System	PARIS	Critical		15.00	2.00	\$1,447,200.00
416	Employees' Retirement System	PeopleSoft Pensions	General		0.10	0.10	\$3,000.00
418	Prosecuting Attorneys' Council	Tracker	Critical		1.50	2.00	\$5,000.00
419	Department of Community Health	Membership Enrollment	Critical	7/27/81	8.00	3.00	\$2,500.00



**Georgia State Information Technology Report – 2009**

		Management System					
419	Department of Community Health	Medicaid Management Information System	Critical	4/1/03	24.00	0.00	\$30,000,000.00
427	Department of Human Resources	MH WORx Pharmacy	Important		0.00	0.00	\$0.00
427	Department of Human Resources	Investigative Services Information System	Important		1.00	3.00	\$0.00
427	Department of Human Resources	Web Enabled Ad Hoc Reporting System	General		0.00	0.00	\$0.00
427	Department of Human Resources	Time Accounting	Important		3.00	0.00	\$0.00
427	Department of Human Resources	Inspector General	Important		0.00	0.00	\$0.00
427	Department of Human Resources	Budget Allocation System	Important		0.00	0.00	\$0.00
427	Department of Human Resources	Constituent Services Information System	Important		4.00	0.00	\$0.00
427	Department of Human Resources	Waiver Information System	Important		0.00	0.00	\$0.00
427	Department of Human Resources	I Hear You	Important		1.00	0.00	\$0.00
427	Department of Human Resources	PURCHASING AND REPORTING SYSTEM	Important		0.00	0.00	\$0.00
427	Department of Human Resources	\$TARS Support Track Accounting and Repor	Critical		0.00	0.00	\$0.00
427	Department of Human Resources	MS SharePoint Portal Server	Critical		0.00	0.00	\$0.00
427	Department of Human Resources	AEGIS	Critical		0.00	0.00	\$0.00
427	Department of Human Resources	Aging Information Management System	Critical		0.00	0.00	\$0.00
427	Department of Human Resources	Online Directives Information System	Critical		0.00	0.00	\$0.00
427	Department of Human Resources	Report of Critical Incidents	Critical		0.00	0.00	\$0.00
427	Department of Human Resources	Vital Records Information System (VRIS)	Critical		0.00	0.00	\$0.00
427	Department of Human Resources	SUCCESS	Critical		0.00	0.00	\$0.00
427	Department of Human Resources	CSPP	Critical		0.00	0.00	\$0.00
427	Department of Human Resources	Grant Acts Reporting System	Critical		0.00	0.00	\$0.00
427	Department of Human Resources	COMPASS	Critical		0.00	0.00	\$0.00
427	Department of Human Resources	Wednesdays Child	Critical		0.00	0.00	\$0.00
427	Department of Human Resources	Statewide Automated Child Welfare Inform	Critical		0.00	0.00	\$0.00
427	Department of Human Resources	Electronic Benefits Transfer	Critical		0.00	0.00	\$0.00

**Georgia State Information Technology Report – 2009**

		(EBT)					
427	Department of Human Resources	Web Facility Search and Location	Important		0.00	0.00	\$0.00
427	Department of Human Resources	Case Planning Reporting System	Important		0.00	0.00	\$0.00
427	Department of Human Resources	CareWare	Important		0.00	0.00	\$0.00
427	Department of Human Resources	PH Lab	Important		0.00	0.00	\$0.00
427	Department of Human Resources	W4 Employer New Hire Reporting	Important		0.00	0.00	\$0.00
427	Department of Human Resources	Database and Collection of Lab Informati	General		0.00	0.00	\$0.00
427	Department of Human Resources	ENERGY ASSISTANCE 67-14	Important		0.00	0.00	\$0.00
427	Department of Human Resources	Foster Care Recruitment	Important		0.00	0.00	\$0.00
427	Department of Human Resources	ACO Regulatory Needs	Important		0.00	0.00	\$0.00
427	Department of Human Resources	WebEOC	Important		0.00	0.00	\$0.00
427	Department of Human Resources	OFS Debt Set-Off	Important		0.00	0.00	\$0.00
427	Department of Human Resources	ESAR VHP	Important		0.00	0.00	\$0.00
427	Department of Human Resources	Womens Right to Know	Important		0.00	0.00	\$0.00
427	Department of Human Resources	Avatar	Important		0.00	0.00	\$0.00
427	Department of Human Resources	RevMax	Important		0.00	0.00	\$0.00
427	Department of Human Resources	DFCS Statistics	Important		0.00	0.00	\$0.00
427	Department of Human Resources	Adoption System (ADAM)	Important		0.00	0.00	\$0.00
427	Department of Human Resources	Portal - Quick Hits ORS E-Commerce	Important		0.00	0.00	\$0.00
427	Department of Human Resources	Exit Interview	Important		0.00	0.00	\$0.00
427	Department of Human Resources	Vital Events Information System (VEIS)	Important		0.00	0.00	\$0.00
427	Department of Human Resources	Contract Tracking System	Important		0.00	0.00	\$0.00
427	Department of Human Resources	Service Payment	Important		0.00	0.00	\$0.00
427	Department of Human Resources	Perpetual Inventory Control System	Important		0.00	0.00	\$0.00
427	Department of Human Resources	Contract Reporting System	Important		0.00	0.00	\$0.00
427	Department of Human Resources	Regional Offices Contracting System	Important		0.00	0.00	\$0.00
427	Department of Human Resources	UAS REPORTS 67-14	Important		0.00	0.00	\$0.00

## Georgia State Information Technology Report – 2009

427	Department of Human Resources	Portal - Quick Hits ORS Report Filing	Important		0.00	0.00	\$0.00
427	Department of Human Resources	FAMILY PLANNING 49-09	General		0.00	0.00	\$0.00
427	Department of Human Resources	Portal - Quick Hits EMS Certification	Important		0.00	0.00	\$0.00
427	Department of Human Resources	Vehicle Insurance	Important		0.00	0.00	\$0.00
427	Department of Human Resources	Georgia Registration for Immunization Tr	Important		0.00	0.00	\$0.00
427	Department of Human Resources	Learning Management System	Important		0.00	0.00	\$0.00
427	Department of Human Resources	Mental Health/Mental Retardation Informa	Important		0.00	0.00	\$0.00
427	Department of Human Resources	Teen Work 2006	Important		0.00	0.00	\$0.00
427	Department of Human Resources	Patient Inventory and Tracking	Important		0.00	0.00	\$0.00
427	Department of Human Resources	State Electronic Notifiable Disease Surv	Important		0.00	0.00	\$0.00
427	Department of Human Resources	Request Management System	Important		0.00	0.00	\$0.00
427	Department of Human Resources	Perpetual Inventory Control System	General		0.00	0.00	\$0.00
427	Department of Human Resources	Debt Setoff Mental Health	Important		0.00	0.00	\$0.00
427	Department of Human Resources	CRS - Client Registration System	Important		0.00	0.00	\$0.00
427	Department of Human Resources	Litigation Tracking System	General		0.00	0.00	\$0.00
428	Department of Community Affairs	Housing Trust Fund for the Homeless	Critical	1/2/95	0.00	0.00	\$0.00
428	Department of Community Affairs	LOL	Critical	1/2/98	0.00	0.00	\$0.00
428	Department of Community Affairs	LSAMS	Critical	1/2/98	0.00	0.00	\$0.00
428	Department of Community Affairs	Grants Management System	Critical	1/3/95	0.00	0.00	\$0.00
428	Department of Community Affairs	MST	Critical	5/14/99	0.00	0.00	\$0.00
428	Department of Community Affairs	AOD	Critical	5/30/91	0.00	0.00	\$0.00
428	Department of Community Affairs	FundWare	Critical		0.00	0.00	\$0.00
432	Court of Appeals	DOCKET	Critical	10/15/06	3.00	1.00	\$15,000.00
440	Department of Labor	System 12	Critical		0.00	0.00	\$0.00
440	Department of Labor	System 13	Critical		0.00	0.00	\$0.00
440	Department of Labor	System 14	Critical		0.00	0.00	\$0.00
440	Department of Labor	System 5	General		0.00	0.00	\$0.00

