State of Alabama

Office of Information Technology

Annual Report

March 2014

STATE OF ALABAMA
Secretary of Information Technology

600 Dexter Avenue, Suite N-203
Montgomery, Alabama 36130-2600
Telephone (334) 242-7360
Email: brunson.white@alabama.governor.gov

ROBERT BENTLEY
Governor

L. BRUNSON WHITE
Secretary Information Technology

March 19, 2014

The Honorable Robert Bentley
Governor
600 Dexter Avenue
Montgomery, AL 36130

Subject: Delivery of Annual Report

Dear Governor Bentley,

It is both an honor and a privilege to deliver to you the inaugural annual report from the Office of Information Technology. Much has occurred since you signed the bill into law creating our office this time last year. This activity will change computing within state government for many years to come. Among these initiatives are:

- Updating and modernizing the State's desktop technology infrastructure through the Windows XP Replacement Project
- Standardizing and beginning to implement a statewide time and attendance system
- Standardizing and beginning to implement a major upgrade to the State's enterprise resource planning software
- Forming and staffing the Office of Information Technology
- Creating a CIO Advisory Council
- Creating an Office of Information Technology Executive Committee
- Establishing numerous information technology working groups

Thank you for your leadership in forming this office. We are committed to focusing on priorities that make computing in the State of Alabama more efficient, safer and more effective. I promise to always favor things of consequence over the trivial and to do everything in our power to make the great State of Alabama even better.

Yours truly,

L. Brunson White
Secretary

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A. INTRODUCTION TO THE OFFICE OF INFORMATION TECHNOLOGY

> **OIT Mission:** To empower the State of Alabama to achieve its objectives through efficient, effective and safe information technology.
>
> **OIT Vision:** To transform the State of Alabama into the most efficient state in the United States.

OUR HISTORY

In January of 2011, Governor Robert J. Bentley issued Executive Order 4 to form the *Alabama Commission on Improving State Government*. The commission was formed to study and recommend ways in which Alabama government can be more efficient and effective. A second commission was created by Del Marsh, President Pro Tem of the Alabama Senate called the *Initiative to Streamline Government for Accountability and Economic Growth Commission*. This initiative included an information-technology study group.

The IT recommendations of the two Commissions resulted in the creation of The Office of Information Technology (OIT). OIT was formed through the passage of Senate Bill 117, and was signed into law by Governor Robert Bentley on May 21, 2013. As enacted, Act 2013-68 also established the position of Secretary of Information Technology— the first time in Alabama's history that a cabinet-level position was created specifically for Information Technology (IT).

"As we improve the state's I.T. structure, we'll improve how we serve the people of Alabama. For too long, the State's I.T. structure has been decentralized, and that has resulted in a lack of overall efficiency. We can correct that. We can ensure that more I.T. systems are compatible between state agencies. We can optimize the state's I.T. resources. This will help our agencies run more efficiently, while also benefiting taxpayers and state employees alike. "

L. Brunson White
Secretary

In April 2013, Gov. Bentley announced the appointment of L. Brunson White as Alabama's first Secretary of Information Technology. Located in the Alabama state capitol, the Secretary and the OIT has three mandated areas of focus that are briefly defined below and further detailed in the following sections of the report: IT Strategic Planning, IT Governance and IT Resource Utilization.

IT STRATEGIC PLANNING

The Secretary and the OIT are responsible for developing a comprehensive four-year strategic plan for the state's IT that will be updated annually and submitted to the Governor. The focus of the plan will be on the acquisition, management, and use of IT by state agencies. The plan will coincide with the planning and budgeting processes for state agencies, with the purpose of helping the state achieve its goals of reducing redundant expenditures and maximizing the return on IT investment.

> *"We need to make state government more consumer-oriented from a customer service standpoint. We need to make it more efficient. And we need to make it more cost effective."*
>
> *L. Brunson White*

IT GOVERNANCE

Across State agencies the Secretary and the OIT are responsible for establishing and administering:

- IT Policy,
- A standard repeatable process for the review, and approval of new IT initiatives and projects, and
- Rules, regulations, policies, procedures and standards for the management and operation of IT by state agencies, to drive efficient and effective agency operations and to enhance a consumer focus.

To ensure transparency, accountability and evidence-based decision making, each major IT project or initiative will require an OIT-endorsed business case that includes projected tangible benefits to be realized upon completion of the project along with acquisition, implementation, and ongoing operational costs. The business case will be evaluated to ensure the solution is cost-effective and aligned with the State's strategic IT plan.

IT RESOURCE UTILIZATION

The Secretary and OIT have the responsibility to plan and coordinate IT activities for state agencies, in such a manner as to promote the most economical and effective use of state IT resources. The OIT will accomplish this by establishing an inventory of IT resources that allows identification of underutilized or idle resources, and all data and data systems in state agencies, to promote improved asset management, utilization and data sharing with IT resources to include personnel, software, hardware and services.

B. THE OIT ORGANIZATION

The OIT Staff

To fulfill its mission, the OIT is staffed with professionals experienced in the roles and duties that they perform. As shown in Figure B-1, 4 of the 6 permanent positions for OIT have been filled. Biographical Sketches for each of the individuals appear in Appendix 1: OIT Staff.
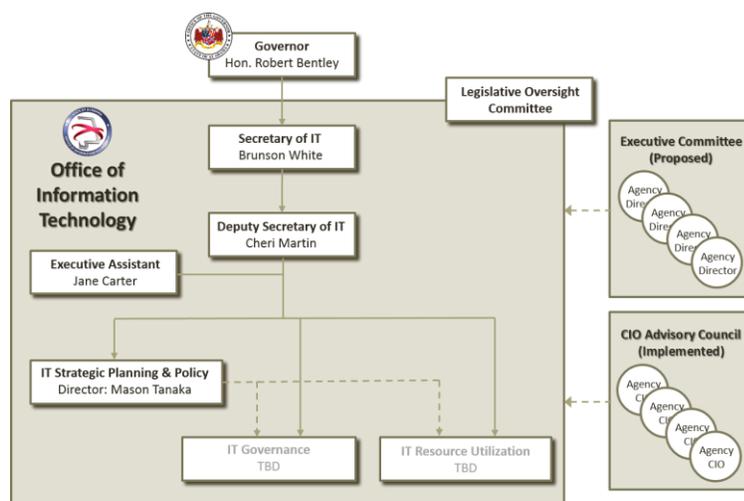
Figure B-1: Office of Information Technology Organizational Chart

Oversight and Advisory Groups

Oversight and accountability for the operations of the OIT occur directly from the Governor and indirectly from the Legislative Oversight Committee. The duties and responsibilities of the OIT require a vast and in-depth understanding of the state agencies and their IT needs. In order to be informed with specific needs of the agencies, two advisory groups have been formed:

- The Executive Committee and
- The Agency CIO Advisory Council.

These advisory groups provide insight to agency priorities and concerns, and will help the OIT define the IT strategies, policies and standards that will accomplish the goals of efficiency, safety and effectiveness for state IT.

Permanent Legislative Oversight Committee

As defined in Act 2013-68, the Permanent Legislative Oversight Committee for IT will be created to review the operations and performance of the Secretary of Information Technology.

Executive Committee

The Executive Committee (see Appendix 2 for membership) consists of a cross-section of cabinet-level (or equivalent) agency leaders who represent a broad view of the state's business needs.

The responsibilities of this committee shall be to provide input and recommendations on the:

- Business needs and priorities of the state.
- Decision making process for the strategic direction for the state.
- Governance of capital investment projects.

Agency CIO Advisory Council

Created in December of 2013, the CIO Advisory Council (see Appendix 3 for membership) is comprised of senior IT managers from various agencies that represent a broad view of the state's IT needs and supporting agency services.

The responsibility of this council is as follows:

- Provide input on the development of the state's IT Strategic Plan.
- Provide input on proposed IT process improvement efforts and initiatives, to include, but not limited to: Business Process, Project Management, Governance, and Service Delivery.

- Make recommendations on improving IT utilization, to include, but not limited to: Asset Management, Resource Cross-Utilization (personnel and equipment), and Data Sharing.

