



State of Oregon
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A Framework for Government Excellence

Presented by the Enterprise Architecture
Program



Table of Contents

I. INTRODUCTION	3
II. WHAT IS GOVERNMENT EXCELLENCE?	4
What are the compelling drivers for Government Excellence?	5
How will Government Excellence changes occur?	6
What benefits can Government Excellence deliver?.....	7
III. WHAT IS THE FRAMEWORK FOR GOVERNMENT EXCELLENCE?	8
Why is the Framework for Government Excellence important?	8
IV. FRAMEWORK FOR GOVERNMENT EXCELLENCE	9
OVERVIEW	9
FRAMEWORK PERSPECTIVES	10
V. REALIZING GOVERNMENT EXCELLENCE	12
Context	12
Evolution	12
APPENDIX I-GOVERNMENT EXCELLENCE EXAMPLES	13
APPENDIX II-FRAMEWORK PERSPECTIVE DETAIL	16
Business Line	16
Business information	17
Technology	18
Business Solution	19
OTHER PERSPECTIVES	20
APPENDIX III-ACKNOWLEDGMENTS AND CONTACTS	21
Acknowledgements	21
Contact Information	21



I. Introduction

More and more, people are asking government to "connect the dots" — gather information from disparate sources, make sense of it, and deliver the information needed to take effective action. To the public, this is an obvious need; but to state agencies, unaccustomed to coordinating services with other agencies, it is a significant challenge.

Also, 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 similar 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 service they want.

In addition, citizens expect government to use their taxes wisely. They want value and results from each dollar. One way government can show value 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 solution must first overcome governmental structures that may actually inhibit collaboration and shared 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 designed with the ends in mind.

The Government Excellence Framework provides a context for that design. The framework shows government from multiple perspectives, much like a series of plans and drawings that show a building from the owner's view, the builder's view and the electrician's view. This framework shows:

- The businesses government is in and the services it provides.
- The business processes and systems government uses to provide and manage services.
- The information needed to deliver government services.
- The technology required to manage information and automate services.

The Framework for Government Excellence shows the relationships between these perspectives. From this starting point, a comprehensive and rigorous method can be used to describe the target structure and behavior of the organization's processes, information systems, personnel and structure. Models and other details will be used to implement solutions that address needs, deliver value to citizens, and meet Oregon government's core goals and strategic direction.



II. **WHAT IS GOVERNMENT EXCELLENCE?**

Government Excellence addresses new and long-standing demands on Oregon state government. It relates broadly to the need to optimize efforts and investments across government to meet the public needs and expectations.

This fundamental evolution can be made possible by following a comprehensive and rigorous method to describe government's current and future structure and behavior. Key principles and models can then be used to create, communicate and improve government programs, information systems, personnel and organizations. This alignment can translate vision and strategy into effective enterprise change.

Government Excellence is not intended to replace individual agencies' unique, decentralized services with centralized or consolidated government services. Government Excellence is meant to find opportunities for agencies to work together address common needs by identifying cooperative initiatives and developing integrated, reusable, or shared solutions.

"Enterprise" in this context is state agencies with common legislative stewardship and the goal of delivering efficient and effective services to Oregonians. This Oregon government enterprise is composed of multiple agencies that each may be "enterprises" in themselves. In addition, the evolving nature of government may include "extended enterprises" such as multiple government entities, partners, suppliers and customers. Although the scope of this framework is Oregon state agencies, these "enterprises" have much in common and would benefit from using a common framework.



What are the compelling business drivers for Government Excellence?

Citizens and leaders challenge Oregon agencies to meet essential government objectives, create positive citizen interactions, and streamline internal processes without increasing government spending. In today's rapidly changing and increasingly complex environment, state government is expected to "do more with less." Government agencies must cooperate, collaborate, and share information to meet these critical objectives.

Development of the Government Excellence program will provide the opportunity to overcome some traditional challenges of government. In the past, agency investments, in spot solutions, lead to the proliferation of processes, technologies, data redundancies, incompatibilities, and inflexible systems. This approach will not meet common, enterprise-wide needs and the growing demands on government for the future. A collaborative environment, common language, and rigorous process are needed to challenge the status quo and optimize investments across government.

Like any investment, the Government Excellence program must deliver on traditional justifications, like the following return on investment and cost benefits:

- Reducing costs of services and programs to citizens.
- Increasing the capacity of government in terms of number of citizens served or transactions processed.
- Reducing wait times or cycle turnaround times of services.
- Reducing government operating costs by streamlining processes.
- Avoiding costs by sharing or reusing solutions across multiple areas.
- Increasing budgets by demonstrating customer value and effective use of funds.

But the most compelling business drivers for Government Excellence are the opportunities to deliver whole new capabilities and services that might never be realized in the current approach to government planning and investing. Some possible opportunities include:

- Delivering citizen centric solutions that bridge the services of multiple agencies.
- Establishing interagency, outcome-based programs that prioritize investments to deliver greatest results.
- Enabling interoperability between agencies, business partners, and customers within specific service or program areas.
- Investing in shared delivery channels that provide public services in new and more convenient government ways, including 24x7 self-service through the internet, telephones, or kiosks.
- Providing access to accurate information for more timely and effective decision making regardless of information owner or location.
- Investing in innovative or trial solutions designed to be scaled up as demand increases.
- Providing a methodical means to identify, collaborate, and cooperate on new strategic government capabilities.



How will Government Excellence changes occur?

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 now operate in a relatively decentralized and independent fashion, more reflective of outside influences, funding mechanisms, or political determination rather than an overarching strategic design. Major change to the systemic structure of Oregon government is not likely. To meet new expectations and outcomes within the current constraints, Government Excellence must provide a forum, method, and resources. It must be recognized as an enabler and not a bureaucratic bottleneck.

