COMMONWEALTH of VIRGINIA

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December 28, 2011

The Honorable Charles J. Colgan
Chair, Senate Finance Committee
Senate of Virginia
10660 Aviation Lane
Manassas, Virginia 20110-2701

The Honorable Lacey E. Putney
Chair, House Appropriations Committee
Virginia House of Delegates
P. O. Box 127
Bedford, Virginia 24523

The Honorable Mamie E. Locke
Chair, Senate Committee on General Laws
and Technology
P.O. Box 9048
Hampton, Virginia 23670

The Honorable S. Chris Jones
Chair, House Committee on General Laws
P.O. Box 5059
Suffolk, Virginia 23435-0059

The Honorable Kathy J. Bryon
Chair, House Committee on Science
and Technology
523 Leesville Road
Lynchburg, Virginia 24502-0409

Chairs Colgan, Putney, Locke, Jones and Byron:

Pursuant to the 11th enactment clause of Chapters 136 and 145 of the *2010 Virginia Acts of Assembly*, "The Information Technology Advisory Council shall develop a technology business plan for the Commonwealth in consultation with the Council on Virginia's Future, and that on or before December 31, 2011, such technology business plan shall be provided in writing to the chairs of the House Committee on General Laws, the Senate Committee on General Laws and Technology, the House Committee on Appropriations, the Senate Finance Committee, and the House Committee on Science and Technology." The purpose of this letter is to convey the document that satisfies this requirement.
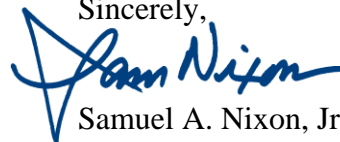
Briefly stated, the Technology Business Plan is intended to be the link between the Commonwealth's business priorities and the Statewide Strategic Plan for Information Technology, providing business guidance and direction to executive branch agencies' collective technology initiatives. The members of the Information Technology Advisory Council and VITA staff, in consultation with the staff of the Council on Virginia's Future, developed the

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background information and defined the enclosed Plan's five key initiatives over the course of calendar 2011.

Questions about or comments on the plan may be directed to Jerry Simonoff, VITA's Director of Enterprise Solutions and Governance, at (804) 416-6016 or jerry.simonoff@vita.virginia.gov.

Thank you very much for your time and consideration.
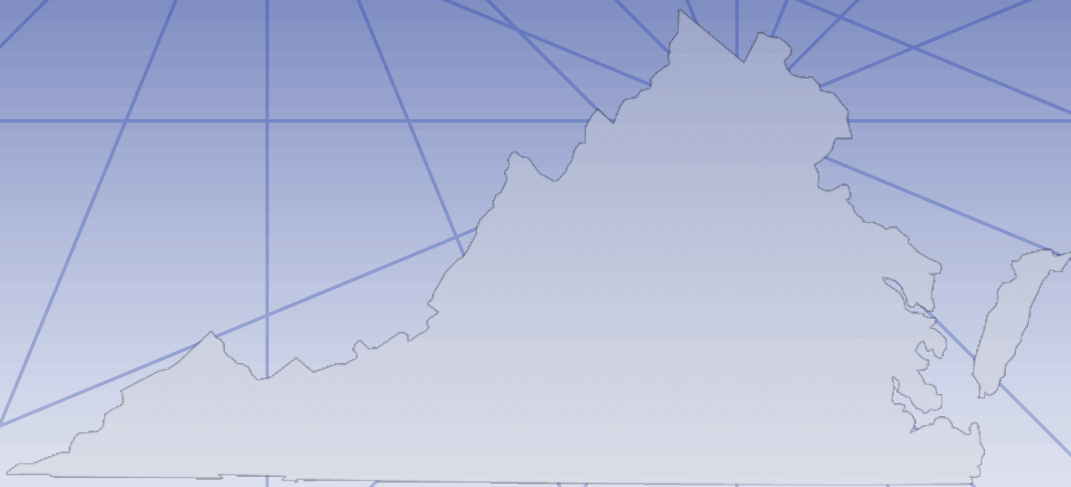
Sincerely,

Samuel A. Nixon, Jr.

Attachment

c: The Honorable Martin Kent, Chief of Staff
         The Honorable James D. Duffey, Jr., Secretary of Technology

ITAC

Information Technology Advisory Council

Technology
Business
Plan

1. BACKGROUND

The 2010 General Assembly made substantial revisions to the governance of Virginia's centralized information technology (IT) operations. Among those changes was the creation in the *Code of Virginia* of the IT Advisory Council (ITAC), which is responsible for advising the Commonwealth's Chief Information Office (CIO) and the Secretary of Technology on the planning, budgeting, acquiring, using, disposing, managing, and administering of information technology in the Commonwealth. [1]

The 11th enactment clause of the aforementioned 2010 legislation also tasked ITAC with the development by December 31, 2011 of a Technology Business Plan, in consultation with the Council on Virginia's Future. This document constitutes that plan for the 2012-2014 biennium.

Briefly stated, the Technology Business Plan is intended to be the link between the Commonwealth's business priorities and the Statewide Strategic Plan for Information Technology, providing business guidance and direction to executive branch agencies' collective technology initiatives.

