IT Strategic Plan

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What is in the Plan?

Business Context

Goals / Objectives

Principles

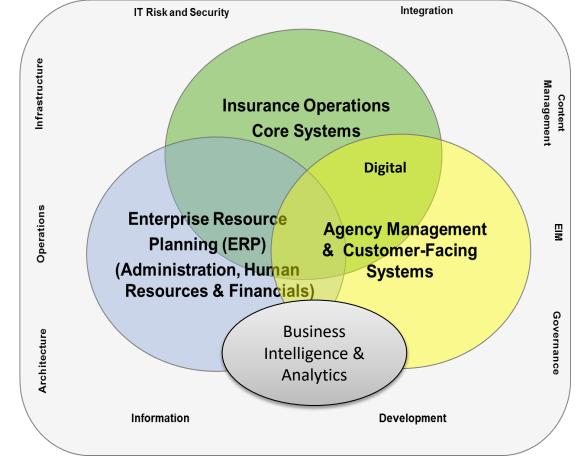
IT Strategies

Tying it all together

IT Strategies in Action

Emerging Technologies

Governance and Scope



Primary Business Systems Strategies and Relationships

IT Strategic Plan What is in the Plan?

7.0 - IT Strategy Impacts

Actions Needed

& Actions People

Culture

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The IT Strategic Plan is a rolling three-year Information Technology (IT) strategy and plan that describes how Citizens' IT will enable the delivery of business value, drive business outcomes and partner with the enterprise to fulfill Citizens' mission.

Citizens IT Strategic Plan is business driven. focused, flexible and frequently revisited.

1.0 - Executive Summary

2.0 - Business Context

Macro-Level Drivers

3.0 - Goals, Themes & Business Value

- Enterprise Goals
 - S&O Goals
 - S&O Objectives
- Planning Themes
- **Business Value**

- Enterprise Architecture ٠ Principles
- Agile Principles ٠

- Security
- Applications

6.0 - IT Strategies

- Network
- Data Platform
- Operations
- Development
- 5.0 Strategic Actions
- Business Architecture •
- People, Culture •
- Agile Transformation •
- Architecture & Alignment •
- Technological Innovation & • Adoption
- Strategic Workforce ٠ Planning
- Employee Engagement ٠

8.0 - Metrics

- OKRs
 - Critical 9
 - IT Dashboard

9.0 - Risks & Issues

- Risks
- lssues



IT Strategic Plan Business Context

Macro-level drivers shape Citizens' operating environment and influence the Citizens' IT Strategies.

Driver 1: Policy Count Variability

Citizens' policy counts are subject to significant variability over time, requiring that we become as efficient as possible and focus innovation around cost savings opportunities throughout the company.

Driver 2: Increased Fraud

It is generally estimated that about 10 percent of the property/casualty insurance industry's incurred losses and loss adjustment expenses can be attributed to fraud each year, and this continues to be an area of concern for Citizens.

Driver 3: The Age of Cloud Computing

Cloud computing is fast on the rise, compelling many companies to embrace this paradigm shift. In addition, a new Florida statute requires that state agencies follow a "cloud first" policy.

Driver 4: Information Security Risk

The consumerization of information technology including the use of online service and personal devices at work, drives the need for additional focus on security and data privacy.

Driver 5: Rapid Advancement of Technology

Technology is advancing at an unprecedented pace, with experts estimating that the capabilities enabled by technology double every year.

Driver 6: Distributed Workforce

Our workforce has become more distributed and geographically diverse, emphasizing the need for secure, costeffective communication and collaboration solutions.

Driver 7: Information Technology Labor Market

The information technology labor market is incredibly strong, making it difficult to attract and retain talent. Page 4

IT Strategic Plan Goals and Objectives



Systems and Operations (S&O) Goals are a subset of Enterprise Goals.

