State of Arizona
Government Information Technology Agency

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INFORMATION TECHNOLOGY

Statewide Strategic Plan
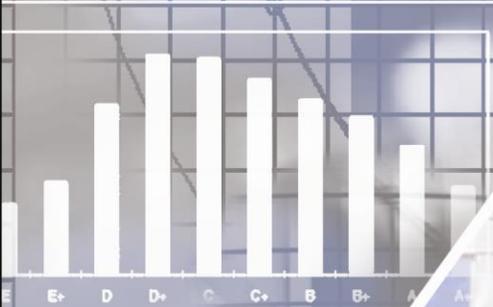
GITA

A note from Director Cummiskey:

GITA is the coordination point for all IT in the executive branch of the State. In that capacity, GITA will continue to set standards and review, approve, and monitor IT projects in the State. In addition to coordinating State IT, GITA will work to meet the special needs of the Legislature and will support Governor Napolitano's Homeland Security and Efficiency Review initiatives as outlined in the plan.

This Statewide Strategic Information Technology Plan reflects Governor Napolitano's vision for exceptional government in Arizona. Included in the plan are a set of goals for Arizona that will carry on the process of breaking down silos and moving the State forward technologically. These goals will be taken into account by agencies as they create their own IT plans.

By providing goals and a coordinated vision, the Statewide Strategic IT Plan helps move Arizona towards a consolidated IT infrastructure where data sharing between State agencies is streamlined and easy.

Chris Cummiskey
Director, State CIO
Government Information Technology Agency

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Introduction

The State of Arizona is a recognized leader in the field of government information technology, making Arizona one of the most accessible state governments in the nation. By using the Internet, Arizona residents can renew their automobile registration, apply for various permits, and even register to vote. More services are preparing to move on-line in the near future. This pioneering spirit has resulted in national recognition, including the Center for Digital Government's 2002 Digital State award.

These successes were not serendipitous. They were the result of a concerted effort by the State of Arizona to make Arizona a leader in information technology (IT). The Government Information Technology Agency (GITA) was established in 1997 to provide State agencies with the leadership necessary to improve IT in the State. Prior to the establishment of GITA, the State lacked an organization responsible for coordinating information technology projects across agencies. Moreover, no single agency had either responsibility or oversight capabilities to ensure that the State was deploying current and cost-effective technology solutions to meet its growing needs.

GITA fills this role by acting as the State of Arizona's information technology consultant, providing a range of services to agencies and, ultimately, the citizens of Arizona. From the very beginning, GITA has helped to enable the continued operation and efficiency of State government through technology. No sooner had GITA begun operation than it took a lead role in coordinating the state's Y2K transition. The result was a nearly seamless transition that maintained the high level of service from State government that the people of Arizona have come to expect. Additionally, the State is poised to navigate its budget woes by seizing upon current opportunities for developing innovative, technology-based solutions to improve government efficiency and responsiveness.

The State of Arizona plans to build on these successes as it develops strategic alliances with private sector companies to bring technology and the new economy to all of Arizona. Technology has been at the core of much of the phenomenal growth Arizona has experienced over the last two decades; future growth will depend on technology as well.

Information technology has moved from the sole domain of large firms to an integral part of almost every business in Arizona. Access to information technology will be at the heart of economic development throughout rural Arizona, and the State will be at the center of bringing that technology to rural Arizona.

Information also plays an integral part in keeping Arizona safe from both natural and man-made disasters. When such disasters do occur, information plays an even greater role in mitigating the impact of the disasters. The State will be at the heart of efforts to prevent and respond to threats against Arizona citizens, employees, and

> …Successes…were not serendipitous. They were the result of a concerted effort…

assets. The challenges facing the State are great, but no greater than the opportunities.

State of Arizona's Information Technology Vision

The State of Arizona will use optimal processes and technology to deliver exceptional government services to the citizens of Arizona. Regardless of where Arizonans are located, they will be able to easily access any information or service State government has to offer. This ubiquitous access will be made possible through the creative use of partnerships with federal, state and local government, as well as the private sector.

"The State of Arizona is committed to provide better government to the people by serving them more effectively and efficiently."

The State's IT Vision is predicated on the role of technology as a tool to improve processes, share information, and deliver services. State government must do a better job of leveraging information technology resources. Sharing IT resources enables agencies with finite time, money, and personnel to deliver services more efficiently. Technology services and initiatives must be driven by strong business cases that show citizens maximization of benefits through the resulting economies of scale.

Accomplishing the goals of the State IT Vision will require that effective planning, process definitions, and related oversight be in place. These activities are the foundation that GITA has been and will continue to build upon. This Statewide Strategic Information Technology Plan communicates key goals for guiding Arizona State government's future. The State of Arizona is committed to provide better government to the people by serving them more effectively and efficiently. The State also strives to provide important information to citizens so that they can make better decisions.

In today's world, citizens expect on-line access to government. They want to "get out of line and get on-line." They are forcing government to move from bricks and mortar to e-government. E-government enables ubiquitous access to quality information and government services by citizens, businesses, and state decision makers.