2. ENVIRONMENTAL CONSIDERATIONS

Any planning effort logically begins with consideration of those significant environmental factors which affect its development and will substantially impact how the plan is actually carried out. In the context of this Technology Business Plan, four such "external realities" have been identified and are outlined below.

Financial Outlook

The global financial turmoil of the last several years continues to unfold, with its impacts upon government at all levels a matter of ongoing debate and discussion. What appears likely, if not certain, is that the increasing revenue trends of the not-too-distant past will not continue for the foreseeable future. Between FY 1996 and FY 2006, the Commonwealth's inflation and population-adjusted revenue growth was 28.8 percent, an average annual growth rate of 2.6 percent.[2] By contrast, the overall state budget went from $39.0 billion in FY 2011 to $39.6 billion in FY 2012, a non-adjusted increase of only 1.5 percent.

> *"When will we be back to normal? By the end of the decade. And even then it won't be the old normal."*
>
> *John Thomasian, Director*
> *Center for Best Practices*
> *National Governors Association*

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[1] The legislation that created the Council is codified in Va. Code § 2.2-2699.5, and the majority of its powers and duties are set forth in Va. Code § 2.2-2699.6.

[2] September 2007 Senate Finance Committee Staff Report,
http://sfc.virginia.gov/pdf/frequently%20requested/FY96%20to%20FY06%20Budget%20Growth%20Analysis.pdf

Continued Population Growth

In terms of its population, Virginia continues to be one of the fastest growing states in the nation. The state's 2010 Census count of 8,001,024 was almost one million greater than in 2000, a 13% increase (as compared to the overall US increase of 9.7%). The long-term trend for significant state population growth is expected to continue.

> *US Census Bureau projections estimate Virginia could add close to another one million residents by 2020.*

Population growth inevitably adds to demands for public services. Over the next 20 years, as the "Baby Boom" population cohort reaches retirement age, the increasing percentage of older Virginians will further add to service requirements. Coupled with the aforementioned bleak state revenue outlook, pressures upon state agencies to "do more with less" are likely to only increase.

Aging of the State Government Workforce

As a corollary to the aging of Virginia's population in general, the state government workforce is also on average getting older. Data from the Department of Human Resource Management (DHRM) yield the following telling statistics:

- The average age of a state worker has increased 10.4% in last 20 years.

- State workers' average years of service has increased 17.6% in last 20 years.

> *10.7% of the state workforce is currently eligible for unreduced retirement. In five years, that percentage will jump to 23.9%.*

When an experienced state worker retires or otherwise leaves state employment, more than just manpower is often lost. All too frequently substantial institutional knowledge and in-depth understanding of long-standing systems and processes leaves as well.

Attractiveness of Government Careers to Younger Generations

One impact of state government's response to current economic conditions is an overall reduction in the state's workforce. DHRM statistics indicate that the number of full-time-equivalent (FTE) state positions has decreased by eight percent over the past three years. That decrease, coupled with the above-noted exodus of knowledge and experience, puts even greater emphasis on the need to bring qualified younger workers into the state workforce.

However, trends also show increasing difficulties in attracting younger workers to public service. "Gen-X" (ages 30-45) and "Millenials" (under 30) have distinctly difference workplace goals than the Boomers. Millenials (also known as the Net-Generation or "Net-Geners") in particular are looking for challenges (knowledge work, not rote tasks), flexibility in and outside of the workplace, collaboration (and lots of cool technology to support that), and (potentially good news for government) a chance to make a difference by solving real problems.

Virginia state government faces similar issues in attracting and keeping younger workers. Attracting and keeping new workers is in fact an overall challenge for the Commonwealth. DHRM data indicates that the highest turnover rate among state employees is in the first five years of service, when 53% of all separations occur.

> *"Net-Geners are not patiently working their way through the organizational hierarchy, but are instead moving on quickly when they see no clear cut advantages – personally, professionally, or financially – to staying."*
>
> Federal CIO Council

3. DESIRABLE PLAN ATTRIBUTES

The above-outlined environmental considerations strongly suggest a Technology Business Plan that is pragmatic, focused, and takes advantage of available resources and initiatives for optimum impact, including the following attributes:

- *Leverage the Work of the Council on Virginia's Future (COVF)*—The legislative charge to create the Technology Business Plan includes the directive to work in collaboration with the COVF. That council has, in turn, created the Commonwealth's award-winning Virginia Performs website, organized around the state's seven long-term goals, as well as working with the Department of Planning and Budget on agency and secretariat strategic planning and performance-based budgeting.
- *Drive off of recognized business priorities*—The state has a well-established process in place for developing and maintaining agency-level strategic (business) plans. Working from a higher-level summary of the Commonwealth's overarching business priorities would be a key to creating a supportive, yet focused, Technology Business Plan.
- *Focus on key leverage points*—State agencies cover an extremely wide range of missions and associated constituent services. Finding common points of interest that could then be leveraged for a variety of specific purposes would enable a select number of initiatives to have positive impacts on the broadest array of business priorities.
- *Create an action agenda – with follow-through*—To be worthy of further time and attention, the plan must describe a clear path to meaningful benefits with outcome-based measures.

