



# 1 VISION 1 VOICE

2017-2022 STRATEGIC IT PLAN

**ARIZONA**

DEPARTMENT OF ADMINISTRATION  
TECHNOLOGY

UPDATED 12-2020



OUR VISION  
FOR GROWTH  
+ SUCCESS



## FROM THE DESK OF J.R. SLOAN, CIO



Smart policy, a robust economy, and a growing population place Arizona as a leader nationwide. Individuals and businesses relocating to the Grand Canyon State are drawn to this place that has demonstrated itself to be a hub for opportunity, innovation and entrepreneurship.

Along with our growing population and economy are increasing demands and expectations of the services provided by Arizona to our residents and businesses. Most recently we have seen the vital importance of fully digital services that are secure, resilient, scalable, user-friendly and accessible from any device.

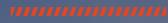
Our core mission at ASET is to deliver innovative and secure enterprise IT solutions to our state agency partners that support them in their individual missions to serve Arizona's residents, students, businesses and communities. This plan outlines goals and initiatives that drive toward the adoption of enterprise solutions throughout the State of Arizona. We will pursue best-in-class solutions and public-private partnerships that will support our mission and ensure exceptional customer service.

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

Arizona's future is bright - this truly is a place of opportunity for all. I look forward to working together to serve our state as your State Chief Information Officer.

**J.R. Sloan**

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



## LOOKING AHEAD, TOGETHER

A shared vision is not imposed by one person, nor is it an organizational mandate. It comes from common interests and a sense of purpose that guides organizational activities. One over-arching vision helps unify different groups, allowing them to effectively move forward and achieve their common goals.

### VISION

Our vision is to be the information technology leader for Arizona government, providing innovative and transformative services. This won't happen overnight. And it won't happen in a vacuum. Working together toward this shared goal, we will succeed.

### MISSION

Inspired by that vision, our mission is to deliver forward-thinking and secure IT solutions to state agencies. We will achieve this by:

- Putting the customer first
- Offering world-class services
- Focusing on value, not cost



## ASET GUIDING PRINCIPLES: OUR “NORTH STAR” FOR COLLABORATION, DECISIONS AND ACTIONS



### **Enterprise Security**

Driving best-in-class, enterprise-wide security standards through the office of the state Chief Information Security Officer (CISO) in an effort to ensure that all cyber security initiatives are coordinated and compliant.



### **Cloud First**

We believe in leveraging cloud platforms and services to increase value, flexibility, and scalability while avoiding capital investments.



### **Shared Services/Optimization**

Centralize and standardize core IT services enabling employees in diverse locations to make decisions at the speed of business, and drive efficiencies and economies of scale.



### **Enterprise Applications**

We promote leveraging configurable software platforms over custom-built applications. This will allow the state to deploy solutions more efficiently and leverage the established eco-systems associated with best-of-breed technologies. The state will make use of modern software development practices to deliver innovative solutions.



### **Data Sharing**

We believe in leveraging the power of analytics to make better business decisions. Data should be owned by the State and used in an electronic format and accessible by all agencies as long as regulations, statutes and best practices are followed.



## 1 VISION, 3 GOALS

How will we become the information technology leader for Arizona government?  
Focus and teamwork – starting with three key strategic goals:



To measure our success, we'll follow sound business practices. Goals should include defined initiatives, specific action plans, measurable key performance indicators (KPIs), and an accountable executive staff member and team.



GUIDED BY OUR VISION. ROOTED IN OUR VALUES.



SEEING SUCCESS / UPDATED 12-2020

As we move forward, it's good to see how far we've come. These successes remind us that anything is possible when we share a vision.

As we reach significant milestones on our journey, we will continue to update our achievements along the way.

**\$69.2M**

achieved in savings/avoidance on statewide IT initiatives via our new Business Engineering organization within ASET

**STATEWIDE  
DATACENTER  
PARTNERSHIP**

this partnership lays the foundation for the state to begin to consolidate its footprint and begin to realize a potential savings/avoidance of up to \$30M, while leveraging best-in-class facilities/ technologies



## ORGANIZATIONAL EXCELLENCE

# BE "THE PLACE" TO WORK

### Build a world-class IT organization

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

To be an information technology leader, we need to build a team united around our vision. When hiring new team members:

- Recruit top talent with proven experience
- Look to fill talent gaps, including leadership roles
- Seek collaborative, positive personalities
- Push to expand and build our capabilities

In addition to attracting top talent, we need to create a culture that inspires people to build a career with us. To help retain our skilled team members we must create an environment that cultivates employees and empowers them to leverage their knowledge, successes, and failures.

