

| Business Strategy | TODAY | FUTURE | Value Measure |
|--|---|---|--|
| STREAMLINE BUSINESS PROCESSES | <ul style="list-style-type: none"> • Operate as independent agencies • Paper-based processes • Multiple steps (approvals – keying) • Systems don't fully support the processes | <ul style="list-style-type: none"> • Provide services as “the State” • End-to-end, integrated, electronic self-service for transactions and information • Risk-based controls • Standardized best practices • Robust systems | <ul style="list-style-type: none"> • Faster, cheaper processes as measured by benchmarks • Reduction in time for implementing new best practices |
| PURSUE ECONOMIES OF SCALE | <ul style="list-style-type: none"> • Agencies focus on their differences • Unique needs are met by independent systems • “Have-not” agencies can't benefit from the investments of the “haves” • Little is known about the State's total relationship with suppliers and customers • Many different systems and tools require frequent re-training | <ul style="list-style-type: none"> • Agencies focus on commonalities and adopt enterprise standard systems and practices • Agencies extend core systems rather than building new systems • The State takes advantage of its information to drive better prices, debt collections, etc. • Employees are quickly productive as they move between agencies | <ul style="list-style-type: none"> • Reduction in number of redundant systems and the costs of maintaining them • Better pricing on goods and services over time • Improved collections as evidenced by reduced debt write-offs |

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| ENHANCE DATA INTEGRITY AND VALUE | <ul style="list-style-type: none"> • Duplicate data is maintained in multiple locations and systems • Cross-agency data standards are missing or not enforced | <ul style="list-style-type: none"> • Common, central data stores are shared by systems and users • Common data standards provide enterprise-wide views | <ul style="list-style-type: none"> • Lower cost to compile data • More timely access to quality data |
| IMPROVE CORE MANAGEMENT SYSTEMS | <ul style="list-style-type: none"> • Current IT systems do not support core management needs: <ul style="list-style-type: none"> - Antiquated HR management practices - Unorganized procurement / inventory / supplier management - Incremental budgeting - Fund and object accounting | <ul style="list-style-type: none"> • IT systems facilitate implementation of core management improvements: <ul style="list-style-type: none"> - CSR/CB (Civil Service Reform / Collective Bargaining) - Enterprise supply-chain management - Performance / results-based budgeting and accounting - Cost of service reporting | |
| DESIGN FOR ADAPTABILITY | <ul style="list-style-type: none"> • Monolithic systems • Business rules embedded in code • Fixed data structures • Convolved interfaces | <ul style="list-style-type: none"> • Systems consist of small, discrete, shareable, components • Business rules are in tables and customizable by users • Flexible data structures can be extended easily • Standards-based interfaces | <ul style="list-style-type: none"> • Number of agencies that adopt core systems • Benchmarks of ongoing costs of maintenance and support |