



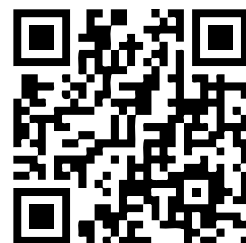
# ARIZONA STRATEGIC ENTERPRISE TECHNOLOGY



# 2012 ARIZONA STATEWIDE STRATEGIC IT PLAN

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# From the Desk of the Arizona State CIO

On January 18, 2011, Governor Brewer released her “Four Cornerstones of Reform.” These reforms are a clarion call for all of state government to be leaner, more efficient, innovative, and sustainable.

As a first step, legislation was passed this year to streamline and bring new efficiencies in technology to the state of Arizona.

On July 1, 2011, the Government Information Technology Agency (GITA) merged with the Arizona Department of Administration (ADOA) – Information Services Division (ISD) to form a new and innovative technology team - the Arizona Strategic Enterprise Technology (ASET) office within ADOA.

ASET has many challenges to address. How do we develop a dynamic vision that aligns with Governor Brewer’s reform agenda? How do we increase transparency, automate accountability, and build an exceptional governance model?

How do we leverage Information Technology (IT) as a force multiplier that will build on our foundational IT investments and transform the services we provide to all of our customers?

To answer these questions, ASET has composed the 2012 Arizona Strategic



IT plan. This plan details three critical objectives:

- Deliver Enterprise Business Capabilities
- Model Fiscal Responsibility and Quality Commitment
- Mature the IT Community

I am pleased we have finalized the creation of the new ASET office and am excited we have started to execute our vision and plan. Now we can all work together and drive real improvements.

Sincerely,

A handwritten signature in black ink, appearing to read "A. Sandeen". The signature is fluid and cursive.

**AARON V SANDEEN**

State CIO & Deputy Director, ADOA – Arizona Strategic Enterprise Technology (ASET) Office

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# Executive Summary

In January 2011, Governor Brewer announced her policy agenda with a goal to revitalize Arizona through comprehensive reform. Her Four Cornerstones of Reform – Economic Competitiveness, Education, State Government, and Renewed Federalism – will be critical to Arizona’s overall economic growth in the next few years. In addition, the Governor’s leadership and continued support of Information Technology reform has laid the groundwork for ADOA to transform Arizona into a nationwide leader of advanced IT strategies, methodologies, and business processes. This forward-thinking approach will ultimately provide Arizona’s citizens with improved state services and

more efficient use of their tax dollars, while streamlining the complexities of implementing IT projects across the state.

The Arizona Statewide Strategic Plan for fiscal year 2012 is built upon the Governor’s four cornerstones and expands on them with the themes of reducing unnecessary expenditures through comprehensive IT reform, leveraging technology as a force-multiplier for creating new jobs and businesses in Arizona, and protecting the security and privacy information of our state’s citizens. The plan outlines three major objectives and their supporting priorities:

**Deliver Enterprise Business Capabilities.** With support of the CIO Council, we will develop an Enterprise Architecture strategy to ensure statewide business and technology decisions are aligned prior to making IT investments. With an increased focus on governance, communication, transparency, and proactive risk management, we will develop a portfolio of enterprise technology solutions that will truly transform how the state operates.

**Model Fiscal Responsibility and Quality Commitment.** In today’s challenging economic environment, there must be even greater focus on making smart business decisions without affecting the quality of services provided. To this point, we will launch initiatives to reduce the total cost of ownership of IT for the state, as well as adopt innovative sustainability models to support and expand the services currently provided. Lastly, we will continue to create a culture focused on continuous improvement to further increase operational performance and reduce unnecessary costs.

**Mature the IT Community.** Taking an enterprise approach to technology will result in a natural maturation of the entire IT community. By building engaged teams, sharing best practices, and strengthening program and project management capabilities across the state, we can improve the quality, capacity, and velocity of the business services we provide to our customers.

## STRATEGIC OBJECTIVE:

# Deliver Enterprise Business Capabilities

## Accelerate Statewide Enterprise Architecture Adoption

Enterprise Architecture (EA) provides guidance to ensure the reliability, interoperability, and sustainability of the state's IT investments via the enterprise business, information, technology, and solution architectures. EA creates, communicates, and improves the key principles and models that describe the enterprise's future state and enable its evolution.

By leveraging the CIO Council, as well as through the facilitation of ongoing EA training, ASET will emphasize the importance of adopting a statewide EA strategy. Efforts are already underway to establish a statewide EA charter and committee. Over time, ASET will implement an enterprise planning methodology, which will result in a holistic framework and process for solving the state's business challenges today and in the future.

