



# AN ARIZONA FOR EVERYONE

2024-2025 STRATEGIC IT PLAN

**ARIZONA**  
DEPARTMENT OF ADMINISTRATION



An aerial night view of a city, likely Los Angeles, with a green overlay and geometric shapes. The text "MOVING FORWARD TOGETHER" is overlaid in white. The background shows a dense urban landscape with many lit-up buildings and a highway with light trails. The sky is dark with some clouds, and mountains are visible in the distance. The green overlay is semi-transparent and covers the entire image. There are several large, overlapping geometric shapes (triangles and polygons) in shades of green and yellow, creating a modern, abstract design.

MOVING  
FORWARD  
TOGETHER



## FROM THE STATE CIO, J.R. SLOAN



The State of Arizona has been recognized as an exceptional place for people to live, work, raise families, conduct business, and prosper for the benefit of future generations. In addition, Arizona's significant population growth over the past few decades, coupled with major technological advancements, have resulted in significant cultural changes impacting every aspect of how people live and work.

Focusing on technology, the State of Arizona's mission is to deliver forward-thinking and secure IT solutions to state agencies by putting people first, offering first-rate services, and focusing on value to continue realizing the vision of an Arizona for Everyone.

The core mission of the Arizona Strategic Enterprise Technology (ASET) Office at the Arizona Department of Administration (ADOA) is to deliver innovative and secure enterprise IT solutions to our state agency partners, enabling them to be equipped and prepared in their individual missions to serve Arizona's residents, students, businesses and communities.

This strategic IT plan, which is updated annually to reflect major advancements, outlines goals and initiatives that drive the adoption of enterprise solutions throughout the State of Arizona. We accomplish this by pursuing best-in-class solutions and public-private partnerships that support our ongoing mission to assist state agencies in delivering exceptional public services.

One of the key priorities of FY25 includes development of standardized data and building agency capacity to understand, communicate, and use data to prioritize future strategic investments. We have laid the groundwork for this priority with the creation of the Digital Solutions Office, which will be discussed further in subsequent sections.

The State of Arizona is fortunate to have talented IT leaders across its agencies and branches of government who serve with passion. Our goal is to work in partnership to drive the state's technology and services forward, focusing on innovation and value to the public.

The future is upon us. I am excited to continue working together to serve Arizona as your State Chief Information Officer. Let's deliver an Arizona that works for everyone.

**J.R. Sloan**

Assistant Director & State CIO  
Arizona Department of Administration (ADOA)  
Arizona Strategic Enterprise Technology (ASET)





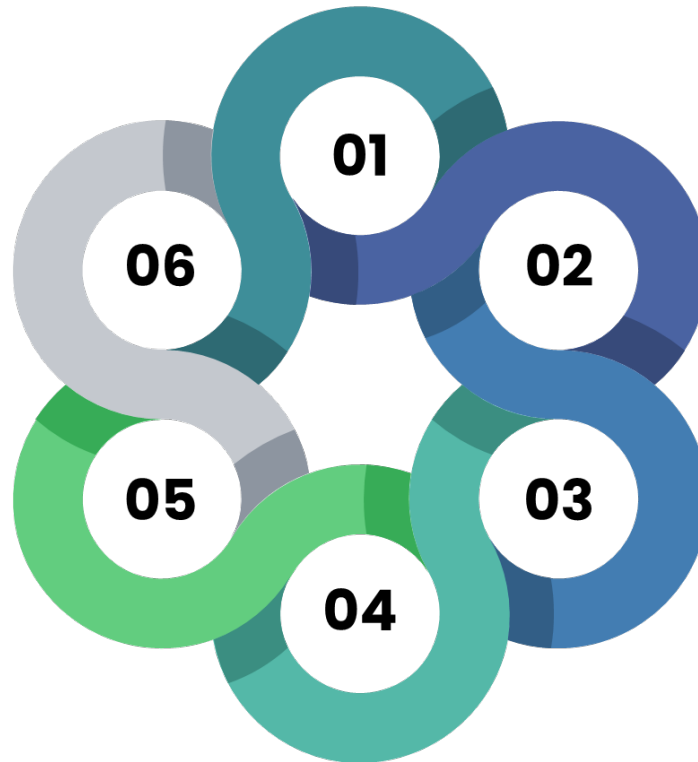
## MOVING FORWARD AS A STATE

Prosperity is accomplished by being united in common interests that impact and benefit everybody. By identifying these qualities as a collective vision, we will move forward as a state and continue to be a great place to work and live.