## Georgia State Information Technology Report – 2009

440	Department of Labor	System 6	Critical		0.00	0.00	\$0.00
440	Department of Labor	System 7	Critical		0.00	0.00	\$0.00
440	Department of Labor	System 8	General		0.00	0.00	\$0.00
440	Department of Labor	System 9	Important		0.00	0.00	\$0.00
440	Department of Labor	System 10	Important		0.00	0.00	\$0.00
440	Department of Labor	System 11	General		0.00	0.00	\$0.00
440	Department of Labor	System 15	General		0.00	0.00	\$0.00
440	Department of Labor	System 16	Important		0.00	0.00	\$0.00
440	Department of Labor	System 17	Important		0.00	0.00	\$0.00
440	Department of Labor	System 18	Important		0.00	0.00	\$0.00
442	Department of Law	Case Management System	General	1/2/00	0.33	0.00	\$49,222.00
442	Department of Law	Document Management System	General	7/1/00	0.33	0.00	\$56,564.00
460	State Personnel Administration	EXAM ADMINISTRATION	General		0.00	0.00	\$0.00
460	State Personnel Administration	Applicant Maintenance	General		0.00	0.00	\$0.00
460	State Personnel Administration	SPA WEBSITE	Important		0.00	0.00	\$0.00
460	State Personnel Administration	Kronos / PATS	General		0.00	0.00	\$0.00
460	State Personnel Administration	DRUG TESTING SYSTEM	General		0.00	0.00	\$0.00
460	State Personnel Administration	GMSDATA	Important		0.00	0.00	\$0.00
460	State Personnel Administration	FAITHFUL SERVICE AWARD SYSTEM	General		0.00	0.00	\$0.00
460	State Personnel Administration	Flex Enrollment - Web	General		0.00	0.00	\$0.00
460	State Personnel Administration	GMSNet	General		0.00	0.00	\$0.00
460	State Personnel Administration	Email-Exchange	Important		0.00	0.00	\$0.00
460	State Personnel Administration	Active Directory	Important		0.00	0.00	\$0.00
460	State Personnel Administration	CAREERS WEB APPLICATION	Critical		0.00	1.00	\$0.00
460	State Personnel Administration	FLEXIBLE BENEFITS SYSTEM	Critical		1.00	2.00	\$0.00
460	State Personnel Administration	FLEXHELP ONLINE	General		0.00	0.00	\$0.00
460	State Personnel Administration	PeopleSoft ePerformance Management	Important		0.00	0.00	\$0.00
460	State Personnel Administration	ESS Employee Self Service	General		0.00	0.00	\$0.00
460	State Personnel Administration	File Transfer Server	General		0.00	0.00	\$0.00

## Georgia State Information Technology Report – 2009

461	Department of Juvenile Justice	Juvenile Tracking System JTS	Critical	1/2/00	5.00	8.00	\$700,000.00
461	Department of Juvenile Justice	DJJ External Web Site	Important	1/1/00	1.00	2.00	\$150,000.00
461	Department of Juvenile Justice	KRONOS	Critical	1/3/08	1.00	1.00	\$300,000.00
461	Department of Juvenile Justice	OQA / Incidents	Important	7/1/00	1.00	1.00	\$50,000.00
461	Department of Juvenile Justice	Sharepoint	Important	7/1/08	2.00	5.00	\$200,000.00
465	State Board of Pardons and Paroles	Lotos Notes mail	General	1/1/95	0.20	0.00	\$7,000.00
465	State Board of Pardons and Paroles	Barney	Critical	2/1/01	0.15	0.00	\$1,000.00
465	State Board of Pardons and Paroles	Jabber	General	1/1/07	0.05	0.00	\$0.00
465	State Board of Pardons and Paroles	GRS	Important		0.10	0.00	\$700.00
465	State Board of Pardons and Paroles	Help Desk	Important		0.10	0.00	\$4,500.00
465	State Board of Pardons and Paroles	Time sheets/leave sheets	Important		0.10	0.00	\$1,000.00
465	State Board of Pardons and Paroles	Notification	Important		0.10	0.00	\$0.00
465	State Board of Pardons and Paroles	Thor	Important		0.25	0.00	\$3,000.00
465	State Board of Pardons and Paroles	PAR	Important		0.10	0.00	\$875.00
465	State Board of Pardons and Paroles	Certificate Authority	General		0.05	0.00	\$0.00
465	State Board of Pardons and Paroles	Telecom	General		0.10	0.00	\$575.00
465	State Board of Pardons and Paroles	vpn	Important		0.05	0.00	\$0.00
465	State Board of Pardons and Paroles	Information System	General		0.10	0.00	\$1,050.00
465	State Board of Pardons and Paroles	Blackberry server	General		0.10	0.00	\$1,500.00
465	State Board of Pardons and Paroles	Paporion	General		0.05	0.00	\$0.00
465	State Board of Pardons and Paroles	dns	Important		0.05	0.00	\$0.00
465	State Board of Pardons and Paroles	Interstate parole notifications	Important		0.10	0.00	\$2,000.00

## Georgia State Information Technology Report – 2009

465	State Board of Pardons and Paroles	Dhcp	General		0.10	0.00	\$0.00
465	State Board of Pardons and Paroles	Ras1	General		0.01	0.00	\$0.00
465	State Board of Pardons and Paroles	Stats	Important		0.25	0.00	\$0.00
465	State Board of Pardons and Paroles	Fee/Restitution	Important		0.25	0.00	\$0.00
465	State Board of Pardons and Paroles	Omtool Faxserver	Important		0.05	0.00	\$1,755.00
465	State Board of Pardons and Paroles	Vehicle	General		0.10	0.00	\$0.00
465	State Board of Pardons and Paroles	Utility	General		0.10	0.00	\$1,000.00
465	State Board of Pardons and Paroles	Parole Notifications	Important		0.10	0.00	\$1,500.00
465	State Board of Pardons and Paroles	Travel	Important		0.10	0.00	\$2,000.00
465	State Board of Pardons and Paroles	Ters	Important		0.10	0.00	\$0.00
465	State Board of Pardons and Paroles	All agency operations	Critical		0.15	0.00	\$5,000.00
465	State Board of Pardons and Paroles	Active directory Services	Important		0.25	0.00	\$0.00
465	State Board of Pardons and Paroles	Purchase request	General		0.15	0.00	\$500.00
465	State Board of Pardons and Paroles	EPO	Important		0.10	0.00	\$10,000.00
465	State Board of Pardons and Paroles	Patchlink	General		0.10	0.00	\$14,000.00
465	State Board of Pardons and Paroles	Print server	General		0.10	0.00	\$0.00
465	State Board of Pardons and Paroles	Blink	General		0.10	0.00	\$11,000.00
465	State Board of Pardons and Paroles	REM	General		0.10	0.00	\$7,000.00
465	State Board of Pardons and Paroles	Victims	Critical		0.10	0.00	\$3,400.00
465	State Board of Pardons and Paroles	Case Management System	Critical		0.25	0.00	\$16,000.00

## Georgia State Information Technology Report – 2009

465	State Board of Pardons and Paroles	Adtran Atlas	General		0.00	0.00	\$2,000.00
465	State Board of Pardons and Paroles	loglogic	General		0.05	0.00	\$5,351.00
466	Department of Public Safety	Roster	Important		0.54	0.00	\$0.00
466	Department of Public Safety	Leave Accounting	Important		0.54	0.00	\$0.00
466	Department of Public Safety	DPS Helpdesk	Important		0.54	0.00	\$0.00
466	Department of Public Safety	OTIS (Overweight Truck Info Syst.)	Critical		0.54	0.00	\$0.00
466	Department of Public Safety	CRMS	Critical		0.54	0.00	\$0.00
469	Department of Early Care and Learning	Pre-K	Critical	12/1/03	1.00	0.00	\$0.00
469	Department of Early Care and Learning	Nutrition	Critical		1.00	0.00	\$0.00
469	Department of Early Care and Learning	Child Care Services	Critical		1.00	0.00	\$0.00
471	Georgia Bureau of Investigation	Automated FP Identification System	Critical	8/1/87	0.00	3.00	\$0.00
471	Georgia Bureau of Investigation	Sex Offender Registry	Critical	3/18/98	3.00	0.00	\$0.00
471	Georgia Bureau of Investigation	Uniform Crime Reporting	Important	1/1/76	2.00	0.00	\$0.00
471	Georgia Bureau of Investigation	LIMS-Plus	Critical	1/1/00	2.00	6.00	\$140,000.00
471	Georgia Bureau of Investigation	Georgia Protective Order Registry	Critical	7/1/02	2.00	0.00	\$0.00
471	Georgia Bureau of Investigation	JIMNET	Critical	1/1/05	3.00	0.00	\$0.00
471	Georgia Bureau of Investigation	GBI/GCIC CJIS	Critical		5.00	0.00	\$0.00
471	Georgia Bureau of Investigation	GBI WAN	Critical		0.00	0.00	\$0.00
471	Georgia Bureau of Investigation	Computerized Criminal History	Critical		0.00	3.00	\$0.00
474	Department of Revenue	Sales Tax	Critical	4/1/09	12.00	0.00	\$0.00
474	Department of Revenue	MotorFuel	Important	6/1/04	2.00	0.00	\$0.00
474	Department of Revenue	CTS	Important		5.00	0.00	\$0.00
474	Department of Revenue	IRP	Important		4.00	0.00	\$0.00
474	Department of Revenue	DCS	Important		5.00	0.00	\$0.00
474	Department of Revenue	TCS2000	Important		2.00	0.00	\$0.00
474	Department of Revenue	GEICS	Important		6.00	0.00	\$0.00
474	Department of Revenue	CORP EFS	Important		4.00	0.00	\$0.00

