



State of Oregon

Enterprise Architecture - Iteration-1

Building the Foundation

Program Charter

Version 1.0

Curt Amo, Tim Avilla, Jeff Marecic,
Scott Riordan, Jack Doyle, Dennis Wells

Last Save Date: November 15, 2006

Approved by CIO Council: November 14, 2006

Document History

Version	Description	Outcome	Date
0.1-0.5 drafts	Review drafts for core team/Gartner	n/a	8/9-22/2006
0.6 draft	Review draft to sponsors, CIOMC, and CIOC	Comments	9/22/2006
0.7 draft	Review draft for core team	Comments	
0.8 draft	Final draft for CIOMC	Comments	11/3/2006
0.9 draft	Final draft for CIO Council	Approved	11/9/06
1.0 Final	CIO Council Approved Version	Published	11/14/06

Table of Contents

1. Introduction.....	4
2. Background.....	5
2.1 Intent and Vision.....	5
2.2 Context.....	5
2.3 History.....	5
3. Objectives and Measures	6
3.1 Objectives	6
3.2 Measures	7
3.3 Success Criteria.....	7
4. Scope.....	8
4.1 Scope Boundaries.....	8
4.1.1 Scope Inclusions	8
4.1.2 Scope Exclusions	9
4.1.3 Scope of the Overall EA Program	9
5. Overall Plan	10
5.1 Strategy and Approach.....	10
5.2 Organization.....	10
5.2.1 Roles and Responsibilities	13
5.2.2 Level of Contribution.....	13
5.2.3 Stakeholder List	14
5.3 Work Breakdown Structure	15
5.3.1 Key Deliverables and Milestones	15
5.3.2 Program Schedule	15
6. Appendix 1 - Current State Government Environment	16
6.1 Business Environment	16
6.2 Information Environment.....	18
6.3 Solution Environment	19
6.4 Technology Environment.....	20
7. Appendix 2 – Metrics for Success Criteria.....	21

Document Purpose

This document specifies the scope, objectives, deliverables and governance structure for the first iteration of the Oregon enterprise architecture (EA) program. Its purpose is to achieve consensus within the EA team and to gain agreement with the CIO Council on the mandate for the EA program. This charter is the vehicle through which the CIO Council empowers the EA team to design and oversee the evolution of the state architecture and architecture program. In addition, the program charter will introduce the EA program to others and help build sponsorship and commitment from agency business leaders and executives.

Description

The EA Program Charter will guide the execution and control of the EA program. It documents the program's definition (objectives, assumptions, characteristics, etc.), and the high-level plans, decisions, roles and responsibilities, and approved baselines. This document is supported by the EA Iteration-1 Plan, which provides detailed the phases, activities, and tasks carried out to meet the objectives of Iteration-1.

The Program Charter explains the program fit within the organization, its specific objectives, success criteria and associated measures, assumptions, constraints, and known risks and issues. It also contains the program profile, the program scope, and a high level program plan.

Once approved by the CIO Council, the Program Charter guides the effort. This document will be updated for each iteration of the program and when major changes are approved by the CIO Council.

This initial version of the program charter focuses on establishing a foundation for an EA program, with the hope that the program will mature over many years to become part of the fabric of Oregon government.

1. Introduction

Citizens expect more from government now.

More and more government is asked to "connect the dots" -- gathering information from disparate sources, making sense of it, and delivering the information needed to effectively take action. To the public, this is an obvious and straight-forward imperative; but to state agencies, unaccustomed to coordinating services with other agencies, it is a significant challenge.

Further, the public is now accustomed to purchasing anything from the world marketplace any day of the week, at any hour of the day. They expect the same services from government. They see their state government as one "company" and expect to interact with government that way. They shouldn't have to understand the structure of government to get the services they want.

Additionally, citizens always expect government to be judicious with their taxes. They want value and results from each dollar. One way government can make the best use of public funds is to get the broadest use out of existing resources and each new investment.

State leadership is keenly aware of the needs and challenges ahead. Any solutions must first overcome governmental structures that may actually inhibit collaboration and the development of common solutions.

These problems will not be solved accidentally, randomly, or organically. Solutions must be designed to meet the expected outcomes, i.e. they must be architected with the ends in mind. The discipline of Enterprise Architecture (EA) provides an essential framework, process, and guidelines to put those solutions in place. EA looks at our business from multiple viewpoints.

- The businesses we are in and the services we provide.
- The information needed to deliver business services.
- The technology required to manage information and automate services.