Citizens Goals	S&O Goals	S&O Objectives
Goal 5 Communicate effectively with internal and external stakeholders	Goal 1 Foster and continuously improve communication, employee engagement and workforce happiness	 1.1 Foster a culture of collaboration, transparency and innovation 1.2 Maintain an aligned and empowered workforce that is actively engaged, performs with purpose amd contributes to a stronger, more resilient organization 1.3 Promote a modern leadership culture (Mgmt 3.0) of trust and empowerment
Goal 3 Operate a streamlined, scalable and customer- focused organization	Goal 2 Empower our workforce to deliver continuous business value	 2.1 Maximize value delivery by continuously improving our system (people, process, policies, practices and tools) 2.2 Manage priorities and limit organizational and team work-in-progress (WIP) to optimize flow 2.3 Establish, track and actively use key metrics to understand, learn and improve
Goal 3 Operate a streamlined, scalable and customer- focused organization	Goal 3 Increase operational efficiency and effectiveness, and continuously improve customer satisfaction	 3.1 Continuously improve business value of S&O services through clearly defined and aligned systems (people, process, policies, practices and tools 3.2 Optimize and simplify governance and controls to gain efficiency 3.3 Relentlessly communication between us and with our customers
Goal 2 Ensure a strong financial operating environment	Goal 4 Control administrative expenses and capital costs in alignment with prioritized investments	 4.1 Optimize oversight and control of vendor spend 4.2 Manage costs at the cost center level through education transparency and accountability 4.3 Manage costs in alignment with industry benchmarks 4.4 Reduce duplicate and/or obsolete systems, services and assets
Goal 4 Protect the public interest and maintain the integrity of the corporation	Goal 5 Protect and maintain the integrity of data, systems and physical safety and security	 5.1 Identify, mitigate and monitor risk while managing access to preserve the privacy and security of our information assets 5.2 Ensure readiness to respond to business priorities 5.3 Identify, mitigate and monitor risk to provide a safe and secure workplace

IT Strategic Plan Principles

Enterprise Architecture Principles

- Buying a Software as a Service (SaaS) or a commercial off the shelf (COTS) product or service is preferred to building a system/component/function with similar or equivalent capability.
- Cloud infrastructure is preferred over buying and maintaining infrastructure in our data center. Building and hosting infrastructure internally should be avoided if possible.
- Strive to keep systems and processes simple and standard, unless this impedes business success and differentiation. Simple and standard systems and processes will result in many benefits to the organization.
- Systems and Solutions will conform to defined standards, promoting interoperability for data, applications, and technology
- Citizens will implement elastic solutions that will scale rapidly, commensurate with demand.
- All systems and applications will incorporate the appropriate level of risk management and security controls in their architecture for the authorization, integrity, completeness, data security, and accuracy of transactions.
- Citizens will select solutions that can be implemented, managed and supported with minimal resources.

Agile Principles

- Take an economic view
- Build incrementally with fast, integrated learning cycles
- Base milestones on objective evaluation of working systems
- Visualize and limit work in process (WIP), reduce batch sizes and manage queue lengths
- Apply cadence; synchronize with cross-domain planning
- Unlock the intrinsic motivation of knowledge workers



