



**ASET**

Arizona Strategic Enterprise Technology

2013

# Statewide Strategic IT Plan

Arizona Department  
of Administration

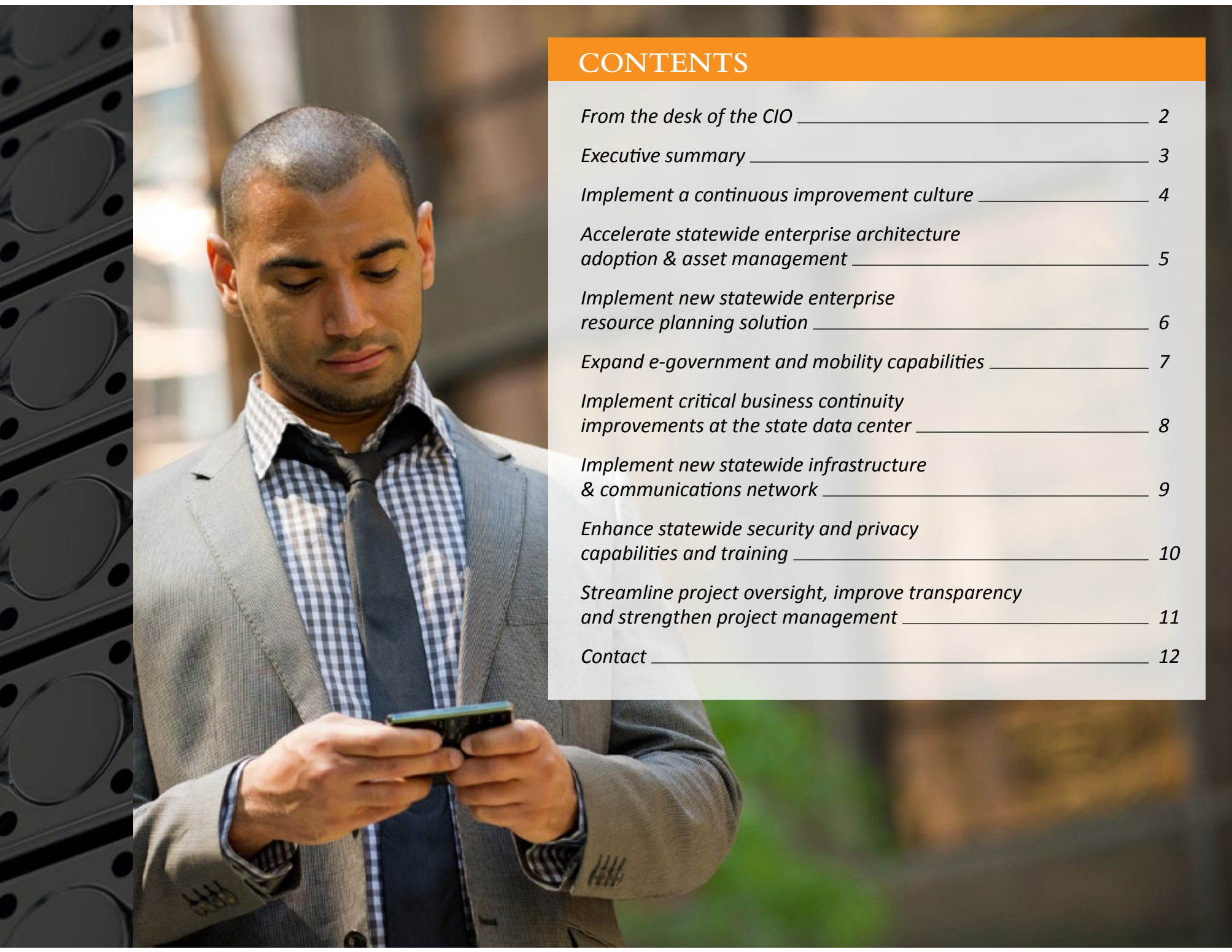
{ A PLAN FOR  
THE FUTURE }

**Janice K. Brewer, Governor**

Scott A. Smith, **Director**

Aaron V. Sandeen, **State CIO**



A man with short dark hair, wearing a grey suit jacket over a blue and white checkered shirt and a dark tie, is looking down at a smartphone he is holding with both hands. The background is a blurred outdoor setting with greenery and a building. On the far left, there is a vertical black bar with a pattern of white circles and lines.

