Georgia Strategic Planning for Information Technology

GTA Enterprise Strategic Planning
Contact: Joe Coberly
404-463-8134
joe.coberly@gta.ga.gov

May 3 & 5, 2010
<table>
<thead>
<tr>
<th>Time</th>
<th>Description</th>
<th>Presenter</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:10 – 9:30 am</td>
<td>Meet and Greet</td>
<td>All</td>
</tr>
</tbody>
</table>
| 9:30 – 9:40 am | **Welcome** – Patrick Moore  
Administrative Announcements – Joe Coberly | Patrick Moore – State Chief Information Officer |
| 9:40 – 10:00 am | Georgia Strategic Planning for IT                           | Mike Curtis – GTA Director of Planning         |
| 10:00 – 10:20 am | Georgia Strategic Planning                                   | Richard Young – OPB Director of Strategic Planning |
| 10:20 – 11:00 am | Agency Business Vision to Enterprise IT Action               | Joe Coberly – EGAP Strategic Planning          |
| 11:00 – 11:10 am | BREAK                                                        | All                                            |
| 11:10-11:20 | Sharing IT Intelligence                                      | Joe Coberly – EGAP Strategic Planning          |
| 11:20 – 11:40 am | • EPMO and Strategic Planning Information                    | Nancy Parrott – EPMO                           |
| 11:40 – 12:00 pm | • Building a Technology Plan                                 | Chris McClendon – GTA Technology Architect     |
| 12:00 – 12:20 pm | **Closing Statements** *(what we need, what’s the value to you)* | Mike Curtis – GTA Director of Planning          |
|               | **DEPART**                                                   | All                                            |

Links:
Conference Directions:  [http://gta.ga.gov/00/channel_modifieddate/0,2096,1070969_1191608,00.html](http://gta.ga.gov/00/channel_modifieddate/0,2096,1070969_1191608,00.html)
Strategic Planning Conference

- **Target Audience:** Agency CIO and Strategic Planning Coordinator

- **Topics Covered:**
  - Strategic Planning in Georgia
  - Getting IT information into the Strategic Plan
  - Extracting IT Information
  - Sharing Information for Better Decisions
IT Strategic Planning has Changed

• **In the Past**
  - Every agency submits an IT Strategic Plan
  - GTA reviews plan
  - Plan filed until needed

• **Currently**
  - Agencies submit a single strategic plan that includes IT-dependency on strategies
  - Agencies do not need to submit a separate IT plan
  - Agency IT leads should be fully engaged in the strategic planning process
Georgia’s Strategic Planning Process Overview

Governor’s Office of Planning and Budget

May 2010

planning@opb.state.ga.us
How We Got Here
Integrated Planning Process

5 Plans → 1 Process

- Consolidates multiple planning processes.
- A centralized web-based system is used to collect planning information.
<table>
<thead>
<tr>
<th>Planning Process</th>
<th>Lead Agency</th>
<th>Legal Authority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Planning Process</td>
<td>OPB</td>
<td>45-12-73</td>
</tr>
<tr>
<td>State Strategic Plan</td>
<td>OPB</td>
<td>45-12-73</td>
</tr>
<tr>
<td>Agency Strategic Planning</td>
<td>OPB</td>
<td>45-12-175</td>
</tr>
<tr>
<td>Information Technology</td>
<td>GTA</td>
<td>50-25-4</td>
</tr>
<tr>
<td>Workforce Planning</td>
<td>SPA</td>
<td>45-20-1(e)</td>
</tr>
<tr>
<td>Capital Improvements</td>
<td>OPB</td>
<td>45-12-73 (6)</td>
</tr>
<tr>
<td>Customer Service</td>
<td>OCS</td>
<td>EO 1.25.06.01</td>
</tr>
<tr>
<td>Space Management</td>
<td>SPO</td>
<td>50-16-35</td>
</tr>
</tbody>
</table>
Coordinated Planning

- Emphasize coordinated planning among the support functions within an agency and across the state.