In alignment with this service commitment, GITA focuses on improving State business processes and optimizing the delivery of services through the use of technology. Each agency is encouraged to incorporate the goals of this State IT Vision into its own business and IT plans.

GITA will deploy the following core values in accomplishing its statutory mission:

Integrity – We believe in honesty, fairness, and accountability.

Right to privacy – We recognize that State government holds information, which is private, and that unauthorized release of that data is a violation of the public trust.

Freedom of access – We believe the public has a right to ease of access to public information within the constraints of privacy and confidentiality.

Cooperation – We believe that cooperation between political entities and with the private sector is fundamental to effective use of technology.

Respect – We believe all individuals are deserving of respect.

> ### *GITA Core Values*
>
> Integrity
>
> Right to privacy
>
> Freedom of access
>
> Cooperation
>
> Respect

Best Practices

In addition to the above Core Values, the following Best Practices provide guidelines that enable the State to move forward to accomplish this statewide IT Vision:

- Develop strategic alliances to meet objectives.

- Leverage State Information Technology resources and information.

- Improve business processes to make them more customer-oriented.

- Coordinate resources and information among agencies.

- Continually improve the planning and oversight processes to make the State's IT program more customer-oriented, and accountable.

- Emphasize life-cycle analysis in project justifications.

- Implement technical, coordination, and security policies and standards based on commonly accepted best practices and industry standards.

- Recruit, retain, and train highly qualified professional personnel.

- Remain familiar with emergent technologies in order to assess potential impact on State systems.

- Ensure quality assurance processes are built into agencies' IT programs.

- Ensure that government will continue to function, through coordinated disaster recovery plans, after natural or man-made disasters.

Goals

The following goals set a strategic direction for the State of Arizona in achieving its vision for the future.

1. Increased protection for Arizona citizens by securing state government information, strategic assets, and personnel.

2. Improved public service by providing expanded access to information and services by Arizona citizens using e-government solutions.

3. Enhanced economic development for the State of Arizona through exploitation of information technology.

4. Sharpened efficiencies and augmented quality of life for Arizona citizens through leveraged common IT resources and infrastructure.

5. Heightened quality products and services by improving internal government functions.

Working in concert with the Executive Branch agencies and other stakeholders in the State, GITA is committed to achieving these goals by adhering to the strategies and initiatives outlined in this strategic plan.

Goal 1: Increased protection for Arizona citizens by securing state government information, strategic assets, and personnel.

The tragedy of September 11, 2001 awoke all Americans to the nation's vulnerability to terrorist attacks. In her State of the State Address, Governor Napolitano placed Arizona's security as a front-and-center priority for the state. Working with other federal, state, and local agencies as well as the private sector, the State of Arizona will take every precaution necessary to ensure the safety of its residents and the continued operation of essential services in times of crisis and national emergency.

Seamless communication is central to any crisis response, whether that crisis is a terrorist attack or a wildfire. The interoperability of state communication systems through the vertical integration of video, audio, and data communications systems would greatly enhance response timeliness and is currently being considered by the Arizona Department of Public Safety. As the State of Arizona's information technology consultant, GITA will provide agencies with the leadership and expertise necessary to ensure the successful integration of these systems.

Communication with the public in times of crisis is equally important. Recognizing this, Governor Napolitano called for the creation of a statewide 2-1-1 system to assist in the dissemination of vital public safety information. The State of Arizona will draw on GITA's expertise in technology infrastructure and coordination to make sure that Arizona's residents have access to this information in times of crisis.

Arizona is improving homeland security efforts by using technology for sharing critical information on physical and cyber threats, upgrading communications interoperability, and improving planning for business continuity planning and emergency response.

> "…the State of Arizona will take every precaution necessary to ensure the safety of its residents…"

Strategies

- Identify alternative service delivery, if a natural or man-made disaster disables regular service delivery.

- Develop security standards related to architecture that align with Homeland Security initiatives.

- Partner with selected entities to ensure secure coverage in a broad range of areas.

Benefits

- Protection for Arizona citizens, public employees, and state assets.

- Secure statewide IT infrastructure to protect privacy and data integrity.

- Secure critical infrastructure to protect a variety of citizen interests; e.g. water, food supplies, telecommunications, etc.

Initiatives

Business Continuity Planning (BCP): In support of Governor's executive order 2003-5, "State Coordinated Emergency Response Plans," all Executive Branch agencies were required to submit Business Continuity Plans (BCPs) by May 13th, 2003. GITA worked with the Arizona Department of Administration (ADOA) and the Arizona Division of Emergency Management (ADEM) to determine agency data collection requirements and training needs including agencies' IT disaster recovery plans and IT security assessments. Once the BCPs were submitted, the tri-agency team analyzed the information and reported overall readiness scores to the Governor's Office. In conjunction with these efforts, GITA Director Chris Cummiskey participated as a member of the Governor's Homeland Security Cabinet. Additionally, GITA created an IT Security Advisory group to identify and recommend IT security best practices. GITA continues working with the Department of Homeland Security and other stakeholders to ensure continuity of state government.

