

IT Strategic Plan

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What is in the Plan?

Business Context

Goals / Objectives

Principles

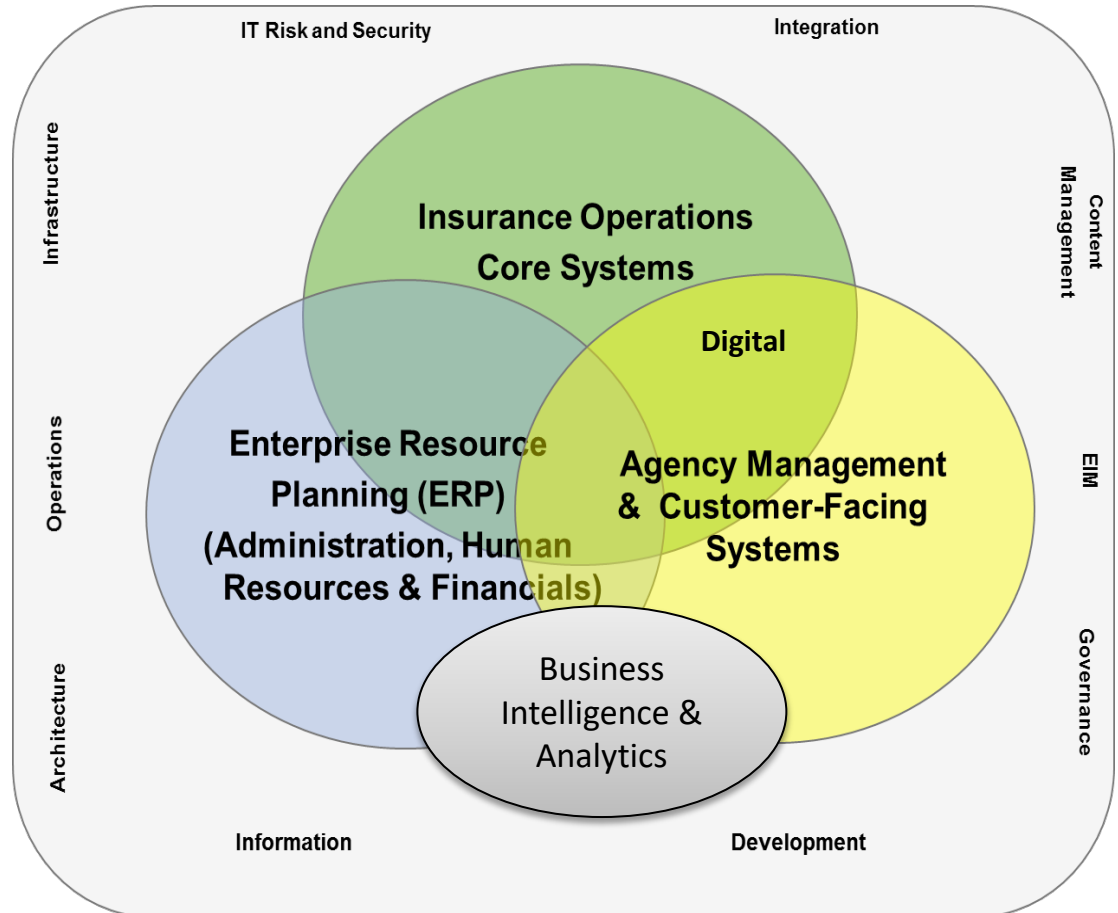
IT Strategies

Tying it all together

IT Strategies in Action

Emerging Technologies

Governance and Scope



Primary Business Systems Strategies and Relationships

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

4.0 - Strategic Principles

- Enterprise Architecture Principles
- Agile Principles

6.0 - IT Strategies

- Security
- Applications
- Network
- Data
- Platform
- Operations
- Development

5.0 - Strategic Actions

- Business Architecture
- People, Culture
- Agile Transformation
- Architecture & Alignment
- Technological Innovation & Adoption
- Strategic Workforce Planning
- Employee Engagement

7.0 - IT Strategy Impacts & Actions

- People
- Culture
- Actions Needed

8.0 - Metrics

- OKRs
- Critical 9
- IT Dashboard

9.0 - Risks & Issues

- Risks
- Issues

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, cost-effective 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.