- Coordination with the budget, human resource, information technology, and facility staff is a necessary part of the planning process.
Topics

• State Strategic Planning Framework
• Agency Planning Framework
• Plan Review Process
• Planning and Decision Making
State Strategic Planning Framework

Ongoing Operations
(Whirlwind)
(The Base)

Strategic Initiatives
State Planning Framework

State Strategic Plan
(Goals and Statewide Indicators)

Agency Strategic Plan
(Includes resource planning for: IT, Staffing, Facilities/Space)

Annual Strategic Implementation Plan

Agency goals should align to state goals

3-year timeframe

1-year timeframe

Agency Activities and Operations
Improvements 2004-2010

• Policy Collaborative Process
• Agency Flexibility
• Database
VISION
A State Government that is value-driven, customer-focused and results-oriented

RESULTS FOR GEORGIANs

EDUCATED
Improve student achievement
Enhance quality of education workforce
Improve workforce readiness skills

HEALTHY
Encourage healthy lifestyles through preventive care, disease management and early intervention
Improve access to quality healthcare at an affordable cost
Promote the most productive, independent lifestyle for Georgia’s vulnerable citizens
Efficiently and effectively deliver healthcare programs

SAFE
Promote safe communities and stable families where children can thrive
Provide a safe environment for people to work and play
Provide a safe, secure state by effectively managing and rehabilitating offenders
Promote homeland security and emergency preparedness for natural and manmade disasters or terrorist acts
Reduce loss of life and injury on Georgia’s roads

GROWING
Create quality jobs and promote innovation and investment in Georgia
Expand the economic impact of tourism and recreation throughout the state
Improve mobility of people and goods around the state and metro Atlanta areas
Provide a safe, secure state by effectively managing and rehabilitating offenders
Promote homeland security and emergency preparedness for natural and manmade disasters or terrorist acts
Reduce loss of life and injury on Georgia’s roads

BEST MANAGED
Employ an enterprise approach and best practices in Georgia’s financial management
Deliver state services faster, friendlier, and easier
Strategically manage the state’s infrastructure and be stewards of its assets
Provide an attractive place to work and build a career in state government
Improve decision makers’ access to quality enterprise data through integrated systems

STATE OF GEORGIA

Georgia Technology Authority
Goal 1  Improve healthy lifestyles through preventive care, disease management, early intervention and disparities elimination

Indicators
   a) Percent of Georgians who are obese
      i) Adults
      ii) Youth
   b) Percent of Georgians who have a preventive cancer screening for:
      i) Breast cancer
      ii) Cervical cancer
      iii) Colorectal cancer
   c) Percent of Georgians who smoke
      i) Adults
      ii) Youth
   d) Percent of low birth weight babies

Goal 2  Improve access to quality health care at an affordable cost and enhance the state’s safety net infrastructure

Indicators
   a) Percent of uninsured Georgians
   b) Number of physicians by primary care specialty in Georgia (per 100,000 population)
   c) Number of federally qualified health centers, safety net clinics and community health centers per capita
   d) State and federal investments in rural health initiatives

Goal 3  Promote the most productive, independent lifestyle for vulnerable citizens

Indicators
   a) Number of Medicaid 1915(c) Home and Community Based Waiver enrollees in Georgia
   b) Number of developmentally disabled consumers served in state or community institutions
   c) Utilization of state hospital and community services by mental health consumers
   d) Number enrolled in Community Care Service Program (CCSP) for older Georgians

Goal 4  Increase efficiency and effectiveness in delivery of health care programs

Indicators
   a) Percent change in the annual health care expenditures on state managed programs compared to state revenue growth and clients served (future measure)
   b) Medicaid expenditure per enrollee in Georgia
   c) Percent of hospital and emergency department visits reduced by disease management and case management contracts (future measure)

Note: Future measure indicates measures where data collection is in the preliminary stages and as such, is a developing measure that will be tracked in future years.
Agency Planning Framework

- Three-year timeframe
- Align to the state plan
- Planning model that works best for the agency
Agency Plan

Timeframe:
- 3-year plan
- Agency annually reassesses

Reported Content:
- Mission
- Vision
- Enterprise Issues, Barriers, Opportunities
- Goals
  - Alignment to State Goal
  - Measurable Objectives and other measures
  - Strategies
    - Description and Impact
    - Cost estimate/order of magnitude
    - When will you do it?
    - Benefit to customers
    - Impact on staffing?
    - Impact on IT?
    - Impact on facilities/space?
    - What budget programs are impacted?
    - Key Partners

