

Presentation to ITAC



Agency Vision

Make Arizona the #1 state in the nation through continuous improvement efforts.

Agency Mission

Deliver effective and efficient enterprise support services to state agencies to allow them to focus on their unique missions.

Project Name

Business One Stop – AS21008

State of Arizona – Department of Administration

June 23, 2021

The Problem

Business owners go through multiple touchpoints with state agencies during their business journey



User pain-points

- Users feel confused about requirements and feel unsure which agency site to use
- Users feel uncertain due to lack of transparency on end to end process completion
- Users may be discouraged to use online forms since similar manual data input is needed across multiple systems

State pain-points

- Lack of integrated user information makes it difficult to track records and leads to increased processing times
- Silos of technology and information lead to inefficient operations and duplicative technology systems

The Vision

The state's vision is to make Arizona an attractive place for Business owners and enable them to kickstart and operate their business seamlessly



GOAL

Establish a Business One Stop portal that provides a single online location to help citizens & businesses plan, start, grow, move, & close businesses in Arizona.

How we will get there

Current state systems



azdor.gov
aztaxes.gov



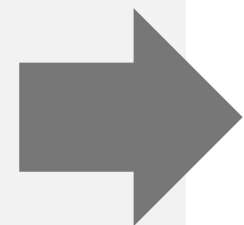
azcc.gov



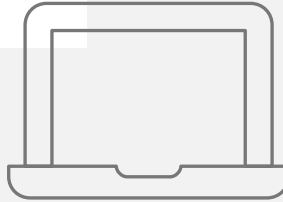
azsos.gov

ARIZONA
COMMERCE AUTHORITY

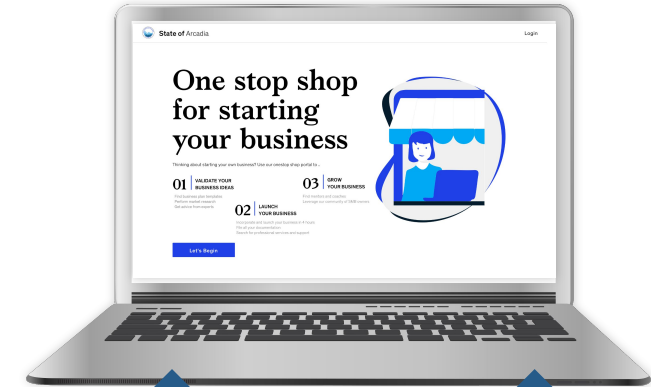
azcommerce.gov



...



Future state integrated systems



Application layer (API, Webservice, etc.)
Secured data transfer
Enhanced security protocols