The CIO Council members are asked to lead and participate on IT Working Groups to address specific IT issues. The relationship of OIT with Working Groups and User Groups is shown in the Figure B-2 below. The groups depicted in this figure are the initial example groups and the number of groups is expected to evolve to align with the needs of the State.
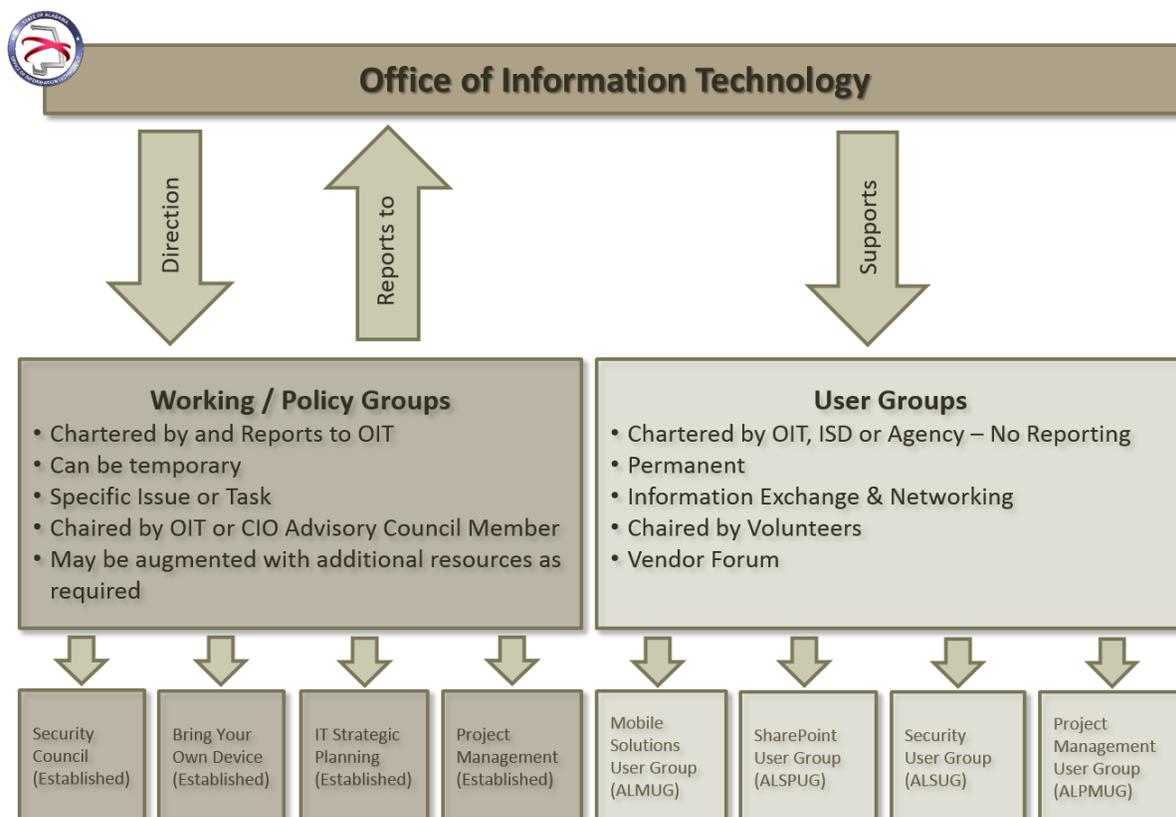
Figure B-2: OIT - Work/User Group Relationships

The Working and User Groups are encouraged to bring in IT professionals from other state agencies to further broaden the input. Depending on the topic, an individual Working Group can be either short-term in nature or can be a standing subcommittee. When the Working Groups are standing, subcommittee leadership and membership will rotate over time. User Groups are topic-oriented groups that can be organized by any IT professional in the state. User Groups are self-managed and open to anyone interested in the topic. OIT will support these User Groups, at their request, with guidance and information regarding existing or emerging state policy with regard to their topic.

C. OIT RESPONSIBILITIES

IT Strategic Planning

The Secretary and OIT are responsible for developing a comprehensive four-year strategic plan for the state's IT that will be updated annually and submitted to the Governor. The focus of the plan will be on the acquisition, management, and use of IT by state agencies. The plan will coincide with the planning and budgeting processes for state agencies, with the purpose of helping the state achieve its goals of reducing redundant expenditures and maximizing the return on IT investment.

The State of Alabama IT strategic plan has been grounded in *guiding principles* that will direct the strategy as it moves forward in the coming years.

> "State governments spend, on average, approximately 2% of revenue on information technology. The state of Alabama spent approximately 1% of its revenue on information technology in 2012. This low spending level (one half of the average) will make innovation challenging."
>
> L. Brunson White
> Secretary

Guiding Principles

Guiding Principles are precepts that will guide the OIT as strategic goals are identified. The principles articulate the State's fundamental IT values, and will provide overall direction throughout the IT strategic planning process, irrespective of changes in requirements and resources. Figure C-1 below depicts the guiding principles as the pillars that link the mandates of the OIT to the State's IT strategic goals.

Figure C-1: Strategic Goals "House Plan"

Guiding Principle 1: Efficiency

In response to the budgetary realities facing state government expenditures since 2009, the State of Alabama has been a leader in aligning its workforce with available funds.   Through attrition, and as evidenced by the research on freshman governors (see Figure C-2 below; [http://www.conservativeintel.com]) the State of Alabama is a leader in reduced headcount for the period being in January 2011 and extending through November 2013 [Bureau of Labor Statistics]
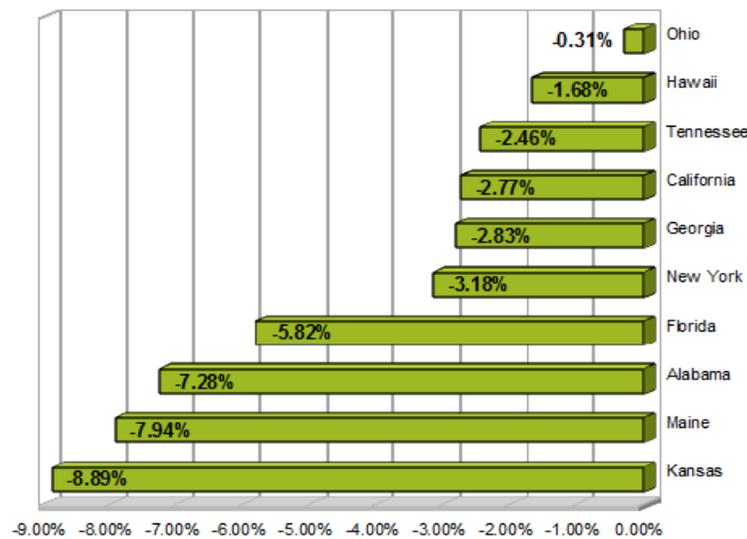
Figure C-2: Reduction in the Number of State Employees Nov 2013

However, it appears that neighboring, similar-sized southern states (Tennessee and Georgia) have state operations that are 20% more efficient than Alabama, as measured by the number of citizens served per state FTE (shown in Figure C-3). Both Tennessee and Georgia have had statewide control of IT policy for more than a decade.
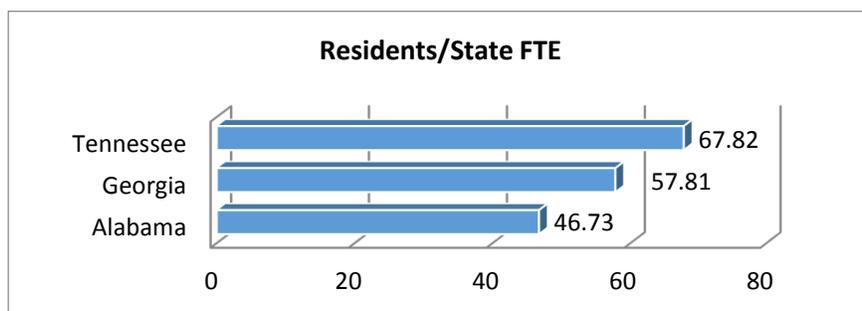