Approaches for monitoring progress and results, as well as ensuring adherence to enterprise standards, such as those for security, privacy, and accessibility, should also be incorporated.

4. PLAN DEVELOPMENT

Development of this Technology Business Plan took place in several phases: Determination of the Commonwealth's high-level business priorities; identification of key initiatives that could become technology focal points in support of those business priorities; and development of the plan document, including action steps for implementation.

In a fortunate coincidence of timing, in the spring of 2011, COVF was beginning a collaborative effort with Cabinet secretaries that would provide a business-oriented bridge between the state's agency-level strategic plans and the Commonwealth's long-term goals previously developed by the Council. That effort culminated in the September 2011 publication of the "Commonwealth of Virginia Enterprise Strategic Priorities"[3]. That document arranges the cabinet secretaries' designated business priorities according to the COVF's seven long-term goals, as well as providing strategies for implementation associated with each priority.

During the summer of 2011, staff of the COVF and the Virginia Information Technologies Agency (VITA) analyzed early drafts of those Enterprise Strategic Priorities to determine how they could be effectively used as the business basis for this Technology Business Plan. As part of that exercise, the two staffs defined several candidate plan initiatives and evaluated them in terms of the desirable plan attributes outlined above.

At its quarterly meetings in May and August 2011, the IT Advisory Council received updates on this process from COVF and VITA staff. To facilitate further work on the plan between ITAC meetings, the ITAC chair, Secretary of Technology Jim Duffey, asked ITAC's Enterprise Solutions & Governance Workgroup to work with staff on completion of a plan document for recommendation to the full ITAC.

5. TECHNOLOGY BUSINESS PLAN INITIATIVES

The five Technology Business Plan initiatives outlined below are the result of the vetting process described above. The relationship of each initiative to the Commonwealth's Enterprise Strategic Priorities, and to specific strategies associated with those business priorities, is provided in the table in Appendix A. Each initiative is directly related to more than one strategic priority and to multiple associated strategies as well. Relationships most frequently occur with the COVF long term goals for Government & Citizens, Economy, and Health and Family, followed by Public Safety, and then Education, Transportation, and Natural Resources.

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[3] See http://www.dpb.virginia.gov/forms/20110901-1/EnterpriseStrategicPrioritiesforAgencyStrategicPlanning.pdf

That said, Appendix A should be considered as illustrative, not prescriptive. As efforts are undertaken to implement these initiatives, participants may want to peruse the Enterprise Strategic Priorities and associated strategies and establish their own views on initiative/priority relationships from the perspectives of the stakeholder groups they may represent.

Initiative 1—Emphasize programs and tools that enable all citizens to interact with government 24x7—safely and securely, and when, how, and where they want it

Background: As consumers, citizens are increasingly accustomed to being able to access the goods and services they require via a full range of means—walk-in, phone-in, or "surf-in"—providing the opportunity to conduct business any time of the day or night, and anywhere they might be, that suits their needs and desires. Their expectations are no less of the public sector—and government has clear efficiency and effectiveness motivations as well for meeting those expectations.

> ***60% of all DMV drivers' license renewals are now accomplished online.***

Re-engineered business processes can improve internal operations as well as providing a more satisfying customer experience. Collaborative applications such as the Governor's Business One-Stop are exemplary of these kinds of customer-centric services. Newer and expanding forms of interaction, such as social media, need to also be further explored and applied.

Initiative 2—Improve information-sharing to optimize current business functions and supporting systems

Background: A number of the Commonwealth's Enterprise Strategic Priorities and their associated strategies emphasize increasing the efficiency and effectiveness of government services through improved sharing of information, both across state agency boundaries and among all levels of government and associated non-governmental organizations. In the current and projected economic environment, major funding sources to invest in new applications supporting such efforts are not likely to be forthcoming.

Finding and implementing ways to improve data sharing and information flows among existing/legacy systems can significantly improve the effectiveness of such systems while also extending their useful lives. Emphasis should be placed on determining where improved data flows can lead to streamlining processes, providing opportunities for such improvements to pay for themselves.

 A recently-initiated information-sharing collaboration among agencies in the Health and Human Resources Secretariat, the Department of Motor Vehicles, and VITA to improve the provision of health-related services is one example of how such collaborations can enhance both internal processes and citizen services.

Initiative 3—Leverage technology to improve worker productivity and make state employment more attractive to the future workforce

Background: As noted above, documented trends show a clear pattern of an aging state government workforce, with large percentages at or near retirement eligibility, and increasing difficulties attracting younger workers to state employment. Virginia's continued robust population growth, and the corresponding increasing demands for state services, will inevitably place additional workload pressures on the state workforce.

A more "Millenial-friendly" work environment will help state government compete with private sector organizations already instituting such changes. In addition to keeping current with such trends as telework and uses of consumer technology, improvements in various administrative systems state workers use daily could also enhance their workday experience. A concerted focus on leveraging cost-effective, productivity-enhancing technologies can increase the effectiveness of state workers while providing a more fulfilling and satisfying work environment—and thereby also contributing to improved customer service.