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{ EVERY SERVICE AVAILABLE  
ANYWHERE, AT ANY TIME,  
TO EVERY ARIZONAN.



## FROM THE DESK OF THE STATE CIO



The Arizona Centennial celebration of 2012 was a great time to reminisce about Arizona's successes over the past century. However, it is now time to begin transforming Arizona to prepare for the next 100 years.

The number of state employees has decreased from approximately 38,000 to 31,000 over the past decade. We are also facing the realization that a significant number of state employees are currently eligible for retirement. And with the consumerization of information technology accelerating exponentially, Arizona's 6.5 million citizens are expecting state services to be available to them anywhere, at any time.

Simply put, we have a capacity issue.

In order to meet the challenges we face, we first must look beyond just leveraging technology. We need commitment from leadership that they will embrace a culture of continuous process improvement. We must coordinate and prioritize statewide process improvement projects that focus on providing higher-quality services to our citizens. Once our business processes have been streamlined, only then should we look to technology to automate them.

When Arizona citizens interact with their government, they do not compare their experiences to other public sector services. They compare government to private companies such as USAA, Starbucks and Amazon, all of which exemplify customer centricity and quality commitment. We must continue to invest where we can show value and dramatically change the way we provide services to our customers.

This transformation will require us to be flexible and adaptable. We must cultivate an ecosystem in which agencies openly and securely share quality data to stimulate the development of new value-added services. We must begin to develop a platform in which all agencies can share common services and deploy them as rapidly as our customers demand them. And finally, the platform should allow citizens to access these services from any device – desktop, laptop, smartphone or tablet. Build it once, access it from anywhere.

We have many challenges ahead, but these are exciting times. Information technology is not only strategic and an agent for change, but must also be a force multiplier. It is up to all of us to make it happen.

Sincerely,

A handwritten signature in dark ink, appearing to read 'A. Sandeen'.

Aaron V. Sandeen  
State CIO & Deputy Director  
ADOA – Arizona Strategic Enterprise Technology (ASET) Office

6.5 million  
citizens are  
expecting state  
services to be  
available to  
them anywhere.

# EXECUTIVE SUMMARY

In 2012, Arizona officially reached the amazing milestone of 100 years of statehood. With the first 100 years behind us, it is now time to look to the future. Building on her previous policy agenda – The Four Cornerstones of Reform – Governor Janice K. Brewer released her new plan in January, appropriately titled: *The Four Cornerstones of Reform: Centennial Edition*. This new plan will prepare Arizona for a century of opportunity and prosperity by focusing on fiscal responsibility, sound decision-making, and the modernization of state government.

**The 2012 Arizona Statewide Strategic Plan outlined three high-level objectives and 10 winning priorities that will transform Arizona state government over the next five to seven years:**

## **DELIVER ENTERPRISE BUSINESS CAPABILITIES**

- *Accelerate Statewide Enterprise Architecture Adoption*
- *Champion Governance, Transparency, and Communication*
- *Invest in Core Enterprise Capabilities*
- *Proactively Manage Enterprise Risk*

## **MODEL FISCAL RESPONSIBILITY AND QUALITY COMMITMENT**

- *Implement a Continuous Improvement Culture*
- *Adopt Innovative Sustainability Models*
- *Reduce Total Cost of Ownership*

## **MATURE THE IT COMMUNITY**

- *Improve Quality, Capacity and Velocity of Business Services*
- *Strengthen Statewide Program and Project Management*
- *Build Innovative and Engaged Teams*

The Arizona Statewide Strategic plan for fiscal year 2013 once again builds on the Governor's agenda by leveraging technology to enable a more innovative, efficient, and sustainable government. In conjunction with the Governor's Office, the strategic initiatives were assessed and prioritized. Many factors were taken into consideration including startup costs, staffing, timing, risk, sustainability, return on investment, governance, marketing, and success potential.