The goal of the EA process is to delineate the relationships between these elements and make sure they are aligned to produce the desired results. Then models of these aligned elements are developed to guide the implementation of solutions that address needs and deliver value to citizens.

Iteration-1 is the first expression of the EA program. Through this effort, we will gain a better understanding of the work ahead and build a foundation for future progress.

2. Background

2.1 Intent and Vision

Enterprise Architecture (EA) is not a one-time project, not a document, nor any number of diagrams. EA is an ongoing program for translating business vision and strategy into effective enterprise change. EA creates, communicates and improves the key principles and models that describe the enterprise's future state and enable its evolution. The intent of EA is to provide guidance to projects that will improve the reliability, interoperability and sustainability of the technology, information, solutions and business processes used by Oregon governmental entities.

A program of this scope requires a strong foundation of stakeholder understanding, sponsorship and governance. This document outlines the activities needed to build that foundation. The program team expects this scope of work to last approximately until June 30, 2007, and has named this work, Iteration-1. Further iterations of the program will be scoped, planned and resourced based on what is learned in Iteration-1

2.2 Context

Program sponsors intend to make the work of this program part of a broader, overarching initiative to streamline the ways and means Oregon government delivers services, not only from the citizen's viewpoint, but also from the viewpoint of agency employees and Oregon businesses. This broader initiative has the working title of Oregon Digital Government (ODG). ODG sponsors envision that proven Enterprise Architecture concepts, methods, and framework will provide a framework and process by which the broad goals of ODG can be achieved. Support and sponsorship for the ODG initiative and further development of the ODG vision are ongoing. The preliminary vision for ODG is under development.

2.3 History

Oregon government is not atypical for governmental operations. The vast array of products and services required by state government together with the evolutionary nature of change and the political processes created a large federation of predominantly independent agencies, boards, commissions and offices. State programs and agencies have evolved over time and operate in a relatively decentralized and independent fashion that is more reflective of outside influences, funding mechanisms, or political determination rather than an overarching strategic design. The result is programs that are dispersed across agencies, each with their own constituencies and with little natural incentive to collaborate. The existing financial, resourcing, performance measurement, and communications infrastructures may actually inhibit collaboration and the development of common solutions. Enterprise Architecture principles and

methods have the potential to address these issues. [Appendix 4.1](#) describes the current situation in more detail.

This effort addresses many goals set out in the [Enterprise Information Resources Management Strategy](#). The EA effort directly supports and enables Objective 2.1 of the strategy to develop an Enterprise Architecture. This objective contributes to Goal 2, to lower costs and improve performance of state information technology infrastructure. EA rigor and tools are also an integral, if not essential, component of Goal 5, to optimize the efficiency and effectiveness of government, specifically:

- Objective 5.2 – Develop a business process streamlining and automation program across state government
- Objective 5.3 – Promote system interoperability, and sharing of applications and data across agencies and jurisdictional boundaries
- Objective 5.4 – Perform common state business functions through shared service programs

Gartner Premier Services for Enterprise Architecture were acquired for this phase of the effort. Through this contract Gartner assigned an analyst to Oregon for mentoring, research, consulting, and facilitation. Gartner's scope of work and responsibilities are detailed in the contract agreement between the Oregon Department of Human Services (DHS) and Gartner, Inc.

3. Objectives and Measures

3.1 Objectives

The overall purpose of Enterprise Architecture is to improve service delivery, lower costs and improve performance of state agencies. EA seeks to align business processes, technology, and information to deliver solutions as effectively as possible.

The objectives of Iteration-1 are focused on establishing prerequisites, building a foundation for future progress (Program Initiation) and completing the highest-level of architectural work (Architectural Development). The objectives of Iteration-1 follow.

Program Initiation

1. Increase the awareness, knowledge and applicability of Enterprise Architecture (EA) concepts among IT and business leaders. Inform and educate them about the benefits and efforts involved in furthering an EA program.
2. Identify key stakeholders and establish sponsorship and commitment in state business leaders to EA principles.
3. Adjust IT governance policies to benefit from the broader involvement of state business leaders.