One service newly offered by VITA, providing technology that will enable state workers to safely and securely use their personal wireless devices to access state e-mail, exemplifies the kind improvements that can make state employment more attractive to younger generations going forward.

Initiative 4—Support educational attainment initiatives—key to achieving state economic development and quality of life goals

Background: Several Commonwealth Enterprise Strategic Priorities reference the positive impacts of educational attainment upon a broad range of the quality of life indicators in the Council on Virginia's Future's long-term goals. Strategies that support those priorities can be enhanced by technologies that improve communication, collaboration, and information-sharing among participating entities—state, regional, and local.

A current example is the Virginia Longitudinal Data System, led by the Department of Education with growing participation by other interested agencies. Several agencies not originally participating in this effort are exploring the benefits of contributing to and using information from this system, and others are encouraged to do likewise.

Initiative 5—Expand and support back-office platforms and productivity tools that support Governor's Reform Commission recommendations on streamlining government operations

Background: As a $38 billion a year business entity, Virginia would rank in the middle of the *Fortune 100*. Operationally, the Commonwealth's executive branch is more akin to holding company of 84 small- to medium-sized businesses (excluding higher education). From a technology spend standpoint, the top 15 agencies account for 82% of executive branch IT expenditures, leaving the

remainder spread out thinly among the remaining agencies. And of those remaining agencies, 31 have less than 100 employees.

> *"Optimize the technology state government already has. Consolidate data centers and processes (like payroll), integrate and share services across agencies, use common platforms, aggregate multi-agency purchasing, and require employees to fully take advantage of the technology available to them to do their job. Also, consider how technology can be used to deliver services more efficiently and cheaply."*
>
> "The Big Reset: State Government After the Great Recession"
> Center for Best Practices, National Governors Association

Current examples of shared back-office services, such as the Department of Accounts Payroll Service Bureau and the Disability Services Agencies' Memoranda of Agreement, illustrate opportunities to leverage common back-office functions for the benefit of agencies of all sizes. In general, agencies should be encouraged to pursue such collaborations and productivity initiatives via incentives for gain-sharing and other financial rewards—as specifically called out in Strategy 20.5 of the Enterprise Strategic Priorities.

6. RECOMMENDED ACTION STEPS FOR PLAN IMPLEMENTATION

The Commonwealth has had a *Code* requirement for a statewide strategic IT plan in place in one form or another for the past two decades. In the corporate world, such an IT plan would be based on a commensurate corporate-wide strategic business plan.

In the new Commonwealth Enterprise Strategic Priorities, the state now has a state government counterpart to such a corporate-wide strategic business plan. This Technology Business Plan, and the five initiatives therein, provide a logical link to, and a business-based launching platform for, the 2012-2014 version of that statewide strategic IT plan.

To launch that strategic IT planning effort, the Commonwealth CIO should:

- Form a stakeholder workgroup around each of the five Technology Business Plan initiatives, with a representative cross-section of interested agency participants and related citizen organizations.
- Task each workgroup with the following:
  - Conduct an expedited scan of state government for technology opportunities related to their assigned initiative.
  - From the most promising opportunities recommend an action plan and schedule for pursuing same.

To provide ongoing business oversight and communications with ITAC, the Secretary of Technology should designate one or two ITAC members as liaisons to each initiative workgroup.

Relationship of Technology Business Plan Initiatives to

Enterprise Strategic Priorities & Associated Strategies

Technology Business Plan Initiative	Enterprise Strategic Priority	Associated Strategies
1—Emphasize programs and tools that enable all citizens to interact with government 24x7—safely and securely, and when, how, and where they want it	*ECONOMY* 1 - BUSINESS CLIMATE and ECONOMIC DEVELOPMENT Enhance and promote Virginia's competitive business climate to increase opportunity for all Virginians and assure that Virginia continues to be the top state for business in the nation.	1.2. Advance Virginia's existing businesses and attract new businesses to the Commonwealth. 1.3. Promote economic development efforts in distressed communities across the Commonwealth to bring new jobs and opportunities, and reduce economic disparity among the various regions. 1.5. Competitively promote Virginia's inherent attributes domestically and internationally. 1.7. Enhance the "Virginia Business One Stop" website by increasing the information, resources, and assistance available. 1.8. Increase tourism and film and video production in the Commonwealth. 1.10. Educate the public about Virginia's energy production and consumption, its effect on our economy, and how Virginians can use energy more efficiently. 1.17. Use technology to support and enhance economic development and job creation. 1.19. Encourage the purchase and use of Virginia's agricultural and forestry products and specialty foods, particularly through the *Virginia's Finest* and *Virginia Grown* programs.
	3 - HOUSING Develop a clear and consistent housing policy.	3.4. Promote sustainable communities.
	EDUCATION 4 - K-12 EDUCATIONAL IMPROVEMENT Improve educational success within Virginia's kindergarten through 12th grade school population.	4.4. Create a new framework for virtual schools and online instruction designed to expand options for students while ensuring quality and alignment with the Commonwealth's academic standards.
	5 - COLLEGE DEGREE ATTAINMENT Significantly increase college degree attainment in the Commonwealth; award	5.3. Increase student interest in STEM fields and expand STEM–related teaching capabilities and numbers.

