Metrics

Drivers:
1. Global Pandemic
2. Policy Count Variability
3. Increased Fraud
4. The Age of Cloud Computing
5. Information Security Risk
6. Rapid Advancement of Technology
7. Distributed Workforce
8. Information Technology Labor Market
9. Increased Litigation

Enterprise Goals
1. Operate as an efficient residual market
2. Ensure a strong financial operating environment
3. Operate a streamlined, scalable and customer-focused organization
4. Protect the public interest and maintain the integrity of the corporation
5. Communicate effectively with internal and external stakeholders

Metrics

Cost
- Budgeted and actual cost of IT Budget trend

People
- Headcount trend
- Turnover rate
- Training planned, delivered
- Certifications achieved

Process
- Enterprise Initiatives supported by IT
- Strategies planned, written, approved, being executed on
- Business Architecture knowledgebase progress
- Business Capability Health

Innovation
- Number of POCs/Pilots
- Number of technologies tracked (Tech Radar)

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

Target Enterprise Agile Metrics
1. Time to Value (primary)
2. WIP
3. Predictability Ratios
4. Quality/Reliability
5. Continuous Improvement Ratio
6. Technical Debt Ratio
7. Employee Engagement/Experience
8. Customer Satisfaction
9. Portfolio & ART Health Radars

Enterprise Architecture Principles

- Select solutions that can be implemented, managed and supported with minimal resources.
- Keep information, system and processes simple and standard
- Implement elastic solutions
- Choose cloud over Citizens' hosted
- Data is an asset that will be shared, accessible and protected
- Optimize security and compliance controls based on risk
- Control technical diversity; Leverage strategic vendors; Leverage existing strategic assets; Avoid Duplication of Content/Functionality
- Optimize business processes first; Configure if required; Customize as a last resort
- There will be a single source of truth
- Modernization will include legacy retirement
- Ensure solutions are interoperable, reliable, available, securable and usable
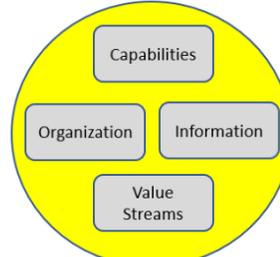
Business Architecture

2021 Theme

- Reduce Citizens'
- Improve Loss and Loss Adjustment Expense Ratios
- Scalability, Flexibility and Resiliency
- Our Employees

Affected Value Streams

- Transfer Policy Agreement
- Acquire Insurance Policy Agreement
- Settle Financial Account
- Maintain Customer/Partner Information
- Settle Claim
- Develop Person

Capabilities
Organization
Information
Value Streams

Source: A Guide to the Business Architecture Body of Knowledge® (BIZBOK®) Guide)

Key Strategic Initiatives

- Exposure Reduction Initiative (KSI)
- Response strategies related to market conditions impacting PIF count (KSI)
- Customer Experience (KSI)
- Identity and Access Management (KSI)
- Matter Management Framework - Enterprise Litigation Management System (KSI)
- Manage risks to improve loss ratios (KSI)
- Workforce / Workplace Transformation (KSI)
  o Distributed Workforce

Technology

IT Enabling Strategies

1. Operations Monitoring
2. Disaster Recovery - Backup/Recovery
3. DevOps/DevSecOps
4. IT Security
5. Identity and Access Management
6. Multi-Factor Authentication
7. Data Loss Prevention
8. Network
9. Insurance Systems
10. Agency Systems
11. Digital Accessibility
12. Customer Experience
13. Legacy Retirement
14. Geographic Info Systems
15. Self-Service
16. Enterprise Information Management
17. Self-Service Business Intelligence
18. Master Data Management
19. Advanced Analytics
20. Test Data Management
21. Data Warehouse Modernization
22. Data Quality Improvement
23. Cloud
24. Integration Platform
25. Low Code Application Platform
26. Java Usage
27. Robotic Process Automation (RPA)
28. Video Management
29. Unified Communication & Collab
30. FMAP 2.0
31. Digital Transformation Strategy
32. Content Management

Emerging Technology Radar

1. IoT – Internet of Things
2. Distributed Ledger - Blockchain
3. Cloud Data Warehouse Technology
4. Artificial Intelligence/Machine Learning
5. Natural Language Solutions
6. Intelligent Text Ingestion
7. Digital Adoption Solution (DAS)
8. Advanced Video/Image Analytics
9. Homomorphic Encryption
10. Container Management
11. Advanced Drone Technology
12. Voice/Chat Bots
13. 5G Security
14. Quantum Computing

People

IT Strategic Workforce Plan Recommendations
- Build upon recruitment strategy
- Expand remote work
- Boost succession planning
- Re-develop career paths