4. Develop and implement a plan to elicit participation of business leaders in EA governance and planning efforts.

Architectural Development

5. Provide the information, context, and vision for refreshing and focusing the State Enterprise IRM Strategy.
6. Complete a high-level target Business Model for Oregon government that takes into account existing realities and acknowledges areas where change is possible. The target Business Model will provide a shared vision and the basis for communication and stronger, collaborative working relationships.
7. Identify a high-level EA Framework that describes how business, information, solutions, and technology are interrelated. This framework will be used to facilitate communication and show how detailed actions fit into the broader vision.
8. Demonstrate the value of EA on a limited proof(s) of concept.
9. Develop multiple, optional EA implementation strategies suitable for Oregon government.
10. Determine the feasibility of maturing and broadening an EA program in the future
11. Document the benefits, costs, and risks of an Oregon EA program.
12. Provide the CIO Council with the information necessary to decide on the continuation of the EA Program.
13. Develop objectives for EA Iteration-2, and, if the program is continued, ask the CIO Council for approval of the objectives for EA Iteration-2.

3.2 Measures

The first iteration of the EA program will measure the program's level of success at meeting the Program Objectives. The program team will define measures or milestones for each of the objectives above. Stakeholder surveys, count of communications, number of stakeholders involved, and anecdotal information will be considered the gauge progress toward the objectives.

Additionally, a baseline assessment of the EA program maturity will be conducted at the beginning of the program. This assessment will be repeated at the end of Iteration-1 to determine the program's degree of maturation toward an effective EA program.

3.3 Success Criteria

The success of EA Iteration-1 is dependent on the involvement and commitment of state business managers. Iteration-1 is not expected to attain this goal with every agency business leader, but program must invite and encourage prospective change agents to become part of this effort. The highest level of success will occur when business people take a leadership role in defining the business architecture and change requirements for the enterprise.

Iteration-1 will be considered a success if an involved, committed, and engaged group of business leaders have consensus on the following:

- An Oregon government high-level business model that is understood, accepted, and used to make informed planning decisions.
- A clear understanding of enterprise architecture concepts.
- A common understanding of the alignment between business, information, technology, and solutions in the current government environment.
- A clear understanding of the benefits, effort, risks, and feasibility of taking action on Iteration-2 of the enterprise architecture program.

4. Scope

Scope of the EA program is determined along three dimensions: the span across the enterprise and the breadth and depth of the architecture models themselves. The span of the enterprise describes which agencies will contribute to the EA effort and abide by key EA decisions. The breadth of EA describes the architectures that will be encompassed, such as:

1. Enterprise business architecture
2. Enterprise information architecture
3. Enterprise technical architecture
4. Enterprise solution architecture

The depth of the EA program is described by the extent to which the target architectures and models are defined for the architectures.

4.1 Scope Boundaries

4.1.1 Scope Inclusions

The scope of Iteration-1 is shown in the following table.

Span of Organization	All agencies represented within the CIO Council
Breadth of EA	<ul style="list-style-type: none"> ▫ Business architecture ▫ Information architecture ▫ Technology architecture ▫ Solution architecture. <p>The relationship of security and performance measurement needs of these architectures will also be investigated.</p>

Depth of EA	<p>Only top level ("anchor") models are in scope. These high-level models will be conceptual in nature and broad enough to relate to span and breadth of Iteration-1.</p> <p>They will be used to clarify functional, organizational, and external relationships, information flows, strengths, and shortcomings. They will also serve as a useful tool for communicating with the business.</p>
-------------	--

4.1.2 Scope Exclusions

Because of the forward-looking goals of this effort and the considerable effort involved, extensive "as-is" modeling will not be a primary focus of Iteration-1.

The goal is to include input from all agencies represented within the CIOC; but this goal may not be achieved in Iteration-1. In Iteration-1 key stakeholders will be identified to be agents of changes and fill leadership roles.

4.1.3 Scope of the Overall EA Program

The first iteration of the program will define the span, breadth, and depth of EA for Oregon government.

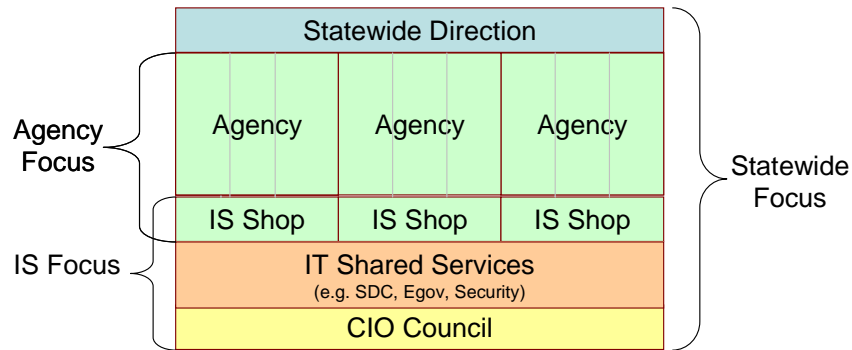
One of the major outcomes of Iteration-1 is to determine the scope and nature of an Enterprise Architecture for Oregon government. Iteration-1 will answer these questions about a long-term EA program.