Technology Business Plan Initiative	Enterprise Strategic Priority	Associated Strategies
	100,000 additional associate and bachelor's degrees by 2020.	
	HEALTH & FAMILY 7 - VIRGINIA HEALTH REFORM INITIATIVE Go beyond federal health reform and recommend other innovative health care solutions to provide people with access to appropriate and affordable health care in an economically responsible manner. Ensure that meaningful reform, including Medicaid reform, is achieved throughout the Commonwealth through approaches that positively impact the health care delivery system, while reducing costs and improving quality.	7.3. Create and operate a health information exchange – a clearing house for relevant clinical information from the electronic health record to be shared in real time among patients, their clinicians, and hospitals on an as-needed and confidential basis.
	10 - ENTERPRISE APPLICATION RE-ENGINEERING Medicaid Information Technology Architecture (MITA) Project - Transform the Medicaid Management Information Systems (MMIS) into an enterprise-wide backbone architecture capable of supporting tomorrow's Medicaid need through Health Information Technology (HIT), Electronic Health Records, Personal Health Records, Health Information Exchange, and Master Data Management.	10.1. Implement the Customer Facing and Worker Social Services Portal.
	NATURAL RESOURCES 15 – CHESAPEAKE BAY RESTORATION Work with other Atlantic coast states and continue responsible policies to protect and improve the health of the Chesapeake Bay, including making every effort to meet the goals for nutrient reduction outlined in the Chesapeake Bay agreement signed in 2000.	15.5. Encourage and facilitate the use of best management practices employed by farmers and agribusiness.
	GOVERNMENT & CITIZENS	

Technology Business Plan Initiative	Enterprise Strategic Priority	Associated Strategies
	20 – GOVERNMENT OPERATIONS Improve operations to ensure delivery of government services in the most efficient and effective manner.	20.6. Enhance the productivity and efficiency of state government operations. 20.7. Increase usage of e-commerce. 20.12. Streamline business processes for vendors. 20.13. Ensure a focus on customer service across all state agencies. 20.15. Continue the long-term process of creating a reliable and efficient citizen-centric environment for doing business with and getting information from the Commonwealth.
2—Improve information-sharing to optimize current business functions and supporting systems	*ECONOMY* 1 - BUSINESS CLIMATE and ECONOMIC DEVELOPMENT Enhance and promote Virginia's competitive business climate to increase opportunity for all Virginians and assure that Virginia continues to be the top state for business in the nation.	1.5. Competitively promote Virginia's inherent attributes domestically and internationally. 1.6. Ensure that regulations are not overly burdensome to business. 1.7. Enhance the "Virginia Business One Stop" website by increasing the information, resources, and assistance available. 1.17. Use technology to support and enhance economic development and job creation. 1.18. Leverage and strengthen modeling and simulation capabilities.
	2 – WORKFORCE Align Virginia's workforce development system to address the talent pipeline that businesses need to successfully compete in the global marketplace.	2.2. Coordinate the state's workforce resources for better alignment of programs and services. 2.3. Ensure that occupational demand forecasts are integrated into the state's workforce efforts.
	3 - HOUSING Develop a clear and consistent housing policy.	3.5. Streamline housing-related regulations.
	EDUCATION 6 - EDUCATIONAL PIPELINE Strengthen coordination among education systems to optimize successful student transitions, thereby improving overall achievement.	6.1. Implement a multi-agency longitudinal data system to evaluate student outcomes from preschool through college. 6.2. Facilitate successful transitions between secondary and post-secondary education and careers. 6.3. Support the evolution of the Career Pathways system.
	HEALTH & FAMILY 7 - VIRGINIA HEALTH REFORM INITIATIVE Go beyond federal health reform and	7.1. Absent repeal of the Patient Protection and Affordable Care Act (PPACA), create and operate a health benefit exchange to preserve and enhance competition to provide small employers with an opportunity to be financially successful while