Used By:
- Agency to lead and communicate direction
- Document agency’s contribution toward a state strategy
- OPB, GTA, SPA, SPC for statewide planning
- Stakeholders to see agency strategic priorities
<table>
<thead>
<tr>
<th>Activity</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>January 2010</strong></td>
<td></td>
</tr>
<tr>
<td>Mid-year Report Due</td>
<td>1/31/2010</td>
</tr>
<tr>
<td><strong>February 2010</strong></td>
<td></td>
</tr>
<tr>
<td>Agency Mid-year Report Information Sent to Enterprise</td>
<td>2/15/2010</td>
</tr>
<tr>
<td><strong>March 2010</strong></td>
<td></td>
</tr>
<tr>
<td>Enterprise Agencies Follow-up on Mid-year Status Reports</td>
<td>3/1/2010</td>
</tr>
<tr>
<td>Planning Guidelines Updated</td>
<td>3/15/2010</td>
</tr>
<tr>
<td><strong>April 2010</strong></td>
<td></td>
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<tr>
<td>Horizon Instructions Updated</td>
<td>4/15/2010</td>
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<tr>
<td><strong>May 2010</strong></td>
<td></td>
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<tr>
<td>Agencies Begin Entering / Advancing FY 2011 Planning Data in Horizon [See Note 1]</td>
<td>5/1/2010</td>
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<tr>
<td>FY 2011 Horizon Plan</td>
<td>5/31/2010</td>
</tr>
<tr>
<td><strong>June 2010</strong></td>
<td></td>
</tr>
<tr>
<td>Enterprise Agency Plan Reviews Complete</td>
<td>6/30/2010</td>
</tr>
<tr>
<td><strong>July 2010</strong></td>
<td></td>
</tr>
<tr>
<td>FY 2011 Annual Implementation Plan (AIP) due</td>
<td>7/31/2010</td>
</tr>
<tr>
<td><strong>August 2010</strong></td>
<td></td>
</tr>
<tr>
<td>Year-End Report Due</td>
<td>8/15/2010</td>
</tr>
</tbody>
</table>

**Note 1:** The program structure used in the May 1, 2010 Horizon update schedule noted above will be based on the FY 2010 Appropriation Act. OPB will update the program structure to reflect the FY 2011 Appropriation Act for any agencies that have changes to
REVIEW PROCESS
Strategic Planning and the Enterprise Agencies

Georgia Technology Authority (GTA)
• GTA will use the agency strategic plan as a basis for understanding the business case for new IT investments.

State Personnel Administration (SPA)
• SPA will use the agency strategic plan as a basis for understanding how the demands on the workforce are changing and how that impacts competencies and job families statewide.

Office of Customer Service (OCS)
• Separate customer service plan is eliminated. OCS will use agency strategic plans to identify agencies with customer-focused strategies and offer OCS planning and consultation services, such as customer service improvement, rapid process improvement, call center improvement, etc.

State Properties Commission (SPC)
• SPC will use the strategic plans to identify and coordinate similar projects and space needs across state government. Planning information will be used to coordinate the timing and implementation of infrastructure investments. To establish a uniform vision that ensures the highest and best use of the State assets.
Horizon Structure

STATE GOAL

AGENCY GOAL

Measurable Objective

Strategy

IT

Facility

Staff

Impact on Goals

Information Flow
## Executive Summary Report

### AGENCY STRATEGIC PLAN-EXECUTIVE SUMMARY

**Agency**

469 - Bright from the Start: Georgia Department of Early Care and Learning

**Mission**

We deliver exemplary early care and education programs that improve the quality of early learning experiences, increase school readiness, and improve overall school performance.

**Vision**

We will increase the number of Georgia’s children and families who have access to quality early care and learning programs. More of Georgia’s early care and learning programs will achieve and maintain higher, measurable, research-based standards.

**Core Values**

We value children as our first priority. Parents are the primary care takers. Providers are our partners and intercessory care takers. Employees are valued.