Figure C-3: Resident Per State Employee Ratio

While this is an imperfect measure due to the various sizes of states, it does illustrate that there is additional progress that can be made in efficiency. The OIT is promoting further efficiencies through two priorities, Business Process Change and Data Analytics (discussed in Section D). The most important factor in gaining state government efficiencies will require a change in perspective for every state agency. Agencies must think "Enterprise" as well as "Agency".
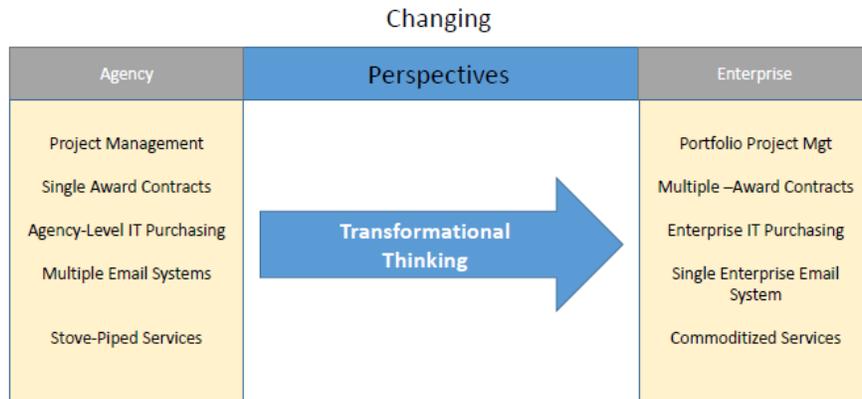

Figure C-4: Transformational Thinking: A Change in Perspective

Guiding Principle 2: Safety

Making computing safer is the OIT's most important guiding principle, and a priority. While the establishment of the Security Working Group (Figure B-2) is a major step in ensuring this principle is followed, the State's Windows XP Replacement Project is the Office's most significant effort to date. The first tenet of information security is to use systems that are monitored and updated for security breaches; with the Microsoft support of Windows XP ending in April 2014, security patches and updates will no longer be available, leaving affected computers (and networks to which they connect) vulnerable to attack.

The OIT estimates that this initiative required an investment between $17 and $19 million and touched approximately 50% of the State's desktop and notebook inventory. The transition to update the State's desktop operating systems will address the State's Safety principle through continued data and IT systems security, and will provide the additional benefit of modernizing the desktop and notebook inventory so that these PCs can support software needed by State agencies to improve operational productivity and data-driven decision making.

Guiding Principle 3: Effectiveness

In addition to making sure that the State IT is as efficient as possible, the OIT must make sure that State IT is not only working on the right things but also doing so in the correct way. State government has a long history of lagging behind industry a number of areas including, but not limited to, data analytics.

As State IT transitions from the mind-set that spends the majority of its effort measuring activities to one that is focused on meaningful outcomes, the questions,

- *What is success?* and

- *How is it measured?*

It is essential that the State builds the capability, both from a data and analytical perspective, to continue answering these questions.

Strategic Plan Development

The OIT is well into the process of developing the state's IT Strategic Plan. Through the CIO Advisory Council, a Strategic Planning Workgroup was formed to assist the OIT in the development of the plan. The membership of this group will be comprised of representatives from multiple agencies, with the OIT leading the effort. The process for developing the plan is broken into three phases (as shown in figure C-5 below).
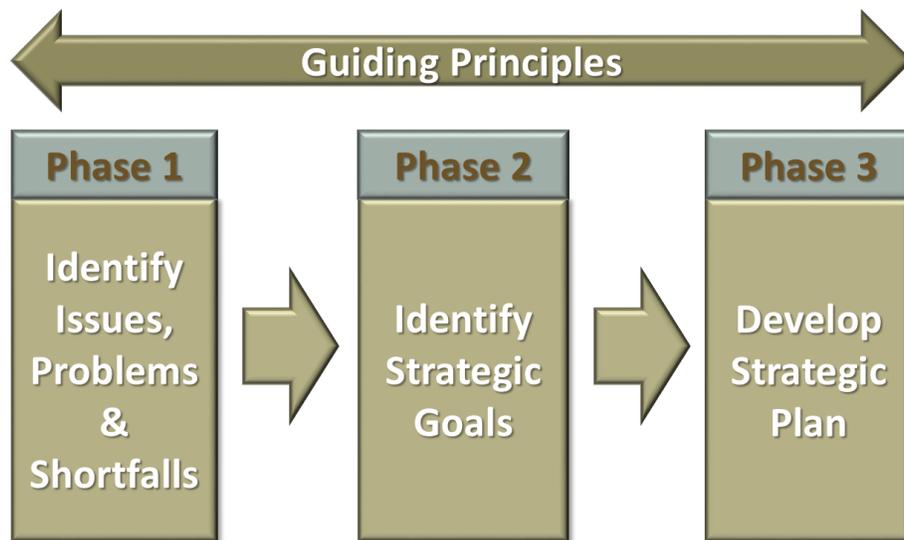
Figure C-5: Strategic Planning Phases

Phase I: Identify Issues, Problems, and Shortfalls

Phase I of the process brought members of the CIO Advisory Council together to brainstorm and identify Issues, Problems, and Shortfalls affecting their agencies. The highest priority items from this exercise are shown in Figure C-6, with the full data set in Appendix 4. The data collected from the agencies will be used to identify the strategic goals that will be the foundation for the strategic plan.

Area	Agency Identified Issue
Purchasing	• Administrative bureaucracy surrounding the purchasing process is stifling ability to acquire products and services that innovate. • Purchasing laws and policies are too burdensome.
Personnel	• Evaluation of technical applicants done by non-technical reviewers • Disconnect between actual skills and the classifications.
Funding	• Inconsistent funding of information security across the state agencies leads to inconsistent computer security. • Chronic lack of funding to replace legacy systems.

Figure C-6: Prioritized Issues, Problems, and Shortfalls as Identified by State of Alabama Agencies

Phase II: Identify Strategic Goals

During Phase II of the process, the OIT will develop the Strategic Goals that will address the issues, problems, and shortfalls as identified in Phase I. The Strategic Goals will identify the intended accomplishments of the state's strategy for the utilization of IT. The strategic goals will directly identify what the OIT sees as the outcome of the state's business improvement efforts. At the time of publication of this annual report, the OIT is actively in this phase of the process.

Phase III: Develop Strategic Plan

Once the Strategic Goals are defined, the plan development can begin. While the strategic goals are outcomes the OIT hopes to reach, the strategic plan is a more detailed definition of the steps the state must take to attain those goals.

IT Governance

While the OIT is primarily an IT Policy organization, the office's responsibilities also include establishing and administering a structured system for the review and approval of new IT initiatives and projects. To ensure transparency, accountability and evidence-based decision making, each major IT project or initiative will require an OIT endorsed business case that includes projected tangible benefits to be realized upon completion of the project along with acquisition, implementation, and ongoing operational costs. The business case will be evaluated to ensure the solution is cost-effective and aligned with the State's strategic IT plan.

"Every time we solve a problem with technology, we have a decision to make regarding commercial solutions versus custom solutions. These decisions should be carefully considered and a full cost / benefit analysis should guide our decision."

L. Brunson White

Additionally, the OIT will promulgate rules, regulations and policies, and establish procedures and standards for the management and operation of IT by state agencies, to ensure a more consumer-oriented focus.