- Is there business-level support for interagency EA across the enterprise?
- If not, are there individual agencies willing to go forward?
- Is there enough sponsorship and commitment of resources to establish an on-going EA program?
- Is there an architecture(s) (business, information, technical, or solution) that has an overriding need or more support than the others?

To answer these questions, the program will make a concerted effort to involve business leaders in the process. As per the objectives of Iteration-1, the program will identify key stakeholders. The program will take advantage of the newly formed Administrative Services Managers group and the Enterprise IRM Strategic planning process to build those bridges. Business leadership will be involved in requirements workshops, one-on-one meetings, and frequent communications from the program. As the enterprise matures and more program iterations occur, the stakeholders and their involvement will vary, as will their extent of involvement.

Depending on the answers to these questions, future iteration(s) may take on one of many approaches. Viewed holistically, the program will define EA to include all architectures for all agencies. However, the program may elect to manage a subset of these focus areas, and only in some agencies. Further, this focus will change over time, as the enterprise matures. The program will

evaluate the state government environment and determine implementation options for future iterations that offer the best chance of success. The diagram below shows possible focal points of future iterations.



5. Overall Plan

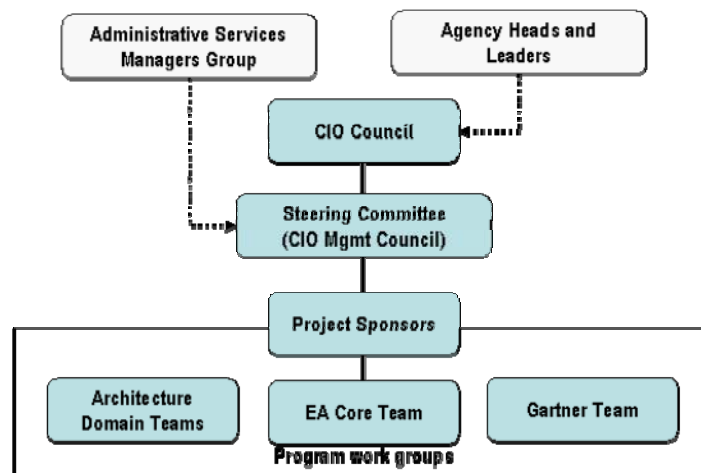
5.1 Strategy and Approach

The work of Iteration-1 will proceed along two tracks. The first division of work involves Program Initiation. This work involves establishing the sponsorship, resources, governance, and planning needed to start up an EA program. The second segment will develop the architectural models and principles -- products of the program.

A more detailed view of this breakdown can be found in section 5.3.

5.2 Organization

The high-level organization of this effort is shown in the following chart. Solid line connections are currently established. A goal of the program is to establish the dotted line relationships during Iteration-1. Business involvement in program leadership and work groups will be encouraged at every opportunity.



CIO Council

The CIO Council provides the highest level of authorization for the EA Program. They approve the Program Charter and make the determination about whether and how to proceed with next iteration of the program.

Current members of the CIO Council can be found at http://irmd.das.state.or.us/DAS/IRMD/cioc_index.shtml#Membership_Roster.

CIO Management Council

The CIO Management Council (CIOMC) is a subset of the CIO Council. They serve as the program steering committee for Iteration-1. They will approve major deliverables and make major resource and funding decisions for Iteration-1. Members include:

- Stan McClain (Chair), CIO, Department of Revenue
- Jeff Marecic (Vice Chair), Administrator Information Systems Division, Public Employees Retirement System
- Dugan Petty, State CIO, Dept of Administrative
- Curt Amo, CIO, Employment Department
- Ben Berry, CIO, Department of Transportation
- Bill Crowell, CIO, Department of Human Services
- Bob DeVyldere, Information Services Manager, Water Resources Department
- Baron Rodriguez, Director of Technology and Information Services Department of Education
- Marc Williams, CIO, Department of Justice

Program Sponsors

The EA Program Sponsors work closely with the Core Team to set up the program and produce EA products. EA Program Sponsors approve all deliverables of the program prior to requesting higher level approvals. Program Sponsors will bring forward key deliverables, issues, and questions to the CIO Council and the CIO Management Council for action. EA Program Sponsors are:

- Curt Amo, EOD
- Jeff Marecic, PERS

Core Team

The core team members are:

- Tim Avilla, ODOT (Program Manager)
- Jack Doyle, DHS
- Scott Riordan, DAS
- Dennis Wells, DHS

Administrative support is provided by:

- Katy Glaser (DHS)
- Christine Samples (DAS)

The core team will share the responsibilities of a designated Chief Enterprise Architect. Iteration-1 of the program will evaluate options for meeting these responsibilities in the long term and designating a dedicated Chief Enterprise Architect for future iterations.