> "Arizona is improving homeland security efforts by…sharing critical information…"

Statewide Infrastructure Protection Center (SIPC): The State has implemented a Statewide Infrastructure Protection Center to send alerts, collect vulnerability information for prevention efforts, and provide early warnings to state agency personnel and other government entities of cyber threats including computer viruses and network intrusions. As part of the State's IT security policies, standards, and procedures, agency Chief Executive Officers (CEOs) and Chief Information Officers (CIOs) are responsible for reporting all cyber threats and intrusions to SIPC. Further, GITA, in partnership with the Governor's Office, the CIO Council and ADOA, will be developing a statewide incremental cyber security improvement plan, which includes clarification of roles and responsibilities for a computer emergency response team (CERT) and the statewide security management function.

> "There are numerous projects underway…to protect the citizens of Arizona."

Security Assessments: GITA manages a web application, namely Technology Security Assessment –TESA that monitors agency compliance with the State's IT Security policies and standards. This application also prompts agencies to report specific gap closure plans. The system allows agencies to fill out the assessment on-line and then "submit" from the application. GITA then obtains "automatic" reports. As a result of automated collection, security information is consistent and complete. Finally, GITA aggregates the data and provides a statewide summary.

Communications: The need to communicate efficiently when preparing and responding to emergency situations is extremely critical for first responders, state government, and it citizens. Due to the significance of necessary communications interoperability to support statewide emergency response, the state is addressing both long-term microwave (radio and data) infrastructure enhancement requirements and tactical border radio communications gap closure needs. In collaboration with Homeland Security, DPS, DEMA, and local safety organizations, GITA is also providing consulting support services for three-digit N-1-1 "one call" resource centers; e.g., 2-1-1, 3-1-1, 5-1-1, and E9-1-1. Arizona State government recognizes that an efficient and interoperable information technology infrastructure is critical for sustaining viable continuity of government capabilities and improving collaborative Homeland Security efforts for first responders, emergency management, safety, welfare, and transportation functions.

Integrated Criminal Justice: GITA is partnering with the Arizona Criminal Justice Commission to coordinate efforts among State and local courts and law enforcement agencies. There are numerous projects underway to leverage State assets and information to protect the citizens of Arizona.

2-1-1: During 2003, GITA participated in stakeholder meetings and provided research on the envisioned 2-1-1 Project. A consultant was hired by GITA to determine how the State's current information technology infrastructure could best be used to create an in-house 2-1-1 system. This report was released to stakeholders in January 2004. By Executive order in February 2004, the Governor's Council on 2-1-1 was established to plan and build a statewide 2-1-1 system, which would facilitate the public access to community, social service and homeland security information and referrals. A multi-agency project management team has been formed including the Department of Homeland Security, GITA, and the Governor's Office for Children, Youth and Families to develop a system that will provide Arizonans with a web-enabled database as phase one of the three-phase project. Governor Napolitano has designated GITA as the lead State agency for implementation of the 2-1-1 Project. GITA and its partners are currently writing an RFP for phase one of this project. Additional information and the 2-1-1 Strategic Plan can be found at http://www.az222.gov/strategicplan.pdf.

Goal 2: Improved public service by providing expanded access to information and services by Arizona citizens using e-government solutions.

E-government increases the public's accessibility to government and enables it to run more efficiently. It makes legacy system data more accessible to state knowledge workers and citizens. Further, it allows public transactions over the web and telephones. The State's goal is to provide accessible, reliable, and cost-effective government services to Arizona's citizens electronically. GITA is leading this effort by:

1. Assessing State agency e-services requirements;

2. Architecting the framework to support both enterprise and distributed e-services delivery;

3. Developing standards for web-related initiatives;

4. Obtaining, developing, and implementing an e-services framework; and

5. Promoting collaboration and communication among agencies and municipalities.

Ultimately, the State will provide citizens and businesses with "one face" to Arizona government. The centerpiece of this initiative is the Arizona @ Your Service (AAYS) Web Portal. GITA is working closely with agencies to review their business functions and determine the feasibility of migrating selected functions to the Internet. The objective is to promote efficiency through the practical application of technology—this is in support of the Governor's directives to reduce costs and improve service delivery to the public.

Strategies

- Encourage agency use of the State Web Portal.

- Provide a sound business model for on-line service delivery.

- Improve the look and feel of the navigation and search capabilities of state websites.

Benefits

- Enable intra-governmental delivery of services.

- Provide service 24 hours/day, 365 days/year for citizens.

"Ultimately, the State will provide citizens and businesses with 'one face' to Arizona government."

"Any e-government initiative should be based upon principles of convenience, efficiency, security, accessibility..."

- Deliver a common entry point for a positive experience with online services for citizens.

- Improve access for citizens to government.

Initiatives

Notice of Intent (NOI): At the April 2nd, 2003, Governor's Cabinet meeting of executive agency directors, Governor Janet Napolitano directed all agencies to coordinate all web development initiatives through GITA. The process of informing GITA of the web development or maintenance effort is done through the NOI. This directive is intended to ensure that agencies are:

> 1. Employing cost efficient means in deploying all web-related services,
>
> 2. Evaluating the services offered through the AAYS Portal,
>
> 3. Adhering to statewide standards as published,
>
> 4. Maintaining a consistent look and feel in their website designs.