## Georgia State Information Technology Report – 2009

474	Department of Revenue	IATS	Important		6.00	0.00	\$0.00
474	Department of Revenue	CTAB	Important		4.00	0.00	\$0.00
474	Department of Revenue	IRMF	Important		1.00	0.00	\$0.00
474	Department of Revenue	PTS	Important		2.00	0.00	\$0.00
474	Department of Revenue	ATSP	Important		1.00	0.00	\$0.00
474	Department of Revenue	IRMF Inquiry	Important		2.00	0.00	\$0.00
474	Department of Revenue	WTS	Important		6.00	0.00	\$0.00
474	Department of Revenue	IITS	Important		5.00	0.00	\$0.00
474	Department of Revenue	Fed/State Partnership	Important		2.00	0.00	\$0.00
474	Department of Revenue	ELF	Important		3.00	0.00	\$0.00
474	Department of Revenue	FITS	Important		2.00	0.00	\$0.00
474	Department of Revenue	TCDW	Important		5.00	0.00	\$0.00
474	Department of Revenue	Sales Tax	Critical		12.00	0.00	\$0.00
474	Department of Revenue	Check21	Critical		9.00	5.00	\$0.00
474	Department of Revenue	RPS	Critical		14.00	0.00	\$0.00
474	Department of Revenue	DCS	Critical		5.00	0.00	\$0.00
474	Department of Revenue	EFT	Critical		2.00	0.00	\$0.00
474	Department of Revenue	GRATIS	Important		13.00	4.00	\$0.00
474	Department of Revenue	Composite	Important		1.00	0.00	\$0.00
474	Department of Revenue	CPD	Important		1.00	0.00	\$0.00
474	Department of Revenue	DRCAD	Important		1.00	0.00	\$0.00
474	Department of Revenue	CTA	Important		5.00	0.00	\$0.00
474	Department of Revenue	RAR/CP2000	Important		2.00	0.00	\$0.00
474	Department of Revenue	INDIV Delinquents	Important		1.00	0.00	\$0.00
474	Department of Revenue	IFTA	Important		2.00	0.00	\$0.00
474	Department of Revenue	Composite	Important		1.00	0.00	\$0.00
474	Department of Revenue	Mailcash	Critical		3.00	0.00	\$0.00
474	Department of Revenue	CTR	Important		3.00	0.00	\$0.00
475	Department of Driver Services	Permanent License Print	Critical	12/31/90	0.00	0.00	\$0.00
475	Department of Driver Services	Reinstatements	Critical	1/26/00	0.00	0.00	\$0.00
475	Department of Driver Services	Driver Record Maintenance	Critical	7/25/00	0.00	0.00	\$0.00
475	Department of Driver Services	Driver History for Law	Important	1/1/00	0.00	0.00	\$0.00



## Georgia State Information Technology Report – 2009

		Enforcement					
475	Department of Driver Services	Internet Motor Vehicle Reports (MVR)	Critical	10/1/01	0.00	0.00	\$0.00
475	Department of Driver Services	SharePoint	General	1/1/07	0.00	0.00	\$0.00
475	Department of Driver Services	Teen Drivers	Important	1/1/07	0.00	0.00	\$0.00
475	Department of Driver Services	Problem Driver Pointer System (PDPS)	Critical	12/1/01	0.00	0.00	\$0.00
475	Department of Driver Services	Commercial DL Info System (CDLIS)	Critical	12/31/01	0.00	0.00	\$0.00
475	Department of Driver Services	Mail-In Renewals	Critical	4/3/02	0.00	0.00	\$0.00
475	Department of Driver Services	Social Security Online Verif (SSOLV)	Critical	8/3/03	0.00	0.00	\$0.00
475	Department of Driver Services	Georgia Electronic Conviction Processing	Critical	11/10/03	0.00	0.00	\$0.00
475	Department of Driver Services	Footprints	Important	3/1/07	0.00	0.00	\$0.00
475	Department of Driver Services	Help America Vote Verif (HAVV)	Important	3/17/00	0.00	0.00	\$0.00
475	Department of Driver Services	Driver Testing	Important	3/17/05	0.00	0.00	\$0.00
475	Department of Driver Services	Motorcycle Safety	Important	3/17/08	0.00	0.00	\$0.00
475	Department of Driver Services	Kronos	Important	4/1/07	0.00	0.00	\$0.00
475	Department of Driver Services	Digital Image for Law Enforcement	Important	4/7/09	0.00	0.00	\$0.00
475	Department of Driver Services	DDS Schools	Important	6/1/06	0.00	0.00	\$0.00
475	Department of Driver Services	OnBase	Important	6/8/09	0.00	0.00	\$0.00
475	Department of Driver Services	Internet Renewals	Critical	12/7/05	0.00	0.00	\$0.00
475	Department of Driver Services	License Replacements	Critical	12/7/05	0.00	0.00	\$0.00
475	Department of Driver Services	Q-Matic	Important	7/1/02	0.00	0.00	\$0.00
475	Department of Driver Services	DDS Intranet	Important	7/1/05	0.00	0.00	\$0.00
475	Department of Driver Services	DDS Internet	Important	7/1/05	0.00	0.00	\$0.00
475	Department of Driver Services	Systematic Alien Verif for Entitlements	Critical	1/1/08	0.00	0.00	\$0.00
475	Department of Driver Services	Motor Vehicle Reports (MVR)	Important	8/14/00	0.00	0.00	\$0.00
475	Department of Driver Services	Motor Voter Confirmations (MVC)	General	10/2/08	0.00	0.00	\$0.00
475	Department of Driver Services	Reservations	Important	10/16/01	0.00	0.00	\$0.00
475	Department of Driver Services	Personal Password	Important	11/1/05	0.00	0.00	\$0.00

## Georgia State Information Technology Report – 2009

475	Department of Driver Services	Case Mgmt System	Important	11/17/08	0.00	0.00	\$0.00
475	Department of Driver Services	Document Management System (DMS)	Critical	6/8/09	0.00	0.00	\$0.00
475	Department of Driver Services	Applicant Verification Module (AVM)	Critical	6/22/09	0.00	0.00	\$0.00
475	Department of Driver Services	Examiner Login Location (WALDO)	Critical	6/22/09	0.00	0.00	\$0.00
475	Department of Driver Services	Personal Motor Vehicle Report (MVR)	Important	12/9/05	0.00	0.00	\$0.00
475	Department of Driver Services	Scan Header Print	Critical	6/22/09	0.00	0.00	\$0.00
475	Department of Driver Services	Health Data	General	12/31/03	0.00	0.00	\$0.00
475	Department of Driver Services	Interim License Print	Critical	6/22/09	0.00	0.00	\$0.00
476	Georgia Student Finance Commission	CRM	Important	6/1/05	0.00	0.00	\$20,000.00
476	Georgia Student Finance Commission	Loan Servicing	Critical	7/1/99	2.00	0.00	\$260,000.00
476	Georgia Student Finance Commission	General Ledger and Accounts Payable	Critical	1/1/00	1.00	0.00	\$25,000.00
476	Georgia Student Finance Commission	IVR	Critical	11/1/03	0.00	0.00	\$20,000.00
476	Georgia Student Finance Commission	S&G	Critical	1/1/04	1.00	0.00	\$0.00
476	Georgia Student Finance Commission	GACollege411	Critical	2/1/05	2.00	0.00	\$1,500,000.00
476	Georgia Student Finance Commission	Document managements system	Critical	6/1/06	1.00	0.00	\$100,000.00
476	Georgia Student Finance Commission	GSFApps Online Application System	Critical	11/1/06	2.00	0.00	\$370,000.00
476	Georgia Student Finance Commission	Transcript Exchange and HOPE GPA	Critical	1/1/07	4.00	0.00	\$100,000.00
480	State Soil and Water Conservation Commission	E&S Certification Database	Important	3/24/06	0.00	0.00	\$547.40
480	State Soil and Water Conservation Commission	Ag Water Metering Database	Important	4/23/07	0.00	0.00	\$547.40
480	State Soil and Water Conservation Commission	Microsoft Small Business Server	Important	2/15/05	1.00	0.00	\$0.00
480	State Soil and Water Conservation Commission	LIA/MOA Database	General	5/21/09	0.00	0.00	\$547.40
482	Teachers' Retirement System	Great Plains	Critical	7/1/02	1.00	0.00	\$74,334.00