<table>
<thead>
<tr>
<th>Goal Priority</th>
<th>Agency Goal</th>
<th>State Goal</th>
<th>Measurable Objectives</th>
<th>Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Quality: Increase the quality, access, and safety of child care settings.</td>
<td>Improve student achievement. Promote safe communities and stable families where children thrive.</td>
<td>1) Increase the number of accreditations in child care settings by 10% by FY2012. 2) Increase Pre-K Quality Assessment scores by 10% by FY2012. 3) Lower health and safety violations in child care settings by 15% by FY2012. 4) Increase the capacity of Pre-K in public and private settings by 12% by FY2012.</td>
<td>1) Pre-K Quality Assessment 2) Accreditations 3) Health and Safety Project 4) Pre-K Capacity</td>
</tr>
<tr>
<td>2</td>
<td>Professional Development: Increase the number of qualified staff in child care settings.</td>
<td>Improve student achievement. Enhance the quality of the education workforce.</td>
<td>1) Increase the number of credentialed provider staff by 10% by FY2012 (estimate without baseline data) 2) Increase the number of credentialed DECAL staff by 10% by FY2012.</td>
<td>1) Professional Development System &amp; Registry 2) Scholarships and Incentives Programs 3) Zero to Five Credential 4) Pre-K CDA Credential Requirement 5) DECAL Credentials 6) Cross Training of DECAL staff</td>
</tr>
<tr>
<td>3</td>
<td>Communication: Improve and expand communications, both internally and externally.</td>
<td>Deliver state services faster, friendlier, and easier. Provide an attractive place to work and build a career.</td>
<td>1) Increase provider feedback scores by 10% by FY2012. 2) Increase parent feedback scores by 10% by FY2012. 3) Increase employee feedback scores.</td>
<td>1) Web Re-facing 2) Auto Attendant Phone System 3) Enhance Parent Knowledge of Quality 4) Proactive Communications</td>
</tr>
</tbody>
</table>

### Comments: Accomplishments, Changes, Progress, etc.

Staffing /IT/ Facilities
Plan Extracts for Enterprise Agencies

### AGENCY STRATEGIC PLAN (3 Year Plan) - Capital Asset/Facilities/Space Implications

<table>
<thead>
<tr>
<th>Agency</th>
<th>469 - Bright from the Start: Georgia Department of Early Care and Learning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission</td>
<td>Quality: Increase the quality, access, and safety of child care settings.</td>
</tr>
</tbody>
</table>

**Goal Priority: 1**
- **State Goal Alignment:** Measurable Objectives
- **Mission:** We deliver exemplary early care and education programs that improve the quality of early learning experiences, increase school readiness, and improve overall school performance.
- **Vision:** More of Georgia’s early care and learning programs will achieve and maintain higher, measurable, research-based standards.

### AGENCY STRATEGIC PLAN (3 Year Plan) - IT Implications

<table>
<thead>
<tr>
<th>Agency</th>
<th>469 - Bright from the Start: Georgia Department of Early Care and Learning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission</td>
<td>Organizational Excellence: Achieve excellence by producing measurable outcomes with unquestionable results.</td>
</tr>
</tbody>
</table>

**Goal Priority: 2**
- **State Policy Area:** Description
  - Educate Georgia: Improve student achievement.
  - Educate Georgia: Enhance the quality of the education workforce.

**State Strategic Goals:**
- Increase the number of credentialed provider staff by 10% by FY2012. (estimate without baseline data)
- Increase the number of credentialed DECAL staff by 10% by FY2012.

### AGENCY STRATEGIC PLAN (3 Year Plan) - Staffing Implications

<table>
<thead>
<tr>
<th>Strategy</th>
<th>When do you plan to start work on the staffing and work related to the strategy?</th>
<th>When do you plan to finish implementation of the staffing activities related to this strategy?</th>
<th>List the type of staff affected by this strategy and the number of FTEs affected</th>
<th>Estimated change in staffing (FTE)</th>
<th>What competencies do you need to hire/retain qualified staff?</th>
<th>Is there a cost associated with hiring/retaining qualified staff?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cross Training of DECAL</td>
<td>FY 2009 (Yr 1) FY 2012 (Yr 4)</td>
<td>Contracted Staff</td>
<td>Yes</td>
<td>No</td>
<td>Internal training of DECAL staff on all programmatic...</td>
<td></td>
</tr>
</tbody>
</table>
State Planning Feedback Process

Agency Strategic Plan
Update Due May 31

Enterprise Agency Review
OPB, GTA, SPA, OCS, SPC
Feedback By June 30
Strategic Planning: Information for Decision Making
Agency Plan Utilization

• First and foremost the agency strategic plan is for the use of the agency.

• OPB will use the agency strategic plan to assess the alignment of the agency’s budget request to the agency’s strategic plan.