Technology Business Plan Initiative	Enterprise Strategic Priority	Associated Strategies
	recommend other innovative health care solutions to provide people with access to appropriate and affordable health care in an economically responsible manner. Ensure that meaningful reform, including Medicaid reform, is achieved throughout the Commonwealth through approaches that positively impact the health care delivery system, while reducing costs and improving quality.	providing health insurance to their workers… 7.2. Implement Medicaid expansion. 7.3. Create and operate a health information exchange – a clearing house for relevant clinical information from the electronic health record to be shared in real time among patients, their clinicians, and hospitals on an as-needed and confidential basis. 7.4. Pursue Medicaid-funded care coordination models for additional geographic areas, clients, and services.
	8 - CHILDREN'S SERVICES Improve child and family outcomes by designing a system of individualized services and community-based supports and finding permanent families and family connections for children in foster care or at risk of coming into foster care.	8.1. Create goals for children's services and develop a data set for a dashboard to monitor progress toward achievement of the goals. 8.2. Develop a continuum of care and determine where children are placed on the continuum. 8.4. Implement performance-based contracting and uniform invoicing to improve partnerships with private service providers so that the appropriate service is consistently delivered at the right cost. 8.5. Develop and strengthen an accessible array of community-based services and supports across the Commonwealth to reduce the need for more intensive levels of service or to shorten the length of stay when placement is required. 8.8. Develop a system-wide approach to strengthening families with a focus on reducing non-marital births, connecting and reconnecting fathers with their children, and encouraging the formation and maintenance of safe, stable, intact, two-parent families.
	10 - ENTERPRISE APPLICATION RE-ENGINEERING Medicaid Information Technology Architecture (MITA) Project - Transform the Medicaid Management Information Systems (MMIS) into an enterprise-wide backbone architecture capable of supporting tomorrow's Medicaid need through Health Information Technology (HIT), Electronic Health Records, Personal Health Records, Health Information Exchange, and Master Data Management.	10.1. Implement the Customer Facing and Worker Social Services Portal. 10.2. Implement the Enterprise Data Management system. 10.3. Establish foundational enterprise components and environments, including a business rules engine and a workflow engine (enterprise service bus). 10.4. Establish foundational business services (technical infrastructure). 10.5. Complete MITA Care Management Business Area projects to develop needed interfaces. 10.6. Complete MITA Member Management Business Area projects to develop needed interfaces.
	PUBLIC SAFETY 11 – HOMELAND SECURITY and EMERGENCY	11.1. Complete a National Infrastructure Protection Plan (NIPP) for Virginia to identify,

Technology Business Plan Initiative	Enterprise Strategic Priority	Associated Strategies
	PREPAREDNESS Ensure that Virginia is always prepared to address threats to the safety and security of the Commonwealth and its citizens and to respond rapidly and efficiently to emergencies.	prioritize, assess and protect Virginia's critical infrastructure and key resources.
	12 – VIOLENT CRIMES Address intrastate and interstate public safety issues related to major crimes, gangs, terrorism, drug dealers and domestic violence.	12.1. Develop a plan to address gangs at state and regional levels to include community awareness, education, prevention, intervention, suppression, and re-entry. 12.3. Work with agencies to develop agency-specific strategies to address gangs. 12.5. Work with agencies within and outside the Office of the Secretary of Public Safety to review domestic violence and victims' services, identify gaps, and develop a plan to address issues. 12.8. Engage in effective outreach to surrounding states and the District of Columbia to address interstate public safety issues such as gangs, terrorism, probation violations, human trafficking, drug distribution, and Internet crimes.
	13 – ADULT and JUVENILE OFFENDER RE-ENTRY Develop an operationally strong and secure system and culture of re-entry to enable offenders to succeed upon release. Provide incarcerated juveniles with an environment that promotes character, taking responsibility for one's actions, and success upon release.	13.2. Develop a four-year plan to address all aspects of prisoner and juvenile offender re-entry. 13.6. Work with agencies across Secretariats to identify barriers and challenges to re-entry. 13.7. Work with local and community stakeholders to coordinate re-entry efforts.
	14 – SUBSTANCE ABUSE PREVENTION Coordinate with Public Safety agencies to use state-of-the-art crime prevention efforts in critical areas such as underage drinking, drunk driving, drug abuse, teen violence, domestic violence, bullying, and other areas	14.1. Coordinate with all relevant public safety agencies to ensure that Virginia is engaged in state-of-the-art crime prevention efforts related to substance abuse.
	NATURAL RESOURCES 15 – CHESAPEAKE BAY RESTORATION Work with other Atlantic coast states and continue responsible policies to protect and improve the health of the Chesapeake Bay, including making every effort to meet the goals for nutrient reduction outlined in the Chesapeake Bay agreement signed in 2000.	15.2. Implement the most effective practices to reduce nonpoint pollution affecting the Chesapeake Bay. 15.5. Encourage and facilitate the use of best management practices employed by farmers and agribusiness.

Technology Business Plan Initiative	Enterprise Strategic Priority	Associated Strategies
	TRANSPORTATION	
	17 – SEAMLESS, MULTIMODAL TRANSPORTATION SYSTEM Ensure that Virginia will have a coordinated system of roads, rails, ports, transit, bicycle, pedestrian, and aviation resources that provides integrated and efficient options that meet citizen, visitor, and business transportation needs. The system will provide connectivity across all transportation options.	17.2. Develop unified and collaborative transportation planning and implementation processes. 17.4. Be an innovative pacesetter in technology, environmental protection, and system management.
	18 – TRANSPORTATION SYSTEM SAFETY IMPROVEMENT Improve safety across all modes of transportation by reducing transportation-related injuries, fatalities, and crashes.	18.1. Reduce the number of fatalities, injuries, and crashes. 18.2. Improve incident response times.
	GOVERNMENT & CITIIZENS	
	19 – INTERNAL CONTROLS and FINANCIAL STEWARDSHIP Ensure the long-term financial security of the Commonwealth by providing effective and efficient financial management, planning, and budgeting.	19.4. Develop an enterprise-wide financial system (Cardinal). 19.5. Continue to advance the strategic planning and budgeting process and associated tools. 19.6. Continue to successfully manage the Commonwealth's long-term investments, assets, and liabilities. 19.7. Develop approaches that anticipate and address the impact of federal budget changes on Virginia. 19.8. Manage a process that accurately accounts for all property and economically disposes of surplus assets in a timely and transparent manner.
	20 – GOVERNMENT OPERATIONS Improve operations to ensure delivery of government services in the most efficient and effective manner.	20.2. Encourage cross-agency, outcome-based collaboration and accountability. 20.6. Enhance the productivity and efficiency of state government operations. 20.7. Increase usage of e-commerce. 20.9. Increase the use of shared services. 20.11. Simplify certification processes. 20.12. Streamline business processes for vendors. 20.13. Ensure a focus on customer service across all state agencies. 20.15. Continue the long-term process of creating a reliable and efficient citizen-centric environment for doing business with and getting information from the Commonwealth.