Architecture Domain Teams

Architecture Domain Teams (ADT) will be introduced as needed during the effort. For Iteration-1, leaders representing each EA focus area have been identified. If needed, these people will develop Architecture Domain Teams for their area during implementation. The ADTs will provide an opportunity for subject matter experts from all agencies to contribute to the success of the program in their area of expertise.

The ADT leaders for this iteration are:

- Business Architecture - TBD
- Solution Architecture - Ed Klimowicz, DHS
- Information Architecture - Sam Ramos, ODOT
- Technology Architecture - Dave Howard, SDC
- Security Architecture - Teresa Masse, DAS

Gartner Team

The Gartner Team consists of:

- Bruce Robertson, Assigned Analyst
- Ingram Russell, Premier Services Relationship Manager
- Sally Caplan, Western Region Government Sector Relationship Manager

5.2.1 Roles and Responsibilities

The roles and responsibilities of the program participants for the known deliverables are shown in the table below.

Role/Responsibility	CIO Council	CIO-MC	Sponsors	Core Team	Domain Team Leaders	Other Stakeholders-	Gartner Analyst
Program Charter	A	C	C	R	C	I	C
Program Planning	C	C	A	R	C	I	C
EA Maturity Assessment	I	C	A	R	C	I	I
Common Requirements Vision (Planning)	C	C	A	R	C	I	C
Common Requirements Vision (Deliverable)	C	C	A	R	C	C	I
EA Framework	C	C	A	R	C	C	C
Business Reference Model	C	C	A	R	C	C	C
Implementation Strategy Alternatives	C	A	C	R	C	C	C
Phase 2 and Year 2 Contract Decision	A	C	C	R	C	I	C
R=Responsible	A=Accountable		C=Contributes			I=Informed	

5.2.2 Level of Contribution

There is no centralized funding or dedicated resource pool for Oregon's EA program. The majority of the work of the program will be done by contribution of agency staff assigned to the core team and architecture domain team. The table shows the estimated monthly hourly effort anticipated effort for each month of the first iteration.

Name, Role	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Tim Avilla, Core	20	40	40	20	40	40	20	20	40	40
Jack Doyle, Core	20	40	40	20	40	40	20	20	40	40
Scott Riordan, Core	10	20	20	10	20	20	10	10	20	20
Dennis Wells Core	10	20	20	10	20	20	10	10	20	20
Katy Glaser, Support	20	20	40	20	20	40	20	20	40	40
Christine Samples, Support	10	10	20	10	10	20	10	10	10	10
TBD, Business	10	10	10	10	10	10	10	10	10	10
Ed Klimowicz, Solution	10	10	10	10	10	10	10	10	10	10
Sam Ramos, Information	10	10	10	10	10	10	10	10	10	10
Dave Howard, Technology	10	10	10	10	10	10	10	10	10	10
Teresa Masse, Security	10	10	10	10	10	10	10	10	10	10
TOTAL	140	200	230	140	200	230	140	140	220	220