Business Case: Any e-government initiative should be based upon principles of convenience, efficiency, security, accessibility, and innovative investment. An assessment tool has been developed to help agencies prioritize and objectively compare transactions based on anticipated benefits and the agency's readiness to deliver such services. An assessment of each agency's readiness involves interviewing key personnel, gathering information on mission-critical functions, and evaluating the adequacy of agency resources.

Web Portal: The State of Arizona implemented an e-government portal to help agencies reach their e-government goals. Through a competitive procurement process, the State of Arizona selected a business partner to assist in developing the Web Portal. The Web Portal assists citizens by improving their access to web-enabled services. Additional benefit will be derived from the process of enabling transactions for e-government as web enabling leads to reengineering and streamlining of the business processes behind the transactions. Often, a project that began to merely place a paper form on-line yields a full-scale rethinking of the requirements behind the form and results in a far more efficient, cost-effective process.

> "The Web Portal assists citizens by improving their access to web-enabled services."

Intra-Government Efficiencies: In addition to increasing citizens' access, e-government initiatives will enable on-line transactions between and among agencies. When intra-governmental functions are administered on-line, the provision of governmental services will become even more integrated and efficient in Arizona. Such intra-governmental functions can include one agency passing data to another

electronically instead of by paper, travel claims, time sheets, motor pool reservations, on-line benefits enrollment, etc.

Targeted Services: During 2003, GITA proposed three government services to be placed on-line including the Department of Real Estate's license renewals, virtual State Park permit shop, and an electronic forum for citizen comment.

Goal 3: Enhanced economic development for the State through exploitation of Information Technology.

Governor Janet Napolitano has identified economic development, especially rural economic development, as one of her top priorities. Governor Napolitano signaled her intent to make GITA an integral part of this process by appointing GITA Director and State Chief Information Officer Chris Cummiskey to the Governor's Council on Innovation and Technology.

> "Governor Janet Napolitano has identified economic development, especially rural economic development, as one of her top priorities."

Information technology infrastructure is critical for economic development in Greater Arizona. Broadband capabilities help to break down time and distance barriers in conducting business and are essential for job creation outside the metropolitan areas. GITA has expert staff in the area of communications infrastructure development available to support the Governor's Council in its efforts to expand broadband infrastructure throughout the State and foster job growth in Arizona's rural communities. GITA has already taken the lead in this area through such ventures as the Telecommunication Open Partnership of Arizona (TOPAZ) project, which has more than tripled the number of Arizona communities with broadband access in just two years without any cost to the State or burdensome government mandates.

Beyond the critical infrastructure necessary for economic development across Arizona, GITA will assist agencies in their efforts to make the State of Arizona more accessible to business across the state and beyond its borders. Arizona is a national leader in e-government services. The Arizona @ Your Service Web Portal is a prime example of this innovation, saving countless hours for Arizona businesses and residents alike. Arizona has led so well, in fact, that other states have adopted many of its innovations.

> "Arizona has led so well, in fact, that other states have adopted many of its innovations."

Arizona must continue to innovate in the area of e-government services if it is to maintain its competitive advantage in this area and continue to lure businesses to our state through them. This, of course, translates into improved access and service for all users of e-government services. As the State of Arizona's information technology consultant, GITA will be a key player in this innovation.

Strategies

- Share telecommunication networks.

- Partner with vendors to leverage State of Arizona buying power.

- Aggregate cross-jurisdictional government needs for broadband services.

- Solicit demand through community activism to speed broadband deployment.

- Foster competition to encourage better services at lower prices to under-served areas of Arizona.

- Increase State's use of E-rate subsidies to fund both Internet connectivity and Network infrastructure within Arizona's schools.

Benefits

- Enhance economic development in rural areas.

- Reduce disparities across the State for access to the Internet and on-line services.

Initiatives

Strategic Leadership: The importance of effective leadership along with continuous effort and cooperation between vested interests cannot be overstated.   Without these ingredients, timely and beneficial outcomes will not be possible. The State of Arizona is currently marshalling groups into action to obtain the desired benefits of broadband access to all Arizona citizens. Some of the key groups are identified below:

1. The Arizona Telecommunications Planning Council to be appointed from within branches of government and from the public including the Governor's Strategic Partnership for Economic Development, foundational tele-communications organizations, and to be housed in the Arizona Department of Commerce;

2. The State Telecommunications Taskforce to be made up of eight to ten individuals with telecommunications expertise and from agencies with Statewide telecommunications interests, and to be directed out of GITA;

3. Regional planning councils, each made up of experts and leaders from local government agencies, public interest groups, and the commercial sector.

> "The State of Arizona is currently marshalling groups into action to obtain the desired benefits of broadband access to all Arizona citizens."

> "TOPAZ continues to be a primary guideline in defining public/private efforts to provision rural Arizona with broadband infrastructure."

TOPAZ: Telecommunication Open Partnership of Arizona continues to be a primary guideline in defining public/private efforts to provision rural Arizona with broadband infrastructure. As the State acts on behalf its own interests and in concert with other communities of interest in deploying broadband infrastructure, its agents will be mindful of local community needs as well as its own. Where possible, the principle of aggregating government and private sector demand for carrier services will be applied regionally and by project.