• The agency strategic planning information informs the discussion between the agency, OPB and the Governor’s Policy Staff for the next budget development cycle.
Decision Support Tool

- State Goal
- Agency Goal
- Measurable Objectives
- Strategies (Implications)
  - IT Dependency
  - Facility Impact
  - Staffing Impact
  - Customer Service Impact

1. Consistent
2. Long-term View
3. Gap Analysis
Richard Young
Governor’s Office of Planning and Budget
404-657-7316
Richard.young@opb.state.ga.us

QUESTIONS?
Activities leading to Information Technology Strategy

BUSINESS VISION – ENTERPRISE IT ACTION
Summary of FY10-12 findings

IT Summary from Agency Strategic Plans
(Reported to OPB by the 2009 Strategic Planning Deadline)

- About 75% provided plans to OPB
- 18 identified spending of $500K or more on IT projects
- 16 identified IT-dependent projects with no spending
- 17 identified no IT-dependent projects
- 30 Agencies identified GTA as a partner
- Georgia agencies identified 248 IT-dependent projects with projected spending of about $81M
STATE STRATEGIC GOALS

VISION
A State Government that is value-driven, customer-focused and results-oriented.

RESULTS FOR GEORGIANS

EDUCATED
- Improve student achievement
- Ensure quality of education services
- Improve workforce readiness skills

HEALTHY
- Encourage healthy lifestyles through disease management and healthy behavior
- Increase access to quality healthcare at an affordable cost
- Improve access to quality healthcare for all

SAFE
- Provide safe, secure environments for all citizens
- Protect our citizens and their property
- Enhance public safety

GROWING
- Create quality jobs and affordable homes across the state
- Expand the economic base and create new opportunities
- Improve mobility of people and goods around the state and across the nation

BEST MANAGED
- Ensure efficient and effective delivery of state services
- Reduce costs of services and improve productivity
- Increase transparency and accountability

STATE OF GEORGIA

State Strategic Plan

Agency Strategic Plan

Annual Strategic Work Plan

Strategies and Initiatives

Business Drivers

Funding changes
- Increase or decrease in business
- Legislative changes
- Process changes
- Service addition
- Technology equipment spending
- Security

IT Extraction/Analysis
State-Wide IT Strategic Planning

GTA Enterprise IT Strategic Planning Actions

• Maintain relationships with agency strategic planners

• Review agency strategic plans

• Analyze each agency’s objectives and strategies for enterprise opportunities

• Share strategic IT information across internal and external service providers
Activities Leading to Georgia Strategy for IT

**Timeframe:**
- 3-year plan
- Agency annually reassesses

**Contents:**
- Mission
- Vision
- Enterprise Issues, Barriers, Opportunities
- Goals
  - Alignment to State Goal
  - Measurable Objectives and other measures
    - Strategies
      - Description and Impact
      - Cost estimate/order of magnitude
      - When will you do it?
      - Benefit to customers
      - Impact on staffing?
      - **Impact on IT?**
      - Impact on facilities/space?
      - What budget programs are impacted?
      - Key Partners

**Used By:**
- Agency to lead and communicate direction
- Policy collaborative to see each agency’s contribution toward a statewide strategy
- OPB, GTA, SPA, SPC for statewide planning
- Stakeholders to see agency strategic priorities
## Agency Strategic Plan

### Agency Strategic Plan-Goals and Strategies

<table>
<thead>
<tr>
<th>Year</th>
<th>Agency: 359 - Bright from the Start, Georgia Department of Early Care and Education</th>
</tr>
</thead>
</table>

**Mission:**
We deliver exemplary early care and education programs that improve the quality of early learning experiences, increase school readiness, and improve overall student performance.

**Values:**
We will increase the number of Georgia’s children and families who can access quality early care and learning programs. More of Georgia’s early care and learning programs will achieve and maintain higher, measurable, research-based standards.

**Goals:**
We value children as our first priority. Parents are the primary care takers. Providers are our partners and intermediary caregivers. Employees are valued.

### Agency Strategic Plan - Goals and Strategies

<table>
<thead>
<tr>
<th>Label</th>
<th>Agency Goal</th>
<th>Measurable Objective</th>
<th>Strategy</th>
<th>Anticipated Impact</th>
<th>Cost Magnitude</th>
<th>Annual Maintenance/One-Time Cost</th>
<th>Will Implementation be funded from the base budget or require an enhancement?</th>
<th>Funding Source</th>
<th>Who do you plan to work with on this strategy?</th>
<th>Where do you plan to locate the implementation of this strategy?</th>
<th>IT Benefit to Customers</th>
<th>Implications on facilities, space needs or capital assets?</th>
<th>IM/IT Implications on infrastructure or systems</th>
<th>Agio Budget programs impacted or key to implementation of this strategy (Primary Fund Source)</th>
<th>Agio Budget programs impacted or key to implementation of this strategy (Other)</th>
<th>Comment</th>
<th>Staff Implications</th>
</tr>
</thead>
<tbody>
<tr>
<td>G1</td>
<td>GBM1: Increase the number of students in the classroom by 10% by FY2012</td>
<td>GBM1: Increase Pre-K enrollment rates by 10% by FY2012</td>
<td>GBM2: Improve quality assessment access by 10% by FY2012</td>
<td>GBM3: Improve health and safety rates in Child Care settings by 10% by FY2012</td>
<td>GBM4: Increase the efficacy of early care by 10% by FY2012</td>
<td>GBM5: Increase the effectiveness of early care by 10% by FY2012</td>
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Georgia Technology Authority
Agency IT Dependencies