Figure C-7 (below) depicts the governance relationship between OIT and state agencies and the connection between statewide policies and local policies.
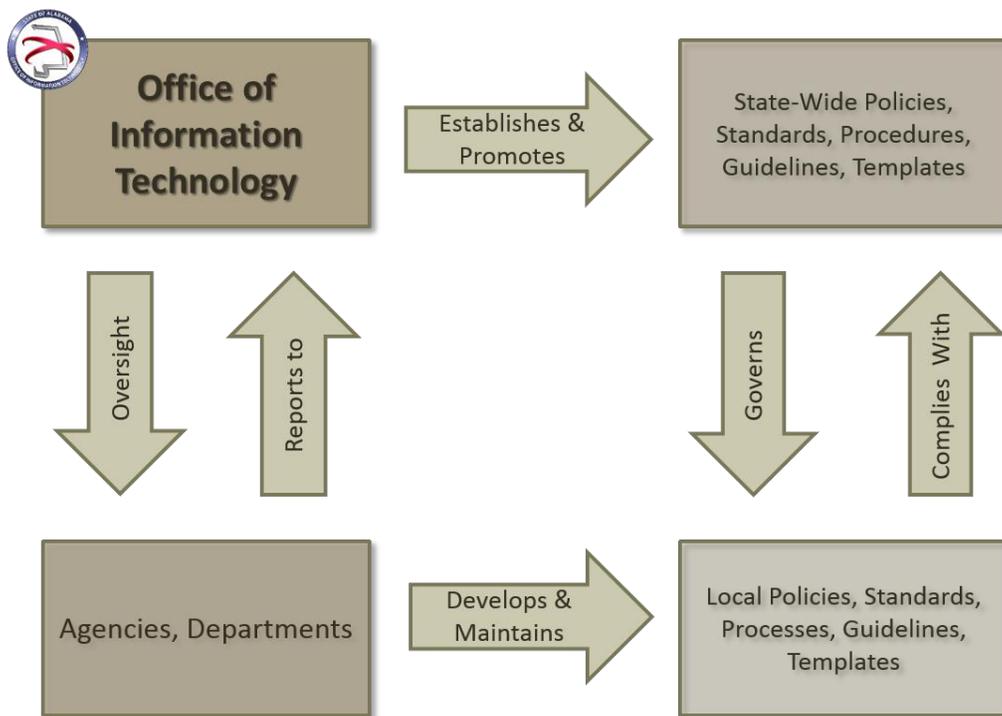
Figure C-7: IT Governance Relationship

Governance Library

The Governance Library will be the collection of statewide policies with supporting standards issued by OIT that will be both mandatory and non-tailorable (Figure C-8). As shown above, agencies may develop policies and standards that are more restrictive, but they must comply with the statewide version. The library will also contain procedures, guidelines and templates to assist agencies with the implementation of a policy and standard. These procedures, guidelines and templates may be tailored to meet the specific needs of the agencies. OIT will develop the elements of the governance library with the assistance of workgroups to ensure a well-informed and broad perspective.
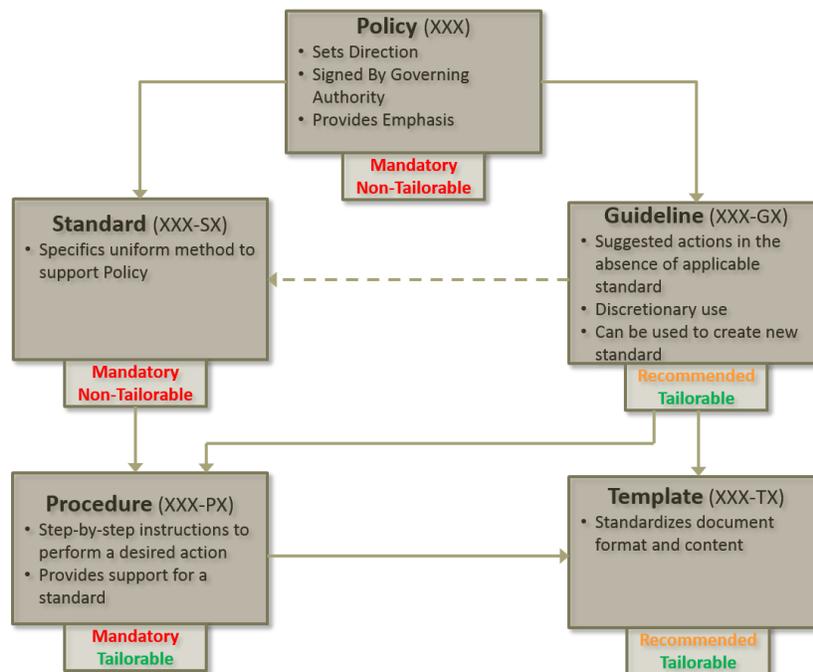
Figure C-8: Governance Library Structure

IT Resource Utilization

The OIT also has the responsibility to plan and coordinate IT activities for state agencies, in such a manner as to promote the most economical and effective use of state IT resources. As a first step in ensuring this responsibility is met, OIT is establishing and verifying the State's inventory of IT (personnel, software, hardware, data, and services). This inventory provides for an asset management system that continuously analyzes IT resources to determine whether resources are:

"If you outsource everything or if you outsource nothing, both are mistakes. The correct answer is always changing, but lies somewhere between these two extremes."

L. Brunson White
Secretary

- Underutilized or idle,
- Being shared between state agencies, and/or
- At risk for not being able to fulfill their mission.

An IT survey was conducted in 2013, prior to the creation of OIT, to gather IT resource information. The survey went to 47 agencies, which represent 87% of the annual IT spend. The reported FY12 IT expenditures are summarized in the chart below (Figure C-9).

State of Alabama
IT Spend 2012
Total Spend $271,793,203[1]

Other (Software, Telcom & Hardware) 35%

IT Staff 32%

Contractors & Outsourcing 33%
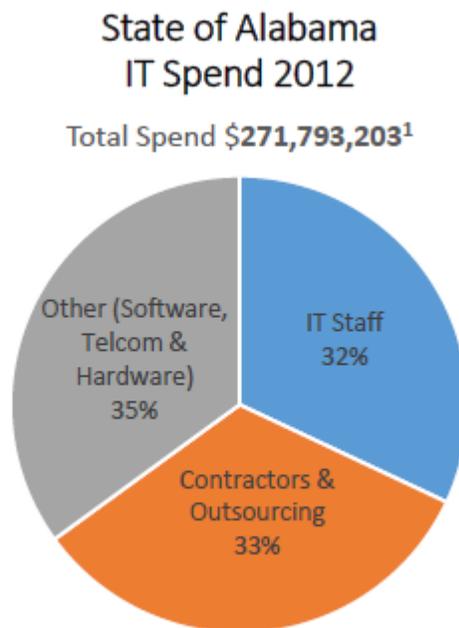
Governor's Agency Information Technology Survey, 2013

Figure C-9: IT Spend 2012

Additional Efforts

In order to accomplish the statutory requirements regarding IT Resource Utilization, the OIT is:

- Developing an automated and repeatable methodology for the annual inventory of the state's IT resources to include personnel, software, hardware, and services.
- Identifying underutilized or idle resources in state agencies to promote improved asset management, utilization, and data sharing with other IT resources.
- Developing a report on the status of the state's IT resources based on the inventory.
- In coordination with the Department of Finance is working to enhance the State's Chart of Accounts to capture IT expenditures in each of the state agencies.

D. Priorities

To address State of Alabama goals, current OIT priorities are:

- Business process change

- Data analytics

- Information security

Business Process Change

For the last 25 years, the majority of cross agency or common business practices within the State of Alabama have not received much attention due to constraints in the information systems for these functions. Agency specific (unique) processes have received the majority of attention. Common Practices has been largely ignored due to the States' inability to standardize. The solution to this problem is an integrated and modular system for financials, human resources and budgeting. This will be accomplished through State of Alabama Accounting and Resource System (STAARS). This offers the State of Alabama a profound opportunity for optimizing these common processes.