ARIZONA
COMMERCE AUTHORITY

azcommerce.gov



azsos.gov



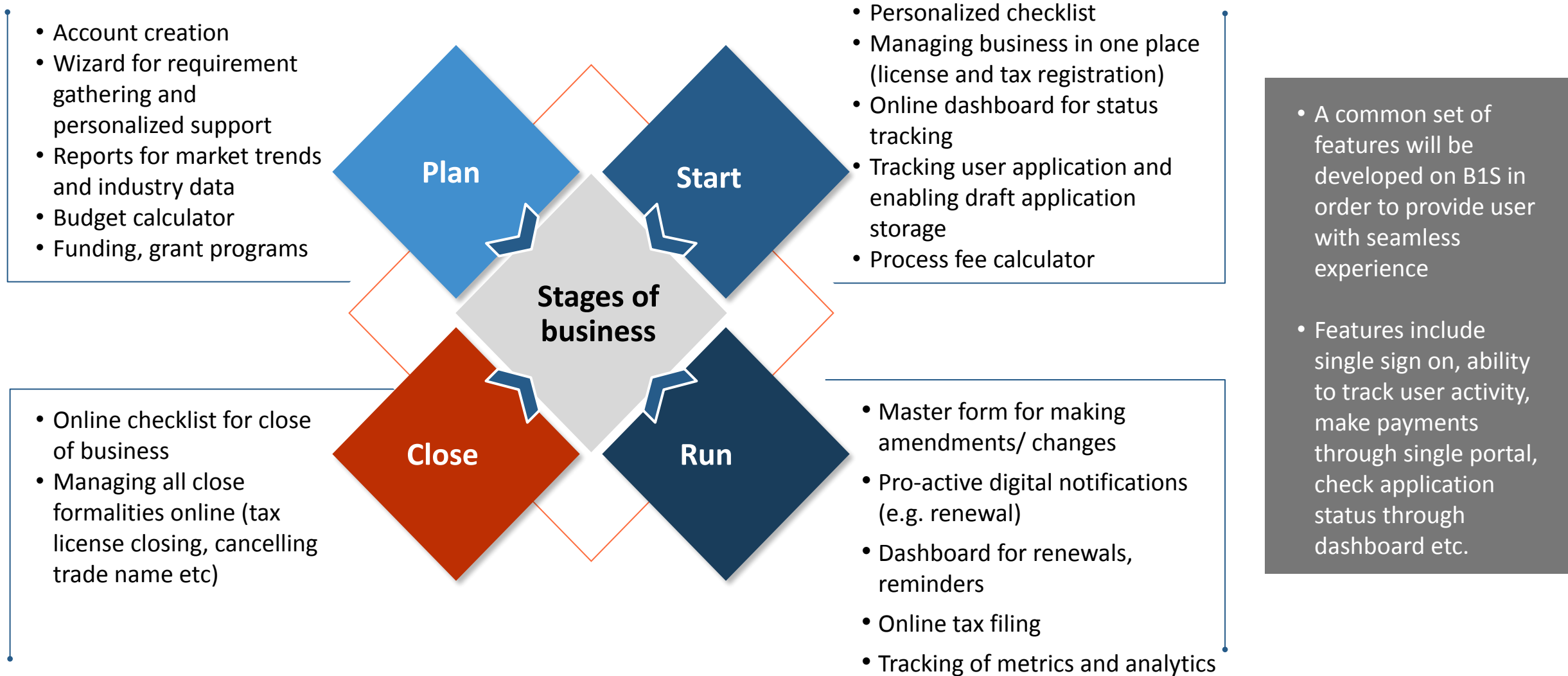
azdor.gov
aztaxes.gov



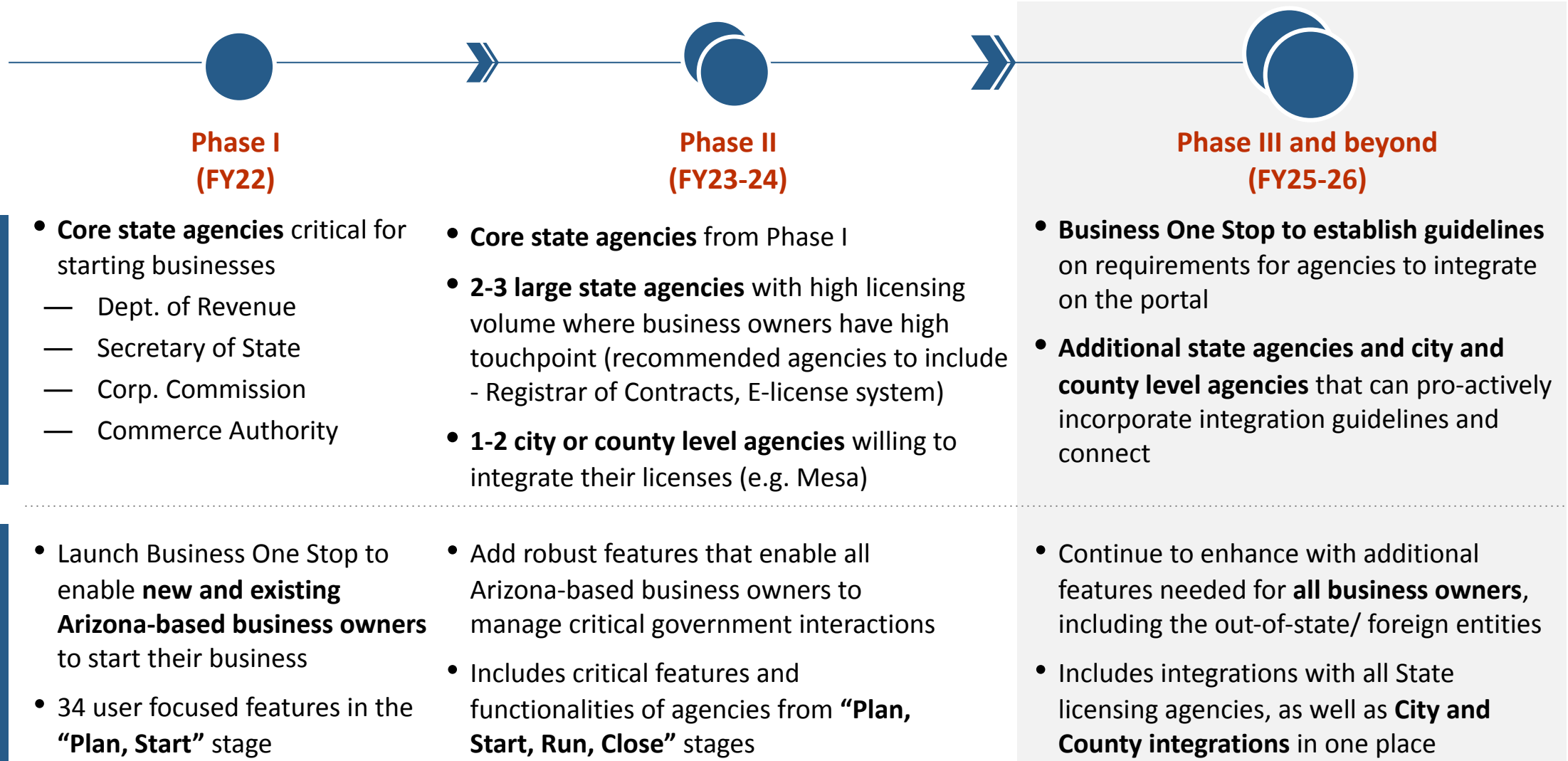
azcc.gov

...

The proposed set of features enhances the business owner experience at each stage of the journey



Strategic progression of Business One Stop



Efforts to Date

- FY20 Assessment and Feasibility Study using \$1M in APF funding.
- Provided [recommendations to the State](#) on how best to achieve the goals of the portal.
- Developed a design plan that documents the [business requirements](#) and shared understanding of the future state of the portal.
- Developed a functional demonstration [prototype](#) using the ADOT “SuperPortal”
- Developed the product roadmap.
- US Digital Response (<https://www.usdigitalresponse.org/>) User Experience research.

A number of considerations were made in order to build a Business One Stop portal; eAZ Super portal platform was found to be the most viable option

Considerations

Technology stack consideration

How **viable is the technical solutions** across the stack? (Scalable infrastructure, ability to integrate through restful functionalities, secured database, customizable interface and integrated applications and code repository for teams)

Security

What kind of **security protocols** are present or need to be developed? (network segmentation, DMZ, active directory, encryption, etc.)

Ease of Development

How easy is it for **code development** and how **flexible** is it to use off-the-shelf libraries and expand features?
How much is the **control on DevOps processes** and core technology?

Talent requirement

Can the organization leverage **existing talent** or hire the right skill set easily in the market?

Cost

How much does it **cost across these parameters** in the short and long term – ownership, maintenance, development, testing, production, network?

Additional considerations

What other elements need to be considered?