Technology Business Plan Initiative	Enterprise Strategic Priority	Associated Strategies
		20.16. Create and maintain a stable and reinforced computer IT infrastructure in a mutually successful partnership. 20.17. Develop an approach for enterprise-level management of information technology.
3—Leverage technology to improve worker productivity and make state employment more attractive to the future workforce	*ECONOMY* 1 - BUSINESS CLIMATE and ECONOMIC DEVELOPMENT Enhance and promote Virginia's competitive business climate to increase opportunity for all Virginians and assure that Virginia continues to be the top state for business in the nation.	1.5. Competitively promote Virginia's inherent attributes domestically and internationally. 1.7. Enhance the "Virginia Business One Stop" website by increasing the information, resources, and assistance available. 1.17. Use technology to support and enhance economic development and job creation.
	2 – WORKFORCE Align Virginia's workforce development system to address the talent pipeline that businesses need to successfully compete in the global marketplace.	2.2. Coordinate the state's workforce resources for better alignment of programs and services.
	HEALTH & FAMILY 7 - VIRGINIA HEALTH REFORM INITIATIVE Go beyond federal health reform and recommend other innovative health care solutions to provide people with access to appropriate and affordable health care in an economically responsible manner. Ensure that meaningful reform, including Medicaid reform, is achieved throughout the Commonwealth through approaches that positively impact the health care delivery system, while reducing costs and improving quality.	7.6. Enhance the capabilities of the health workforce.
	10 - ENTERPRISE APPLICATION RE-ENGINEERING Medicaid Information Technology Architecture (MITA) Project - Transform the Medicaid	10.1. Implement the Customer Facing and Worker Social Services Portal.

Technology Business Plan Initiative	Enterprise Strategic Priority	Associated Strategies
	Management Information Systems (MMIS) into an enterprise-wide backbone architecture capable of supporting tomorrow's Medicaid need through Health Information Technology (HIT), Electronic Health Records, Personal Health Records, Health Information Exchange, and Master Data Management.	
	GOVERNMENT & CITIZENS 20 – GOVERNMENT OPERATIONS Improve operations to ensure delivery of government services in the most efficient and effective manner.	20.1. Work with agencies to ensure a culture of strong leadership and outcome-based performance. 20.3. Recruit, develop and maintain a competent and stable workforce that maximizes human capital and provides opportunities for growth and learning. 20.6. Enhance the productivity and efficiency of state government operations. 20.13. Ensure a focus on customer service across all state agencies. 20.15. Continue the long-term process of creating a reliable and efficient citizen-centric environment for doing business with and getting information from the Commonwealth.
4—Support educational attainment initiatives—key to achieving state economic development and quality of life goals	*ECONOMY* 1 - BUSINESS CLIMATE and ECONOMIC DEVELOPMENT Enhance and promote Virginia's competitive business climate to increase opportunity for all Virginians and assure that Virginia continues to be the top state for business in the nation.	1.1. Implement a series of achievable, innovative solutions to help create jobs and grow Virginia's economy. 1.5. Competitively promote Virginia's inherent attributes domestically and internationally.
	2 – WORKFORCE Align Virginia's workforce development system to address the talent pipeline that businesses need to successfully compete in the global marketplace.	2.1. Place an increased emphasis on credential attainment. 2.2. Coordinate the state's workforce resources for better alignment of programs and services. 2.3. Ensure that occupational demand forecasts are integrated into the state's workforce efforts. _____ 1.23, 2.3, 3.6 Other
	EDUCATION	4.6, 5.6 Other