Varying Proportion of Unique and Common Practices Across Agencies

■ Common ■ Unique

Agency A_1	Agency A_2	Agency A_3	Agency A_4	Agency A_4 ...	Agency A_n
25	75	60	67	80	30
75	25	40	33	20	70
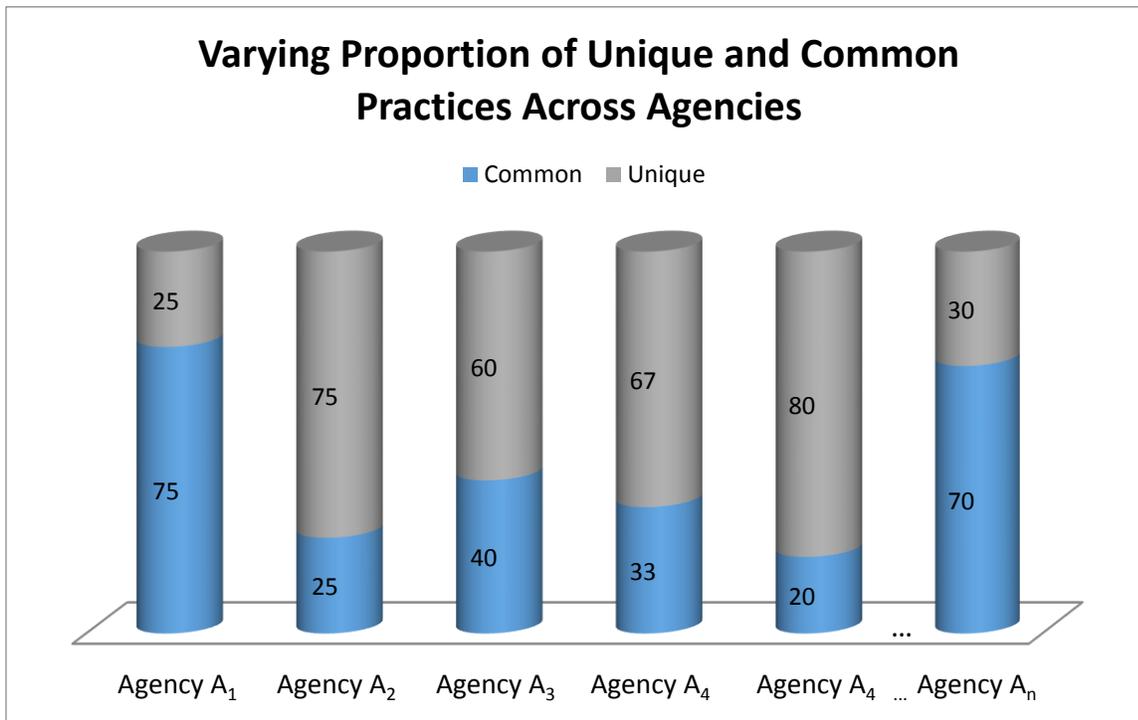
Figure D-1: Business Process Change

Data Analytics

Government in general, and specifically state government, produces and manages vast quantities of data. According to the 2013 State of Alabama IT survey, State of Alabama agencies had approximately 2.1 Petabytes (PB) of structured data. While only structured data was measured in this study, experts have estimated the State's unstructured data to be at least an additional 6 PB. This presents a great opportunity, as well as a challenge.

Historically, inter-agency data sharing has been limited due to system constraints, federal regulation and data protection policies. The State of Alabama, like other states, is reexamining data stove-piping and beginning a conversation about how it can govern, protect and use this data to make the State's operations more efficient and effective, and better serve the people of Alabama. In order to accomplish this objective, while maintaining citizen privacy, the OIT in the process of designing the State's IT governance model, tools and skill sets to obtain the highest return on investment for its information of any state government.

Information Security

Information security must no longer be thought of as an area within IT and instead become a fundamental component area and activity throughout State government. This needed shift applies not only the State's IT infrastructure – networks, servers and storage, but also its applications, data and work practices.

The formation of the OIT Security Working Group is an important event in the evolution of security within the State of Alabama. This group, a multi-agency organization, will serve as a thought leader on information security within state government and become the hub of central policy coordination and administration.

E. Statewide Initiatives

There are several statewide initiatives in progress to improve the State's IT infrastructure and improve the State's ability to effectively conduct its operations. These initiatives include:

- Windows XP Operating System Phase-out

- State Employee Portal (eMAP)

- State Employee Time and Attendance System (eSTART)

- STate of Alabama Accounting and Resource System (STAARS) – State ERP Upgrade

Windows XP Operating System Phase-Out

Project Description and Scope

One of the first challenges faced by the OIT was the discovery that one half of the State's desktops and laptops were running on Microsoft Windows XP. Microsoft will stop support of its Windows XP operating system in early 2014. This will include discontinuing support of the product for security updates, meaning that a machine with a Windows XP operating system would not be safe for accessing the state data network or the Internet.

A letter was sent to all agency leaders in June of 2013 requiring all desktops, laptops and tablets computers be upgraded or replaced to a supported operating system by 12/31/2013. A follow-up letter was sent in August of 2013 requesting a status report from each agency. At that time, agencies reported over 10,300 machines still running the XP operating system, but most agencies had plans in place to replace or upgrade their systems. An update request in February revealed the number of computers still operating with XP was down to 5,600, with aggressive plans to eliminate all XP devices.

Project Timeline and Progress
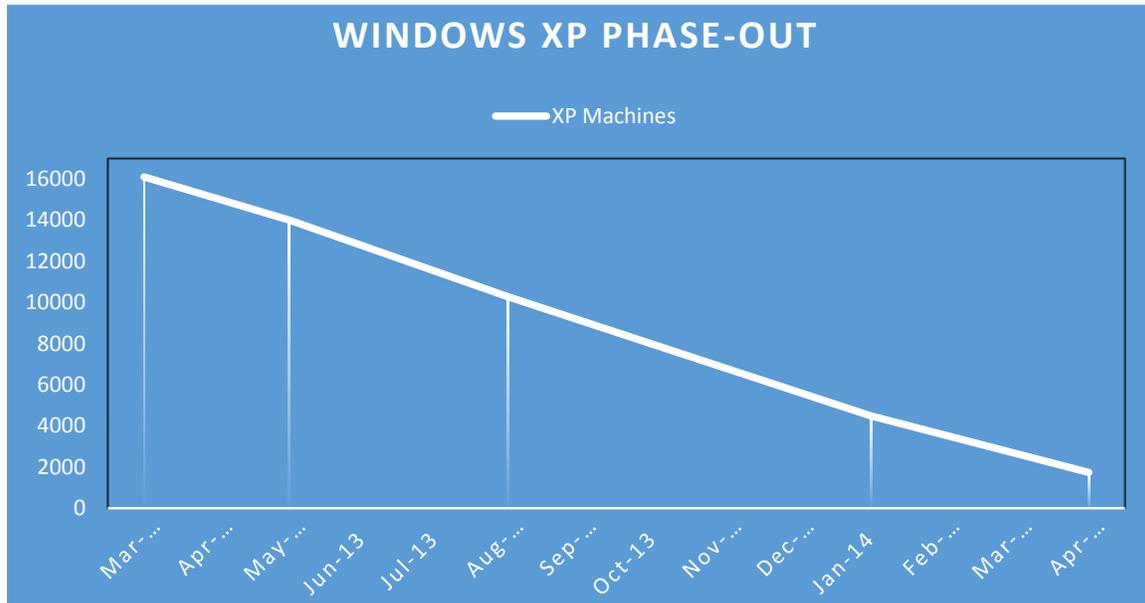
Figure E-1: Windows XP Phase-Out Graph

Current Status

A small number of agencies are still working their plans and some will not meet the April deadline. The projection is that 1,750 machines may not be compliant by April of 2014. Agencies will be required to enter into a custom agreement with Microsoft to continue receiving security patches for the XP machines they consider critical to their organization. XP machines will not be allowed to continue connecting to the state network after April 8, 2014 unless there is a Microsoft support agreement in place.

eMAP - State Employee Portal

Project Description and Scope

The My Alabama Portal (eMAP) system is being developed by the Department of Finance. The goal of the project is to provide the state employee a portal that will function as an agency and state communications platform, provide a location for common agencies' links, and present electronic versions of pay stubs and other personal documents for state employees. eMAP also will provide an avenue to display critical alerts and information that can notify employees of regional or statewide issues. This could include network issues, critical weather, or office closures. eMAP will enable the state employee access to pay and leave information. This feature will enable, at a future date, the ability to discontinue the printing of pay stubs and realize the savings. In the second phase of the eMAP project, employees will have the ability to re-print their W-2s. In addition to the print savings, the research and handling expense will also be saved.