As a result of the process, eight transformational initiatives were identified, defined and scoped to develop the strategic plan for 2013. These initiatives will have significant impact on the state as a whole – ensuring the business continuity and security of statewide assets, while providing citizens with the ability to access state services anywhere, any time.

{ This new plan  
will prepare  
Arizona for  
a century of  
opportunity.

A photograph of four business professionals (two men and two women) sitting around a table in a meeting. They are all looking towards the right side of the frame. The background is a bright, out-of-focus window with greenery outside. The text 'Culture committed to service excellence and customer centricity.' is overlaid on the top right of the image, with a large closing curly brace to its right.

Culture committed to  
service excellence and  
customer centricity.

## IMPLEMENT A CONTINUOUS IMPROVEMENT CULTURE

As part of her commitment to reform state government, Governor Brewer established the Government Transformation Office (GTO), within the Department of Administration, to implement a statewide continuous improvement program focused on education, process improvement projects, and capital impact.

We will coordinate with the GTO to adopt improved and efficient policies and procedures. This coordinated effort will result in automating policies and procedures that are free of waste and inefficiency. With an emphasis on service excellence and customer centricity, Centers of Excellence will be established throughout the state. Centers of Excellence will offer recognition and reinforcement to best practices, provide an opportunity for continued shared learning, and ultimately result in a continuous improvement culture.