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





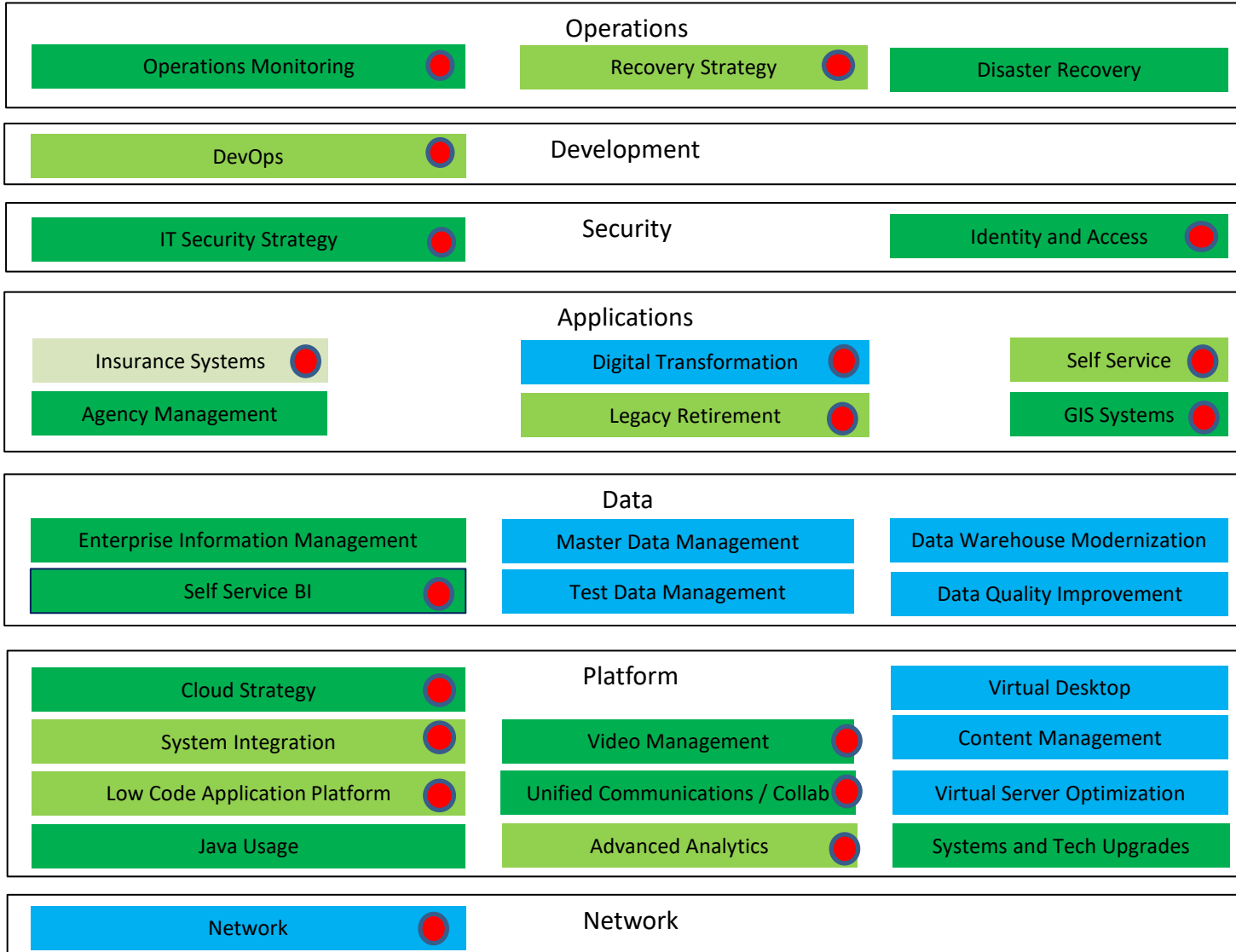
Enterprise Architecture Principles

- 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.

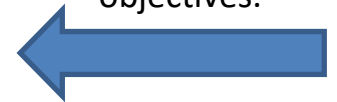
Agile Principles

- 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 Strategies that are necessary to enable business objectives.



Color Key

Completed	In Progress
Initiating	Queued

Critical Strategies for 2020-2022

SANDPOD Architecture Framework

O - Operations

D* - Development

S - Security

A - Applications

D - Data

P - Platform

N - Network

SANDPOD Layer ---->

	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
	A	A	A	A	A	A	D	D	P	P	P	P	P	N	D*	S	S	O
Driver 1: Policy Count Variability	X						X		X									
Driver 2: Increased Fraud							X	X								X	X	
Driver 3: The Age of Cloud Computing	X	X	X			X			X	X				X				X
Driver 4: Information Security Risk								X							X	X	X	X
Driver 5: Rapid Advancement of Technology	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			
Driver 6: Distributed Workforce									X				X		X	X		
Driver 7: Information Technology Labor Market	X								X		X		X					