Economic Development Areas: There will be a high regard for Arizona's regions and various economic interests as the State acts to support deployment of broadband telecommunications. The Department of Commerce has defined eleven large economic development areas for the State of Arizona. They take advantage of key economic, political and geographic realities in the State. These economic development areas will be a primary focus to more easily aggregate demand and minimize conflicts of interest as regional telecommunication projects are defined. GITA expects that smaller communities of interest will come together within these regions to define telecommunication requirements, craft regional solutions and find funding mechanisms for those solutions.

Right of Way: State of Arizona laws and Executive Orders regarding rights of way issues will be the primary source of policy. Where there are voids or conflicts, the various councils will provide leadership in defining solutions. Rights of way issues affecting and/or hindering broadband deployment will be mitigated as expeditiously as possible, with the goal of favorable outcomes for deployment. Every effort will be made to see that State-owned rights of way will be made available for broadband deployment. Other governmental organizations and political subdivisions are to be encouraged to allow rights of way under their jurisdictions.

Prioritizing Federal Funds and Resources: Broadband deployment is a national, state, and local community issue. Increased effort should be expended to secure all dollars earmarked for infrastructure deployment. Arizona lags far behind other states in the acquisition of federal grants, subsidies, and loans directed at broadband deployment. Currently, about $8 billion is earmarked nationally for telecommunications subsidy and infrastructure deployment. Arizona's annual fair share, based on population alone, should be in the $200 to $250 million range. Over the last 5 years, Arizona's actual receipt from these programs is in the range of $80 to $120 million annually. In the future, the State of Arizona will identify, qualify, and help communities of interest apply for these grants, subsidies, and loans. The Arizona Telecommunication Planning Council as well as regional councils will be key players in this effort.

> "Broadband deployment is a national, state, and local community issue."

Statewide and Community Broadband Assessments: Geographically identified telecommunication assessments, sourced from and directed by Greater Arizona Development Authority, should continue as needed, with effective reporting of these assessments to State and local decision makers. The Legislature appropriated $500K

for community and regional telecommunication assessments. Continuing appropriations need to be obtained and assessment activities funded. Most importantly, findings from previous assessments need to be acted upon in a coordinated and prioritized manner. Outcomes of these assessments should be reported to the Department of Commerce, GITA, Arizona Telecommunication Planning Council, regional telecommunication councils, the State Telecommunications Task Team, and representatives of the geographic entities surveyed and assessed.

Telemedicine: Currently, the University of Arizona Medical Center is managing a separate network of leased and owned physical infrastructure for telemedicine. It has been successfully deployed to the State prison system, many Native American tribes, some schools, and many rural medical facilities. Much of its funding comes from federal grants (Rural Utilities Services, Universal Service Administrative Company, et al) with some appropriations coming from the Arizona State legislature. It is a very mature and growing network.

> "Telemedicine... is successfully deployed to the State prison system, many Native American tribes, some schools, and many rural medical facilities."

SACCNET: Southern Arizona Consortium of Counties Network (SACCNET) is an effort headed by the County Supervisors Association (CSA), which currently plans on extending Graham County's successes in aggregating government telecommunications needs into six other southern Arizona counties. The plan envisions the creation of a private government network, using dark fiber leased or purchased from willing carriers in Arizona's seven southern counties. CSA will host the provisioning of the dark fiber into various light spectrums, and then manage its use. The county seats of the respective counties will become hubs on the network. Within the SACCNET area, any Inter-Governmental Agreement (IGA) eligible entity (i.e., local governments, school districts, county governments, universities and colleges, remote State offices) is a candidate to participate on this private network.

CANAMEX: CANAMEX was identified in 1997 as a strategic trade corridor connecting Mexico, the United States and Canada as a western nexus. The CANAMEX corridor traverses Arizona, starting at Nogales, passing through Wickenburg, and leaving the State at Hoover Dam. An integral part of infrastructure enhancement will be developing the corridor's broadband connectivity. Telecommunication plans include deploying a simple wireless fixed (WIFI) matrix targeted at the trucking industry, with access points at truck stops and rest stops along the corridor. The infrastructure will then grow to include law enforcement, tourism and other commercial interests. Finally, it will incorporate broadband (WIFI) for schools, towns, and population areas. The model for the project is a successful implementation for county government and law enforcement along a 60-mile highway corridor in Graham County.

> "New technologies enable people who are less technical to spend more time analyzing information and less time gathering data."

Prescott Valley Project: The Arizona Department of Commerce, Prescott Valley, and a telecommunications aggregator have combined needs and expertise to provision a community in the Prescott area with a publicly owned, last-mile network. The project epitomizes a new reality in today's telecommunications

environment, that telecom transport and telecom content are separate and distinct functions. By providing a la carte purchasing of content applications, all running on the same network, aggregated costs to the consumer are greatly reduced. Such applications include high-speed video, voice, and Internet connectivity. It could also include movie rentals, music, or any other application that has been digitized. This project will act as a proof of concept for other similar-sized population areas, which have waited a long time for broadband infrastructure reaching into the last-mile or to the residential consumer in any kind of volume.