## Georgia State Information Technology Report – 2009

482	Teachers' Retirement System	PASS	Critical	5/1/04	18.00	3.00	\$770,210.00
484	Department of Transportation	Clearcase	General		0.00	0.00	\$0.00
484	Department of Transportation	ClearQuest	General		0.00	0.00	\$0.00
484	Department of Transportation	Data Dictionary	Important		0.00	0.00	\$0.00
484	Department of Transportation	HMMS	Critical		0.00	0.00	\$0.00
484	Department of Transportation	BIMS	Critical		0.00	0.00	\$0.00
484	Department of Transportation	SharePoint 2007	Critical		0.00	0.00	\$0.00
484	Department of Transportation	planetIRM	General		0.00	0.00	\$0.00
484	Department of Transportation	Cash Flow Forecasting (CCF)	General		0.00	0.00	\$0.00
484	Department of Transportation	Trns*Port Client/Server	Critical		0.00	0.00	\$0.00
484	Department of Transportation	RequisitePro	General		0.00	0.00	\$0.00
484	Department of Transportation	Crash Application Reporting System(CARS)	Critical		0.00	0.00	\$0.00
484	Department of Transportation	TRAQs	Critical		0.00	0.00	\$0.00
484	Department of Transportation	Tpro	Critical		0.00	0.00	\$0.00
484	Department of Transportation	Fleet Anywhere	Critical		0.00	0.00	\$0.00
484	Department of Transportation	Crash Accident Reporting System	Critical		0.00	0.00	\$0.00
484	Department of Transportation	Consultant Management Information System	Critical		0.00	0.00	\$0.00
484	Department of Transportation	Data Warehouse	Critical		0.00	0.00	\$0.00
484	Department of Transportation	1625	Critical		0.00	0.00	\$0.00
484	Department of Transportation	Construction Submittal Interface (CSI)	Critical		0.00	0.00	\$0.00
484	Department of Transportation	Workforce Timekeeper (WFTK)	Critical		0.00	0.00	\$0.00
484	Department of Transportation	Tpro SQL (Scenerios)	Critical		0.00	0.00	\$0.00
484	Department of Transportation	Traffic Interruption Report (tir)	Critical		0.00	0.00	\$0.00
484	Department of Transportation	FlightRequest	General		0.00	0.00	\$0.00
484	Department of Transportation	PublicOutreach	General		0.00	0.00	\$0.00
484	Department of Transportation	Incident Report Application (IRA)	Important		0.00	0.00	\$0.00
484	Department of Transportation	PropertyDamage	Important		0.00	0.00	\$0.00
484	Department of Transportation	Contactlist	General		0.00	0.00	\$0.00

## Georgia State Information Technology Report – 2009

484	Department of Transportation	herodispatch	General		0.00	0.00	\$0.00
484	Department of Transportation	Vehicle Detail Analysis Report (VDAR)	General		0.00	0.00	\$0.00
484	Department of Transportation	Concrete	General		0.00	0.00	\$0.00
484	Department of Transportation	OTC	General		0.00	0.00	\$0.00
484	Department of Transportation	DetailsEstimate	Important		0.00	0.00	\$0.00
484	Department of Transportation	TEAM	General		0.00	0.00	\$0.00
484	Department of Transportation	RCX Web Explorer	Important		0.00	0.00	\$0.00
484	Department of Transportation	PitCurry	General		0.00	0.00	\$0.00
484	Department of Transportation	weighStation	General		0.00	0.00	\$0.00
484	Department of Transportation	BookInvoice	General		0.00	0.00	\$0.00
484	Department of Transportation	FastHire Recruitment Module	Important		0.00	0.00	\$0.00
484	Department of Transportation	AMPS	Important		0.00	0.00	\$0.00
484	Department of Transportation	Local Assistance Road Program (LARP)	Important		0.00	0.00	\$0.00
484	Department of Transportation	Motor Vehicle Usage (MVU)	Important		0.00	0.00	\$0.00
484	Department of Transportation	Signal Permits Application (SPA)	Important		0.00	0.00	\$0.00
484	Department of Transportation	WECS	General		0.00	0.00	\$0.00
484	Department of Transportation	SMARTFORM	Important		0.00	0.00	\$0.00
484	Department of Transportation	Motor Vehicle Assignment System (MVA)	Important		0.00	0.00	\$0.00
484	Department of Transportation	The Source	Important		0.00	0.00	\$0.00
484	Department of Transportation	State Highway Map Photo Contest (temap)	General		0.00	0.00	\$0.00
484	Department of Transportation	Contract Payable Ledger (CPL)	General		0.00	0.00	\$0.00
484	Department of Transportation	Blackberry Application	General		0.00	0.00	\$0.00
484	Department of Transportation	Auto Traffic Record Polling	Important		0.00	0.00	\$0.00
484	Department of Transportation	Urbantis	General		0.00	0.00	\$0.00
484	Department of Transportation	Aviation	Important		0.00	0.00	\$0.00
484	Department of Transportation	RC Applets	Important		0.00	0.00	\$0.00
484	Department of Transportation	Qualified Product Lists	Important		0.00	0.00	\$0.00
484	Department of Transportation	DPSWSOR	General		0.00	0.00	\$0.00

## Georgia State Information Technology Report – 2009

484	Department of Transportation	MyNavigator	Important		0.00	0.00	\$0.00
484	Department of Transportation	WorkAway	General		0.00	0.00	\$0.00
484	Department of Transportation	RoadDetailPlanSearch	Important		0.00	0.00	\$0.00
484	Department of Transportation	NavigatorUtilities	Important		0.00	0.00	\$0.00
484	Department of Transportation	CMODS	General		0.00	0.00	\$0.00
484	Department of Transportation	Chemical Hazard Training_RTK	General		0.00	0.00	\$0.00
484	Department of Transportation	Remedy Action Request System (Remedy)	General		0.00	0.00	\$0.00
484	Department of Transportation	Navigator Display Wall	Important		0.00	0.00	\$0.00
484	Department of Transportation	PCARD	Important		0.00	0.00	\$0.00
484	Department of Transportation	SCB	Important		0.00	0.00	\$0.00
484	Department of Transportation	Outdoor advertising sign information sys	Important		0.00	0.00	\$0.00
484	Department of Transportation	MobileManager	General		0.00	0.00	\$0.00
484	Department of Transportation	JobVacancy	General		0.00	0.00	\$0.00
484	Department of Transportation	CTSA_LARP	Important		0.00	0.00	\$0.00
484	Department of Transportation	SignalApp	Important		0.00	0.00	\$0.00
484	Department of Transportation	Exit Interview	General		0.00	0.00	\$0.00
484	Department of Transportation	Advanced Transportation Controller Prog	Important		0.00	0.00	\$0.00
484	Department of Transportation	AirTrans	General		0.00	0.00	\$0.00
484	Department of Transportation	DRIVE	Important		0.00	0.00	\$0.00
484	Department of Transportation	ROADNAME_Resolution	Important		0.00	0.00	\$0.00
484	Department of Transportation	Quest	General		0.00	0.00	\$0.00
484	Department of Transportation	PublicOutreach	General		0.00	0.00	\$0.00
484	Department of Transportation	ActiveReporting	General		0.00	0.00	\$0.00
484	Department of Transportation	Construction Project Web Page (CWP)	Important		0.00	0.00	\$0.00
484	Department of Transportation	Program of External Audits&Reports -PEAR	Important		0.00	0.00	\$0.00
484	Department of Transportation	Field Data Collection System (FDCS)	General		0.00	0.00	\$0.00
484	Department of Transportation	ARMS	Important		0.00	0.00	\$0.00
484	Department of Transportation	ContractsAdministration	General		0.00	0.00	\$0.00