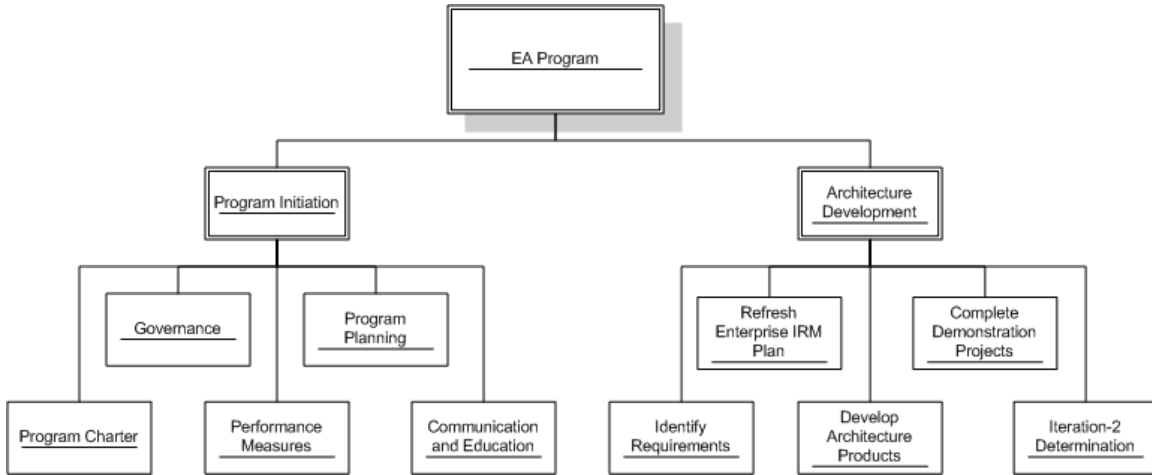
5.2.3 Stakeholder List

Preliminary stakeholders, their expected involvement in Iteration-1 and potential involvement in future iterations are shown in the table below.

Group	Iteration-1 Role	Future Iterations
Administrative Services Manager Group	Participate in developing the common requirements vision. Review and contribute. Approve business model	Take a leadership role in establishing business strategies and business change requirements
Agency Heads	Participate in developing the common requirements vision. Review and contribute. Approve business model	Take a leadership role in establishing business strategies and business change requirements
Department of Administrative Services	Ensure EA supports mandates and expectations of all branches of government. Ensure EA is coordinated with strategic planning and other enterprise programs and initiatives.	Continue to evolve Iteration-1 roles. Operational areas of DAS will be key in implementing changes brought out through the EA program.
Legislative Fiscal Office, JLCIMT and Legislature	Introduced to the program, educated about EA concepts, and kept information of progress.	In future biennia, the vision and direction brought out through the EA program will be integrated with the budget and legislative processes.

5.3 Work Breakdown Structure

The following diagram shows the work breakdown structure for the Iteration-1.



5.3.1 Key Deliverables and Milestones

Preliminary milestones are shown in the table below.

Program Initiation	Target Date
Contract signed	Jul 2006
Core Team/Gartner Kick Off Planning Session	Aug 2006
EA Maturity Assessment Completed	Nov 2006
EA Program Named	Dec 2006
Complete Implementation Strategy Alternatives	May 2007
Decision about Phase 2 - Year 2 Contract - No Go	Jun 2007
Architecture Development	Target Date
Develop Common Requirements Vision	Dec 2006
Define EA Framework	Dec 2006
Refresh IRM Enterprise IRM Strategy	Jan 2007
Complete Top-Level Models	Apr 2007
Complete Implementation Strategy Alternatives	May 2007
Decision about Phase 2 - Year 2 Contract - No Go	Jun 2007

5.3.2 Program Schedule

Iteration 1 is expected to last until June 30, 2007. Because of the changeable nature of planning, the schedule will be developed and maintained separately from the Program Charter. The detailed schedule (under development) will be built to achieve the milestones in the previous section. The schedule and major changes to it will be approved by the EA Steering Committee.

6. Appendix 1 - Current State Government Environment

This section looks at the environment across state agencies in the four areas¹²:

- Business
- Information
- Solutions
- Technology

6.1 Business Environment

The business environment within the state is not atypical for governmental operations. The vast array of products and services required by state government together with the evolutionary nature of change and the political processes created a large federation of predominantly independent agencies, boards, commissions and offices.

Governor Ted Kulongoski established the Advisory Committee on Government Performance and Accountability in Spring 2003, to help re-establish public trust in government. The committee focused on the following goals:

- Government services delivered to citizens and businesses that are efficient and cost effective.
- Regulations and policies that are streamlined with improved customer service and responsiveness.
- Increased accountability for, and demonstrated value of, public resources and tax dollars.

This committee produced a report with many observations and recommendations in January 2004³. Unfortunately, political momentum was lost and there is no active, organized statewide progress toward the recommendations.

In their report, the committee concluded that:

“State programs and agencies have evolved over time and operate in a relatively decentralized and independent fashion that is more reflective of outside influences, funding mechanisms, or political will rather than an overarching strategic design. The result is programs dispersed across agencies, each with their own constituencies and with little natural incentive to collaborate.”

The existing financial, resourcing, performance measurement, and communications infrastructures may actually inhibit collaboration and the

¹ OMB Circular A-130, Management of Federal Information Resources, 8 February 1996.