Other Activities:
- Managed Workplace Services for IT
- "Stronger Together" – belonging and inclusion
- Employee Engagement program
- Rewards program
- GROW program
- Mentorship program

Process

Enterprise Rhythm
Enterprise Agile with the SAFe framework

Sec
Dev
Ops

Corporate Governance
- BOG
- ERSC
- ICF
- External Audits
- OIA
- ERM

IT Governance
- ISAC
- ITSC
- ITGC

Architecture & Security Governance
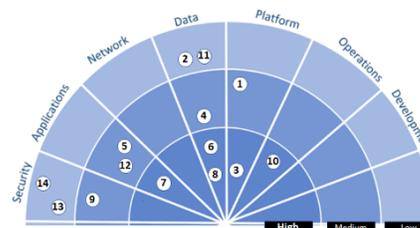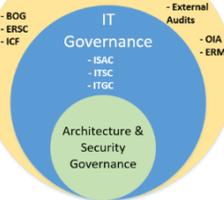
Agile Principles

- 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

Data | Platform | Operations | Development | Network | Applications | Security

High | Medium | Low

Citizens' Strategy Radar, June 2021

Radar chart with sectors labeled: Development, Operations, Platform, Data, Network, Application, Security

Concentric rings labeled: Low, Medium, High

Items on radar:
- DevOps
- Accessibility
- DR
- Ops Monitor
- Sys Int
- UCC
- eLCAP
- RPA
- Video
- Java
- Content
- Quality
- EIM
- MDM
- Test Data
- Cloud
- DW Modern
- Analytics
- BI
- Self-Serv
- Tech Radar
- DLP
- IAM
- MFA
- FMAP 2.0
- CX
- Legacy Retire
- Digital
- Agency Sys
- GIS
- Ins Sys
- Network

Legend — Status
- (green) Strategy Creation
- (yellow) LPM / Planning / Procurement
- (pink) Analysis & Delivery
- (grey) No Work Planned this PI

Legend — Theme
- (blue) Reduce Citizens' Exposure
- (black) Ensure Scalability, Flexibility and Resiliency
- (red) Proactively Manage Risk to improve LAE
- (purple) Investing in & Leveraging Citizens Greatest Resource: Our Employees

Short Name	Name	Description
Analytics	Advanced Analytics	This strategy will define how Citizens will utilize predictive and advanced analytics, aligning with work done in forecasting and research, SIU, and other departments.
Agency Sys	Agency Systems	The purpose of this strategy is to consolidate Agency Management Systems to reduce redundant processes and improve ability to manage Agents for improved results.
Cloud	Cloud Strategy	Citizens is extending our network to an online cloud service. Citizens will move applications and infrastructure to the Cloud over time. Given the number of applications that we host, this vision will take a few years to achieve.
Content	Content Management (Document Management, Records Management)	This strategy will define the solution parameters for management of documents produced from enterprise applications, vs web content vs end user document collaboration.
CX	Customer Experience	The vision is to Execute an Enterprise CX strategy that focuses on delivering efficient and positive customer experiences, infuses awareness of the CX throughout the organization connecting people to purpose, gathers customer intelligence, identifies and implements technology solutions with a comprehensive approach to customer data management and takes advantage of opportunities to drive expense reductions and improve operational processes. Customer Relationship Management (CRM) technology may be needed to enable this strategy and will be considered as a component of this strategy.
DLP	Data Loss Prevention (DLP)	DLP is a strategy for ensuring sensitive/confidential information doesn't leave the company without authorization.
Quality	Data Quality Improvement	Strategy to define, measure and improve Data Quality across different systems. Part of overall Enterprise Information and Data Management Strategy.
DW Modern	Data Warehouse Modernization	Strategy to modernize our Data Warehouse with new cloud-based technologies and increased capabilities to process advanced analytics over semi-structured and unstructured data in support of current and future business imperatives. Defines the conceptual level of the components and interactions with our landscape including data lake, operational data store, data mart, and the data warehouse engine. Part of overall Enterprise Information and Data Management Strategy.
DevOps	DevOps	Strategy that will define how to automate processes between development and other IT teams while ensuring secure coding practices
Accessibility	Digital Accessibility	Strategy for management of Americans with Disability Act (ADA) compliance
Digital	Digital Transformation Strategy	Comprehensive strategy that includes a number of automation initiatives - Consideration for direct digital business model - Self-Service initiatives (Customer Engage Portal, etc...) - Robotics Process Automation - Electronic document delivery - Others
DR	Disaster Recovery	This strategy is to get out of our own leased disaster recovery facility. Phase 1 - Migrate to shared facility. Phase 2 - migrates our infrastructure to a cloud provider's facility, achieving IaaS benefits, as outlined in this document. Phase 3 - High availability in the cloud.
EIM	Enterprise Information and Data Management	This is an overarching Strategy that documents several sub-strategies that are necessary to enable Citizens to maximize the use of information: 1. EDM (Enterprise Data Management) 2. Information Architecture Simplification 3. Self Service BI 4. Data Quality Improvement 5. Data Warehouse Modernization 6. MDM (Master Data Management) 7. Advanced Analytics