<table>
<thead>
<tr>
<th>Number</th>
<th>Agency</th>
<th>Mission</th>
<th>Vision</th>
<th>Core Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>Georgia Department of Early Care</td>
<td>We deliver exemplary early care and education programs that improve the quality of early learning experiences, increase school readiness, and improve overall school performance.</td>
<td>We will increase the number of Georgia’s children and families who have access to quality early care and learning programs.</td>
<td>We value children as our future leaders. Parents are the primary caregivers. Providers are our partners and interagency care workers.</td>
</tr>
</tbody>
</table>
Extracting IT Intelligence

<table>
<thead>
<tr>
<th>Agency name</th>
<th>Initiatives</th>
<th>Identified Spending</th>
<th>GTA Partner? (yes/no)</th>
<th>Business Drivers</th>
</tr>
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<tbody>
<tr>
<td></td>
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<td></td>
<td>Funding changes</td>
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<td></td>
<td></td>
<td></td>
<td>Increase or decrease in business</td>
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<td></td>
<td>Legislative changes</td>
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<td>Process changes</td>
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<td>Service addition</td>
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<td>Technology equipment spending</td>
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<td></td>
<td>Security</td>
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</tbody>
</table>

|             |             |                     |                       | Increase or decrease in business |
|             |             |                     |                       | Legislative changes |
|             |             |                     |                       | Process changes |
|             |             |                     |                       | Service addition |
|             |             |                     |                       | Technology equipment spending |
|             |             |                     |                       | Security |
Activities Leading to Georgia Strategy for IT

• Enterprise Strategic Planning (Vision for Georgia)
• Agency Strategic Planning
  ▪ Agency Vision, Mission, Goals, Objectives, Strategies
  ▪ IT-dependency; (supporting IT planning)
• Enterprise Agency Plan Review – IT
  ▪ Strategic Plan Review
  ▪ IT-dependency identification
  ▪ Impacting trajectories: infrastructure, network, applications,
  ▪ Project planning (near-term activities)
• Feedback to Agencies
  ▪ Warnings: Business Continuity, Security, Risk
  ▪ Timelines
  ▪ Success in other states or other agencies
Focus on IT in the Strategic Plan

What GTA would like to know about strategies that depend on IT

- Business Drivers *(Funding, Demand, Legislative, Process, New Services, Technology Equipment Spending, Security)*
- Project, application and system dependency
- Scope of agency impact (does it affect more than the current effort)
- Known enterprise (state-wide) implications or complimentary efforts in other agencies
Examples of how strategic planning information is used

INFORMATION SHARING
Sharing IT information

State Strategic Plan

Agency Strategic Plan

Annual Strategic Work Plan

Strategies and Initiatives

Service Delivery

PMO EPLC

GETS Technology Plan

Information Security

Business Continuity

IT Extraction/Analysis

Georgia Technology Authority
Information Sharing

Agency Strategic Plan Consumers

- Business Continuity Planning
- Security Planning
- GTA Service Delivery Consultants *(for better understanding of the agencies they serve)*
- GTA Portfolio Management team *(cross reference to verify data and anticipate new projects)*
- GTA Vendor Management Organization & Service Providers *(IBM, AT&T and others as needed)*
Business Continuity & Information Security

• Continuity for processes supporting new strategies
  ▪ Existing processes may become more critical
  ▪ New processes must be evaluated

• Confidentiality, integrity and availability of information used in new strategies
  ▪ When existing processes are used with new information, security issues may arise
  ▪ New processes must be assessed from a security perspective
Sharing IT information: GTA’s EPMO
Nancy Parrott
E.P.M.O.  
(The four “P”s)

- **Project/Program Assurance**
- **Enterprise Portfolio Management**
- **Performance Life Cycle**
IT Investment Management

Strategic Planning

APR → Assurance → Assessment

Concept → Initiate → Planning → Execute → Transition → Operate → Disposal
A Look Back

