

IT Strategic Plan 2022

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Drivers:

1. Increased Risk of Crisis/Business Disruption
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

OKRs and Metrics

Objective and Key Results (OKRs) improve focus, alignment and tracking

Key Target IT Metrics

Cost <ul style="list-style-type: none"> Budgeted and actual cost of IT Budget trend Business Case Development (as needed) 	Technology and Security Metric Categories <ul style="list-style-type: none"> Security Applications Network Data 	<ul style="list-style-type: none"> Platform Operations Development
People <ul style="list-style-type: none"> Headcount trend Turnover rate 	Target Enterprise Agile Metrics <ol style="list-style-type: none"> 1. Time to Value (primary) 2. Flow Load (Work in Process) 3. Flow Velocity 4. Flow Distribution (Features, Defects, Risks, Debt) 5. Flow Predictability Ratios 	<ol style="list-style-type: none"> 6. Quality/Reliability 7. Continuous Improvement Ratio 8. Employee Engagement/Experience 9. Customer Satisfaction 10. Portfolio & Agile Release Train (ART) Health Radars
Process <ul style="list-style-type: none"> Enterprise Initiatives supported by IT Strategies planned, written, approved, being executed on Business Architecture knowledgebase progress Business Capability Health 		
Innovation <ul style="list-style-type: none"> Number of Proofs of Concept (POCs)/Pilots Number of technologies tracked 		

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

Strategic Business Initiatives and Actions

<ul style="list-style-type: none"> Exposure Reduction Program Citizens Eligibility Re-Imagined Fraud Analytics Software E-Signature Solution Implement any Legislative or Product Changes Holistic Inspections Program: <ul style="list-style-type: none"> Fully Automating Property Inspection Orders and Results New Business Inspection Model Virtual Inspection 	<ul style="list-style-type: none"> Identity and Access Management Customer Relationship Management (CRM) Needs Analysis and Consultation; CRM Solution Self-Service Enhancement: Live Chat Capabilities Self-Service: Implement Guidewire CustomerEngage Operational Resiliency and Continuity Planning: Scenario-Based Approach Voice of the Customer Survey Administration and Advanced Analytics myPolicy -FNOL Customer Experience Recalibrate Automated Underwriting Model Big Data Analytics Platform for Business Enablement
<ul style="list-style-type: none"> Enterprise Litigation Management Solution Legal Billing Review Claims Legal Services 	<ul style="list-style-type: none"> Stronger Together Citizens Innovates Hybrid Workplace Collaboration Technology Strategic Workforce Planning

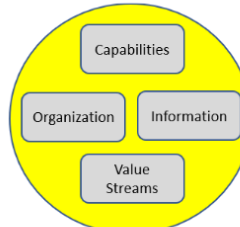
2022 Theme

1. Identify and Implement Strategies to Reduce Citizens' Exposure
2. Ensure Scalability, Flexibility and Resiliency in Our Operations
3. Reduce Litigation and Enhance Litigation Capabilities
4. Investing in & Leveraging Citizens our Employees

Business Architecture

Affected Value Streams

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



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

Emerging Technology Radar



People

IT Strategic Workforce Plan Recommendations

- Build upon recruitment strategy
- Expand remote work
- Boost succession planning
- Re-develop career paths

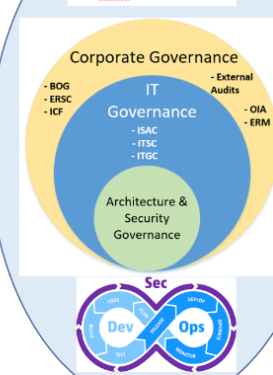
Other Activities:

- Managed Workplace Services for IT
- "Stronger Together" – belonging and inclusion
- Employee Engagement program
- Job shadowing program
- Rewards program
- Community Outreach
- GROW program
- Mentorship program

Process

Enterprise Rhythm

Enterprise Agile with the SAFe framework



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