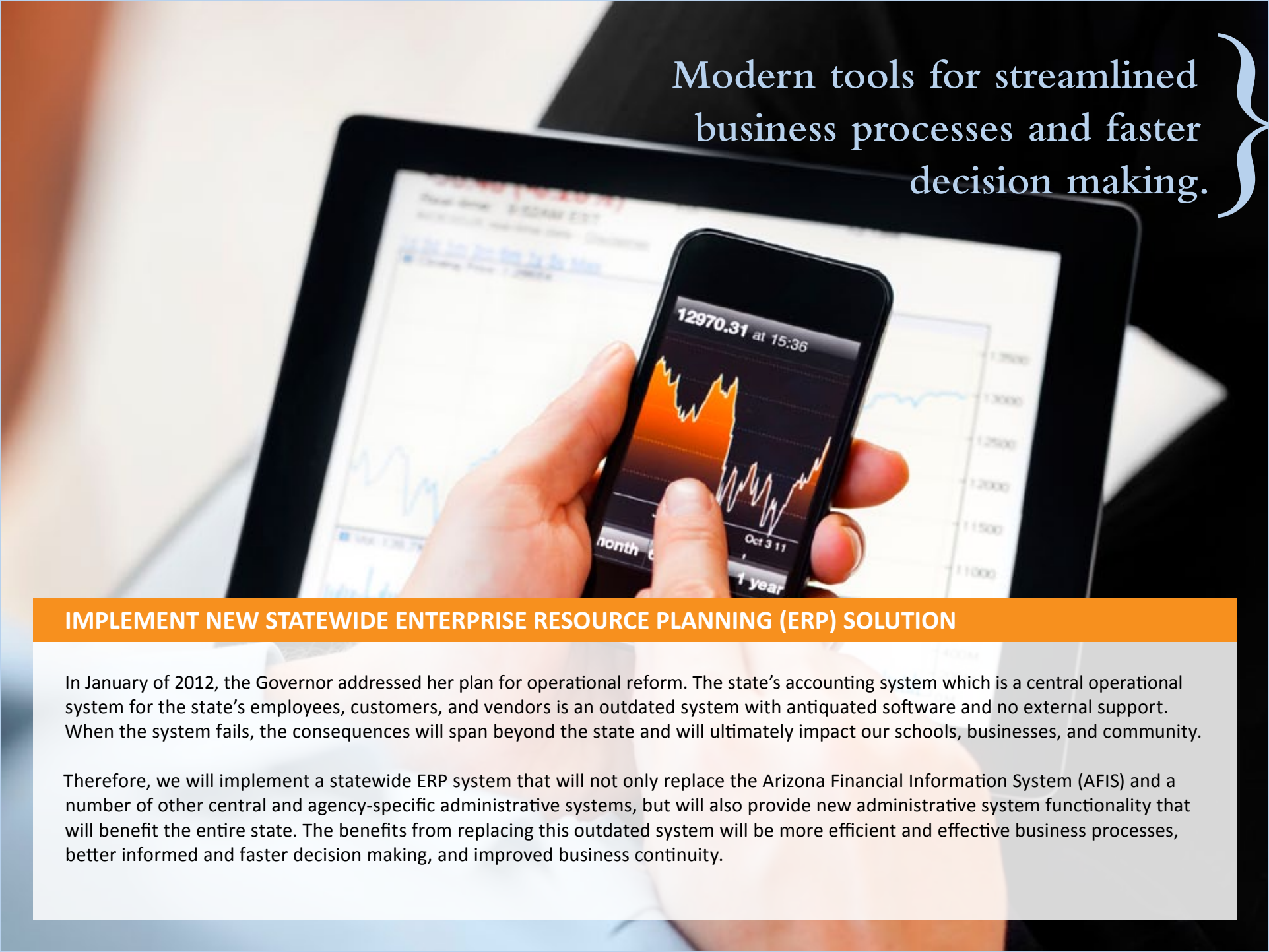


Agile organization with  
more effective decision-  
making capabilities.

## ACCELERATE STATEWIDE ENTERPRISE ARCHITECTURE ADOPTION & ASSET MANAGEMENT

Over the course of the past year, the state of Arizona has made significant progress on the adoption of a statewide Enterprise Architecture (EA) strategy and framework. An EA advisory committee was established, a charter was developed and ratified, and an EA framework was selected. Accelerating this planning methodology throughout the state will result in a more agile, efficient organization with more effective decision-making capabilities.

As part of the EA expansion, we will start with an assessment of technology contracts, infrastructure and applications. We will also begin to define and adopt a statewide Data Governance Model to improve the quality and accessibility of information. Together, these capabilities will accelerate the business decision-making process, streamline the planning and procurement of statewide assets, and reduce the overall cost of doing business.



Modern tools for streamlined  
business processes and faster  
decision making.

### IMPLEMENT NEW STATEWIDE ENTERPRISE RESOURCE PLANNING (ERP) SOLUTION

In January of 2012, the Governor addressed her plan for operational reform. The state's accounting system which is a central operational system for the state's employees, customers, and vendors is an outdated system with antiquated software and no external support. When the system fails, the consequences will span beyond the state and will ultimately impact our schools, businesses, and community.

Therefore, we will implement a statewide ERP system that will not only replace the Arizona Financial Information System (AFIS) and a number of other central and agency-specific administrative systems, but will also provide new administrative system functionality that will benefit the entire state. The benefits from replacing this outdated system will be more efficient and effective business processes, better informed and faster decision making, and improved business continuity.

A high-angle, over-the-shoulder shot of a person with voluminous curly brown hair, wearing a dark grey blazer over a light pink shirt. They are sitting on a wide set of light-colored stone stairs, holding a white tablet with a black screen. The background shows the continuation of the stairs and a building entrance.

{ Next generation platform  
to deliver services to citizens,  
businesses, and employees.

### EXPAND E-GOVERNMENT AND MOBILITY CAPABILITIES

Every state agency shares the same vision – we need to provide our citizens with the services they expect, anywhere, at any time. It is anticipated that consumer tablet sales will bypass PCs and laptops by 2014. In order to fulfill our vision, we will begin to develop a statewide web platform to provide agencies with full content management functionality, mobile compatibility, and user identity management. Ultimately, this will allow agencies to deliver services faster, more consistently and securely, and to any device utilized by our citizens.