## Georgia State Information Technology Report – 2009

484	Department of Transportation	Automated Routing & Permitting System	Important		0.00	0.00	\$0.00
484	Department of Transportation	Transportation Explorer (Trex)	Important		0.00	0.00	\$0.00
484	Department of Transportation	Georgia Utility Permit System (GUPS)	Important		0.00	0.00	\$0.00
484	Department of Transportation	SafeTrack	Important		0.00	0.00	\$0.00
484	Department of Transportation	Rail road management system (rrms)	Important		0.00	0.00	\$0.00
489	Subsequent Injury Trust Fund	Claims Processing	Critical	7/1/85	2.00	0.00	\$38,300.00
489	Subsequent Injury Trust Fund	Assessment Process	Critical	7/1/85	2.00	0.00	\$0.00
489	Subsequent Injury Trust Fund	Reimbursement Processing	Critical	7/1/85	2.00	0.00	\$38,300.00
489	Subsequent Injury Trust Fund	Disaster Recovery	Critical	7/1/04	2.00	0.00	\$0.00
489	Subsequent Injury Trust Fund	Imaging	Critical	7/1/04	2.00	0.00	\$5,000.00
490	State Board of Workers' Compensation	ICMS	Critical	10/1/05	6.00	3.00	\$576,504.00
900	Georgia Building Authority	Apogee	Critical		2.00	1.00	\$0.00
900	Georgia Building Authority	TrackIT Helpdesk	Important		3.00	0.00	\$0.00
900	Georgia Building Authority	Microsoft Exchange 2003	Critical		1.00	0.00	\$0.00
900	Georgia Building Authority	viaWARP	Important		1.00	0.00	\$0.00
900	Georgia Building Authority	Blackberry Enterprise Server	Important		1.00	0.00	\$0.00
900	Georgia Building Authority	Amano	Critical		5.00	0.00	\$0.00
900	Georgia Building Authority	Solomon/Dynamics/SL	Critical		1.00	0.00	\$22,600.00
900	Georgia Building Authority	IIS	Important		1.00	0.00	\$0.00
900	Georgia Building Authority	Stonegate Management Center	Important		1.00	0.00	\$0.00
900	Georgia Building Authority	BackupEXEC	Important		1.00	0.00	\$0.00
900	Georgia Building Authority	SQL Server 2005	Important		2.00	0.00	\$0.00
900	Georgia Building Authority	Sharepoint	Important		1.00	0.00	\$0.00
900	Georgia Building Authority	Keystone	Important		1.00	0.00	\$0.00
900	Georgia Building Authority	Maximo	Important		0.00	0.00	\$70,000.00
900	Georgia Building Authority	Quickbase	Important		1.00	0.00	\$25,000.00
922	Georgia World Congress Center Authority	ConCentRICs	Critical	7/1/97	0.00	2.00	\$9,800.00
927	State Road and Tollway Authority	TCSWebInternal	Critical	5/30/03	4.00	2.00	\$336,490.47

## Georgia State Information Technology Report – 2009

927	State Road and Tollway Authority	TCSWebExternal	Critical	5/30/03	4.00	2.00	\$291,490.47
927	State Road and Tollway Authority	Violations Image Review	Critical	7/12/05	2.00	2.00	\$537,980.95
976	Georgia Regional Transportation Authority	American Fundware	Important	1/1/99	0.15	0.00	\$0.00
976	Georgia Regional Transportation Authority	Fleetwise	Important	1/1/05	0.10	0.20	\$400.00
976	Georgia Regional Transportation Authority	MIVA MERCHANT	General	1/1/05	0.00	0.50	\$180.00
976	Georgia Regional Transportation Authority	Exchange	Important	7/1/99	0.15	0.00	\$0.00
976	Georgia Regional Transportation Authority	Content Management	Important	7/1/08	0.00	0.50	\$0.00
977	Georgia Public Telecommunications Commission	Enco	Critical		1.00	0.00	\$22,771.00
977	Georgia Public Telecommunications Commission	Pro Track	Critical		1.00	0.20	\$7,810.00
977	Georgia Public Telecommunications Commission	Team Approach	Critical		2.20	0.20	\$35,640.00

**Georgia State Information Technology Report – 2009**

**Appendix G - State Project Inventory**

<b>Agency</b>	<b>Project</b>	<b>Phase</b>	<b>Priority</b>	<b>Start Date</b>	<b>Cost</b>
BOR	Business Intelligence Software	Initiation		1/9/09	\$320,000
BPW	Web-based Matching Services Program	Planning			\$50,000
CJCC	Agency Modernization Project (AMP)	Concept		06/15/2009	\$850,000
CNG	Customer Service Initiative	Develop		7/1/06	\$17,900,000
CoA	EFAST	Acquisition	High	09/15/2010	\$0
CoA	New Docket	Acquisition	High	12/31/2010	\$147,500
CoA	Audio Streaming Oral Arguments	Concept			\$0
CoA	Employee Portal/Social Networking Site	Concept			\$0
CoA	Teleconferencing Oral Arguments	Concept			\$0
CoA	Work Flow	Initiation			\$0
CoA	Docket Upgrade	Planning			\$0
CoA	E-File Applications	Planning			\$0
CommOfIns	Electronic Signature System	Initiation			\$100,000
CommOfIns	Data and trend analysis development.	Planning			\$100,000
CommOfIns	Electronic reporting and analysis	Planning			\$0
CommOfIns	Electronic rate and form filing	Transition			\$0
DBF	Intrusion Protection System	Acquisition	High		\$14,450
DBF	New Examiner IT Needs	Execution/Control			\$40,000
DBF	Active Directory	Implementation	Medium		\$20,700
DBF	Firewall Upgrades	Implementation	Medium		\$23,800
DBF	PGP Encryption	Implementation	High		\$18,800
DBF	New online applications/payment options	Planning			\$50,000
DBF	Online Application Enhancements	Planning			\$50,000
DBF	Nationwide Mortgage Licensing System (NMLS)	Transition			\$10,000
DCA	Deployment of new web server	Acquisition	High	12/01/2009	\$4,300
DCA	Enterprise Deployment of Microsoft Office SharePoint Server	Acquisition	High	11/01/2009	\$111,005
DCA	Exchange Server 2007 Deployment	Acquisition	Medium	02/01/2010	\$19,012
DCA	RAD Automation Modernization(RADAM)	Concept		07/01/2009	\$698,206
DCA	RAD Video Conferencing Project	Concept		09/01/2009	\$250,500
DCA	SHM Servicing System	Concept		03/01/2010	\$250,000