Goal 4: Sharpened efficiencies and augmented quality of life for citizens through leveraged common IT resources and infrastructure.

The State needs to improve the process of information generation to support better, fact-based decisions. Legacy systems do not provide the flexibility and functionality demanded by today's fast-paced business world. Further, relevant information is often not available because technical expertise is required to access and compile the information from incompatible computer systems and manually manipulate the information for analysis and presentation. New technologies enable people who are less technical to spend less time gathering data and more time analyzing information.

Strategies

- Open standards for hardware, software, and associated infrastructure.

- Encourage agencies to buy target technologies when upgrading infrastructure.

- Ensure all IT organizations follow the Enterprise Architecture through the Project Investment Justification (PIJ) process.

- Establish project-based communities of interest for cross-agency collaboration.

Benefits

- Leverage IT resources.

- Enable interagency deployment of customer services.

- Decrease complexity in the State's IT environment.

> "Arizona's Enterprise Architecture provides the "technology building code" necessary for interoperable, enterprise information technology solutions."

Initiatives

Technology Building Code: Arizona's Enterprise Architecture provides the "technology building code" necessary for interoperable, enterprise information technology solutions. GITA, in partnership with the Arizona CIO Council, completed the initial development of white papers, policies, and standards that enable disparate systems to communicate and interoperate; thus providing more efficient, responsive government. Policy documents have also been published to define the overall architecture program and its approach to the five domains of activity. In addition, detailed requirements for software applications, productivity tools, database access, and data modeling have been produced.

Policies, Standards and Procedures (PSPs): PSPs are designed to improve the timeliness, quality, and efficiency of State government IT systems. PSPs provide direction on IT architectures, infrastructure, strategies, and operations. The State's strategic perspectives are reflected in the policies and standards that, in turn, provide a framework for individual agencies to establish their own policies, standards, and procedures. GITA will continue to actively develop statewide policies, standards, and procedures through its PSP program, with immediate emphasis on those standards that support the goals in the State IT Vision.

Statewide Telecommunications Outsource Request for Proposal (RFP): During 2003, State legislature passed HB 2533 which charged GITA, in consultation with the Arizona Department of Administration (ADOA), to develop an actionable RFP for the privatization of State telecommunication services. GITA hired the Burton Group, an experienced telecommunication-consulting firm, to aid in the development of the RFP and a related statewide roadmap. Both GITA and the Burton Group sought extensive input from stakeholders including Information Technology Authorization Committee (ITAC), Telecommunications Executive Governance Committee, CIOs, ADOA, the private sector, and many other sources. On October 30th, 2003 GITA delivered the RFP to the Joint Committee on Capital Review (JCCR). The JCCR gave the RFP a favorable review. However, the JCCR attached ten stipulations to the RFP to be acted on by ADOA. ADOA has recently released a rewritten RFP and will be responsible for the management of the resulting contract.

Children's Cabinet: The drive to accomplish more with fewer resources has led Governor Napolitano to appoint GITA to the Children's Cabinet, where it will help children's services providers to communicate across e-government agencies to improve service delivery. This venture represents the ultimate goal for services: a single point of entry for all of a customer's needs. Gains made on behalf of the Children's Cabinet will serve as a model for cross-agency cooperation, and will ultimately benefit services to businesses as well. When the current budget crisis ultimately passes, the lasting legacy will be a more responsive, customer-oriented, service structure supported by innovative technology solutions.

> "The State's strategic perspectives are reflected in the policies and standards which, in turn, provide a framework for individual agencies to establish their own policies, standards, and procedures."

Governor's Council on Innovation and Technology: During 2003, GITA Director Cummiskey actively participated in the Governor's Council on Innovation and Technology. The Council was tasked with identifying economic development strategies that focused on Arizona's knowledge-based economy. In December 2003, the council published recommendations for future actions. The report is available at http://www.gcit.az.gov/presentations/gcitdraft9123003.pdf.

Goal 5: Heightened quality products and services by improving internal government functions.

The State's current budget crisis has become an all-consuming issue throughout the State. Preserving state services during this crisis requires innovative approaches to existing practices that will allow the State to achieve savings without sacrificing the services that Arizona's businesses and residents have come to expect. As business processes are reengineered to create the efficiencies necessary to preserve quality of service in the face of limited budgets, technology should play a major role in their implementation.

In this spirit, Governor Napolitano has created the Governor's Efficiency Review Initiative to identify areas where improved efficiency and potential budget savings can be found without sacrificing vital services. She has called on GITA to join this effort. While there may be costs associated with efficiency-enhancing technology improvements, GITA will search for opportunities to create public-private partnerships, such as gain-sharing agreements, that will allow these efforts to move forward without turning to the State's coffers in these difficult financial times.

Although the challenges of the current budget pressures are great, there is also opportunity to find new and better ways for the State to do business. Despite all of the pain caused by the budget crisis, its one benefit is the attention it places on rethinking existing business practices. GITA, through its information technology and management consulting capacity, will seize this opportunity to help agencies work more efficiently.

