



1 VISION 1 VOICE

2017-2020 STRATEGIC IT PLAN

ARIZONA

DEPARTMENT OF ADMINISTRATION
TECHNOLOGY

UPDATED 02-2019



OUR VISION
FOR GROWTH
+ SUCCESS



FROM THE DESK OF MORGAN REED, CIO



Today's society is more connected than ever. Access to critical data and information, from wherever we are, is no longer a luxury but a necessity. Our citizens demand reliable technology to interact and conduct business with our agencies from anywhere, at any time. Without modern technology, our departments cannot serve our citizens in the manner they have come to expect, which is why we are so eager to digitize Arizona government through online services and enhanced applications.

I believe that two major government trends are influenced by the needs of our customers: the expectation of exceptional service at all levels of government and the desire for a user-friendly experience. Through maximizing online capabilities, offering increased mobile applications and other innovative solutions, we can effectively and efficiently provide new and improved services.

My goal is to lead not only from a technology perspective but to do so while focusing on overall business and citizen value. By understanding the business objectives of our state agencies, Information Technology can evolve from an obligatory service provider to a strategic business partner that can work with departments to identify and implement cost-effective technologies that support long-term success.

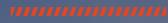
At its core, this plan outlines goals and initiatives that drive toward the adoption of enterprise services throughout the state of Arizona. We will pursue best-in-class solutions and public-private partnerships that will pave the way toward becoming the leader of technology and the hub of exceptional customer service.

This plan was developed at a time of great momentum and change in Arizona state government. It will allow us to remain focused on our strategic direction and accomplish our vision together to meet the demands of our customers. As we continue to evolve, our needs and priorities may shift but this plan will serve as an evergreen agent for change.

It is my pleasure to walk with you down this road as your State Chief Information Officer.

Morgan Reed

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 01-2019

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.

\$11.8M

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 in an effort to streamline and enhance agency collaboration and insights, resulting in PIJ approval time reduction of over 1 week

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.

14

statewide cyber security controls standardized and implemented across Executive Branch agencies in an effort to protect citizen and agency data, resulting in 1079 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

707

customer-facing services digitized to date



"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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