The state web portal ([www.az.gov](http://www.az.gov)) is the gateway to Arizona. It contains invaluable information about how Arizona citizens work, live, play, and interact with state government. In today's world, citizens expect dynamic content and desire one place in which to acquire information. A collaborative approach with key stakeholders will be established to modernize the state web portal by developing a new design, adding new capabilities, and making it easier for citizens to access state services.

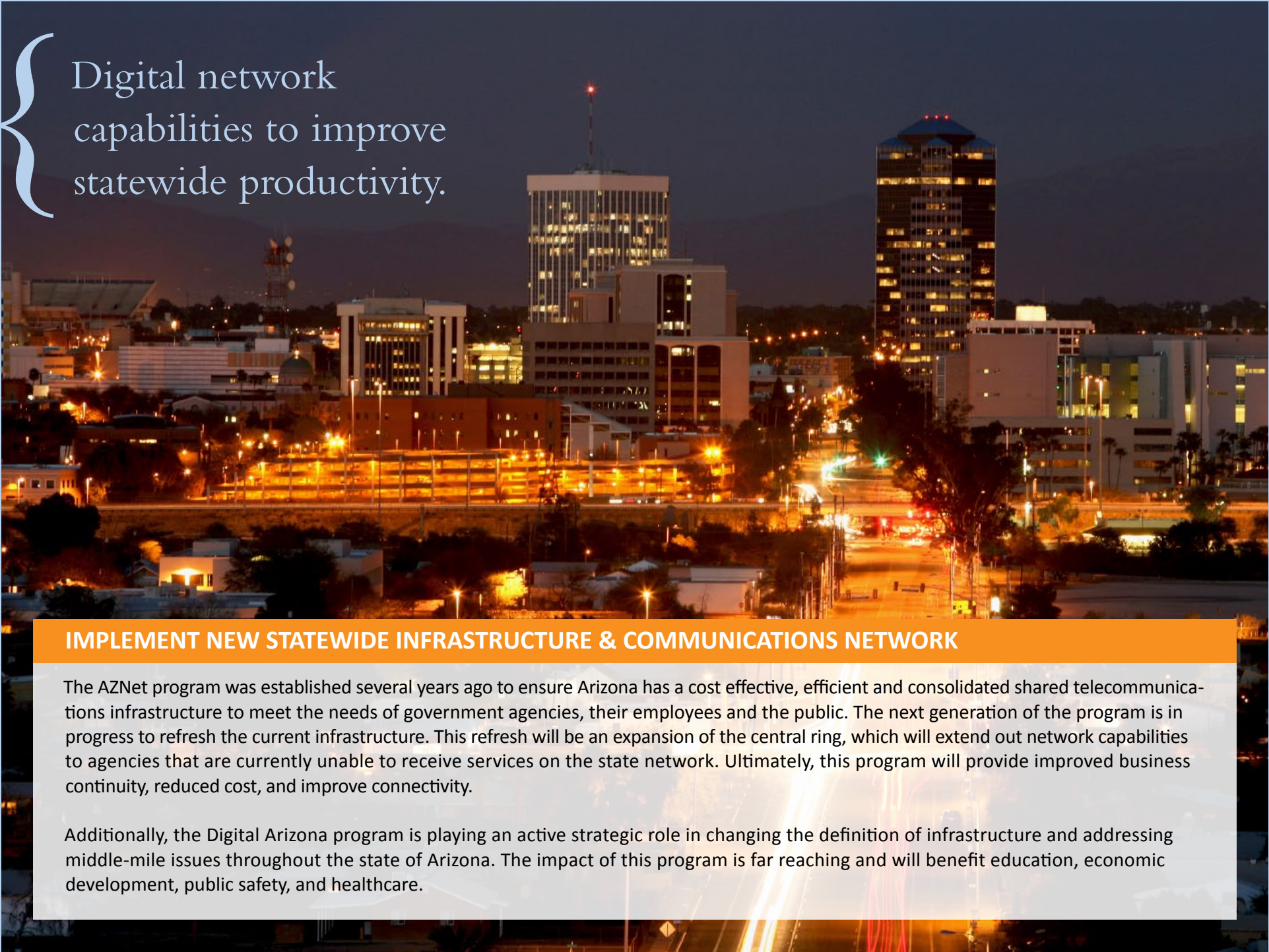


Foundation to ensure  
continuity of mission  
critical systems.