Strategies

- Integrate the IT and business planning processes to ensure better alignment of IT with business goals.

- Ensure IT project success by providing increased project oversight for high-risk projects.

- Improve PIJ process by including Enterprise Architecture compliance review.

> "Preserving state services during this crisis requires innovative approaches to existing practices that will allow the State to achieve savings without sacrificing the services that Arizona's businesses and residents have come to expect."

> "Project management training increases professionalism, ensures that benefits are realized, and that projects are delivered on time and on budget."

Benefits

- IT supporting business needs.

- Projects completed on time and within budget.

- IT projects that help agencies serve the public.

Initiatives

Quality Assurance: In an effort to improve government services provided by information technology, GITA is requiring agencies to submit information about their Quality Assurance (QA) programs in their annual information technology plans. GITA will use the information to further explore how quality assurance may be enhanced within the State of Arizona.

Project Investment Justifications: Agencies are required to submit a Project Investment Justification (PIJ) for all IT projects expending over $25,000. Projects under $1 million dollars are reviewed by the GITA director, while those $1 million and over are approved by ITAC. Enterprise architecture compliance is a key part of the PIJ.

Project Oversight: GITA endeavors to monitor IT projects toward successful implementation. Additionally, GITA monitors large-scale and high-risk projects toward successful implementation using life-cycle analysis. GITA reviews outstanding issues and makes recommendations for improvements or corrections. Focal points of the review include project scope, management, roles, responsibilities, reasonable schedules, change control, cost containment, and effective utilization of resources. These reviews help ensure the projects are managed in an appropriate manner and that sound business practices are being followed from both IT and financial perspectives. Finally, GITA encourages agencies to integrate quality assurance into project development either by designating qualified staff or contracting for third party QA services.

Project Management: Project management training increases professionalism, ensures that benefits are realized, and improves the likelihood that projects are delivered on time and on budget. To that end, GITA will be educating State agencies about the benefits of modern project management methods and techniques, including those developed by the Project Management Institute. Many of these projects cost millions of dollars and have great strategic importance. Having a project miss its intended purpose or cost more than planned creates large financial and potential political problems for an agency.

> "…GITA monitors large-scale and high-risk projects toward successful implementation using life cycle analysis."

> As of December 31, 2003, GITA was monitoring 112 projects that contained $375,000,000 of total development costs. Additionally, GITA closely monitored projects that had a high degree of risk, which was determined by project size, complexity and total dollar amount.

Summary

The State of Arizona is a national leader in information technology. As one of the first states to create a state chief information officer, Arizona set a gold standard for best practices in government information technology planning. The State's practices have become a model of efficiency and accountability. The benefits of these efforts have been felt in the State in the form of improved customer service, increased accessibility to State government, and greater access to information technology.

Today's challenges will be met with the same innovation and resolve that have defined Arizona, and information technology will continue to be a key enabler of this innovation. Appendix A identifies some of the primary statewide strategic IT organizations while Appendix B enumerates the top ten projects currently being monitored by GITA. We will build on the foundation of planning and oversight that have made Arizona a leader in government information technology to streamline and improve government efficiency through e-government initiatives. IT planning and coordination will serve as the cornerstone of Arizona's homeland security and business continuity efforts. In facing our budget crisis, IT planning will help the state meet its immediate needs through strategic alliances and its long-term needs by fostering economic development within the State.

Agencies will be asked to incorporate the goals and objectives set forth in this Statewide Strategic IT Plan into the development of their business and IT plans. These collaborative efforts will ensure that Arizona sets the standard for excellence in the delivery of government services to its people, enabled by optimal processes and technology.

> "As one of the first states to create a state chief information officer, Arizona set the gold standard for best practices in government information technology planning."

Appendix A - Statewide Strategic Information Technology Organizations

Government Information Technology Agency

The Government Information Technology Agency (GITA) is the State CIO's Office and is responsible for Arizona's IT planning, oversight, coordination and consulting activities.

Information Technology Authorization Committee

The Information Technology Authorization Committee (ITAC) has jurisdiction to approve or reject IT projects having development costs exceeding $1 million for all three branches of government. ITAC also provides important advice on IT issues within the State of Arizona.

Chief Information Officer Council

The Chief Information Officer (CIO) Council is a working technical advisory committee that serves as a communication vehicle on statewide IT subjects and provides opportunities to share information that has common or universal interest for State agencies.

Appendix B - Top Ten Projects Monitored by GITA

This report reflects the ten most expensive projects actively being monitored by the Oversight Analysts at GITA.

1. RV01016 – BRITS, Business Reengineering/Integrated Tax Systems - $124M

Overview - The Department of Revenue has contracted with Accenture to replace legacy systems with comprehensive, integrated revenue processing, collection, accounting and reporting systems. The development and operation cost of the project will be funded via increased tax collections. Accenture will finance system development and implementation estimated at $124M plus interest. Payment for the system will come in the form of allocating a percentage of increased tax collections which will be split 85% to Accenture / 15% to State until complete system is paid for.

