

**APPENDIX A
Relationship of Technology Business Plan Initiatives to
Enterprise Strategic Priorities & Associated Strategies**

Technology Business Plan Initiative	Enterprise Strategic Priority	Associated Strategies
1—Improve information-sharing to optimize current business functions and supporting systems	<p><i>ECONOMY</i></p> <p>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.</p>	<p>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.</p>
	<p>2 – WORKFORCE Align Virginia’s workforce development system to address the talent pipeline that businesses need to successfully compete in the global marketplace.</p>	<p>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.</p>
	<p>3 - HOUSING Develop a clear and consistent housing policy.</p>	<p>3.5. Streamline housing-related regulations.</p>
	<p><i>EDUCATION</i></p> <p>6 - EDUCATIONAL PIPELINE Strengthen coordination among education systems to optimize successful student transitions, thereby improving overall achievement.</p>	<p>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.</p>
	<p><i>HEALTH & FAMILY</i></p> <p>7 - VIRGINIA HEALTH REFORM INITIATIVE Go beyond federal health reform and recommend other innovative health care solutions to provide people with access to</p>	<p>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 providing health insurance to their workers... 7.2. Implement Medicaid expansion.</p>

Technology Business Plan Initiative	Enterprise Strategic Priority	Associated Strategies
	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. 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 PREPAREDNESS Ensure that Virginia is always prepared to	11.1. Complete a National Infrastructure Protection Plan (NIPP) for Virginia to identify, prioritize, assess and protect Virginia's critical infrastructure and key resources.

Technology Business Plan Initiative	Enterprise Strategic Priority	Associated Strategies
	address threats to the safety and security of the Commonwealth and its citizens and to respond rapidly and efficiently to emergencies.	
	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.
	TRANSPORTATION	

Technology Business Plan Initiative	Enterprise Strategic Priority	Associated Strategies
	<p>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.</p>	<p>17.2. Develop unified and collaborative transportation planning and implementation processes. 17.4. Be an innovative pacesetter in technology, environmental protection, and system management.</p>
	<p>18 – TRANSPORTATION SYSTEM SAFETY IMPROVEMENT Improve safety across all modes of transportation by reducing transportation-related injuries, fatalities, and crashes.</p>	<p>18.1. Reduce the number of fatalities, injuries, and crashes. 18.2. Improve incident response times.</p>
	<p>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.</p>	<p>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.</p>
	<p>20 – GOVERNMENT OPERATIONS Improve operations to ensure delivery of government services in the most efficient and effective manner.</p>	<p>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. 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</p>

Technology Business Plan Initiative	Enterprise Strategic Priority	Associated Strategies
		technology.
2—Leverage technology to improve worker productivity and make state employment more attractive to the future workforce	<i>ECONOMY</i> 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.
	<i>HEALTH & FAMILY</i> 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 Management Information Systems (MMIS) into an enterprise-wide backbone architecture capable of supporting tomorrow’s Medicaid	10.1. Implement the Customer Facing and Worker Social Services Portal.