### IMPLEMENT CRITICAL BUSINESS CONTINUITY IMPROVEMENTS AT THE STATE DATA CENTER

The State Data Center currently houses technology systems that are mission critical to the continuity of business at the state. There are more than 140 state entities that leverage the data center's infrastructure, services, and capabilities. Ensuring these systems are operational and secure is absolutely critical to the functions of the state. We will begin initiatives to upgrade critical aspects of the facility itself, ensure redundancy and continuity of critical systems, and increase capacity to support the growing number of agency customers.

In addition to upgrading the current environment, we will also facilitate the foundation of a cloud-computing environment by beginning to build a comprehensive virtualization infrastructure. By providing capabilities such as self-provisioning, service monitoring, and capacity management, we will begin to provide state agencies with a cost-effective model for moving to "the cloud." This will also allow for an improved way to plan and manage the cost of IT. Moving IT costs from a capital expenditure (CAPEX) to an operational expenditure (OPEX) model will result in a consistent sustainable model that will improve IT cost planning.

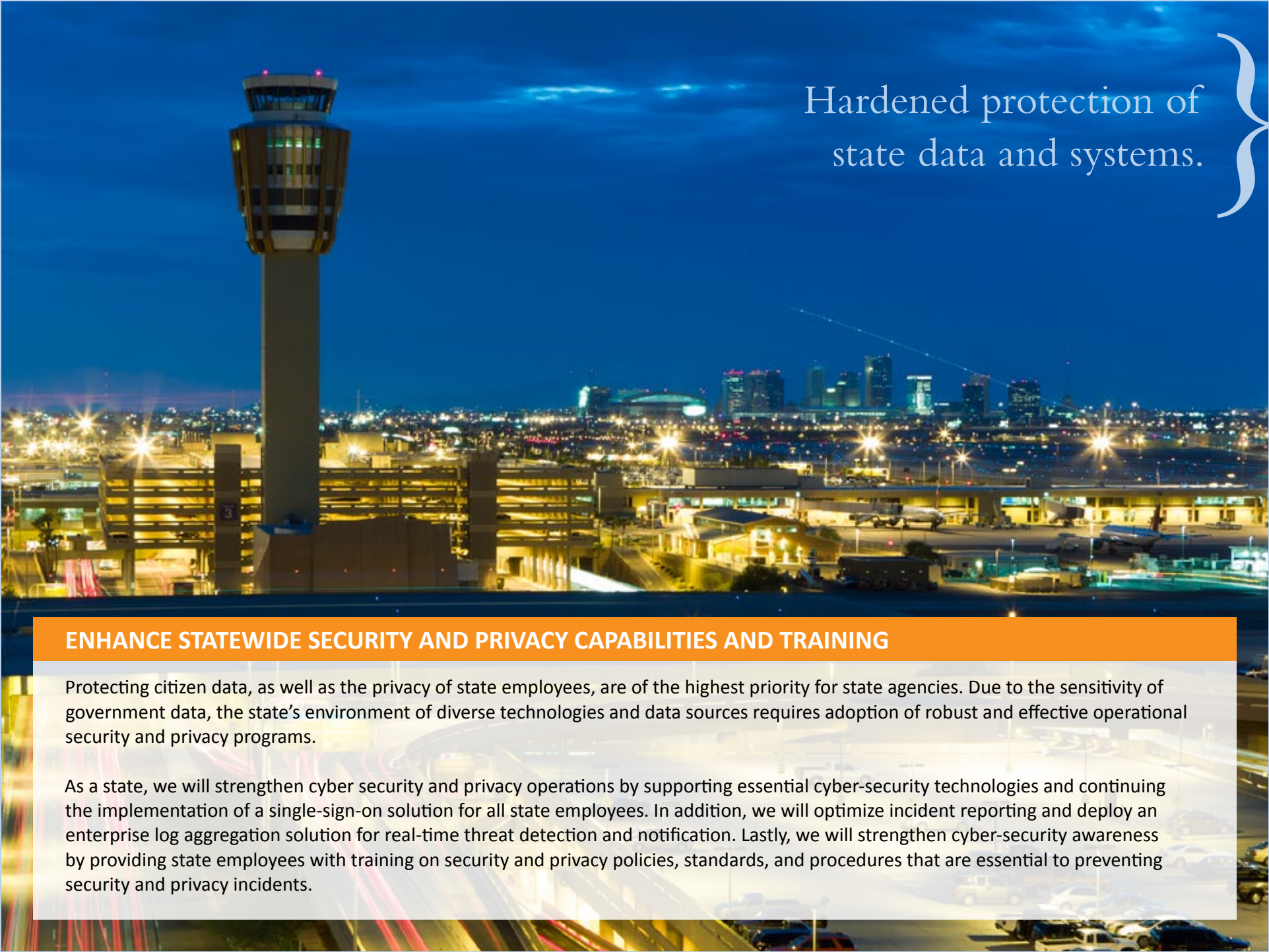


Digital network capabilities to improve statewide productivity.

## IMPLEMENT NEW STATEWIDE INFRASTRUCTURE & COMMUNICATIONS NETWORK

The AZNet program was established several years ago to ensure Arizona has a cost effective, efficient and consolidated shared telecommunications infrastructure to meet the needs of government agencies, their employees and the public. The next generation of the program is in progress to refresh the current infrastructure. This refresh will be an expansion of the central ring, which will extend out network capabilities to agencies that are currently unable to receive services on the state network. Ultimately, this program will provide improved business continuity, reduced cost, and improve connectivity.

Additionally, the Digital Arizona program is playing an active strategic role in changing the definition of infrastructure and addressing middle-mile issues throughout the state of Arizona. The impact of this program is far reaching and will benefit education, economic development, public safety, and healthcare.