## OUR VISION FOR IT

Our vision is to adopt and provide innovative services and strategies that position Arizona to be an IT leader throughout the country.

- MODERNIZATION PROJECTS**  
Implementation of approved projects and update of portfolio management system data score
- PRIORITIZATION & BUDGET**  
Review statewide priorities established for fiscal year to inform budget requests
- STATEWIDE IT STRATEGIC PLAN**  
Review agency strategic plans and calibrate with IT strategic plan priorities



## PORTFOLIO MANAGEMENT SYSTEM DATA

Maintain a current view of the technology being utilized statewide using populated data from state agencies

## MODERNIZATION SCORE

Establish score using information from agency-specific and statewide rollup number

## AGENCY IT STRATEGIC PLAN

Utilize modernization score to develop IT priorities for agency technology strategic plan

**Modernization Evaluation Cycle**  
to meet our citizen's and stakeholder's needs



## KEY GUIDING PRINCIPLES FOR ARIZONA'S IT STRATEGY



### Statewide Enterprise Cybersecurity

The State Chief Information Security Officer (CISO), the Arizona Department of Homeland Security (AZDOHS), and ASET operate together in a collaborative partnership to ensure the development of and adherence to state security policies and standards. This is accomplished by implementing robust security measures to protect citizen data, ensuring privacy across all digital services. Cybersecurity is essential to Homeland Security and as our workforce is becoming increasingly interconnected through technology, all IT decisions, actions, and delivery of digital services must include cybersecurity.



### Cloud Smart

We strive to streamline service delivery by simplifying and automating our processes to reduce administrative burdens and enhance efficiencies as a part of our culture. In order to leverage the successes of our Cloud First journey and continue to build on them, we are challenging ourselves to include maturity assessments on our cloud environments and to seek the optimization and security of these environments to continue realizing the most cost-effective ways of delivering our services.



### Shared Services/Optimization

A culture of innovation, experimentation, and collaboration is key to delivering expedient and optimized digital services for our customer groups and employees. Placing an emphasis on Enterprising core services at a statewide level and working together to centralize IT services across lines of businesses in agencies enables a focus on adoption of standards across agencies for increased capabilities and accessibility.



### Enterprise Application & Application Development

People and processes before technology: We place critical importance on delivering solutions that benefit constituents and the workforce through the use of technology. As such, we strive to ensure that digital services are intuitive across a diverse range of users. By engaging with citizens and businesses across Arizona, we seek to better understand opportunities for refined connections between us and our constituents. Additionally, our engagements guide us in the development of user-friendly digital interfaces and processes that facilitate the delivery of services accessible to Arizonans regardless of age, ability, socioeconomic background, or technological awareness. Focusing on the human-centered design of applications, websites, and government-to-citizen interactions puts solutions in our workforce and customers' hands quickly while allowing for flexibility that provides for continuous feedback and improved functionality. How we plan, build, and deliver is as important as the technology we use.



### Data Management

As stewards of the state's data, we must ensure that data is protected, fit-for-purpose, and readily available for use to inform and support service improvements and decision-making processes. The state's data assets will continue to expand in volume and scope, making it imperative that we continue to prioritize the maintenance of robust infrastructure, governance, and industry-standard best practices. We must also collaborate across public and private institutions to allow for transparent and efficient cross-functional data sharing.



## OUR MISSION

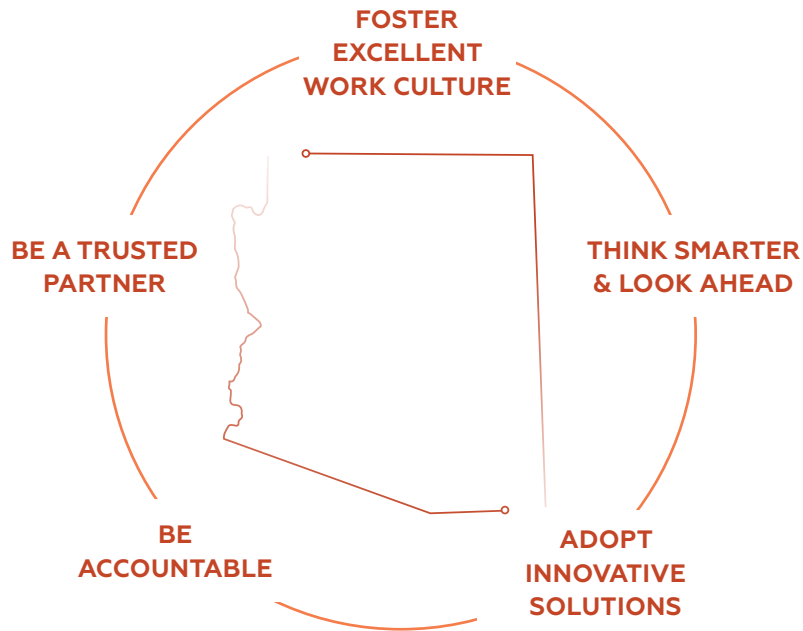
Inspired by our vision for IT, our mission is to deliver reliable and secure IT solutions focused on enhanced human-centricity, efficiency, accessibility, transparency, and security of digital services while fostering data-driven innovation and collaboration that deliver our state services. We will achieve this by:

- Evaluating and prioritizing strategic technology investments to ensure the statewide stability of essential infrastructure
- Incorporating foresight to evaluate innovative services and solutions for our agencies and the people they serve
- Providing platforms that maximize data management to ensure efficient service delivery



## OUR PRIORITIES:

ADOA-ASET focuses on a strategy to be accountable as the definitive leader in information technology for the State of Arizona.



Our strategic objectives support the priorities of the Arizona Governor's Office and provide assistance to ensure the success of their initiatives.

### **FOSTER AN EXCELLENT WORK CULTURE**

Hire and develop talent from diverse fields and backgrounds while adopting practices that promote learning, teaching, sharing, and flexibility in work delivery

### **THINK SMARTER & LOOK AHEAD**

Use forward thinking strategies that rival and exceed practices in other public entities and the private sector

### **ADOPT INNOVATIVE SOLUTIONS**

Identify and adopt proven solutions that enable the state and its employees to work smarter with more efficient time spent on value-added tasks

### **BE ACCOUNTABLE**

Use a structure of setting SMART goals to empower our teams and measure our progress and outcomes in all areas of our business

### **BE A TRUSTED PARTNER**

Create a culture of collaboration and transparency that supports the mutual success of our customers and employees



# INVESTING IN PEOPLE WHO RUN OUR TECH

## Build & Maintain An Ever-Evolving IT Organization

OWNER: STATE CHIEF INFORMATION OFFICER (CIO)

We will put people first, followed by planning, establishing, and maturing our processes, and ultimately leveraging technology to best serve public interests. The strategies we follow include:

**Recruit experienced talent** to state service via a dedicated committee that establishes criteria for IT positions and equity-class scales to evaluate and address resource gaps in the state while also developing strategies to improve retention.

**Offer opportunities for internships** that enable individuals to engage in significant projects, set development goals, and gain experience and confidence to develop successful careers.

**Identify and fill talent gaps**, including leadership roles by promoting from within, networking with professionals from a variety of fields, and providing employees with resources for additional training and continuous improvement in the form of development plans for next level roles.

**Inspire collaborative approaches** with a focus on diversity of thought and increased partnership between the IT team and the business unit to plan and understand desired capabilities and outcomes.

**Foster a culture that inspires employees** to grow in their careers by investing in our talent and maintaining an environment that empowers employees to leverage their knowledge, strive for success, and invest in their professional development, subsequently improving employee retention for operational consistency across the organization.



People are the most valuable asset of any organization. To retain our skilled employees and also attract new talent, we offer them a place with opportunities to constantly learn and grow in a positive environment.

At the State of Arizona, we are determined to be a highly desirable place for IT professionals to work and build their careers.

**Our resources and strategies include:**

- Lean management principles
- Exploring emerging technologies/technical skills
- Mentoring new talent
- Professional development
- Professional certifications

## Focus on Customer-Centric Relationships

**OWNER: DEPUTY STATE CHIEF INFORMATION OFFICER (CIO)**

We provide support to state agencies, boards, and commissions in their mission to fulfill the needs of the public. While ADOA-ASET is not primarily a public facing agency, we take our responsibilities seriously and by supporting state agencies to the fullest, we contribute significantly to serving Arizona residents.

**Our major impacts include:**



Implemented customer relationship management (CRM) with an integrated Project Investment Justification (PIJ) and strategic planning platform, resulting in PIJ approval time reduction of 1 week or less



Increased agency participation in the annual IT strategic planning process through the statewide PIJ/Strategic planning platform for quality assurance, disaster recovery preparation, and additional qualitative results

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THINK SMARTER & LOOK AHEAD

# BE BUSINESS SAVVY

## Optimize Service Delivery

OWNER: CHIEF OPERATIONS OFFICER (COO)

Our objectives to optimize service delivery include:

**Maintaining the state portfolio** of hardware (EHCP), applications, and software through statewide contracts resulting in improved management and cost saving/avoidance opportunities.