Technology Business Plan Initiative	Enterprise Strategic Priority	Associated Strategies
	need through Health Information Technology (HIT), Electronic Health Records, Personal Health Records, Health Information Exchange, and Master Data Management.	
	<p>GOVERNMENT & CITIZENS</p> <p>20 – GOVERNMENT OPERATIONS Improve operations to ensure delivery of government services in the most efficient and effective manner.</p>	<p>20.1. Work with agencies to ensure a culture of strong leadership and outcome-based performance.</p> <p>20.3. Recruit, develop and maintain a competent and stable workforce that maximizes human capital and provides opportunities for growth and learning.</p> <p>20.6. Enhance the productivity and efficiency of state government operations.</p> <p>20.13. Ensure a focus on customer service across all state agencies.</p> <p>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.</p>
<p>3—Support educational attainment initiatives—key to achieving state economic development and quality of life goals</p>	<p>ECONOMY</p> <p>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.</p>	<p>1.1. Implement a series of achievable, innovative solutions to help create jobs and grow Virginia’s economy.</p> <p>1.5. Competitively promote Virginia’s inherent attributes domestically and internationally.</p>
	<p>2 – WORKFORCE Align Virginia’s workforce development system to address the talent pipeline that businesses need to successfully compete in the global marketplace.</p>	<p>2.1. Place an increased emphasis on credential attainment.</p> <p>2.2. Coordinate the state’s workforce resources for better alignment of programs and services.</p> <p>2.3. Ensure that occupational demand forecasts are integrated into the state’s workforce efforts.</p> <hr/> <p>1.23, 2.3, 3.6 Other</p>
	<p>EDUCATION</p> <p>6 - EDUCATIONAL PIPELINE Strengthen coordination among education</p>	<p>4.6, 5.6 Other</p> <p>6.1. Implement a multi-agency longitudinal data system to evaluate student outcomes from preschool through college.</p>

Technology Business Plan Initiative	Enterprise Strategic Priority	Associated Strategies
	systems to optimize successful student transitions, thereby improving overall achievement.	
	HEALTH & FAMILY	8.9, 9.5 Other
	PUBLIC SAFETY	12.9, 13.8, 14.3 Other
4—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 <i>Virginia’s Finest</i> and <i>Virginia Grown</i> 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 12 th 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	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
	attainment in the Commonwealth; award 100,000 additional associate and bachelor's degrees by 2020.	
	<p>HEALTH & FAMILY</p> <p>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.</p>	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.
	<p>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.</p>	10.1. Implement the Customer Facing and Worker Social Services Portal.
	<p>NATURAL RESOURCES</p> <p>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.</p>	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
	<p>20 – GOVERNMENT OPERATIONS Improve operations to ensure delivery of government services in the most efficient and effective manner.</p>	<p>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.</p>
<p>5—Expand and support back-office platforms and productivity tools that support Governor’s Reform Commission recommendations on streamlining government operations</p>	<p><i>ECONOMY</i> 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.</p>	<p>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.</p>
	<p>2 – WORKFORCE Align Virginia’s workforce development system to address the talent pipeline that businesses need to successfully compete in the global marketplace.</p>	<p>2.2. Coordinate the state’s workforce resources for better alignment of programs and services.</p>
	<p><i>EDUCATION</i> 6 - EDUCATIONAL PIPELINE Strengthen coordination among education systems to optimize successful student transitions, thereby improving overall achievement.</p>	<p>6.4. Other</p>
	<p><i>HEALTH & FAMILY</i> 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</p>	<p>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.</p>

Technology Business Plan Initiative	Enterprise Strategic Priority	Associated Strategies
	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 state-of-the-art crime prevention efforts in critical areas such as underage drinking, drunk	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. 14.2. Enhance operational efficiency and effectiveness.

Technology Business Plan Initiative	Enterprise Strategic Priority	Associated Strategies
	driving, drug abuse, teen violence, domestic violence, bullying, and other areas related to substance abuse.	
	<p>GOVERNMENT & CITIZENS</p> <p>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.</p>	
		<p>20.2. Encourage cross-agency, outcome-based collaboration and accountability.</p> <p>20.5. Promote gainsharing and financial rewards to enhance productivity and efficiency.</p> <p>20.6. Enhance the productivity and efficiency of state government operations.</p> <p>20.7. Increase usage of e-commerce.</p> <p>20.9. Increase the use of shared services.</p> <p>20.10. Support a comprehensive program that increases supplier diversity across the Commonwealth.</p> <p>20.11. Simplify certification processes.</p> <p>20.12. Streamline business processes for vendors.</p> <p>20.13. Ensure a focus on customer service across all state agencies.</p> <p>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.</p> <p>20.16. Create and maintain a stable and reinforced computer IT infrastructure in a mutually successful partnership.</p> <p>20.17. Develop an approach for enterprise-level management of information technology.</p>