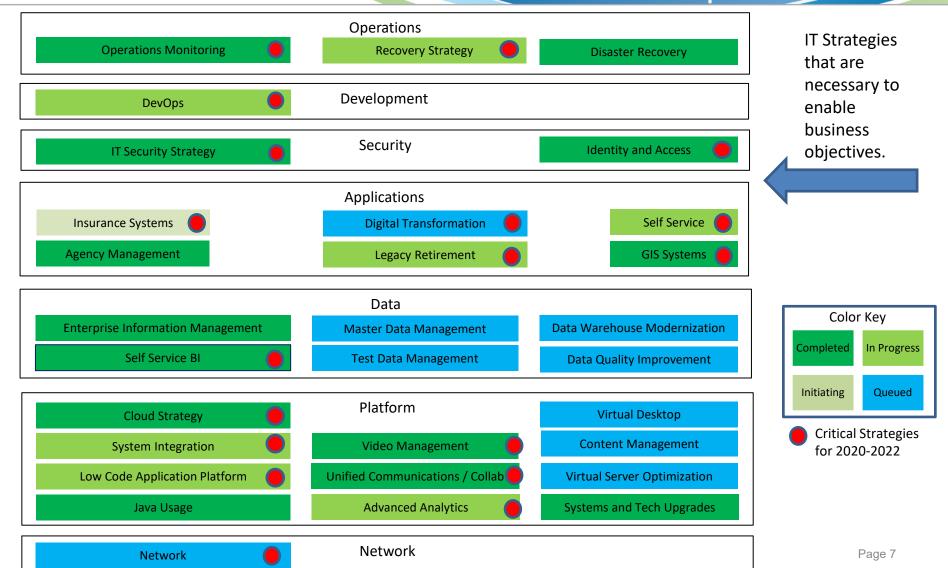






IT Strategic Plan 2020-2022 Strategy Development Focus





IT Strategic Plan Drivers to IT Strategies



SANDPOD Architecture Framework O - Operations												Platform		ns			inagemen		
D* - Development S – Security			ut	tion						ion	c		+	ō			s Ma		
A - Applications		Systems	gement	Transformation		ment		_	Analytics	Cloud Transformation	Systems Integration	Low Code Application	Video Management	Communicati			Access	Strategy	Strategy
D - Data			Mana	ansf	e	tire	ns	e Bl	1	nsfo	nteg	Ap	nag	n n			and /	y Stı	Stra
P - Platform		ance	Ν		Service	y Re	ster	ervio	Jced	Tra	ns l	ode	Ma		rk Sr	bs	tV a	Security	ery
N - Network		Insurance	Agency	Digital	Self Se	Legacy Retirem	GIS Systems	Self Service	Advanced	Cloud	Syster	Low C	Video	Unified	Network	DevOps	Identity	IT Sec	Recovery
SANDPOD Layer>		A	A	A	A	A	A	D	D	P	P	P	P	P	N	 D*	S	S	0
Driver 1: Policy Count Variability		Х						Х		Х									
Driver 2: Increased Fraud								Х	х								Х	х	
Driver 3: The Age of Cloud Computing		Х	Х	х			Х			Х	Х				Х				X
Driver 4: Information Security Risk									Х							Х	Х	X	X
Driver 5: Rapid Advancement of Technology			х	х	Х	Х	х	Х	Х	Х	Х	Х	Х	х	Х	Х			
Driver 6: Distributed Workforce										Х				Х		Х	Х		
Driver 7: Information Technology Labor Market		Х								Х		Х		Х					

IT Strategic Plan Strategies Enable Goals



SANDPOD Architecture Framework O - Operations D* - Development S – Security A - Applications D - Data P - Platform N - Network		Insurance Systems	Agency Management	Digital Transformation	Self Service	Legacy Retirement	GIS Systems	Self Service BI	Advanced Analytics	Cloud Transformation	Systems Integration	Low Code Application Platform	Video Management	Unified Communications	Network	DevOps	Identity and Access Management	IT Security Strategy	Recovery Strategy	
SANDPOD Layer>			A	A	A	A	A	D	D	P	P	P	P	P	N	 D*	s	S	0	
Goal 1: Operate as an efficient residual market		X		Х					Х											
Goal 2: Ensure a strong financial operating																				
environment		X						X	X	Х		X					Х	X	$\left \right $	
Goal 3: Operate a streamlined, scalable and																				
customer-focused organization		Х	Х	Х	X	X		X		Х	Х	X			Х					_
Goal 4: Protect the public interest and maintain																				
the integrity of the corporation		Х								Х						Х	Х	Х	X	
Goal 5: Communicate effectively with internal																	Pag			
and external stakeholders				Х	X					Х			X	Х			гау	69		



IT Strategic Plan Near Term Focus Areas

Several New High-Level Strategic Focus Areas:

Business Architecture

Understand and document how Citizens delivers value through Value Streams

- Decompose Value Streams to identify the business capabilities required to deliver value
- Identify the technologies that enable the business capabilities
- Develop and analyze capability health metrics
- Integrate business architecture framework into enterprise strategy and portfolio planning