**Enhancing Continuity of Operations Plan (COOP)** to ensure that systems, software, and hardware are resilient and backed up in the event of service outages due to loss of power, natural disasters, cyber attacks, and any other instances with the potential to cause service interruptions.

**Regularly updating and creating new policies**, standards, and procedures (PSPs) as needed to ensure compliance and standard operating procedures across state agencies.

**Improving strategic oversight with an Automated Project Fund (APF)** Financial Analyst and Engagement Managers (EMs) to help agencies, boards, and commissions to successfully submit Project Investment Justifications (PIJs) for approval. This ensures IT projects have sufficient funding, planning, and resources to be successfully completed once the established PIJ process has been completed and approved.



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## Cloud Modernization & Optimization

**OWNER: CHIEF OPERATIONS OFFICER (COO)**

The public desires better, faster and more reliable services. In order for the government to keep pace and meet these demands, we leverage innovative technologies, including cloud computing.

For the past several years, the State of Arizona has been dedicated to embracing the cloud and cloud-based technologies. By consuming and leveraging these resources, the state is at a greater advantage and position to deliver effective public service that cannot be reached with traditional IT. The state's priority is to find ways to increase efficiency, flexibility, security, and accessibility through enterprise cloud computing.

Cloud optimization and an assessment rating have been established, with 102 state agencies integrating long-term visions into their annual IT strategic plans for ongoing cloud maturity and security. The state's next phase will focus on modernizing existing applications through containerization and serverless technologies, building out data lakes and warehouses, use of AI/ML technologies, and seeking SaaS applications where applicable.

### Cloud-First → Cloud Smart

The Cloud-First Policy is a published document that provides a single point of guidance for the State of Arizona moving forward. Over time, the policy has evolved from a cloud-first approach to an optimization and maturity model, also known as "cloud smart."



THINK SMARTER & LOOK AHEAD

# PUBLIC SERVICE PRIORITY

## Strengthen Service Delivery Capabilities

**OWNER: DEPUTY STATE CHIEF INFORMATION OFFICER (CIO)  
AND CHIEF OPERATIONS OFFICER (COO)**

**Public service is our first priority.**

To keep service levels high across the board, the state has established:

### STATEWIDE IT GOVERNANCE

This allows ASET to drive business value and generate effective decision-making for the benefit of all residents and constituents.

### SERVICE MANAGEMENT

This formal process supports optimal service delivery, leading to outstanding public satisfaction and the ability to exceed service level targets.



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### Service Management

This formal process supports optimal service delivery, leading to outstanding public satisfaction and the ability to exceed service level targets. We accomplished this by expanding and building our capabilities on enterprise platforms, which support a variety of plug-and-play apps including IT service management (ITSM), security operations, customer service, and business workflows. It is also a flexible, easy-to-use development environment that allows business operations users and developers to quickly automate tasks and workflows. ADOA's implementation of ITSM enables the expansion of our portfolio of services while reducing costs by using a single platform for IT that leverages an up-to-date common data model to automate core processes for service and operations processes (i.e., incidents, changes, and routine requests).

### Remote Work

Since 2020, the state has saved more than \$9 million in rental costs and reduced its office space by approximately 750,000 square feet following the transition to a predominantly hybrid workforce of state employees. As part of this statewide collaborative effort, ADOA-ASET and the Department of Homeland Security provide cloud-based enterprise collaboration tools and security controls to enable efficient and secure remote work. In addition, Arizona's Connected Workspace at 1400 West Washington Street in Phoenix is designed for the modern workforce with a variety of conference rooms, individual work cubicles, collaborative huddle spaces, a large training room, and convenient parking.

BE A TRUSTED PARTNER

# BE IN STEP WITH TECHNOLOGY

## Adopt Innovative Solutions

**OWNER: DEPUTY STATE CHIEF INFORMATION OFFICER (CIO) AND CHIEF OPERATIONS OFFICER (COO)**

Using an enterprise approach, we leverage applications and platforms identified as best-in-class to create the scale we need while driving cost savings for the state.

