

Summary of 3 Year Strategic Priorities

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, develops statewide accounting policies and procedures, reviews and maintains oversight of regulations, 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 Experience:** 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.

#	Multi-Year Strategy	Start Year	Progress / Successes
1	Enhance Customer Experience	2020	<ul style="list-style-type: none"> •The state's benefit plan will save \$60 million during the first year of the new prescription drug contract lowering per member costs to pre 2018 levels. •The state cooperative program experienced a record high revenue year of \$5.6M and increased its membership to more than 1,000, including 22 out of state members. •We leveraged a state-of-the-art-survey platform that published real time employee engagement survey results in a dynamic, digital dashboard enabling agencies to access and analyze their data faster than ever before. •ADOA contracted with Az. Dept. of Health Services to provide facilities management and trades services at the Arizona State Hospital, resulting in high customer satisfaction outcomes and projected cost savings of more than \$250K. • The Transportation Modernization Grants Program funded critical transportation needs to over 71 school districts and impacted 1.2M students statewide. •The Building Renewal Grant Program has awarded over \$155M in 2022 and we project more than \$300M in funding for FY23. •In partnership with ASU, the SFOB reviewed the capital plans from 14 growing school districts, which resulted in more accurate projections of enrollment over the next 10 years and the approval of 3 new school construction projects.
2	Drive Enterprise Efficiencies	2020	<ul style="list-style-type: none"> •ADOA cyber security score has consistently been above the target of 725. •Established Enterprise Computer Hardware Program for purchasing laptops that has delivered 18% lower cost, 88% improvement in time from order to receipt, and 80% faster time to deliver a ready unit to the employee. •ADE School Finance Payment System - Phase 1 delivered MVP functions for Districts & Charters in one year, on-budget w/ full documentation - processing \$6B annually. •The state's 911 system is being updated to Next Gen 911, which will create a faster, more resilient system that allows voice, photos, videos and text messages to flow seamlessly from the public to the 911 network throughout all of Arizona. •Renewal of Google Workspace agreement for 5 years with favorable terms for the state. •Migrated an additional 252 applications and closed 11 more on-premise data centers and moved 92 data centers to the cloud. •All Compression Plan FY22 milestones completed on schedule and prepared for program expansion. •Annual operational budget surplus of \$15M (avg FY19-21) from efficiency projects, increased automation, and a leaner workforce. •Moved to a self-insured model for property and liability risk management programs to reduce insurance premium expenses. •Clarified and limited state's liability exposure through statutory changes. •The Governor's Regulatory Review Council improved and/or eliminated 432 rules between June 2021 and May 2022.
3	Transform the Employee Experience	2019	<ul style="list-style-type: none"> •HR Academy: all levels now underway, with multi-day Level 1 and Level 2 sessions, Specialty Tracks, and Level 3 pilot this quarter. •ADOA delivered an enterprise-wide electronic Remote Work Agreement. •All ADOA employees complete Lean Six Sigma White Belt training during onboarding.

Department of Administration

Fiscal Year 2023 Strategic Plan 2-pager

Strategy #

FY23 Annual Objectives

Objective Metrics

Current Annual Focus

Annual Initiatives

Strategy #	FY23 Annual Objectives	Objective Metrics	Annual Initiatives
1 - Enhance Customer Experience	- Increase access to information online	- # of Story Points developed -#of Business One Stop Users - % of Financial Portal development milestones completed	- Expand and implement Next Phase of Business One Stop - Implement School Financial Transparency Portal (SFTP)
	- Increase Top 20 Cooperative Program Member spend - Enhance contract offerings - Increase Cooperative Program Membership count in other states (currently have 20+ states onboard)	- % change in Co-Op Spend by Top 20 Largest Program Members - Cumulative annual revenue to Co-Op Program (\$)	- Analyze data to identify gaps and opportunities to increase individual member spend - Develop and implement process to identify gaps and opportunities to be more competitive with contracts - Implement a marketing strategy targeted to low usage government entities
	- Improve efficiency and tracking of new construction program funding	- # of days to finalize design review	- Transition new construction projects into new IT solution - Implement additional tracking strategies to improve new construction design review
	- Increase efficiency of the distribution of School Facilities Building Renewal Grants	- # of days to process BRG/EP payments	- Track trends in Building Renewal Grant (BRG) activities (applications, awards, payments, etc.)
2 - Drive Enterprise Efficiencies	- Drive enterprise alignment with the support of information technology infrastructure	- # of days lead time on delivery of purchases for Enterprise Computer Hardware Program - # agencies participating in the Program	- Operationalize and execution of Enterprise Computer Hardware Program
	- Optimize statewide cloud management - Assess statewide cloud maturity - Develop a statewide Data Management Strategy & Program	- # Agencies w/ Cloud Maturity Assessment/Score - # Agencies compliant with Statewide Data Governance Organization Policy	- Optimize agency cloud expenditures with a focus on standard work, cost savings plans and adoption of cloud-native services Platform as a Service / Software as a Service - Establish application assessment standards and baseline all agency applications (cost / compliance / customers / etc.) - Build or aggregate and application portfolio/inventory - Establish standard to assess/baseline utilization - Publish statewide Data Management Strategy - Define statewide Data Management Program and performance measures - ADOA to complete a Data Management maturity assessment.
	Innovate business management services for small agency customers	- # of new customers onboarded - # of services available to customers	- Analyze business service needs of small agency customers - Align existing services to meet demand - Build new cross-functional services to integrate HR, accounting, IT, and procurement - Refine Shared Services business model to right-size rate structure
	Breakthrough Objective - Implement the State's next-generation Capital Plan - Complete capital infrastructure to support a mobile workforce (Hoteling)	- % State footprint consolidation milestones on track <u>Compression Initiative</u>	- Complete the FY22 Compression Plan - Develop scope, evaluate savings and implementation costs of Phase II Compression Plan for FY23 and FY24 - Optimize and expand the use of enterprise hoteling through public and private use; gather data analytics
	- Implement a statewide cyber insurance program	- % Cyber insurance milestones	- Development of cyber insurance program
	- Increase the number of process automations - Upgrade Arizona Financial Information System 4.0	- # of Process Automated - % Milestones complete	- Implement robotic processes in accounting & finance - Implement a code merge/regression testing/packaging process
3 - Transform the Employee Experience	- Modernize & secure Human Resources Information Technology infrastructure - Standardize and simplify statewide performance appraisal process - Advance and standardize KSAs of state's HR practitioners - Drive cost effective health care plans	- % Human Resources Information System development milestones completed - % AZP transition project milestones completed - % HRA Level 3 pilot #2 deployment milestones completed - \$ Cost per member per month	- Execute final phase of the Human Resources Information System Modernization Plan - Transition agencies to new AZPerforms! appraisal system - Finalize development and implement HR Academy Level 3 - Expand the use of data analytics to refine pharmacy benefit
	-Increase Advanced Lean Six Sigma Belt Certification 30% in FY23 with a minimum 90% passing score	- % of Advanced Lean Six Sigma Certified Employees	-The OSCI Administrator will provide a Training Curriculum and an Accredited Lean six Sigma Certification for advanced Lean Six Sigma Belts.