People, Culture and Ecosystem Considerations

- Agile transformation
- Architecture and alignment
- Technological innovation
- Employee engagement
- Workforce planning
- Technology adoption



IT Strategic Plan 2020-2022 IT Strategies in Action

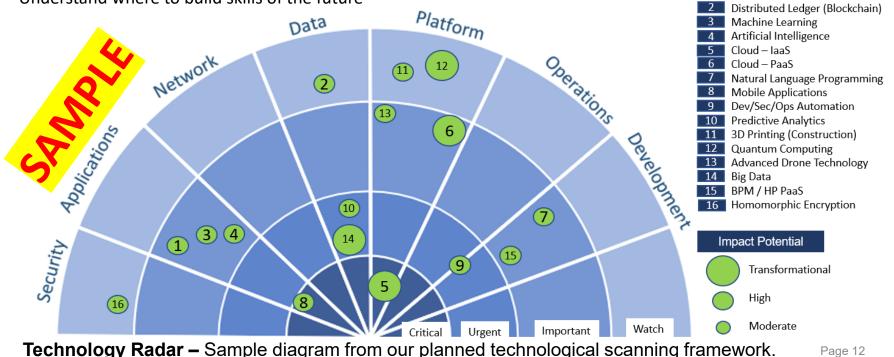
 Insurance Suite Strative Core Insurance Document Ge Document Scatter Progress 	 Enterprise Systems Strategy Legacy Systems Retirement Strategy/Projects – In Progress Data Retention/Reduction Components – In Progress Agency Management Implementation – In Progress Self-Service Applications Strategy → Digital Strategy, 2020+ Litigation Management – Solicitation and New System – 2020+ GIS Strategy and technology refresh – 2020 Vendor/Contract Management System, 2020 	
Security	 Identity and Access Management Delivery – 2020+ Information Protection – Cloud – 2020+ Privileged Access Management (PAM) – 2020+ 	
Network	Network Strategy – 2020 Cloud Network - 2020	vergence
Data	 Business Intelligence Services in the Cloud – 2020+ Advanced Analytics Strategy – 2020+ Analytics Platform – 2020-2021 Predictive Analytics – 2020+ 	ision"
Platform	 Cloud Foundations – In Progress MS Teams, SharePoint – In progress Low Code Application Platform – 2020+ Communications Systems Strategy – 2020-> Projects 	
Operations	 Operations Monitoring Tooling Upgrade 2020+ DevOps – Continuous Integration – 2019+ Business Continuity Plans – 2019+ 	
Development	 DevOps- 2019-2021 Enterprise Rhythm Business Architecture and EA 	Page 11



IT Strategic Plan Long Term – Emerging Technologies Radar

Corporatewide collaborative, visible and outcome-driven tracking mechanism for emerging technologies. **Objectives:**

- Collaborative mechanism to organize Citizens thoughts regarding forward thinking technology
- Ensure all stakeholders have input and visibility to the technologies we are tracking
- Ensure technology research is related to objectives ٠
- Prioritize the technologies that we will further research and potentially adopt •
- Understand potential future technology impact on Citizens ٠
- Provide input to IT Strategic Plan Enhancements
- Understand where to build skills of the future



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Must-Watch Technologies

IoT



IT Strategic Plan Governance and Scope

The IT Strategic Plan includes:

- Approved items that are in progress and are relevant to the future state
- Items that will start in the near term and may require funding or board approval
- Future items that are envisioned to be important but not currently being acted upon

Oversight and governance of IT strategies, plans and budget are well established and include the following:

- Information Systems Advisory Committee of the Board (ISAC)
- Enterprise Rhythm Steering Committee (ERSC)
- Citizens' Internal Control Framework (ICF)
- IT Steering Committee (ITSC)
- IT Governance Committee (ITGC)
- Financial planning/budgetary controls through the Finance and Accounting Office