A nighttime photograph of an airport control tower on the left, illuminated with warm lights. In the background, a city skyline with various skyscrapers is visible under a dark blue sky. The foreground shows airport tarmac and terminal buildings. A large white curly brace is positioned on the right side of the image, framing the text.

Hardened protection of  
state data and systems.

## ENHANCE STATEWIDE SECURITY AND PRIVACY CAPABILITIES AND TRAINING

Protecting citizen data, as well as the privacy of state employees, are of the highest priority for state agencies. Due to the sensitivity of government data, the state's environment of diverse technologies and data sources requires adoption of robust and effective operational security and privacy programs.

As a state, we will strengthen cyber security and privacy operations by supporting essential cyber-security technologies and continuing the implementation of a single-sign-on solution for all state employees. In addition, we will optimize incident reporting and deploy an enterprise log aggregation solution for real-time threat detection and notification. Lastly, we will strengthen cyber-security awareness by providing state employees with training on security and privacy policies, standards, and procedures that are essential to preventing security and privacy incidents.

A man with dark hair, wearing a light blue button-down shirt, is leaning forward and talking on a black mobile phone. He is in an office environment, with a desk lamp and a small green plant visible in the background. The background is slightly blurred, showing a window with a view of a city skyline.

Execution with increased transparency and accountability.

### **STREAMLINE PROJECT OVERSIGHT, IMPROVE TRANSPARENCY AND STRENGTHEN PROJECT MANAGEMENT**

To truly transform state government, it is critical we clearly define our project deliverables and execute with precision. This requires a level of maturity in several areas including program management, project management, and oversight. In addition, we must improve efficiency, increase transparency and escalate accountability in the State's project oversight process.

Leveraging the GTO and Lean Principles, we will simplify the Project Investment Justification (PIJ) document and streamline the process from end to end. Through automation, we will provide agencies with the ability to self-report and provide more accurate, current, historical, and aggregate reporting capabilities.



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