## Georgia State Information Technology Report – 2009

DCA	Housing Allocations	Execution/Control		3/15/08	\$320,000
DCA	Hard Disk Encryption Software Deployment	Implementation	High	11/01/2009	\$0
DCH	Medicaid Management Information System	Acquisition	High	07/01/2010	\$37,000,000
DCH	Pre-Claim Edit System	Concept		7/1/07	\$2,800,000
DCH	Provider License Verif	Concept		7/1/07	\$300,000
DCH	Provider Linkage Sysytem	Concept		7/1/07	\$1,900,000
DCH	GRITS Upgrade	Design		6/1/09	\$0
DCH	ASO Level of Care	Develop		5/1/07	\$1,100,000
DCH	CMO	Execution/Control		03/17/2008	\$0
DCH	CMO 1a	Execution/Control		05/02/2008	\$0
DCH	Data Broker Services	Execution/Control		08/24/2006	\$17,264,364
DCH	MRDD Waiver Project	Planning		12/1/07	\$4,974,457
DDS	DLS (Driver's License System)	Acquisition	High	09/01/2009	\$0
DDS	DLS Iteration 4	Acquisition	High	03/01/2010	\$0
DDS	Electronic Certified Mail	Acquisition	High	12/31/2009	\$0
DDS	KRONOS Upgrade	Acquisition	Medium	12/31/2009	\$0
DDS	Online Certification Reporting Application (OCRA)- Phase 3, RRP/DDC	Acquisition	Medium	12/31/2009	\$0
DDS	Systematic Alien Verification for Entitlement System (SAVE) R1.4 Web3 Interface	Acquisition	High	02/28/2010	\$0
DDS	CDLIS 5.0	Concept	High	03/31/2010	\$0
DDS	eADAP	Concept	Medium	12/31/2009	\$0
DDS	Legislation (HB1111, SB448, HB160)	Concept	High	06/30/2010	\$0
DDS	Web Reservations	Concept		1/1/08	\$196,450
DDS	Written Test Upgrade	Concept		7/1/08	\$149,760
DDS	Digitized License	Execution/Control		09/20/2005	\$20,000,000
DDS	EDIS-Phase Two	Execution/Control		09/24/2007	\$7,672,000
DDS	SAFFE DL	Execution/Control		02/01/2007	\$13,944,000
DDS	On-Base Rollout to CSCs	Implementation	High	08/31/2009	\$0
DDS	Comprehensive Training Program	Initiation			\$0
DDS	Continue to Develop and Enhance Website Services	Initiation			\$0
DDS	Quality Assurance System	Initiation			\$0
DDS	Case Management	Planning		11/1/07	\$395,000
DDS	Continue to develop and enhance services via Web and Phone	Planning			\$0
DECL	KOALA	Concept	High		\$0
DECL	Technical Assistance Repository	Concept	Medium		\$0

## Georgia State Information Technology Report – 2009

DECL	Professional Development Registry	Initiation			\$0
DECL	Sanswrite Upgrades	Initiation			\$0
DECL	TA repository	Initiation			\$0
DECL	Nutrition Tablet PC	Planning			\$0
DED	Leisure Travel Vision	Planning			\$0
DHS	\$TARS System Upgrade	Concept		09/01/2009	\$1,600,000
DHS	ARRA - DFCS Document Imaging	Concept		02/01/2010	\$1,200,000
DHS	FED INC-Data Warehouse	Concept		02/01/2010	\$2,500,000
DHS	Georgia COMPASS - Enhancements	Concept		03/02/2009	\$340,000
DHS	State Electronic Notifiable	Concept			\$751,718
DHS	VEIS Vital Event Info Sys	Concept		01/29/2007	\$5,000,000
DHS	Video Streaming	Concept		7/1/07	\$1,276,400
DHS	DFCS Food Stamp Portal	Develop		7/1/06	\$1,725,045
DHS	MHDDAD Hospital	Execution/Control		7/1/08	\$6,133,141
DHS	MH Data Warehouse	Planning		2/1/07	\$4,000,000
DHS	WIC				\$0
DJJ	Develop Software to support Safe Crisis Managment Initiative	Acquisition	High	09/01/2009	\$150,000
DJJ	DJJ	Develop		7/1/06	\$500,000
DJJ	Automate victim notification	Execution/Control			\$400,000
DJJ	Finish Kronos Implementation at 12 of 26 sites	Implementation	High	07/01/2008	\$300,000
DJJ	Implement Youth Enhanced Service Plan as a part of Juvenile Tracking System	Implementation	High	01/01/2010	\$200,000
DJJ	Implementfor DJJ schools PACE student learning software at one new YDC this year	Implementation	Low	07/01/2009	\$30,000
DJJ	KRONOS Time/Attendance/Leave managment	Initiation			\$100,000
DJJ	Report Card Measures	Initiation			\$50,000
DJJ	Dashboard development	Planning			\$50,000
DJJ	Enhance tracking of youth services	Planning			\$0
DJJ	CRN audit	Transition			\$25,000
DJJ	Graduated Sanctions				\$0
DNR	Waste Reduction	Initiation			\$0
DoA	Pesticides Field Force Automation	Acquisition	High	01/01/2010	\$0
DoA	Animal Protection Field Force Automation Version 2	Concept	Medium	06/01/2010	\$0
DoA	Fuel Lab sample entry system	Concept	Medium	07/01/2010	\$0
DoA	Livestock Poultry field Force Inspection Automation Version 2	Concept	Medium	07/01/2010	\$0
DoAcctAud	Develop an Information System to Track Audit Findings	Execution/Control			\$0

## Georgia State Information Technology Report – 2009

DoAcctAud	Conduct a Pilot Program that would Reduce Costs of Operating Regional Offices.	Planning			\$0
DoAg	Energy Independence Promotion	Initiation			\$1,500,000
DoAg	Inspection Capability	Initiation			\$700,000
DoAg	Customer service	Planning			\$1,000,000
DoAg	Licensing Technology	Planning			\$1,500,000
DOAS	DOAS Web Portal Phase II	Acquisition	High	09/01/2009	\$50,000
DOAS	Team Georgia Marketplace Enhancements	Acquisition	High	12/31/2011	\$60,000
DOAS	IT Site and IES migration to Sharepoint.	Concept	Medium	03/30/2010	\$0
DOAS	IT Staff training and retooling.	Concept	High	12/31/2009	\$5,000
DOAS	Mail & Courier System	Concept	Medium	12/31/2009	\$0
DOAS	Replacement system for Oasis claims management system.	Concept	Medium	12/31/2010	\$0
DOAS	Surplus system enhancements.	Concept	Medium	11/30/2009	\$0
DOAS	Quickbase	Execution/Control			\$100,000
DOAS	OFM Maintenance Management Project	Initiation			\$1,000,000
DOAS	PeopleSoft Billing	Initiation			\$500,000
DOAS	Electronic Time Sheet	Planning			\$100,000
DOC	DOC Wiring Update	Concept		07/14/2006	\$1,162,400
DoC	Autry State Prison Infirmary	Execution/Control			\$0
DoC	Dental health enhancement	Execution/Control			\$0
DoC	Disaster Recovery (DR) Planning	Execution/Control			\$0
DoC	EMR	Execution/Control			\$0
DoC	GDC Training academy relocation to Tift College Campus, Fosryth Georgia	Execution/Control			\$0
DoC	Headquarters Relocation to Tift College Campus, Fosryth Georgia	Execution/Control			\$0
DoC	Pharmaceutical	Execution/Control			\$0
DoC	Tracking employment rate of released offenders.	Execution/Control			\$50,000
DoC	Capital Improvement (bond funded initiatives)	Initiation			\$0
DoC	Computers for DRCs	Initiation			\$0
DoC	Electronic time keeping	Initiation			\$0
DOC	eMR - Electronic Medical Record project *	Planning			\$0
DoC	Centralized Offender Scheduling	Planning			\$0
DoC	Offender Transportation				
DOC	OTIS Replacement				\$5,038,000
DoD	Distance learning	Planning			\$50,000
DOE	Chronicle Pilot	Concept	High	07/01/2011	\$0

## Georgia State Information Technology Report – 2009

DOE	Chronicle Pilot	Concept	High	07/01/2011	\$0
DOE	Chronicle Pilot	Concept	High	07/01/2011	\$27,577
DOE	Online Learning Mgmt	Concept		6/1/07	\$918,000
DOE	ARRA Transparency	Development	Low	07/01/2009	\$682,644
DOE	Central Directory .NET	Development	Low	07/01/2009	\$31,326
DOE	Charter Schools Entity Codes	Development	Medium	07/01/2009	\$13,791
DOE	Georgia Standards	Development	High	07/01/2005	\$555,953
DOE	Project Billing	Development	High	07/01/2007	\$87,047
DOE	Reading First Professional Development	Development	Medium	07/01/2009	\$146,442
DOE	SharePoint Infrastructure	Development	Medium	07/01/2008	\$69,851
DOE	Contracts Management	Implementation	High	07/01/2008	\$246,977
DOE	Learning Village	Implementation	Medium	07/01/2008	\$95,227
DOE	MSIX Data Submission	Implementation	Low	07/01/2009	\$314
DOE	Portal User Registration	Implementation	Medium	07/01/2004	\$30,035
DOE	Business Continuity	Initiation			\$2,880,000
DOE	Local Fund Accounting System	Initiation			\$8,000,000
DOE	Special Education Induction Resources	Initiation			\$40,000
DOE	Data Utilization to Guide Decision Making	Planning			\$1,000,000
DOE	IE2 system and Charter System data reporting	Planning			\$275,000
DOE	LEA Code availability for state approved charter schools	Planning			\$900,000
DOE	Reading First and Credit Recovery Learning Management System	Planning			\$700,000
DOE	Capital Outlay Database			6/1/06	\$1,440,000
DOE	Consolidated Application - School Improvement			07/01/2008	\$0
DOE	Consolidated Application - School Improvement (ARRA)			07/01/2008	\$15
DOE	School Nutrition 9iAS		High	07/01/1996	\$9,295
DOL	Interactive Voice Response (IVR)	Planning			\$0
DOL	Labor Exchange (LEx)				\$0
DOR	Check 21	Implementation	Medium	11/01/2009	\$0
DOR	ITS/TCWD	Transition		7/14/08	\$15,231,020
DOT	BIMS	Acquisition	High		\$0
DOT	CivilRights & LaborManagement Implementation	Acquisition	High		\$0
DOT	CMIS Electronic Invoicing Enhancements	Acquisition	Medium		\$0
DOT	CMIS Utilities	Acquisition	Medium		\$0
DOT	FieldManager & FieldNet Implementation	Acquisition	Medium		\$0