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SANDPOD Layer ---->	A	A	A	A	A	A	D	D	P	P	P	P	P	N	D*	S	S	O
Goal 1: Operate as an efficient residual market	X		X					X										
Goal 2: Ensure a strong financial operating environment	X						X	X	X		X					X	X	
Goal 3: Operate a streamlined, scalable and customer-focused organization	X	X	X	X	X		X		X	X	X			X				
Goal 4: Protect the public interest and maintain the integrity of the corporation	X								X						X	X	X	X
Goal 5: Communicate effectively with internal and external stakeholders			X	X					X			X	X					

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

Applications - Enterprise Systems Strategy

Insurance Suite Strategy

- Core Insurance System in the Cloud 2021+
- Document Generation Software Upgrade – In Progress
- Document Scanning and Intake Software Upgrade – In Progress
- Electronic Disbursements – 2020

- 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

Data

- Business Intelligence Services in the Cloud – 2020+
- Advanced Analytics Strategy – 2020+
 - Analytics Platform – 2020-2021
 - Predictive Analytics – 2020+
- Fraud Analytics/Management
- LAE Expanded Reporting, 2019-2020

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

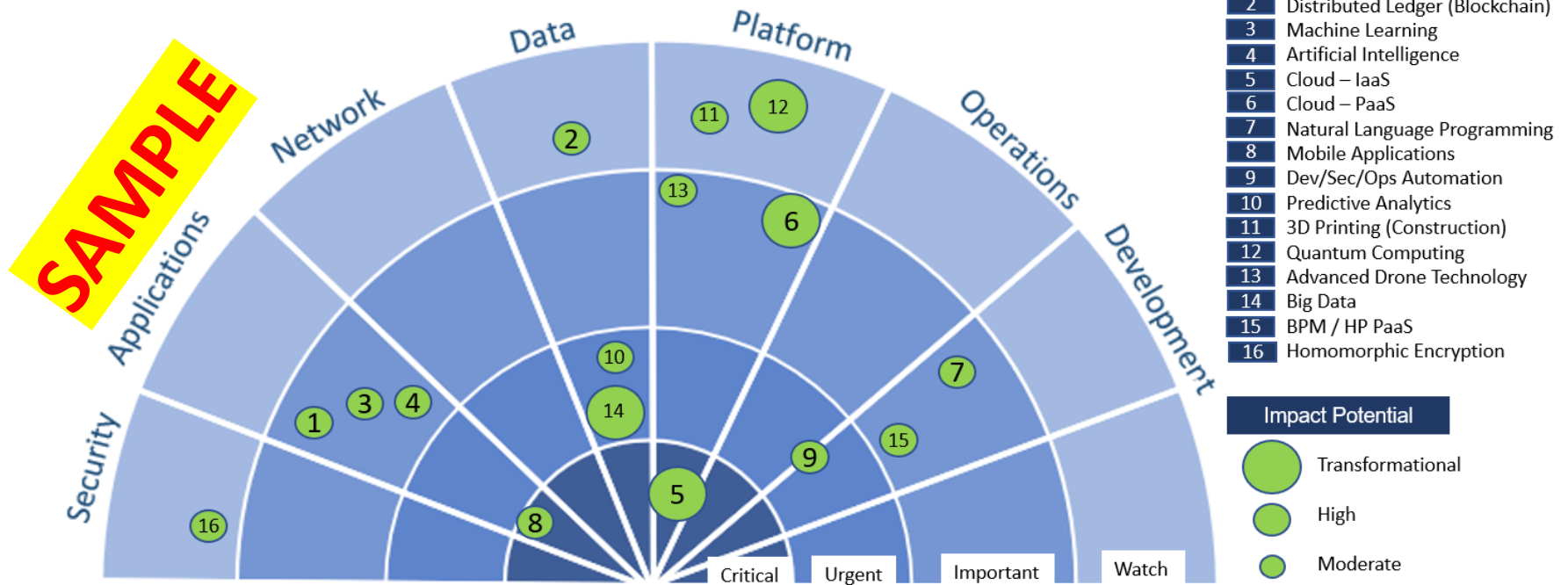
- DevOps– 2019-2021
- Enterprise Rhythm
- Business Architecture and EA

Strategy Convergence
“2023 Vision”

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
- Prioritize the technologies that we will further research and potentially adopt
- Understand potential future technology impact on Citizens
- Provide input to IT Strategic Plan Enhancements
- Understand where to build skills of the future



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