Most viable option

The pros and cons were evaluated for the following alternatives:

1 eAZ Super portal platform

2 Building from scratch

3 3rd party applications:

- CMS applications (e.g. Backbase, Adobe experience manager, Sitecore)
- Other vendors (e.g. PCC)

The eAZ platform is technically viable and has existing momentum to build Business One Stop (1/2)

+ Pros
 - Further investigation/development need
 - Cons
 Best option(s)

Considerations

eAZ Super portal platform

Building from scratch

3rd party applications

Technology stack consideration

- + **Scalable infrastructure** with Azure commercial cloud
- + **Restful integration** with a few agencies and developed basic APIs; ability to integrate new technologies
- + **Secured MS SQL database** being used
- + **Great tool for source code** management (Team foundation services)
- + **Customizable interface** based on agency needs
- Could integrate some **off-the-shelf libraries** and solutions in the existing platform

- Robust technology stack could be selected, however it will be similarly viable to eAZ stack leading to **duplication of effort**
- + **Easier to leverage off-the-shelf solutions** not considered in eAZ development
- + Can **experiment with new technologies without constraints** of an existing architecture

- **Robust technology stack** could be selected across 3rd party solutions (e.g. backbase, adobe experience manager) however, it will be similarly viable to eAZ stack leading to **duplication of effort**
- + **Easier to leverage off-the-shelf solutions** already existing on the applications
- + **New technologies and future-proof functionalities** packaged in newer releases

Security

- + Implemented **required government security protocols** and integrating their own (network segmentation, DMZ, active directory, database encryption, etc)
- **Further development required for state security requirements** based on the agency being integrated

- All required **security protocols will need to be integrated**
- **Duplication of effort** on creation network segmentation, DMZ, etc that are already developed for eAZ

- **Security patches** provided by vendor, however require system platform updates (maintenance)
- All required **state security protocols** will need to be included
- **Duplication of effort** on creation network segmentation, DMZ, etc that are already developed for eAZ

Ease of Development

- + Easy development for **developers in Azure stack**, Microsoft libraries available
- + **More control over the core technology** to perform optimization and bug fixes
- **Longer time to market** depending on resource availability across agencies

- + **Easy development for developers** based on technologies selected (azure, aws more viable options)
- + **More control over the core technology** to perform optimization and bug fixes
- **Longer time to market** depending on resource availability across agencies

- **Platform training** may be required for developers
- **Less control on core technology** since it needs to be managed through vendors
- + **Time to market potentially shorter** for some solutions with existing functionalities

The eAZ platform is technically viable and has existing momentum to build Business One Stop (2/2)

+ Pros
 - Further investigation/development need
 - Cons
 Best option(s)

Considerations	eAZ Super portal platform	Building from scratch	3 rd party applications
Talent Need	<ul style="list-style-type: none"> + Microsoft stack used all across agencies; existing talent in the organization can be leveraged + Ability for developers to think creatively for solutions and work with newer technologies 	<ul style="list-style-type: none"> + Existing talent could be leveraged and technology could be chosen accordingly + Ability for developers to think creatively and work with newer technologies 	<ul style="list-style-type: none"> - Additional talent hiring may be required (e.g. Java developers for Back-base and Adobe solutions), training or tech administrative role may need to be established if vendors with Business One Stop functionality chosen
Cost	<ul style="list-style-type: none"> + Costs could be controlled by paying only for what is needed, not buying unused functionality - Customized solutions may lead to higher maintenance cost in the long term 	<ul style="list-style-type: none"> - Similar cost as eAZ leading to duplication of costs - Additional cost of ownership 	<ul style="list-style-type: none"> + Potentially lower maintenance costs in the - Additional cost of licensing - Additional network costs depending on hosting options - Potentially higher long term costs
Additional consideration	<ul style="list-style-type: none"> + Existing momentum across agencies to make Business One Stop a reality + ~80% of citizen data mapped in MVD database that can be leverage for user identity - Minimal documentation available, need to be streamlined and recorded 	<ul style="list-style-type: none"> - Teams will need to realign on new platform and technology - User identity need to be established or MVD connection need to be integrated + Documentation can be recorded from the beginning 	<ul style="list-style-type: none"> - Teams will need to realign on new platform and technology - User identity need to be established or MVD connection need to be integrated + Documentation can be recorded from the beginning