Project Timeline
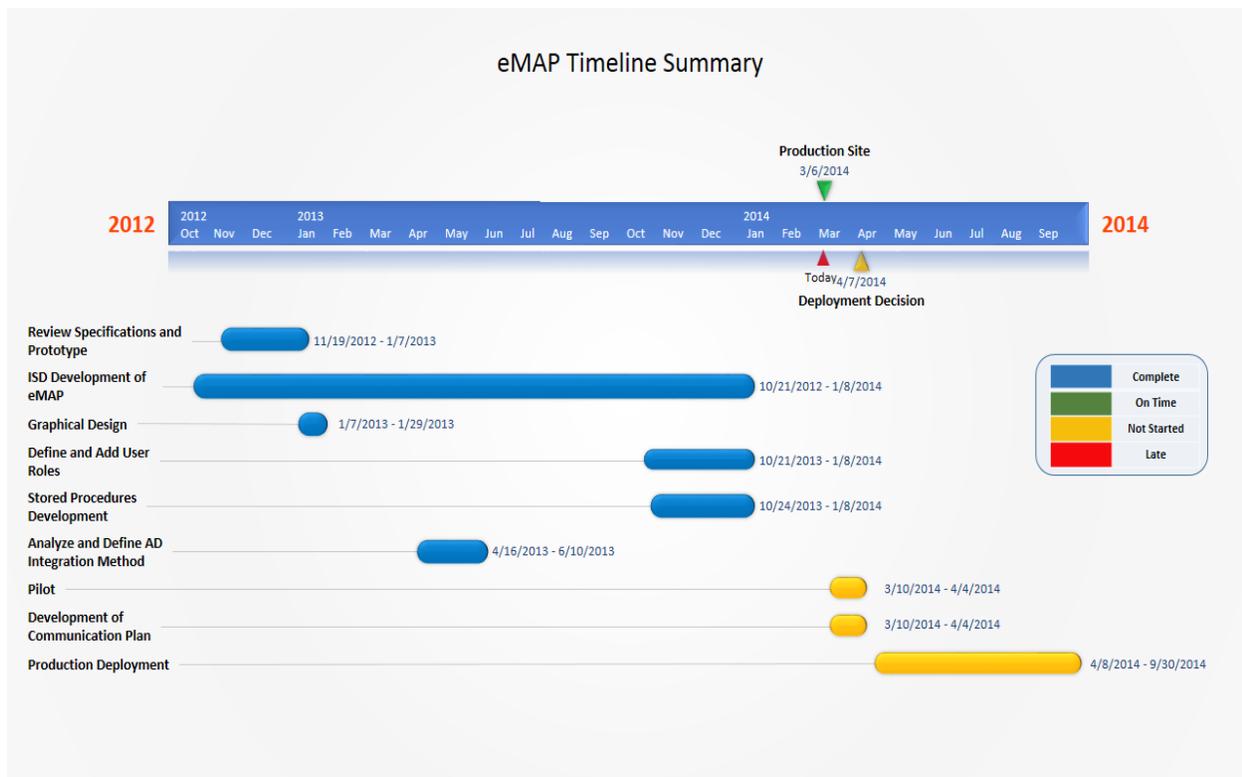
Figure E-2: eMAP Timeline Summary

Current Status

On schedule and on budget, the eMAP team is currently performing user acceptance testing. Pending successful completion of this phase, a limited pilot will be completed mid-March through mid-April followed by feedback assessment. Collaborating with stage agencies, production deployment and associated agency and user communication will follow. Full deployment is expected to take five months (completing September 30, 2014).

eSTART - Time and Attendance

Project Description and Scope

The State Time and Reporting Terminal (eSTART) system is be implemented by the Department of Finance. The project goal is to automate the collection of employee time worked and leave usage. This solution will eliminate the need for paper timesheets and leave requests. In addition, it will minimize data entry errors into the state human resources (GHRS) system.

The eSTART system will provide each agency with a real-time view of absenteeism and potential overtime impact. It will manage and record the employee leave request process. When fully implemented, the system will provide the agency and state a complete picture of staff utilization. The information provided will allow a proactive control of overtime and better management of leave. The automations provided by eSTART will eliminate the majority of data entry related to time and leave into GHRS.

The eSTART system will provide the employee, manager and agency a level of information they are not accustomed to having in decision-making. The ability to see leave balances at the time a request is made and/or the validation of time worked will improve staff utilization and performance.

Project Timeline
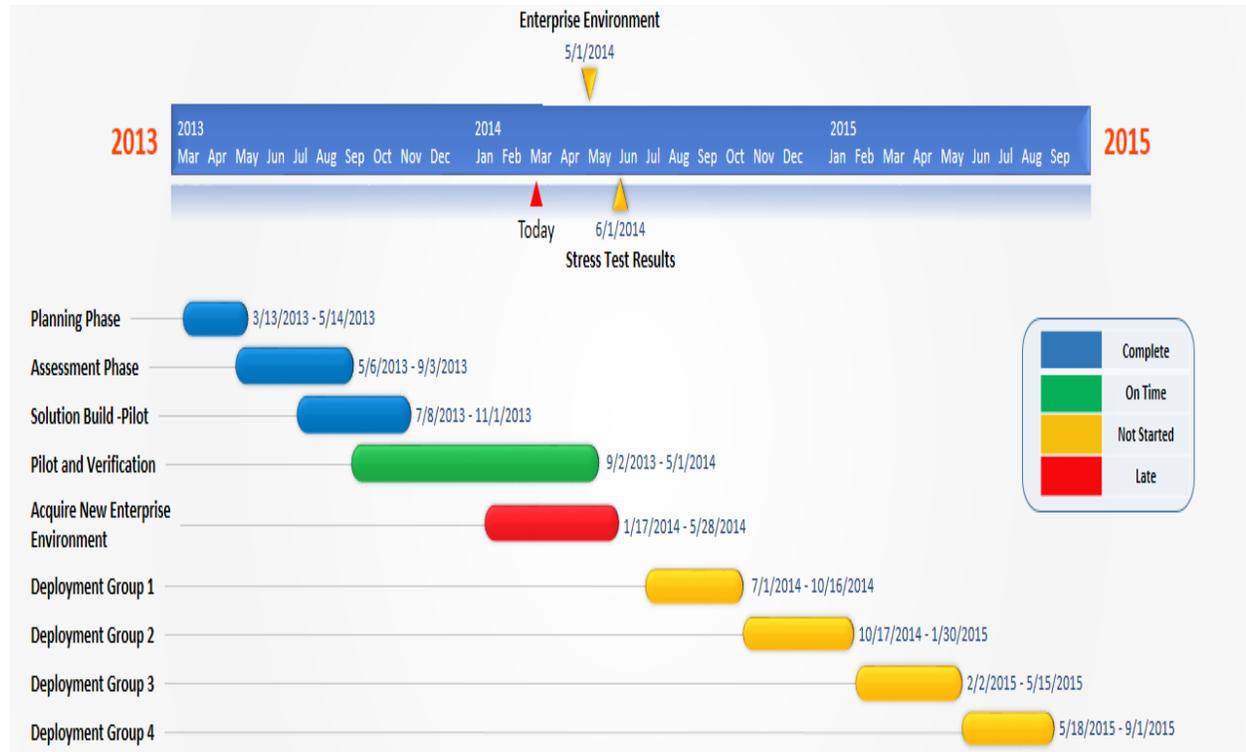
Figure E-3: eSTART Timeline Summary

Current Status

The eSTART project is currently in the pilot stage (as shown in Figure E-3), in use by a limited number of agencies, with feedback used to modify the software and full deployment plan. The required new enterprise environment is currently being acquired. Agency deployment will begin in four successive stages, following the successful implementation and testing of production environment.

STAARS – ERP

Project Description and Scope

The State of Alabama Accounting and Resource System (STAARS) project includes the purchase of software, hardware and implementation services necessary to replace the State's aging accounting, purchasing, budget, human resource, and payroll systems. The STAARS project is an upgrade of the State's current systems to the most recent version of CGI's Advantage® software application suite. To meet the objectives of the project, the Department of Finance, State Business Systems Division has contracted with CGI to provide professional services and utilize CGI's methodology for implementing the Advantage® suite of products: Financials, Procurement, Performance Budgeting, Human Resources and Payroll (see Figure E-4 below). These modules will upgrade the existing loosely integrated system modules currently known as the Financial Resource Management System (FRMS), and will be implemented as a cohesive, tightly integrated system known as the State of Alabama Accounting and Resource System (STAARS).