- Worked with Enterprise Planning group
- Captured and logged S.P. projects
- Reviewed throughout year as APRs were submitted
- Periodic updates as resources allowed
Technology Investments

Enterprise Portfolio

Technology Initiatives

Business Strategies
New Vision

- Review data from multiple sources
- Use strategic plan projects as baseline for forecasting
- Review with agencies periodically throughout the year (PRBs)
- Use annual application assessments to feed strategic planning activities
# IT Reporting

## State Technology Reporting

<table>
<thead>
<tr>
<th></th>
<th>2000</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
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<tbody>
<tr>
<td>Financial</td>
<td>Excel Spreadsheets</td>
<td>Fiscal Expenditures</td>
<td>Enterprise Information Security Reporting</td>
<td>New Web-Based Tool / Robust Database</td>
<td></td>
</tr>
<tr>
<td>EGAP</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Legislature</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

- Strengthen Reporting Requirements

*Georgia Technology Authority*
New Reporting Application

• Rolled out in conjunction with new reporting standard
• Cross functional information gathered – no longer just expenditure data
• On-line for agency updates
• Data available year-round for updates and edits – with scheduled reporting deadlines
• Reporting Standard   3/31/2010
• On-Line Tool Available  6/ 1/2010
• Entries/Updates Complete  7/31/2010
• IT Report Published  10/ 1/2010
## Agency

<table>
<thead>
<tr>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact info.</td>
</tr>
<tr>
<td>- Head</td>
</tr>
<tr>
<td>- CIO</td>
</tr>
<tr>
<td>- SAISO</td>
</tr>
<tr>
<td>- Privacy Officer</td>
</tr>
<tr>
<td>- BC Planner</td>
</tr>
<tr>
<td>- PMO</td>
</tr>
<tr>
<td>Branch of Govt.</td>
</tr>
<tr>
<td># of employees</td>
</tr>
<tr>
<td>IT Costs at the account level</td>
</tr>
<tr>
<td>Security reporting responsibility</td>
</tr>
<tr>
<td>Security program in place</td>
</tr>
<tr>
<td>Security governance structure</td>
</tr>
<tr>
<td>Security standard accessibility</td>
</tr>
<tr>
<td>Security communication practices</td>
</tr>
<tr>
<td>Security training completed</td>
</tr>
<tr>
<td>Business continuity plan questions</td>
</tr>
<tr>
<td># and type of incidents</td>
</tr>
<tr>
<td>Incident notifications</td>
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</table>

## Application

<table>
<thead>
<tr>
<th>Name</th>
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</thead>
<tbody>
<tr>
<td>Business owner info.</td>
</tr>
<tr>
<td>Program Code</td>
</tr>
<tr>
<td>Purpose/Business Function</td>
</tr>
<tr>
<td>Criticality</td>
</tr>
<tr>
<td>Security Plan in place</td>
</tr>
<tr>
<td>Business Owner Approval for Ops</td>
</tr>
<tr>
<td>Commission date</td>
</tr>
<tr>
<td>Expected Life</td>
</tr>
<tr>
<td>Upgrade planned?</td>
</tr>
<tr>
<td>Source of software</td>
</tr>
<tr>
<td>App support model</td>
</tr>
<tr>
<td>Hardware platform and op system</td>
</tr>
<tr>
<td>Primary Data Service</td>
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<tr>
<td>Application architecture</td>
</tr>
<tr>
<td>Processing types</td>
</tr>
<tr>
<td>Data sources</td>
</tr>
<tr>
<td># of users</td>
</tr>
<tr>
<td>Business Users Supported (type)</td>
</tr>
<tr>
<td>Customer Sat. survey done</td>
</tr>
<tr>
<td>FTE support</td>
</tr>
<tr>
<td>YTD Expenditures</td>
</tr>
<tr>
<td>FY budget</td>
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<tr>
<td>Risks/Challenges</td>
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</table>

## System

<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Purpose</td>
</tr>
<tr>
<td>Security Impact Categorization</td>
</tr>
<tr>
<td>Info. Security Plan details</td>
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<tr>
<td>FISMA Security assessment done</td>
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<tr>
<td>Business Owner Approval for Ops</td>
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<tr>
<td>Disaster Recovery Plan questions</td>
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<tr>
<td>Service Provider</td>
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<tr>
<td>FTE support</td>
</tr>
<tr>
<td>Annual Infrastructure expenditure</td>
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</table>

## Projects

<table>
<thead>
<tr>
<th>Name</th>
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</thead>
<tbody>
<tr>
<td>Project manager</td>
</tr>
<tr>
<td>Purpose</td>
</tr>
<tr>
<td>Last Stage Gate conducted/date/result</td>
</tr>
<tr>
<td>Planned/Actual Start date</td>
</tr>
<tr>
<td>Planned/Actual Finish date</td>
</tr>
<tr>
<td>Agency priority</td>
</tr>
<tr>
<td>Funding source by project and fiscal year</td>
</tr>
<tr>
<td>Est. spend at completion</td>
</tr>
</tbody>
</table>
WIIFM?