<http://www.whitehouse.gov/omb/circulars/a130/a130.html> .

² Enterprise Architecture. http://en.wikipedia.org/wiki/Enterprise_architecture .

³ [Making Government Work for Oregonians: A Plan for Achieving Results-Based Government](#). Advisory Committee on Government Performance and Accountability (January, 2004)

development of common solutions. In the same report, the Advisory Committee also noted:

"Throughout the state's system of business regulation, there are examples of overlap and/or conflict between multiple state agencies, and between state and local governments charged with similar missions. These activities and standards may be required by law and are sometimes appropriate to ensure accountability. Yet others leave regulators with little discretion to make changes, or originate from problems that are no longer current. We believe this Advisory Committee can be a vehicle for gathering, reviewing, and recommending necessary changes to the legislature."

Further, the report states:

Agencies and programs aligned around core functions. From an outside (non-governmental) perspective, it is difficult to understand the assortment of programs that cut across state government. For example, there are various agencies involved with natural resource management or small business development. By aligning agencies and programs along core functions and assuring that agencies communicate with each other, it will be easier to determine where duplication may occur, and how to enhance interagency cooperation.

A well-designed business model evaluates the purpose of public programs and the core functions of agencies and boards to ensure they are in alignment with, are necessary for, and can serve to promote the core functions of state government. There are opportunities for state agencies to:

- Be more (and better) aligned to core functions with less duplication and greater cooperation.
- Reduce redundancy of boards and commissions through elimination, consolidation, and/or alternate structures.
- Ensure that its boards and commissions continue to be necessary government functions and directly contribute to core functions.
- Reduce the regulatory overlap among agencies.
- Improve the cost-effectiveness and efficiency of internal government operations.

There is an existing effort to address some of these concerns as they relate to Oregon's business environment. Executive Order 03-01 requires state agencies to review their regulation of business activities and their regulatory processes to reduce the burden of regulation on business without compromising Oregon's standards and protections.

⁴The Office of Regulatory Streamlining was established in 2003 at the Department of Consumer and Business Services to facilitate state government's effort to simplify business regulations. The office provides

⁴ [Office of Regulatory Streamlining web site, About Us](#) page.

ongoing research to identify opportunities for regulatory streamlining and serves as a clearinghouse for agency streamlining efforts. We spotlight regulatory streamlining successes and offer best practices, facilitation, process-improvement support, and resource referrals.

Regulatory streamlining is making regulations simpler, speedier, and less expensive for business without decreasing the protections that Oregonians expect for the public and the environment.

To streamline regulations, agencies need to explore the answers to three main questions:

- *Will the program or initiative make regulations simpler for business? Can we eliminate an obsolete, burdensome, overlapping, or conflicting rule, activity, or process? Will the program improve consistency and predictability in a manner visible to business?*
- *Will the program or initiative make regulatory processes faster for business? Can we reduce the time it takes for a business to receive a permit, license, charter, or other authorization to conduct business? Will the program improve coordination and communication among agencies in a manner visible to business?*
- *Will the program or initiative reduce the cost of regulatory compliance for business? Can we eliminate or reduce business's cost for obtaining or maintaining permits and licenses? Can we reduce government fees or taxes levied on business or reduce the cost of filing with or reporting to a regulatory body?*

6.2 Information Environment

The existing data, information, solution, and technology environments developed along side the agency business environment and have similar shortcomings. Most all databases support siloed business applications. Integration that does occur is done primarily to meet legal requirements. For example Driver and Motor Vehicle Services (DMV) are mandated to maintain the repository of driver licensing records. For that to occur, information on citations from law enforcement entities makes its way to the court system, where court dates are set and convictions are recorded. The court system sends the conviction information to DMV for the individual's driving record. Driving records from DMV are then used by insurance companies, law enforcement, other states, and others. This consolidation happens through a number of manual and automated processes.

Agency and program specific information has been used for years to deliver state services. The need to integrate and cross-reference this information is becoming increasingly clear. Priorities benefiting greatly from information crossing program areas are:

- Verification and cross-reference of citizen and customer identities;
- Relationships of program information to geographic information;

- Relationships between agency programs and desired outcomes (e.g., Can department of employment programs reduce recidivism in the penal system?).

6.3 Solution Environment

Solutions, systems, and applications are developed within each agency to automate work and deliver the services of program areas.

Many legacy and mission critical solutions were developed and enhanced over a number of years. They are not flexible or agile in responding to changes and have become increasing difficult and costly to maintain. Service Oriented Architecture (SOA) is being considered in isolated areas, but is not being actively organized or managed.