## Georgia State Information Technology Report – 2009

DOT	FRED	Acquisition	High		\$0
DOT	GDOT Report Conversion Project	Acquisition	Low		\$0
DOT	GFARS Project	Acquisition	Medium		\$0
DOT	GUPS	Acquisition	Medium		\$0
DOT	InRoads	Acquisition	Medium		\$0
DOT	ITS Navigator Maintenance Support Tool (NSMST)	Acquisition	Medium		\$0
DOT	ITS Webforms and Dashboard	Acquisition	Medium		\$0
DOT	Single Sign On (SSO)	Acquisition	High		\$0
DOT	Systems Integration	Acquisition	Medium		\$0
DOT	TRANSPORT (Site Manager - Materials)	Acquisition	Low		\$0
DOT	ALADS	Concept	Medium		\$0
DOT	CMDB	Concept	Low		\$0
DOT	EGIS Enterprise	Concept	Medium		\$0
DOT	Geospatial	Concept	Medium		\$0
DOT	NaviGator	Concept	Medium		\$0
DOT	Project Prioritization Project (PrPP)	Concept	High		\$0
DOT	Road Design Moving to SharePoint	Concept	Medium		\$0
DOT	DOT VoIP	Develop		3/1/08	\$1,802,768
DOT	Upgrades to the ELM system	Execution/Control			\$500,000
DOT	ARPS Routing Component Implementation	Implementation	High		\$0
DOT	Crash Analysis and Reporting System	Implementation	High		\$0
DOT	CTSA CMAQ	Implementation	Medium		\$0
DOT	Microsoft Project	Implementation	Medium		\$0
DOT	OASIS	Implementation	Low		\$0
DOT	Retirement Of Applications	Implementation	High		\$0
DOT	TPRO	Implementation	High		\$0
DOT	VMS Project	Implementation	Low		\$0
DPS	Records Management System (RMS) - Computer Aided Dispatch (CAD) - Motobridge (Communications Connectivity).	Execution/Control			\$0
DPS	Procure Equipment for the CTTF and JTTF	Planning			\$0
DTAE	Heart of GA Technical	Develop		11/1/07	\$260,000
DTAE	Moultrie Technical College	Initiation		8/1/06	\$225,000
DTAE	Proofpoint Email Security	Initiation		7/1/09	\$140,000
DTAE	Purewire Web Control Access	Initiation		7/1/09	\$260,000

## Georgia State Information Technology Report – 2009

DTAE	WINS for WorkKeys	Initiation		2/1/07	\$500,000
DVetSrcv	IT Enhancement	Initiation			\$500,000
DVetSrcv	SAA IT Project	Initiation			\$250,000
ERS	SharePoint	Implementation	Medium	04/01/2009	\$84,000
FSTC	Web-Based Testing	Initiation			\$10,000
GAPOST	Training Records			8/1/06	\$294,584
GBA	Disaster Recovery	Acquisition	Medium	01/01/2010	\$0
GBA	Maximo upgrade	Execution/Control			\$0
GBA	Implement Security Plan	Implementation	Medium	01/01/2009	\$10,000
GBA	T2 Parking System	Implementation	High	09/01/2010	\$85,000
GBA	Done: Develop Plan and funding requests for Demolition of DOT Building/Design New Parking Deck	Initiation			\$0
GBA	Demolition of GDOT and relocation of IT fiber	Planning			\$5,000,000
GBA	Develop Online Card Request System for Access Control Coordinators.	Planning			\$10,000
GBA	Imaging System	Planning			\$0
GBA	Parking and Access Control Self Service	Planning			\$0
GBI	Automated Fingerprint Identification System (AFIS) Upgrade	Acquisition	High	1/1/09	\$7,600,000
GBI	Biometric ID	Acquisition	High	10/01/2009	\$1,200,000
GBI	Laboratory Information Management System (LIMS) update	Acquisition	High	04/01/2010	\$140,000
GBI	Division of Forensic Sciences LIMS	Concept		07/01/2009	\$280,000
GBI	Forensic Sciences LIMS	Initiation		7/1/09	\$280,000
GBI	Hiring of 1 FTE to serve as webmaster for GBI Website	Initiation			\$0
GBI	Mobile Biometric Fingerprint Identification	Initiation		4/1/09	\$1,284,227
GBI	GA Terrorism Intelligence	Planning		1/1/08	\$834,000
GCDD	Real Communities	Planning			\$0
GDC	OTIS Replacement v4	Develop		7/1/06	\$5,038,000
GDC	Business Intelligence Software			3/1/08	\$210,000
GEFA	Web developer	Planning			\$0
GEMA	Agency Migration from Lotus Notes to Microsoft Office	Initiation			\$0
GFC	Arson Investigation	Execution/Control			\$200,000
GFC	Automated Burn Permits	Execution/Control			\$100,000
GFC	Build IMT Membership	Execution/Control			\$50,000
GFC	Carbon Registry	Execution/Control			\$100,000
GFC	Certified Forests	Execution/Control			\$200,000

## Georgia State Information Technology Report – 2009

GFC	GIS layers -CWPP	Execution/Control			\$0
GFC	Radio-Com Optimization	Execution/Control			\$0
GFC	Regional Wildfire Dispatch & Burn Authorization	Execution/Control			\$200,000
GFC	Employee Development	Initiation			\$0
GFC	Crosswalk to Resource Ordering Status System (ROSS)	Planning			\$0
GFC	GIS - Conservation	Planning			\$0
GFC	GIS - Reforestation	Planning			\$0
GFC	GPS Tracking for Firefighting Resources	Planning			\$0
GFC	Intranet based Exam	Planning			\$5,000
GFC	Three Strikes	Planning			\$0
GFIC	Disaster Recovery	Acquisition	Medium	01/01/2010	\$0
GFIC	Kronos	Acquisition	High	09/01/2010	\$45,000
GFIC	Digital File Conversion	Execution/Control			\$0
GFIC	Document Imaging	Implementation	High	06/01/2009	\$97,000
GFIC	Implement Security Plan	Implementation	Medium		\$10,000
GFIC	Development of Integrated Web-based System	Initiation			\$300,000
GFIC	GSFIC - Business Continuity and Disaster Recovery Plan	Initiation			\$200,000
GOCF	Web-Based Grantee Reporting	Execution/Control			\$450,000
GPOSTC	Records System Upgrade	Acquisition	High	11/01/2009	\$235,000
GPTC	Upgrade 14th Street Broadcast Infrastructure	Implementation	High		\$300,000
GPTC	GPB IT Business Continuity project	Initiation			\$0
GPTC	GPB IT Digital Distribution project	Initiation			\$0
GPTC	GPB IT HS Graduation project	Initiation			\$0
GPTC	GPB IT Signal Coverage project	Initiation			\$0
GPTC	IT Adult and Family Literacy project	Initiation			\$0
GPTC	GPB IT Additional Revenue project	Planning			\$0
GPTC	GPB IT Website project	Planning			\$0
GRTA	Scenario Development - Travel Demand Forecasting	Initiation			\$0
GSFC	Enhance STARS	Acquisition	Medium	04/01/2010	\$25,000
GSFC	Implement Hosted Learning Management System	Acquisition	Medium	06/01/2010	\$20,000
GSFC	Complete a SAS70 Review	Concept	High	01/01/2010	\$80,000
GSFC	Expand Use of Document Management System	Concept	High	01/01/2011	\$75,000
GSFC	Prepare for Impact of FFEL Changes	Concept	High	07/01/2010	\$200,000
GSFC	Redesign Service Cancelable Loan System	Concept	Medium	09/01/2010	\$150,000