The goal of STAARS is to improve the efficiency and effectiveness of the State's financial and human resources operations. Efficiency gains are expected to deliver significant cost savings through the automation of manual processes and paper reductions. Another goal of the project is to improve fiscal accountability and financial reporting through the implementation of financial management best practices. A principal goal of the Advantage® Human Resources components is to improve the administration of human resources, payroll and benefits, thus providing cost savings and improved services to State employees.
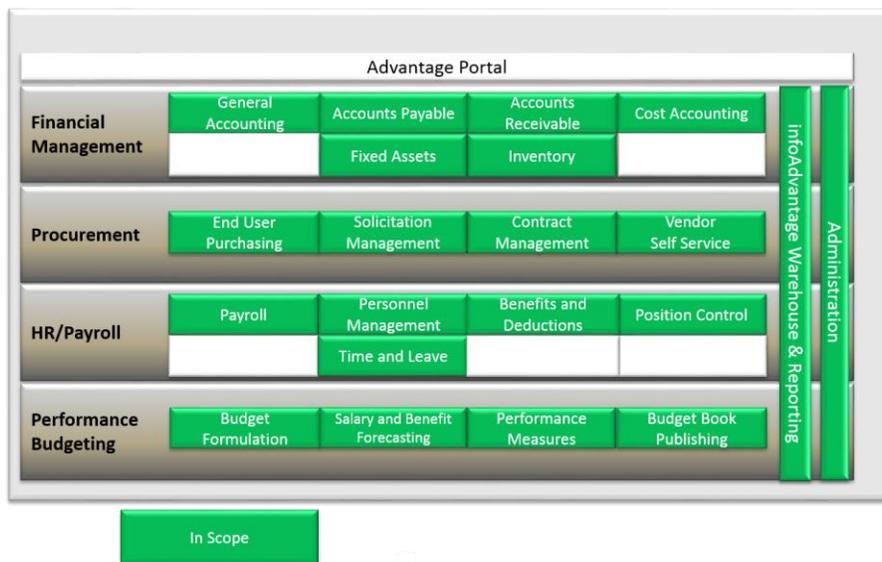

Figure E-4: CGI Advantage Module Implementation

Project Timeline
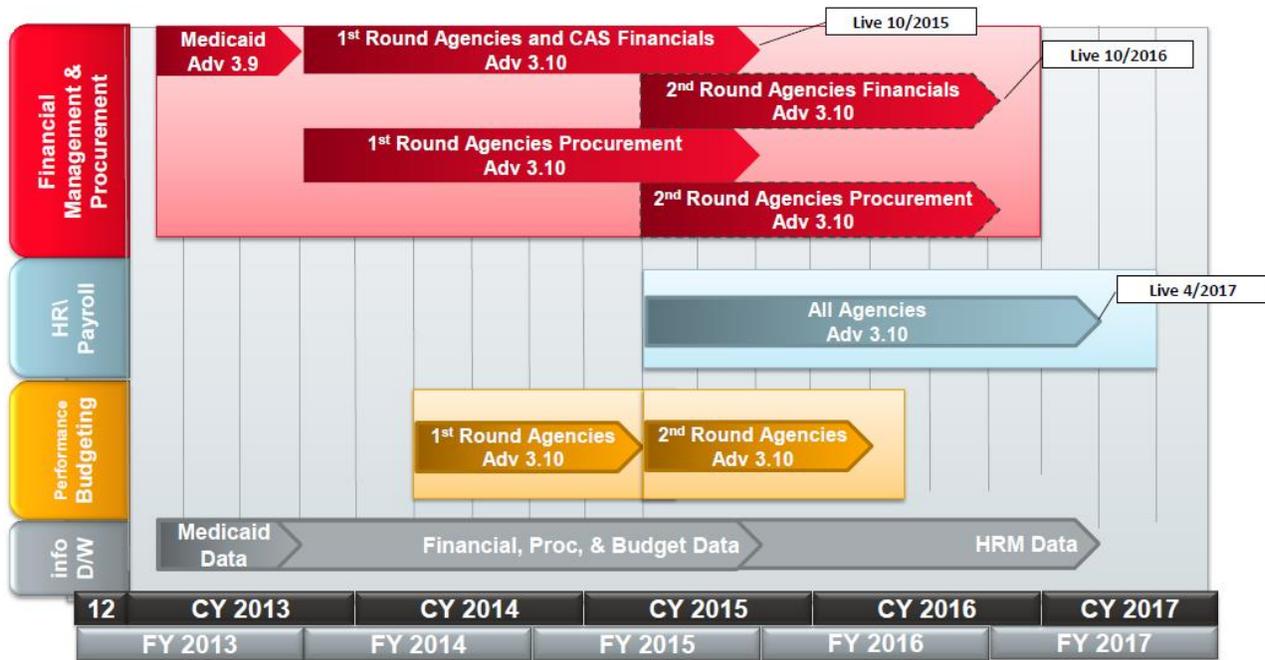
Figure E-5: CGI Advantage Project Timeline

Financials & Procurement: These modules will upgrade the existing modules called the Central Accounting System (CAS), the Statewide Purchasing System (SNAP), and the Agency Financial Systems (AFNS). The current modules were developed for mainframe technologies and mainly work independently, connecting through tedious nightly batch cycles. Medicaid was the first agency to implement STAARS and interfaces with the current CAS and SNAP modules until October of 2015, when twenty agencies go live on STAARS. The remaining agencies will go live one year later.

Human Resources and Payroll (HRM): These modules will replace the Government Human Resource System (GHRS). Again, the current mainframe system will be upgraded to a web-based system that is a totally integrated module of STAARS. Work on the HRM module will begin in calendar year 2015 and all agencies will go live in April of 2017.

Performance Budgeting (PB): The Performance Budgeting (PB) module will replace manual processes and a custom developed system. Performance Budgeting will be tightly integrated with the Financials and Human Resources, thus eliminating the need for many manual activities. Performance Budgeting is estimated to go live in April of 2015.

InfoAdvantage Data warehouse: InfoAdvantage is CGI's implementation of a data warehouse and advanced reporting solution. On a nightly basis, data will be transferred from the transactional systems to the data warehouse for reporting purposes. The State will use the Business Objects business intelligence suite for developing, generating and distributing reports for all STAARS modules. InfoAdvantage will rollout as each module is implemented to ensure the reporting capability is available to support the new capability.

Current Status

The majority of the effort to date has been focused on planning activities, team training, organizational readiness assessments, and project staffing, setting up technical environments, and documenting software requirements. All planned activity to date has been completed on schedule and within budget.

F. Appendices

Appendix 1: OIT Staff

L. Brunson White, Secretary of Information Technology

Sworn in by Governor Robert J. Bentley in April of 2013, Secretary White retired from Energen Corporation in January of 2013 after 33 years of service. While with Energen he served in numerous capacities including serving as Chief Information Officer and Senior Vice President of Business Development, as well as 10 other various positions.

As part of his duties as Secretary of Information Technology, Mr. White serves on the Super Computer Authority Board, the Geographical Information System Board, and the Homeland Security Council.

Mr. White has been active in the community serving on the boards of over 20 different nonprofit organizations. He is a trustee emeritus and past chair of the National Arthritis Foundation. Secretary White is a graduate from the University of Alabama's School of Commerce and Business Administration. He is a graduate of Leadership Birmingham and Leadership Alabama. He is a member of The Rotary Club of Birmingham and he serves on the Executive Committee of the Greater Alabama Council of the Boy Scouts of America. Secretary White lives in Vestavia Hills with his wife, Dell, and two sons.

Cheri Martin, Deputy Secretary of Information Technology

Ms. Martin joined the Office of Information Technology in July 2013. She is a career state employee of 28 years, starting in the State Personnel Department as a Programmer Trainee and progressing through the ranks to eventually become the IT Director at the Department of Human Resources.