## Put customers first

**OWNER: CHIEF STRATEGY OFFICER (CSO)**

We strive to have our customers at the center of everything we do and let them guide us into the future. We never forget that the citizens of Arizona and the state agencies that support them are our customers. ADOA-ASET's core focus is to deliver a superior customer experience – every single time.

How we'll get there:

- Establish and mature a Business Engineering organization
- Implement a dynamic and responsive Voice of the Customer strategy (VOC)
- Bring a product focus to the services we offer and customers we serve

**INTEGRATED  
CUSTOMER  
EXPERIENCE**

implemented CRM with an integrated PIJ/strategic planning platform, resulting in PIJ approval time reduction of 1 week or less

**250%**

increase in agency participation in the annual strategic planning process, through the use of the statewide PIJ/Strategic planning platform

## Create a culture of learning

**OWNER: ASET EXECUTIVE LEADERSHIP TEAM**

People are the foundation of any organization. That's us – we are the culture. To keep our top players and to attract the best new talent, we must offer them a place where they can constantly learn and grow in a positive environment.

In the ever-changing, competitive, technology industry, workers look for companies that help them sharpen and update their skills. Within our organization, we must make a commitment to be known as the place IT professionals want to work.

Our priorities include:

- Arizona Management System (AMS)
- Lean principles
- Emerging technologies/technical skills
- Professional certifications

# BE BUSINESS SAVVY

## Optimize service delivery

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

Our objective is clear: Assess ASET's core competencies that fit our business model and align against our customers' requirements. In addition, explore partnerships that help the state consolidate its footprint and begin to realize a potential savings while leveraging best-in-class facilities and technologies.

### On an ongoing basis:

- Leverage our strengths to provide outstanding services
- Identify and fix capability gaps
- Explore public-private partnerships to help fix the gaps
- Divest services that do not fit our business model

### MANAGED STATE MAINFRAME

facilitated public-private partnership; resulting in a projected cost savings/avoidance of \$20.2M over 10 years, while increasing the feature base, disaster recovery, and scalability for state agencies

### OPTIMIZED PERFORMANCE

leveraging cloud-based mainframe has resulted in a 400%+ system performance increase due to upgraded features and functionality

## Embrace the cloud

**OWNER: CHIEF OPERATIONS OFFICER (COO) AND CHIEF TECHNOLOGY OFFICER (CTO)**

Our customers demand better, faster and more reliable services in their private and business lives. They expect the government to keep pace. The state needs to meet these demands using innovative technologies, including cloud computing.

Our motto is: embrace the cloud. This new paradigm of how people consume applications and leverage computer resources brings a host of advantages that are not possible with traditional IT. The state's priority is to find ways to increase efficiency, flexibility, security, and accessibility through enterprise cloud computing.

1,076

devices migrated to the cloud, 15% retired and 5% shifted to the SHDC with total cost savings/avoidance of \$4.2M

CLOUD-FIRST  
POLICY

published to help guide our state's journey forward

## Strengthen service delivery capabilities

**OWNER: CHIEF STRATEGY OFFICER (CSO) AND CHIEF OPERATIONS OFFICER (COO)**

Our customers come first. 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 that is common to all our customers.

### Service Management

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

99%

reduction of network-related service outages to date

\$24M

projected cost savings/avoidance generated over the next 3 years through AZNet contract re-negotiations



## TRANSFORMATIVE TECHNOLOGIES

# BE IN STEP WITH TECHNOLOGY

### Adopt enterprise solutions

#### **OWNER: CHIEF TECHNOLOGY OFFICER (CTO) AND CHIEF STRATEGY OFFICER (CSO)**

In order to create a 'connected' state, we must take an enterprise approach to the applications we leverage and the platforms on which they are built. Best-in-class solutions are no longer only within reach of the private sector. Their expansive ecosystems will not only create the scale we need, but also drive cost savings for the state.

Areas of focus include:

- Email and productivity tools
- Document management
- Business workflow and Customer Relationship Management (CRM)
- Infrastructure
- Analytics
- Cyber security

#### CENTRALIZED EMAIL AND 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

## Protect our data

**OWNER: CHIEF INFORMATION SECURITY OFFICER (CISO)**

Priority one is to protect the data of the citizens of Arizona and to prevent data breaches impacting our state. As cyber threats continue to evolve, we must collaborate with all industries to share best practices, learn from past events and continue to find new ways to protect the state from potential vulnerabilities.

In order to succeed we all must stay vigilant. It is our goal to drive adoption and grow a standardized set of enterprise security controls statewide.