Technology Business Plan Initiative	Enterprise Strategic Priority	Associated Strategies
	6 - EDUCATIONAL PIPELINE Strengthen coordination among education systems to optimize successful student transitions, thereby improving overall achievement.	6.1. Implement a multi-agency longitudinal data system to evaluate student outcomes from preschool through college.
	HEALTH & FAMILY	8.9, 9.5 Other
	PUBLIC SAFETY	12.9, 13.8, 14.3 Other
5—Expand and support back-office platforms and productivity tools that support Governor's Reform Commission recommendations on streamlining government operations	*ECONOMY* 1 - BUSINESS CLIMATE and ECONOMIC DEVELOPMENT Enhance and promote Virginia's competitive business climate to increase opportunity for all Virginians and assure that Virginia continues to be the top state for business in the nation.	1.4. Improve economic, agricultural, tourism and workforce development efforts through regional collaboration. 1.6. Ensure that regulations are not overly burdensome to business. 1.7. Enhance the "Virginia Business One Stop" website by increasing the information, resources, and assistance available.
	2 – WORKFORCE Align Virginia's workforce development system to address the talent pipeline that businesses need to successfully compete in the global marketplace.	2.2. Coordinate the state's workforce resources for better alignment of programs and services.
	EDUCATION 6 - EDUCATIONAL PIPELINE Strengthen coordination among education systems to optimize successful student transitions, thereby improving overall achievement.	6.4. Other
	HEALTH & FAMILY 8 - CHILDREN'S SERVICES Improve child and family outcomes by designing a system of individualized services	8.5. Develop and strengthen an accessible array of community-based services and supports across the Commonwealth to reduce the need for more intensive levels of service or to shorten the length of stay when placement is required.

Technology Business Plan Initiative	Enterprise Strategic Priority	Associated Strategies
	and community-based supports and finding permanent families and family connections for children in foster care or at risk of coming into foster care.	
	10 - ENTERPRISE APPLICATION RE-ENGINEERING Medicaid Information Technology Architecture (MITA) Project - Transform the Medicaid Management Information Systems (MMIS) into an enterprise-wide backbone architecture capable of supporting tomorrow's Medicaid need through Health Information Technology (HIT), Electronic Health Records, Personal Health Records, Health Information Exchange, and Master Data Management.	10.1. Implement the Customer Facing and Worker Social Services Portal. 10.2. Implement the Enterprise Data Management system. 10.3. Establish foundational enterprise components and environments, including a business rules engine and a workflow engine (enterprise service bus). 10.4. Establish foundational business services (technical infrastructure). 10.5. Complete MITA Care Management Business Area projects to develop needed interfaces. 10.6. Complete MITA Member Management Business Area projects to develop needed interfaces.
	PUBLIC SAFETY 11 – HOMELAND SECURITY and EMERGENCY PREPAREDNESS Ensure that Virginia is always prepared to address threats to the safety and security of the Commonwealth and its citizens and to respond rapidly and efficiently to emergencies.	11.1. Complete a National Infrastructure Protection Plan (NIPP) for Virginia to identify, prioritize, assess and protect Virginia's critical infrastructure and key resources. 11.2. Develop a culture of awareness and preparedness throughout Virginia's state agencies.
	12 – VIOLENT CRIMES Address intrastate and interstate public safety issues related to major crimes, gangs, terrorism, drug dealers and domestic violence.	12.9 Other
	13 – ADULT and JUVENILE OFFENDER RE-ENTRY Develop an operationally strong and secure system and culture of re-entry to enable offenders to succeed upon release. Provide incarcerated juveniles with an environment that promotes character, taking responsibility for one's actions, and success upon release.	13.6. Work with agencies across Secretariats to identify barriers and challenges to re-entry. 13.7. Work with local and community stakeholders to coordinate re-entry efforts.
	14 – SUBSTANCE ABUSE PREVENTION Coordinate with Public Safety agencies to use	14.1. Coordinate with all relevant public safety agencies to ensure that Virginia is engaged in state-of-the-art crime prevention efforts related to substance abuse.

Technology Business Plan Initiative	Enterprise Strategic Priority	Associated Strategies
	state-of-the-art crime prevention efforts in critical areas such as underage drinking, drunk driving, drug abuse, teen violence, domestic violence, bullying, and other areas related to substance abuse.	14.2. Enhance operational efficiency and effectiveness.
	GOVERNMENT & CITIZENS 19 – INTERNAL CONTROLS and FINANCIAL STEWARDSHIP Ensure the long-term financial security of the Commonwealth by providing effective and efficient financial management, planning, and budgeting.	19.4 Develop an enterprise-wide financial system (Cardinal) 19.5 Continue to advance the strategic planning and budgeting process and associated tools
	20 – GOVERNMENT OPERATIONS Improve operations to ensure delivery of government services in the most efficient and effective manner.	20.2. Encourage cross-agency, outcome-based collaboration and accountability. 20.5. Promote gainsharing and financial rewards to enhance productivity and efficiency. 20.6. Enhance the productivity and efficiency of state government operations. 20.7. Increase usage of e-commerce. 20.9. Increase the use of shared services. 20.10. Support a comprehensive program that increases supplier diversity across the Commonwealth. 20.11. Simplify certification processes. 20.12. Streamline business processes for vendors. 20.13. Ensure a focus on customer service across all state agencies. 20.15. Continue the long-term process of creating a reliable and efficient citizen-centric environment for doing business with and getting information from the Commonwealth. 20.16. Create and maintain a stable and reinforced computer IT infrastructure in a mutually successful partnership. 20.17. Develop an approach for enterprise-level management of information technology.