**Examples include:**

- Email and productivity tools
- Webportal Platform Modernization
- Business One Stop
- School Finance Transparency Portal
- Next Generation 9-1-1
- Cybersecurity
- 911inform
- AZ360

### CENTRALIZED EMAIL & CALENDAR

Established centralized email and calendar platform, working towards consolidating 30+ disparate platforms statewide

### APPLICATION MODERNIZATION

Released new Arizona Procurement Portal, providing increased visibility and transparency to both suppliers and the state



## Establish Digital Solutions Office

### OWNER: DIRECTOR OF DIGITAL SOLUTIONS

The Digital Solutions Office (DSO) is a team in the State of Arizona collaborating across agencies, boards, and commissions to provide integrated and personalized digital experiences that empower and improve the lives of individuals, businesses, and citizens of Arizona.

The DSO enables statewide digital teams to incorporate human-centered design across programs as well as improve customer experience with state agencies.

**Our Mission: Train, educate, inspire, and connect State of Arizona leaders and their teams in adopting innovative digital solutions.**

#### Goals:

**Enhance User Experience:** Create intuitive, user-friendly digital interfaces and processes that meet the diverse needs and expectations of users.

**Streamline Service Delivery:** Simplify and automate service delivery processes, reducing administrative burdens and enhancing efficiency.

**Drive Digital Inclusion:** Ensure digital services are accessible to all individuals, regardless of age, ability, or socioeconomic background.

**Foster Data-Driven Decision Making:** Leverage data analytics and insights to inform service improvements and decision-making processes.

**Strengthen Cybersecurity:** Implement robust security measures to protect citizen data and ensure privacy across all digital services.

**Promote Innovation and Collaboration:** Encourage a culture of innovation, experimentation, and collaboration among state agencies, private sector partners, and members of the public.

#### The Four Pillars:

- **Community of Practice:**  
Build a cross-agency support group for digital solutions (product management, human-centered design).
- **Human-Centered Design (HCD):**  
Facilitate design training, best practices and workshops.
- **Agile Procurement:**  
Implement procurement strategies for digital services.
- **Digital Innovation:**  
Foster an environment of digital innovation among state agencies.

ADOPT INNOVATIVE SOLUTIONS

# A MORE CONNECTED WORLD

## Digitizing Services

**OWNER: CHIEF OF ENTERPRISE PROGRAMS AND CONSULTING**

Living in a more connected world, the state applies leading-edge technologies to offer greater access, faster responses, and timely resolutions to fulfill the demands of Arizona residents. To accommodate this, the state focuses on bringing more transactions and processes online and supports mobility for both state employees and residents of Arizona.

### **Our approach:**

- Increase access to information online with a focus on ease of use
- Target and automate current paper-based services
- Consolidate online access platforms
- Leverage a mobile first approach
- Increase online payment options associated with state services
- Implement an e-Signature solution for the WebPortal Platform

## Cybersecurity Is Homeland Security

**OWNER: STATE CHIEF INFORMATION SECURITY OFFICER (CISO)  
AND ARIZONA DEPARTMENT OF HOMELAND SECURITY**

With Arizona’s statewide cybersecurity operations now embedded with the Arizona Department of Homeland Security, the state is better equipped to defend against data and system breaches and respond to threats while constantly coordinating at the local, state, tribal, and federal levels. As cyber threats continue to evolve, we collaborate with all industries and all levels of government to share best practices, learn from past events, and continue to find new ways to protect the entire state from potential attacks. ADOA-ASET works hand-in-hand with AZDOHS to implement and operate the enterprise security controls.



Enterprise cybersecurity solutions standardized and implemented across the Executive Branch agencies in an effort to protect public and agency data



First in nation to achieve statewide cyber risk score over 700 (similar to credit score), enabling the state to better quantify and manage cyber risk

Our success in cybersecurity is heavily rooted in strategic planning, preparation, and remaining vigilant. We continuously drive adoption and grow a standardized set of enterprise security controls statewide, including:

### Statewide Cyber Readiness Program

The State of Arizona has been awarded funding to provide cyber resources to local and tribal government entities in Arizona. To provide these resources, the state reaches out to local and tribal government entities that do not currently utilize one or more of the resources available through the program. This is conducted on an annual basis and priority is given to smaller and less-resourced organizations in the order of when requests are received.



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BE ACCOUNTABLE

# RESULTS IN ACTION


## Our Results

For an up-to-date look at our results, please visit the ASET webpage at

<https://aset.az.gov/our-results>

You can also scan the following QR code with your mobile device to view the web page of Our Results.





“ We are responsible for leading a statewide IT Strategy that provides direction to agencies, boards, and commissions while fostering the principle of one Arizona working to achieve our specific public missions with efficiency, safety, compassion, and respect.”

**Lisa Dee Meyerson Marshall**  
*Chief of Enterprise Programs & Consulting*



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