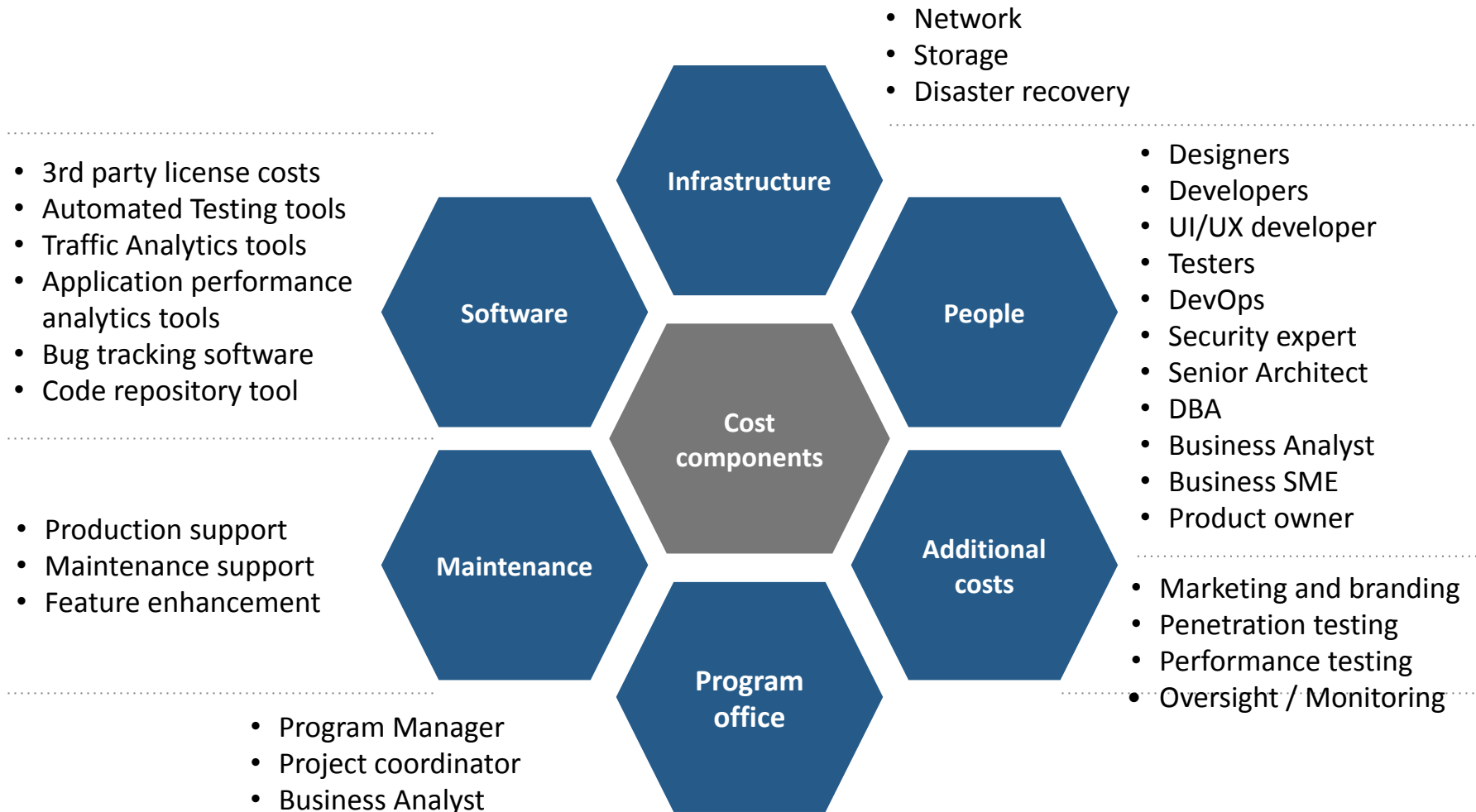
Irrespective of the alternatives above, the following development will need to take place to make Business One Stop a reality:

- Development of APIs/ web services across agencies for integration on Business One Stop
- Establishment of governance board and business model to manage/ operate the portal
- Implementation of security protocols required by the state

Project Timeline

Milestone / Task	Estimated Start Date	Estimated Finish Date
Project Kick-off - Review all requirements, schedule and milestones.	July 1, 2021	July 1, 2021
PI 1: Project start up, Planning, Requirements refinement & Design	July 1, 2021	July 13, 2021
PI 2: Development, Quality Assurance Review, User Acceptance Testing, Deployment	July 13, 2021	August 24, 2021
PI 3: Development, Quality Assurance Review, User Acceptance Testing, Deployment	August 24, 2021	October 5, 2021
PI 4: Development, Quality Assurance Review, User Acceptance Testing, Deployment	October 5, 2021	November 16, 2021
PI 5: Development, Quality Assurance Review, User Acceptance Testing, Deployment	November 16, 2021	December 28, 2021
PI 6: Development, Quality Assurance Review, User Acceptance Testing, Deployment, MVP Launch	December 28, 2021	February 8, 2022

Budget Categories for Business One Stop



Key highlights

- The cost assessment looked at **both** costs for B1S directly and costs agencies will incur to adapt legacy systems.
- The cost components include the initial set-up and development cost as well as **5 years of** annual recurring cost to cover ongoing maintenance, support and enhancements

Governor's Budget Proposal

- The Executive Budget for FY22 includes **\$7.8 million** to continue developing a Business One-Stop portal.
 - The budget includes both the costs for B1S directly and the costs agencies will incur to integrate/adapt legacy systems.
 - This initial funding will support launching Business One Stop to enable new and existing domestic (in-state) business owners to start their business.
 - This phase includes 34 functions - including for user account management and high-volume, critical-path functions for core agencies in the 'Plan' and 'Start' stages of the business lifecycle.*
- In future phases, the portal will be expanded, adding features intended to foster business growth and relocation. All three project phases can be completed by FY 2025 for a total development and maintenance cost of \$32.2 million

Breakdown by Phases

PHASE 1

Cost Estimate (Fiscal Year 2022)

Development	\$6,010,749
People	\$5,898,881
Software	\$39,920
Additional costs	\$71,948
Operations	\$1,748,079
Maintenance	\$1,008,800
Program Management Office	\$677,952
<u>Infrastructure</u>	<u>\$61,327</u>
TOTAL	\$7,758,828

PHASE 2

Cost Estimate (Fiscal Year 2023 & 2024)

Development	\$9,404,021
People	\$9,180,285
Software	\$79,840
Additional costs	\$143,896
Operations	\$6,210,270
Maintenance	\$4,670,085
Program Management Office	\$1,417,530
<u>Infrastructure</u>	<u>\$122,655</u>
TOTAL	\$15,614,291

PHASE 3

Cost Estimate (Fiscal Year 2025 & 2026)

Development	\$3,971,370
People	\$3,747,634
Software	\$79,840
Additional costs	\$143,896
Operations	\$4,821,659
Maintenance	\$3,195,147
Program Management Office	\$1,503,857
<u>Infrastructure</u>	<u>\$122,655</u>
TOTAL	\$8,793,029

Phase 1 Only Totals

Phase 1 Development Costs:	\$6,010,749
5 Year Operational Costs:	\$8,740,395
<u>5 Year Phase 1 Grand Total:</u>	<u>\$14,751,144</u>

Project Totals

5 Year Development Costs:	\$19,386,140
5 Year Operational Costs:	\$12,780,008
<u>5 Year Grand Total:</u>	<u>\$32,166,148</u>

What Success Looks Like

Change Management

- Project Milestones
 - Communications
 - Training
 - Other CM Actions

Measures of Success

- Application Launch
- Public Improvement & Maintenance Releases
- Customer Journeys Delivered (Project Milestones)
- Customer Satisfaction
- Time to market: How long it takes to submit an application (start to submit).
- Mental load. How hard, confusing, frustrating, otherwise easy, intuitive is the registration process

Q & A Session