

Vision: Excellence in Arizona government with leading-edge enterprise support

Mission: To deliver effective and efficient enterprise support services to our agency customers, allowing them to focus more on their unique missions.

Agency Description: As the administrative and business operations hub of state government, ADOA provides medical and other health benefits to state employees, administers the state personnel system, protects employees and mitigates hazards, maintains office buildings for employees to work in, purchases goods and services needed to conduct business, provides information technology and telecommunication services for employees, and much more. These centralized support services enable state agencies to focus their efforts on their own unique missions.

Executive Summary: ADOA's customer-centric support creates strong agency partnerships which leads to the adoption of Enterprise standards while utilizing continuous improvement methodologies. Key areas for the Strategic Plan year are outlined below.

- 1. Enhance Customer Service:** To build an inclusive enterprise partnership with the private and public sectors to serve the citizens of the great State of Arizona.
- 2. Drive Enterprise Efficiencies:** Focus on key business process utilizing Arizona Management System. Maximize the deployment of innovative technologies and security controls.
- 3. Transform the Employee Experience:** Provide the necessary tools and resources for the Arizona Department of Administration and State of Arizona workforce to attract and retain a high performing workforce.

Summary of 3 Year Strategic Priorities

#	Multi-Year Strategy	Start Year	Progress / Successes
1	Enhance Customer Experience	2020	<ul style="list-style-type: none"> State Procurement Office increased the Co-Op revenue by \$1.3m this fiscal year ASET in partnership with ADOT launched a functional business one-stop prototype Provided support to ADCRR on the deployment and transition to operations of the new Arizona Corrections Information System (ACIS) Providing support to Dept. of Education to develop and implement a new school finance payment system. HRIS V10 upgrade is in process and will be implemented in late July Procured new Medical and Pharmacy plans that provide provider choices while encouraging member responsibility
2	Drive Enterprise Efficiencies	2020	<ul style="list-style-type: none"> Moved 9 mainframe data centers to the cloud achieving our 80% target Statewide cyber security score has consistently been above the target of 725 Successfully upgraded the Arizona Procurement Portal (APP), completed full APP training refresh, and released 7 improved APP reports Successfully procured AZNET, a consolidated telecommunications program for the State with outsourced voice, network and contact center services and equipment. Held weekly COVID industry specific meetings updating more than 1000 stakeholders, answering their questions and making sure that important information is communicated accurately.
3	Transform the Employee Experience	2019	<ul style="list-style-type: none"> Procured a modern, results-focused, intuitive and adaptable Job Board which will improve our competitiveness in the job market while providing tools to effectively administer recruitment Deployed the Enterprise Human Resource Academy and trained 103 HR professionals Conducted a virtual office pilot in late 2019, which laid the foundation for moving 97% of ADOA to a virtual office setting. From July 19' to March 20' ADOA increased teleworking participation to 32% from 16%

Strategy #	FY21 Annual Objectives	Objective Metrics	Annual Initiatives
1	<ul style="list-style-type: none"> - Increase Co-Op member spend - Implement strategic marketing framework - Implement new Co-Op IT system 	<ul style="list-style-type: none"> - Co-Op Revenue 	<ul style="list-style-type: none"> - Develop and implementation plan for Co-Op IT system - Determine gaps and current state for marketing, develop and implement plan to close gaps - Develop process to identify gaps and opportunities to be more competitive with contract offerings
	<ul style="list-style-type: none"> - Increase access to information online - Drive enterprise alignment with IT infrastructure 	<ul style="list-style-type: none"> - User Journey Completions - Users Converted -BYOD - Project Milestones - ED - Project Milestones - HHS 	<ul style="list-style-type: none"> - Business One-Stop - Bring Your Own Device (BYOD) - Enterprise Desktop (ED) - Build support, plan and budget for Health and Human Services One-Stop (HHS)
	<ul style="list-style-type: none"> - Expand accounting service portfolio to agencies, boards and commissions 	<ul style="list-style-type: none"> - Process Improvements 	<ul style="list-style-type: none"> - Identify and develop new processes to eliminate waste - Engage agencies, boards and commissions
2	<ul style="list-style-type: none"> - Drive adoption and grow a standardized set of enterprise security controls - Develop partnership with Federal and State Departments of Homeland Security 	<ul style="list-style-type: none"> - Cyber Security Controls - Cyber Security Score 	<ul style="list-style-type: none"> - Partner with Law Enforcement, to drive cyber security training/education for local governments, educational entities, legislators and the public - Centralization of statewide cyber security resources - Support implementation of security controls
	<ul style="list-style-type: none"> - Implement Top 10 best practices for cloud platforms - Modernize statewide policies, standards and procedures for Cloud environments - Optimize statewide cloud expenditures 	<ul style="list-style-type: none"> - Cloud Workload Migration - Applications to Cloud - On Premise Data Centers 	<ul style="list-style-type: none"> - Implement Top 10 Best Practices for Cloud Compute from Amazon Web Services, Azure and Google Cloud - Transition cloud infrastructure into Platform as a Service (PaaS) and Software as a Service (SaaS)
	<ul style="list-style-type: none"> - Design and implement the State's next-generation capital infrastructure to support a mobile workforce 	<ul style="list-style-type: none"> - State Footprint - Utility/Maintenance 	<ul style="list-style-type: none"> - Create a coworking infrastructure for the enterprise workforce - Strategically manage building renewal fund and the state building infrastructure
	<ul style="list-style-type: none"> - Engage enterprise partners on statewide contracting 	<ul style="list-style-type: none"> - Procurement Soft Savings - Enterprise Consolidated Contracts 	<ul style="list-style-type: none"> - Grouping contracts to develop statewide contract - Consolidating off contact and small contracts into statewide contracts
	<ul style="list-style-type: none"> -Re-enforce the State's plans and resources to return stronger 	<ul style="list-style-type: none"> - Project Milestones - PPE - Internal Processes 	<ul style="list-style-type: none"> -Secure State's Personal Protective Equipment Portfolio -Support and promote internal controls and processes
3	<ul style="list-style-type: none"> - Modernize & Secure Human Resources IT Infrastructure - Develop a premier human resources workforce - Build the infrastructure to attract, hire and retain top industry talent for state government - Implement an enterprise health/wellness program - Promote Continuous Improvement Culture - AMS 	<ul style="list-style-type: none"> - HR System Milestones - Academy Milestones - Job Board Milestones - Staff Virtual/Telework - Wellness Milestones - Trained Employees 	<ul style="list-style-type: none"> - Finalize and Implement HR System Replacement Plan - Develop and implement HR Academy Level 2 and 3 - Job Board - Virtual Office/Telework Program - Arizona Health Impact Program - Lean Six Sigma Belt Certifications