## Champion Governance, Transparency and Communication

Ultimately, the successful execution of the state's strategic IT plan will rely on ASET being the quintessential example of governance, transparency, and communication. Defining an enterprise governance model, as well as developing a robust communications program, will be key to the statewide adoption of the state's major IT initiatives for 2012.

ASET will transform the Project Oversight process, automate accountability, and



increase overall transparency of statewide IT projects. ASET will develop new transparency capabilities and foster next generation information sharing that will drive new levels of openness, collaboration, and community involvement.

### **Invest in Core Enterprise Capabilities**

Leveraging the exemplary governance and communication models, Arizona will develop a formal intake and prioritization process for identifying core enterprise capabilities. This process will factor in services that cover the entire enterprise and other key initiatives that are specific to a subset of government entities.

The 2012 plan includes the additional investment to elevate ASET as the Center of Excellence for the new statewide infrastructure and communications network (AZNet 2), enterprise hosting,

cloud services, and the expansion of the e-government services platform. ASET and the Arizona CIO Council will collaborate and prioritize additional Centers of Excellence and identify the proper owners of these services.

### **Proactively Manage Enterprise Risk**

Every aspect of IT involves managing risk. The State Information Security and Privacy Office (SISPO) is the state's Center of Excellence for security and privacy. In 2012, ASET and the CIO Council will expand SISPO's capabilities to proactively manage enterprise IT risk. Building on SISPO's success in intrusion detection, ASET will facilitate enterprise IT risk and privacy assessments to identify incidents of high risk for the state. Additionally, we will create strategies for continuity of operations planning and incident prevention.



## STRATEGIC OBJECTIVE:

# Model Fiscal Responsibility and Quality Commitment

## Implement a Continuous Improvement Culture

ASET will create a culture of continuous improvement in which ongoing efforts to improve products, services, or processes are unconditionally adopted by everyone involved.

A formal statewide Centers of Excellence program, which will identify agencies, departments or divisions that exemplify mature competencies in specific areas of technology or business, will be established.

A process improvement program will be implemented to identify key projects that apply process improvement principles and a continuous training program. ASET recognizes that customer centricity is critical to every entity within the state and will implement a customer relationship program.

## Adopt Innovative Sustainability Models

To further fortify Arizona's IT services, the state must implement sustainability models that identify essential services, address current challenges, and offer flexibility.


ASET will complete an assessment of enterprise IT capabilities, expand public – private partnership opportunities and align budgeting – procurement processes with technology lifecycles.

## Reduce Total Cost of Ownership

In order to reduce the total cost of ownership of IT across the enterprise, ASET







will complete a statewide environmental scan of all IT assets and implement an IT asset management strategy.

As a result of this assessment, ASET will then develop a Data Center consolidation strategy, as well as an IT Services consolidation strategy.

We will optimize business decision making capabilities through effective use of standardized methodologies, processes, and tools.

ASET will work closely with the State Procurement Office (SPO) to streamline IT procurement processes and reduce overall costs to the enterprise.

**“The 2012 plan lays a foundation that will build on our successful investments and accelerate the IT maturity of the entire state of Arizona.”**

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PHIL MANFREDI  
CHIEF STRATEGY OFFICER  
ADOA - ASET



## STRATEGIC OBJECTIVE:

# Mature the IT Community

## Improve Quality, Capacity and Velocity of Business Services

The 2012 Strategic IT plan establishes ASET as the Center of Excellence for application architecture and development that will be the source for standards, policies, procedures, and resources.

ASET will increase productivity through the adoption of enterprise mobility platforms and applications.

The CIO Council will collaborate with ASET to increase the quality, capacity, and velocity of our business services by creating strategic enterprise data sharing initiatives.

## Strengthen Statewide Program and Project Management

One of ASET's key initiatives in 2012 will be to implement a statewide Program/Project Management Office (PMO) and methodology.

The PMO will act as the Center of Excellence and capture best practices in the areas of program and project management. ASET will launch a collaboration platform to ensure all agencies can leverage this information.

Ultimately, this increased communication will result in the efficient sharing of Program/Project Management resources across state agencies.





## Build Innovative and Engaged Teams

The state recognizes that our most valuable assets are the intelligent and dedicated employees and we must work diligently in the recognition of outstanding accomplishments, individuals and teams.

We must continue to develop a sustainable IT environment and focus on recruiting, retaining, and growing key leaders and senior contributors.

To deliver on all of these key initiatives, the state is putting forth a plan to design a formal IT development program in which individuals will work with their managers to align their personal goals with the state's key initiatives.

Together with the CIO Council, ASET will identify statewide training opportunities and sessions to save money and provide opportunities to learn that would otherwise be cost prohibitive to individual silos.

For more information on the Arizona Strategic Enterprise Technology office visit: [aset.azdoa.gov](http://aset.azdoa.gov).



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