15

statewide cyber security controls standardized and implemented across Executive Branch agencies in an effort to protect citizen and agency data, resulting in 1142 security gaps closed to date

725

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

## Digitize our services

**OWNER: CHIEF TECHNOLOGY OFFICER (CTO)**

Living in a 'connected' world, our citizens demand the services they need available at their fingertips. To accommodate this, the state will apply leading-edge technologies to offer greater access, faster responses and timely resolutions for our customers. We will continue to push to bring more transactions and processes online and support mobility for both state employees and the citizens 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

\$3M

immediate state savings/avoidance achieved by 13 boards adopting a common enterprise eLicensing platform built on cloud-based technologies to automate and streamline their licensing practices

1852

customer-facing services digitized to date

## ACCOMPLISHMENTS AND AWARDS

# RESULTS THAT MATTER

## Awards

### National Recognition

- 2020 Digital States Survey - Arizona receives A- (tied 6th overall nationwide)
- 2020 Center for Digital Government - Top 3 States for IT Strategy Leadership
- 2019 Outlier - Morgan Reed, State Chief Information Officer (R.2019)
- 2020 StateScoop 50 Leader of the Year - Doug Lange, State Chief Strategy Officer
- 2020 StateScoop 50 Up & Comer - Brandon Kent, Statewide Google Champion
- AZDCS - 2018 CIO 100 Winner - Linda Jewell, Chief Information Officer
- ADEQ - 2020 CIO 100 Winner - Top 100 IT Organizations
- ADEQ - 2020 CIO 100 Winner - Gary Heller, Chief Information Officer
- AZ Lottery - 2020 Government Experience Award Winner - Website and Mobile Advancements
- 2019 NASCIO Finalist - Building the Governance Model (ASET)
- AZDCS - 2018 NASCIO Finalist - "Mobile First" Strategy and Tablet Deployment
- ADEQ - 2018 NASCIO Finalist - Arizona myDEQ Environmental Compliance Portal

## Accomplishments

### Statewide

- Governor's Office - ArizonaTogether.org averages 113,375 hits per month.
- ADHS/ADOA - Awarded cyber grant from Johns Hopkins University for IT security services to local and tribal governments.
- The Governor's Office and state agencies leveraged existing technologies to meet the demand for PPE materials.
- Trailhead launched to provide Salesforce training to state employees free of charge.

### Agency

- ACJC - Deployed workflow solution for LE warrant process, eliminating paper processes and errors.
- ADCRR - Deployed Google Meets for corrections visitation, protecting officers and inmates during pandemic.
- ADE - Empowerment Scholarship Program application time reduced from 72 days to 9 days.
- ADEQ - Adapting a citizen-facing service, residents 65 years and older qualify for an emissions testing waiver during the pandemic.
- ADEQ - myDEQ portal permit time reduced from 89 days to same day.
- ADOT - Installed GPS devices and smart vehicle fleet technology in ADOT and Statewide vehicles.
- ADOT - Modernization of Motor Vehicle Division (MVD) systems, transforming citizen services.
- ADOT - Data Center Relocation project moves and protects critical applications while enhancing capability.
- ADOT - Keeping roads and freeways clean by reporting litter online.
- ADOT - Keeping drivers and freeways safe with Wrong Way Driver Notifications (vehicle detection and warning system) and AZ511 (road information).
- ASRS - Leveraged 3rd party benefit payment and reporting to save \$890,000 in one year.
- DES - Pandemic Unemployment Assistance (PUA) issuing 250,000 checks totaling \$178M weekly.
- DES - Leveraging Google Machine Learning to identify fraudulent UI claims before they are paid.
- DES - Implemented a citizen-facing chatbot to address citizen questions related to COVID and Unemployment Assistance programs.
- DES - Implemented an automated booking process to schedule virtual appointments with Unemployment Assistance councillors.
- DHS - Vaccine dispensing solution launched in 3 weeks and achieves \$225k savings.
- DHS - Cloud based Medical Marijuana licensing system saves \$20M in first year costs.
- DIFI - Deployed E-Licensing with upgrades to federal API, customer notifications and fee processes.
- Gaming - Launched Gaming website redesign for Racing, Boxing, Mixed Martial Arts (MMA).
- AZDEMA - Launched new citizen-centric website for emergencies with ADA SLD functionality included.
- AZDPS - New Public Services Portal (PSP) automates licensing and reduces processing times.
- ASLD - Implemented a GIS interface for geo-spatial mapping in the application process.
- ASLD - Replaced legacy ERP system and paper-driven processes with the cloud-based Land Electronic Application Processing system, reducing in-person transactions 40%.



*"One vision, One voice* is about finding new ways to come together as a state. To foster a culture of change, demand more for our citizens and ultimately work together to increase the adoption of enterprise solutions across the state of Arizona."

**Doug Lange**

State Chief Strategy Officer



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