eLCAP	Enterprise Low Code Application Platform	The purpose of this strategy is to define the direction and parameters needed for researching and selecting an Enterprise Low-Code Application Platform (eLCAP or LCAP). LCAP technology provides benefits such as a common platform for rapid application development, continuous deployment, mobile, and are used for business process automation/orchestration. Citizens is in a position where we currently have investments with products by Microsoft, SalesForce, and ServiceNow which provide eLCAP capabilities. As each of these environments go live to support their respective initiatives, Citizens needs a clear direction of which platform(s) and capabilities should be leveraged for future projects.
FMAP 2.0	FMAP 2.0	The purpose of this strategy is to define the future vision and direction for Florida Market Assistance Program with the goal of expanding the utilization of FMAP for exposure reduction.
GIS	Geospatial Information Systems (GIS) strategy	Geospatial Information Systems (GIS) strategy to leverage newly available GIS software to improve business intelligence. The end state of the GIS transformation strategy will provide a platform where business users can create new geospatial analytics that will drive new corporate strategies, inform decision making, and ensure existing operations and programs are outcome-based and evidence driven.
IAM	Identity and Access Management	Improve management of identity life cycle, and employee productivity associated with managing identifies and access
Ins Sys	Insurance Systems Strategy	The purpose of this strategy is to outline the future state of Insurance Systems at Citizens.
Java	Java Usage	This strategy provides high level direction to ensure ongoing support for Java licensing at Citizens.
Legacy Retire	Legacy Retirement	Enterprise strategy for current and future system retirement to reduce the time legacy systems remain in Citizens' architecture while ensuring business needs are completely met prior to a system's retirement.
MDM	Master Data Management (MDM) Strategy	Strategy to identify, assess and create roadmap for Master Data Management, that includes reference data such as Customer details, Address details etc. Part of overall Enterprise Information and Data Management Strategy.
MFA	Multi-Factor Authentication (MFA)	MFA is a strategy to implement a solution to present two pieces of evidence (your credentials) when logging into an account.
Network	Network Strategy	Strategy to ensure Citizens' network capability will support large media in a hybrid cloud environment.
Ops Monitor	Operations Monitoring	This strategy outlines the current state of monitoring in Citizens IT environment and will outline a framework and strategy for evolving monitoring capabilities to improve application uptime, performance, and reliability.
RPA	Robotics Process Automation (RPA)	Enterprise strategy that provides an RPA framework to assess use cases, determine appropriate tools, define the processes, establish governance, and train others to automate certain business processes and tasks quickly and easily, which will allow the business units to realize value sooner without extensive development and fewer dependencies on IT.
Self-Serv	Self-Service	Comprises multiple self-service initiatives in the portfolio, and is a subset of Digital Transformation
BI	Self-Service Business Intelligence	Self-Service Business Intelligence (BI) is an approach to data analytics that enables power users to access and work with Citizens' data even if they do not have a technical background in data mining or business intelligence. Business users may use a Self-Service BI tool to filter, sort, analyze and visualize data without involving IT teams. This reduces the cost of IT and empowers the Business to quickly access information.

Sys Int	Systems Integration	Citizen is in the process of migrating its systems to the cloud. This necessitates selecting a cloud-based application integration platform to replace its on-premises installation of middleware before migrating its primary line of business systems. A platform which is based in the cloud, yet has distributed on-premises deployment capabilities, will provide low latency API calls to cloud services, and help meet increasing business demands on integration resources.
Test Data	Test Data Management	The purpose of this strategy is to improve our ability to generate, maintain, and manage test data with the goal of improving quality and speed of delivery.
UCC	Unified Communications and Collaboration	This is a multi-stage strategy that sets our direction for modernization and integration of enterprise communication and collaboration services such as instant messaging, voice, mobility features, audio, web & video conferencing, desktop sharing, data sharing (including web connected electronic interactive whiteboards), call control, speech recognition and non- real-time communication services such as unified messaging (integrated voicemail, e-mail, SMS and fax). Also includes call center technology modernization.
Video	Video Management	The purpose of this strategy document is to develop an enterprise strategy for consistently enabling video capabilities across the organization. This strategy will provide technological direction and roadmap for procuring a video platform solution that will support video capability enablement across the organization and establish Citizens technology standards related to video content. This will provide a consistent technology platform that all business units can leverage to further expand business capabilities using video content within their own organization.