## Georgia State Information Technology Report – 2009

GSFC	Conduct Loan Sales	Implementation	High	01/15/2009	\$50,000
GSFC	Develop online loan service application	Implementation	Medium	08/15/2009	\$25,000
GSFC	Enhance SURFER	Implementation	High	09/01/2009	\$50,000
GSFC	Enhanced Security System	Implementation	High	04/01/2010	\$80,000
GSFC	Expand use of CRM for Trouble Tickets	Implementation	Medium	03/01/2010	\$5,000
GSFC	Migrate GAcollege411 to Transitions	Implementation	High	08/01/2009	\$600,000
GSFC	Online PMF System	Implementation	Medium	09/30/2010	\$60,000
GTA	Vignette (PORTAL) project	Execution/Control			\$1,287,713
GTA	Consolidate application and database servers	Planning			\$0
GTA	GAIT 2010	Transition		12/18/07	\$8,493,264
GTA	Wireless Communities Georgia	Transition			\$0
OCA	Client Security	Implementation	Medium		\$0
OCA	Disaster Recovery Upgrades	Implementation	Medium		\$0
OCA	Install Exchange 2007 Enterprise	Implementation	Medium		\$0
OCA	SAN Upgrade	Implementation	High		\$0
OCS	Knowledge Base				\$1,316,409
OPB	NADC Relocation	Implementation	High		\$55,000
OSAH	eCourt Case Management System	Implementation	High	12/01/2009	\$0
OSAH	Web-based case management system	Transition			\$600,000
PAC	Event Impact Registration System	Implementation	Low	10/01/2009	\$10,000
PAP	Disaster Recovery	Acquisition	High	09/01/2010	\$139,000
PAP	Clemency Navigation System	Develop		1/1/07	\$2,686,461
PAP	An agency business continuity/disaster recovery plan	Execution/Control			\$500,000
PAP	Process Improvement	Execution/Control			\$50,000
PAP	Electronic personnel records	Planning			\$6,000
POSTC	New Database/Application System	Execution/Control			\$300,000
POSTC	Customer Satisfaction Survey	Initiation			\$0
POSTC	Helpdesk	Initiation			\$0
POSTC	New Website and Applications	Planning			\$15,000
PSC	Video web casts				\$0
PStdCmm	Website Redesign	Execution/Control			\$10,000
PStdCmm	Analysis Datamart Support	Initiation			\$0
PStdCmm	Certification Transaction Automation	Initiation			\$10,000
PStdCmm	TeachGeorgia Alt Prep Support	Initiation			\$50,000



## Georgia State Information Technology Report – 2009








PStdCmm	Ethics database	Planning			\$10,000
PStdCmm	Modified versions of PAAR for RESAs and school districts	Planning			\$10,000
PStdCmm	PAAR Version 3	Planning			\$10,000
PStdCmm	Paperless Certification	Planning			\$50,000
SAO	Financial application archiving of data.	Acquisition	Medium	08/01/2009	\$0
SAO	Foundational accounting.	Acquisition	High	07/01/2010	\$0
SAO	Financial bundle updates.	Concept	Medium	11/01/2009	\$0
SAO	Soil and Water	Concept	Medium	08/01/2009	\$0
SAO	SPA Hewitt/Flex outsourcing project	Concept	High	01/01/2010	\$0
SAO	PeopleSoft Program	Develop		1/1/09	\$2,206,000
SAO	PeopleSoft - PBB Foundation	Execution/Control			\$0
SAO	Hyperion Implementation	Initiation		9/1/09	\$0
SAO	Payroll Shared Services	Initiation			\$1,000,000
SAO	Statewide ARRA Data Warehouse	Planning			\$1,000,000
SBWC	ICMS	Concept		10/01/2005	\$3,304,135
SBWC	Software development	Initiation			\$0
SBWC	Electronic Data Interchange (EDI)	Transition			\$2,500,000
SORB	SORRB Database	Planning			\$200,000
SOS	SOS Archives	Concept		06/01/2006	\$3,000,000
SOS	License 2000-MyLicense Office Upgrade	Implementation	High	01/14/2010	\$100,000
SOS	Voter Registration System Study	Implementation	Medium	09/01/2009	\$0
SOS	Enhance voting accessibility for military / overseas voters	Initiation			\$0
SOS	VR Upgrade	Initiation			\$0
SOS	Archives DAG	Planning		10/1/07	\$117,000
SOS	Digital Imaging	Planning			\$0
SOS	Improve voter outreach and education	Planning			\$0
SPA	Hewitt Implementation	Acquisition	High	07/01/2009	\$0
SPA	Careers Phase 2	Concept	High	10/01/2009	\$0
SPA	ePerformance	Develop		9/1/07	\$703,045
SPA	Strategic Recruitment WebSite & Application Tool Redesign	Execution/Control			\$100,000
SPA	Next Generation Flex System Integration	Initiation			\$0
SPA	Sharepoint	Initiation			\$100,000
SPA	Applicant Assessment Services	Planning			\$0
SPA	Strategic Recruiting (careers.ga.gov)	Transition			\$0

## Georgia State Information Technology Report – 2009

SPC	Lease Administration System	Initiation			\$100,000
SPC	Offering Memorandum Template	Initiation			\$0
SPC	On-line Transaction Services	Initiation			\$0
SRTA	Data Storage	Acquisition	High	09/01/2009	\$65,000
SRTA	Record Retention	Acquisition	Medium	07/01/2009	\$32,000
SRTA	Disaster Recovery & Business Continuity (local fail over)	Concept	High	09/01/2009	\$12,000
SRTA	OSAH Tracking System	Concept	Medium	04/01/2009	\$14,700
SRTA	PCI Data Security Standard (PCI DSS)	Concept	Medium	08/01/2009	\$100,000
SRTA	SRTA Tolling Infrastructure Refit	Concept		08/01/2007	\$7,900,000
SRTA	Time Attendance and Project Billing	Concept	Low	01/01/2010	\$14,700
SRTA	Data Center Infrastructure	Develop		10/31/07	\$607,000
SRTA	HOV-HOT Tolling Systems	Planning		7/1/09	\$14,000,000
SWCC	Data Warehouse and Management Dashboard	Concept	Medium	04/01/2010	\$20,000
SWCC	GIS/GPS data collection and mapping	Execution/Control			\$0
SWCC	Agency webpage	Planning			\$0
TCSG	Emergency Communication System	Initiation			\$0
TCSG	Restoration of IT systems w/n BC planning	Initiation			\$0
TCSG	Develop IT Solutions to Form Partnership with TCSG, DOE, and USG	Planning			\$0
TCSG	Major Gifts Campaign	Planning			\$0
TRS	Multi Currency Portfolio Mgmt	Develop		11/01/2006	\$4,000,000
TRS	Web Retirement	Implementation	High		\$296,368

Georgia State Information Technology Report – 2009

Appendix H – Critical Projects Completed in 2009

Responsible Agency	Program or Project Name	GTA Program /Project Lead	Target Start Date	Actual Start Date	Target or Actual Finish Date	Original Project Budget (\$)	Current Project Budget (\$)	Project to Date Spend	Agency Project Health	IV&V Project Health	Projected Success Rating (Successful, Challenged, Failed)	Earned Value Vs. Original Scope	Other Participating Agencies
DHR	Emergency Preparedness Program			12/1/05	7/15/09	\$11,500,000	\$5,500,000	\$4,691,130		NA	S	TBD	
DOAS	Team Georgia Market Place	Reilly, Teresa	5/31/06	8/27/07	7/7/09	\$10,951,200	\$10,951,200	\$6,346,306			S	SPI = .98	SAO, GTA
GTA	GAIT 2010 Transition & Transformation	Elia, Kriste	12/18/07	12/18/07	9/30/09	\$5,959,976	\$8,493,264	\$7,101,727			C	N/A	
DCH	Health Information Technology & Transparency		6/3/08	5/29/09	6/30/09	\$5,199,890	\$6,560,255	\$5,358,987			S	N/A	