Ms. Martin has a Bachelor of Science degree in Mathematics and a Master of Business Administration from Auburn University at Montgomery. She has two adult sons, and lives in Wetumpka with her husband, Jimmy.

Mason L. Tanaka, Director of IT Strategic Planning and Policy

Mr. Tanaka has over 32 years of information technology experience, ranging from computer operations to executive management. He served over 20 years in the United States Air Force, where he worked his entire career in the Communications-Computer field. Upon his retirement from the USAF in 2001, he spent the next 12+ years working in the IT industry. In June of 2013, he began providing IT consulting services to the Information Services Division, Department of Finance. He started with the Office of Information Technology in November of 2013.

Mr. Tanaka has a Bachelor of Applied Science degree in Resource Management from Troy University at Montgomery. He lives in Pike Road with his wife, JoAnn, and has two daughters.

Jane Claire Carter, Executive Assistant

Ms. Carter is a Montgomery, AL native. She is an alumna of the University of Alabama where she received her bachelor's degree in Public Relations. After graduation she worked for the Higher Education Partnership as Project Manager, where she was in charge of planning and organizing fundraisers and events for the Higher Education Partnership Foundation. In 2010, Ms. Carter changed careers to manage her family-owned business. She joined the Office of Information Technology in November of 2013 as Executive Assistant to Secretary White.

She lives in Wetumpka with her husband, Brent, and two dogs.

The remaining two staff positions are currently vacant.

Appendix 2: OIT Executive Committee Members

Executive Committee Membership		
Name	**Agency**	**Committee Role**
Brunson White	Office of Information Technology	Chair
Mark A Heinrich	Dept. of Secondary Education	Voting Member
John Cooper	Dept. of Transportation	Voting Member
Nancy Buckner	Dept. of Human Resources	Voting Member
Bill Newton	Dept. of Finance	Voting Member
Jim Byard	Dept. of Economic & Community Affairs	Voting Member
Julie McGee	Dept. of Revenue	Voting Member
Spencer Collier	Law Enforcement & Homeland Security	Voting Member
Jim L Ridling	Department of Insurance	Voting Member

Figure F-1: Executive Committee Members

Appendix 3: CIO Advisory Council Members

CIO Advisory Council Membership		
Name	**Agency**	**Committee Role**
Cheri Martin	Office of Information Technology	Chair
David Latham	Alcohol Control Board	Member
Melinda Maddox	Department of Education	Member
Jeb Hargrove	Emergency Management	Member
Lisa Townsend	Department of Human Resources	Member
Jeannine Pendergast	Department of Labor	Member
Maury Mitchell	Department of Law Enforcement	Member
John Heitman	Department of Public Health	Member
Debbie Hornsby	Department of Revenue	Member
Michael Stokes	Department of Transportation	Member
Jack Doane	Information Services Division	Member

*Figure F-2: CIO Advisory Council Members*

Appendix 4: Agency Identified Issues

Issues, Problems & Shortfalls	Agency Priority			
	High	Med	Low	Ave Score
Purchasing				
Administrative bureaucracy surrounding the purchasing process is stifling our ability to acquire products and services that innovate.	9	2	0	4.64
Purchasing laws and policies are too burdensome.	8	3	0	4.45
Paper-based systems are too time-consuming and slow.	4	6	0	3.80
Personnel				
The evaluation of technically-related applications is being done by non-technical reviewers	9	2	0	4.64
There is a disconnect between actual skills needed and the classifications.	7	4	0	4.27
The management of personnel, in acquiring and managing the correct talent as well as their performance and related compensation, is negatively impacting our ability to execute.	5	4	2	3.55
The longevity of personnel in the system	4	3	2	3.44
A personnel hiring freeze has unintended consequences	3	5	2	3.20
Inability to support extremely small agencies	2	2	6	2.20
Funding Shortfalls				
Inconsistent funding of information security across the agencies leads to inconsistent computer security.	9	1	1	4.45
There is a chronic lack of funding to replace legacy systems	7	3	0	4.40
Aging Legacy Applications and Infrastructure				
There is a chronic lack of funding to replace legacy systems	7	3	0	4.40
Antiquated financial software is an impediment to cost accounting, improving business processes within agencies and eliminating inefficiency in state government.	4	6	0	3.80
The increasing cost of maintaining legacy systems	3	7	0	3.60
A lack of standards for time and attendance across the government	1	3	5	2.11
Service Delivery				
The State of Alabama needs to become citizen centric in everything it does.	5	4	1	3.80
Service delivery, particularly to citizens, is in many cases too slow.	1	7	1	3.00
Data Analytics				
The state should make all significant decisions based on valid empirical data.	4	5	1	3.60
Inter-Agency Communication & Coordination				
Inability and lack of motivation to share needed information across agencies.	4	5	1	3.60
Lack of coordination for infrastructure investments across agencies is inefficient.	1	8	1	3.00

Figure F-3: Agency Identified Issues and Priority

Appendix 5: IT Expenditure Category Breakdown
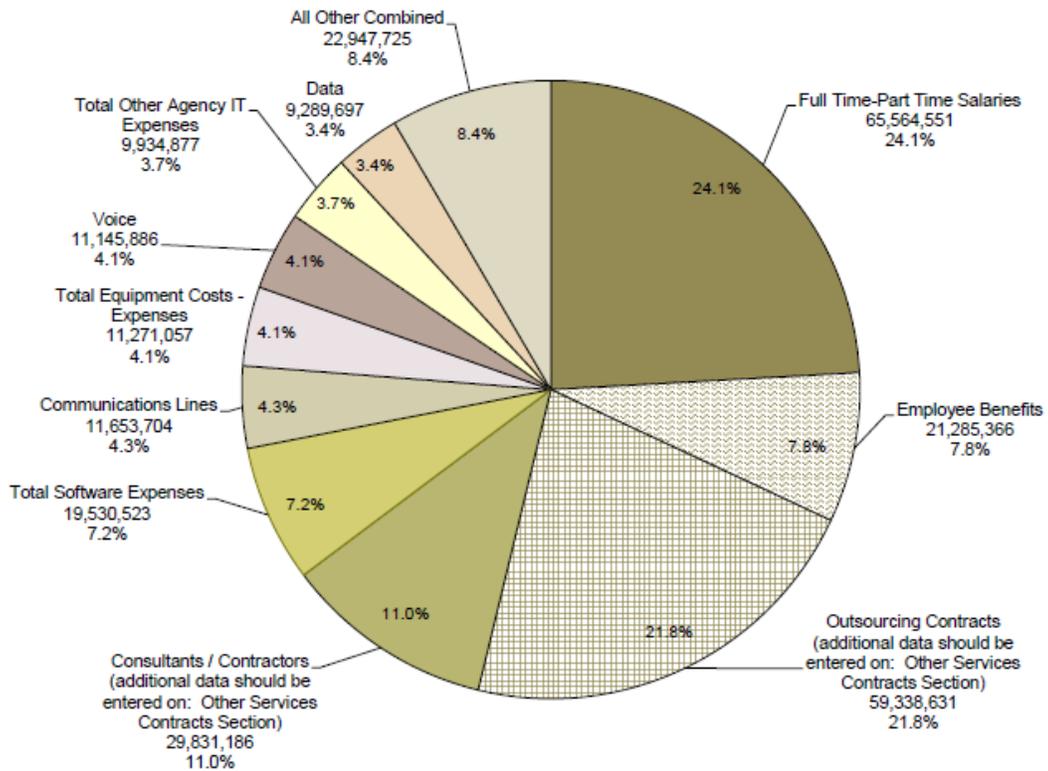
Figure F-4: IT Survey Results - 2013

In general, the IT Assets reported in the survey are:

- 33,012 computers
- 16,997 printers
- 4,573 scanners
- 2,439 fax machines
- 8,691 mobile devices
- 2.1 PB currently used
- 485 TB available
- 86 network storage devices
- 1,641 physical or virtual servers
- 906 versions of software
- 1131.5 employees
- 121 contractors