Status - The first tax application was successfully implemented January 4, 2004. Implementation of Withholding tax is now scheduled for May 31, 2004. All activities associated with Release 2 are on schedule. Project costs to date $47M are 40% of total plan.

2. AD01005 – HRIS, Humans Resources Information Solution - $35M

Overview - The Arizona Department of Administration (ADOA) is replacing the existing Human Resources Management System (HRMS) with a new software package. DOA hired the META Group to develop the RFP for the HRMS replacement to include Application Software Packages (ASPs) and outsourcing solutions as required by ITAC.

Status – HRIS went into production mode on December 29, 2003 and has produced six payrolls to date. Issues are being worked on with agencies and IBM/Lawson to adjust the software to meet the many needs of the agencies.

3. RT01001 – PERIS, Public Employees Retirement Information System - $25M

Overview - The Arizona State Retirement System (ASRS) proposes to upgrade legacy software making it fully compatible with ORACLE-based applications. ASRS currently operates in a UNIX/COBOL environment and uses ORACLE applications. This project enables ASRS to rewrite and convert legacy code to accommodate new operations and business systems not currently supported. Current legacy systems contain severe restraints in terms of data content and structure.

Status - The agency has instituted a cost/benefit analysis as part of the project scope to ensure that delivered solutions will be cost effective with demonstrable business benefits. These benefits will then be validated upon project delivery. The project continues to be on track.

4. DC99007 – LAN/WAN Infrastructure for ADC prisons - $19M

Overview - The Arizona Department of Corrections (ADC) will upgrade or install LAN/WAN connectivity to all of their prison sites.

Status – To date, only 18.6% of the estimated costs have been spent, as funding is slow to come for this project. ADC personnel work on equipment upgrades as funding becomes available.

5. DE01012 – HIPAA, Health Insurance Portability and Accountability Act – $19M

Overview - Federal HIPAA regulations impose administrative simplification provisions for transactions and code sets as well as rigorous new privacy and security standards on the handling of Protected Health Information (PHI). AHCCCS has planned and is executing this multi-year project to conform its operations to the requirements of HIPAA. The project includes development and implementation of new policies and procedures for receiving, processing, storing, and transmitting PHI; modifications to automated systems; and training in the new policies, procedures, and systems modifications.

Status - Implementation of the Transactions and Code Sets for electronic transmissions of PHI is lagging behind schedule but is expected to be completed by the end of April 2004.

6. HC01005 – HIPAA, Health Insurance Portability and Accountability Act – $15M

Overview – See HIPAA overview above.

Status – Overall status of this project is on schedule and within budget. The privacy requirements have been implemented as well as a majority of the Transactions and Code Sets. The Security requirements are on schedule for April 2005. The agency has requested an amendment to the PIJ, realigning their project end date with the compliance date of the new Security requirements including a three-month contingency. This request is a direct result of obtaining a final approval of the Security mandates from the Federal Government.

7. RT01002 – ASRS Imaging System - $13M

Overview - ASRS engaged the consulting company of Raymond T. Clarke and Associates to study the use of Electronic Document Imaging Management System (EDIMS). Pursuant to the study and cost/benefit analysis, ASRS determined that an EDIMS would provide benefits and cost savings that could not be delivered without expansion of the workforce and office facilities.

Status – Detailed implementation analysis of document categorization is underway. Imaging is now being integrated into new application development. The first application to utilize the new imaging system will go live by the end of May 2004. Overall the project is on track to be completed by October 2006.

8. HC01003 – AHCCCS Three Year Equipment Refresh - $12M

Overview – Arizona Health Care Cost Containment System (AHCCCS) proposes to replace computer and telecommunications equipment during the next four fiscal years. Equipment to be replaced includes desktop computers, laptops, printers, file servers, and communications hubs, switches, and routers.

AHCCCS has developed an equipment replacement schedule so that machines and peripheral are replaced every three years. This policy ensures that all equipment remains on warranty, reducing labor for maintenance and total cost of ownership.

Status – Project was activated in July 2001. Procurement has occurred as funding permits. Project status review was originally set for annual reporting, but was changed to quarterly to maintain continuity with other projects of this type.

9. HS03001 – Computer Hardware Strategic Replacement Plan - $9.2M

Overview – Arizona Department of Health Services (ADHS) is replacing aging personal computers (PCs), notebooks, printers, and file servers which are three or more years old, consistent with the agency's PC replacement policy. The project calls for equipment replacements from State Fiscal Year (SFY) 2003 through SFY 2007. The PIJ includes over three thousand desktop PCs and notebooks to be purchased over five years.

Status – The project was activated in June 2003. Procurement will occur as funding permits. Project status review was originally set for annual reporting, but was changed to semi-annual to maintain continuity with other projects of this type.

10. DT01006 – Intelligent Transportation System - $7M

Overview – This Arizona Department of Transportation (ADOT) project includes closed circuit TV cameras, electronic variable message signs, ramp meters, Traffic Operation Center (TOC) software upgrades, upgrade or replacement of hardware and software to accommodate new locations as well as revised policies and procedures.

Status – The project is on track with the installation of hardware and software at various freeway locations throughout the state and is scheduled for completion in June 2005.