- Accessible information on your technology environment
- Provide support to get through the budget cycle
- Understand risks with your existing portfolio
- Ensure the best bang for the buck for entire state
Technology? – NAH!
Sharing IT information: GETS Technology Plan
Chris McClendon

State Strategic Plan
Agency Strategic Plan
Annual Strategic Work Plan
Strategies and Initiatives

IT Extraction/Analysis

Business Drivers

Georgia Technology Authority
GETS Technology Plan

What we’ll talk about

- What is Georgia Enterprise Technology Services (GETS)?
- GETS Technology plan overview
- How the Technology Plan fits into the Strategic Plan
- How the plan is structured
- What the Service Providers are looking for
- Summary and take away
What is Georgia Enterprise Technology Services (GETS)?

- GTA and 13 state agencies privatized their IT service delivery with two primary providers, IBM and AT&T

  - **Infrastructure services from IBM**
    - Mainframe
    - Servers
    - Printing
    - Service desk
    - End-user computing (desktop)
    - Disaster recovery and security

  - **Managed network services from AT&T**
    - Wide area network (WAN), local area network (LAN) and voice
    - All state agencies and some locals buy WAN and voice services through GETS

- **Benefits**
  - Greater security
  - Standard support model
  - Disaster recovery
  - Detailed, transparent billing
Technology Plan Overview

• Technology Plan reviews projects and strategies on a 3 year time frame
• Gathers GETS agency, and State needs for technology services
• Provides an analysis of the Statewide, and agency goals
• Updates the plan with new initiatives on an annual basis

• What are the benefits?
  ▪ Service Providers understand agency needs
  ▪ Resources are more likely to be available to meet needs
  ▪ Professional organization designing and planning service deployment and ongoing support
How the Technology Plan fits

Strategic Plans

Agency
ATT
GETS Technology Plan
IBM
GTA

Refine
Review
Refine
How the plan is structured

- Overview and Analysis
- Technologies and Strategies
- Planned Projects
- Agency Specific Environments
What the Service Providers are looking for in Strategic Plan

- Common IT Initiatives
- Business Application needs and changes
- IT Lifecycle needs and concerns
- New sites planned
- New technology deployments, Example: (Wireless LAN/WAN)
- IT Regulatory Requirements
- Where the agency thinks IT needs to be improved
Summary and take away

• **What information should you put into your strategic plan?**
  - Business Application information
  - New sites
  - New technologies
  - IT Regulatory Requirements
  - Changes in the agency direction and goals

• **What is the benefit to your agency?**
  - Service providers will be more responsive to agency needs
  - Resources are more likely to meet growing demands
  - Professional organization designing and planning service deployment and ongoing support
Strategic Planning for IT Wrap Up – Mike Curtis

State Strategic Plan

Agency Strategic Plan

Annual Strategic Work Plan

Strategies and Initiatives

Service Delivery

PMO EPLC

GETS Technology Plan

Information Security

Business Continuity

IT Extraction/Analysis

Business Drivers

Agency

Initiatives

Identified Spending

OTA Partner?

Funding changes

Income or decrease in business

Legislative changes

Process changes

Service addition

Technology equipment spending

Security

Georgia Technology Authority
What GTA Needs from You

Full Participation in Georgia’s Strategic Planning Process

• Business Drivers *(Funding, Demand, Legislative, Process, New Services, Technology Equipment Spending, Security)*

• Project, application and system dependency

• Scope of agency impact (does it affect more than the current effort)

• Known enterprise (state-wide) implications or complimentary efforts in other agencies

• New sites planned

• General IT improvements identified
Benefits to Agencies of Strategic Planning for IT

- Enterprise support resources have the information they need – *(Fewer administrative delays after project launch)*

- Agency leadership has better information up front for better decisions
End Result: Alignment with Vision
Questions

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