Within each agency, there are additional solutions to meet the needs of sections, work groups, and individuals. Some workgroup solutions download and manipulate enterprise data for specific needs. These may or may not be reconciled within the enterprise data.

For example, the state payroll system represents one of the few statewide core solutions. Most agencies share the same state financial system for core data, but often supporting sub-systems are used in each agency. No state agencies use a modern Enterprise Resource Planning (ERP) system. To meet a common need, the Office of Regulatory Streamlining recently sponsored a common solution for licensing that is being adopted by many agencies, boards, and commissions.

There are a few common or shared systems among agencies. Some examples are:

- Position and Personnel Database (PPDB) is a statewide computer mainframe system processing and capturing all personnel-related actions. This system includes employment-related information and data for all employees and elected officials. Changes to an employee's personnel records (e.g., a promotion, a name change, an address change, etc.) are entered into the PPDB. Data and information in the PPDB is used by the statewide payroll system for generating employee paychecks. The PPDB also provides data and information that can be used to respond to requests received from the media, the public, the legislature, and various other entities needing statistical data on State employment or employees.
- The Public Employees' Benefit Board (PEBB) designs, contracts and administers medical, dental, life, accident, disability and long-term care insurance, and flexible spending accounts for state employees and their dependents.
- A statewide E-Government Program was established to be more responsive to public needs and to help state agencies move information, forms, and payment services to the Internet. State government information is listed at Oregon.gov. Oregon.gov was designed to ease access to government information and services. All state web sites have

a uniform appearance, searches were improved, and a directory of government organizations and programs was added. The E-Government Program worked with agencies to develop online transactions, such as registering your car online, and implemented a single, shared payment process. Oregon also uses e-government to help state agencies and employees share information through the state's intranet.

6.4 Technology Environment

The technology environment within Oregon state government has substantial duplication of effort and expense as multiple agencies service similar needs. To support both Governor Kulongoski's priorities for government to increase efficiency and effectiveness and the CIO Council's Enterprise Information Resources Management Strategy, Oregon commenced a program in March 2004, to consolidate agency data centers. This effort involved the following 12 state agencies (listed in alphabetical order): Administrative Services, Consumer and Business Services, Corrections, Education, Employment, Forestry, Housing and Community Services, Human Services, Oregon State Police, Revenue, Transportation, and Veterans' Affairs. This initiative consolidated the computing (data center) and networking infrastructure of the 12 participating agencies.

The State Data Center (SDC) assumes the effort of 12 state agencies – representing the majority of the state's computing power – creating a new environment to achieve networking and computing economies of scale. This consolidation allows the state to reap significant savings and improvements such as:

- 24x7 operations
- Improved tools and processes through collective purchasing
- Increased security
- Better and more reliable technology
- Improved ability to recover from disaster
- Standardization
- Future ability to provide a platform for shared services

These improvements become the foundation on which other technology programs can be built; thus, enhancing state government operations and creating opportunities for additional savings. They also become the facilitator agencies can use to streamline the diverse technical requirements local governments must meet to do business with the state.

The desktop environment is managed at the individual agency level. All agencies have adopted the Windows/Office platform. However, there is some diversity in email and messaging systems (i.e., Outlook and GroupWise).

7. Appendix 2 – Metrics for Success Criteria

Success for Iteration-1 is defined as involvement, commitment, and engagement of business leaders. But this does not mean the involvement, commitment, and engagement of all of the business leaders in the State at any one time. EA is iterative, growing in maturity with successive iterations. Business involvement, commitment and engagement should mature coincidentally with the EA program. The following metrics provide a means of validating each of the success criteria.

An Oregon government high-level business model that is understood and accepted

1. Agency heads use the model for discussions and decisions making.
2. Administrative Services Managers Group uses the model for discussions and decisions making.
3. Other groups use the model for discussions and decisions making.

The involvement and commitment of state business managers

1. Number of meetings attended
2. Number of edits proffered
3. Number of endorsements

A clear understanding of enterprise architecture concepts

1. Number of endorsements

A common understanding of the alignment between business information, technology, and solutions in the current government environment

1. Number of meetings attended
2. Number of edits proffered
3. Number of endorsements
4. Movement in government (e.g., CNIC)

A clear understanding of the benefits, effort, risks, and feasibility of taking action on Iteration-2 of the enterprise architecture program

1. Number of meetings attended
2. Number of endorsements
3. Reaching Iteration-2