Agency agendas overflow with opportunities, problems, and mandates from inside and outside of their organization. Agencies must respond to these needs by planning new programs, projects, services or initiatives. Government Excellence will work with agencies to meet their immediate needs and the needs of the greater good. To borrow from the environmental movement, government must think globally and act locally. The Government Excellence program can facilitate this change by:

- Influencing planned initiatives to share, reuse, or find other avenues to realize more benefits in more areas.
- Promoting or sponsoring new initiatives aimed at meeting broad, common needs with common or shared solutions

State agencies are acutely aware that the services they provide often just address a small segment of the desired outcomes implied by the Governor's Principles.

- Children's basic educational needs are met and adults have opportunities to develop career skills through training and higher education.
- Oregon's most vulnerable have their basic health, food and shelter needs met.
- Oregon has a positive business climate and invests in economic development in order to create and retain sustainable businesses and family-wage jobs.
- Oregon has a healthy balance between growth, infrastructure development and environmental protection.
- Oregonians are safe in their homes, communities and in state institutions.
- State government is stable, responsive and accountable to Oregonians.

Making change to the way government plans, budgets, prioritizes, and implements programs will not be easy or quick. It requires evolutionary growth and an unwavering and persistent vision. Government Excellence will work with current enterprise programs (e.g., the Office of Regulatory Streamlining and the Oregon Progress Board) to facilitate progress.



What benefits can Government Excellence deliver?

Government Excellence is not any single project, document, or diagram. A common, accepted framework is the first step of a broad ongoing process for translating business vision and strategy into effective enterprise change. Government Excellence, its framework and supporting processes will guide projects, programs, and initiatives. These, in turn, improve the reliability, interoperability and sustainability of the technology, information, solutions and business processes used by Oregon government.

Like blue prints for a building, the framework only provides an understanding of how things work and relate to one another. Its real value comes when change is required. Government Excellence, working in concert with strategic and business planning and project implementation oversight, can facilitate enterprise organization change.

The scenarios below are examples of outcomes that can be realized with the benefit of a framework and an Government Excellence approach to problem solving and organizational change. Appendix III provides more information about these examples.

- Act on Strategic Vision: Government Excellence can build a bridge from strategic planning to implementation.
- Interagency Solutions for Public Need: Government Excellence can set the stage for collaboration between agencies, jurisdictions, and providers to offer new services to the public.
- Shared Solutions to Common Problems: A major contribution of an Government Excellence is identifying and designing common, shared business processes and information technology across state government.
- Shared Service Providers: Government Excellence can investigate opportunities to identify agencies as enterprise service providers.
- Enterprise Solutions and Services: The ongoing development of Government Excellence can be central to directing investments across state government.
- Data Classification: Government Excellence, through the Enterprise Security Office, can provide clear, consistent guidelines and direction for properly classifying, protecting, and controlling information assets.



III. What is the Framework for Government Excellence?

A fundamental change in the way government investments are planned and performed is required. The Framework for Government Excellence supports this change by providing a structure for rationalizing and optimizing government investments.

The Framework for Government Excellence is a simple abstract representation of the complex state government environment. The framework provides a common vision and language for the real-world formation of Oregon Government Excellence. It also provides structure for organizing documents, charts, models and other representations of the enterprise. The framework will guide initiatives, projects, and program changes to meet the enterprise goals of state government's diverse agencies.

Why is the Framework for Government Excellence important?

The framework is the structure used to translate business vision and strategy into changes. The framework facilitates this transition, describing important elements in a common and consistent way and articulating how different perspectives of the enterprise relate to one another. Using a common framework, models, and vocabulary, programs and projects can focus on defined enterprise business needs and leverage solutions across the Oregon government.

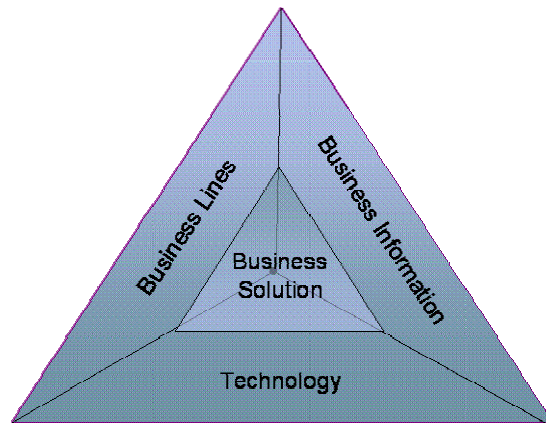


IV. FRAMEWORK FOR GOVERNMENT EXCELLENCE

OVERVIEW

The simple picture shown here illustrates the basic framework. This model shows the components needed to deliver government programs and services. There are four interrelated perspectives. Each perspective has detailed models designed to facilitate cross-agency analysis and identify duplicate investments, gaps and opportunities for collaboration within and across agencies.

The scope of the framework covers all functions provided by the Oregon state government enterprise, made up of multiple agencies, many of which are "enterprises" in themselves. These agency enterprises have much in common with the broader Oregon-wide enterprise. The framework is equally valuable for understanding the relationship within agencies or within a single business section. For example, framework concepts provide a basis to align agency divisions and encourage development of a common process to meet agency strategic goals. Individual agencies are encouraged to use the enterprise approach to align internal divisions to meet their agency's long-term goals.



Framework for Government Excellence

This broad, all-encompassing scope does not imply that the framework only applies to enterprise-wide solutions. The framework will help identify the best fit solution for the business need whether it is reusing a solution between work-groups, sharing a solution between two agencies with a common need, or implementing an enterprise-wide solution,

The framework is not a "project" that must be completed before it can be used to identify opportunities and focus improvement efforts. The goal of Government Excellence is not to populate the framework. The framework will never be completely populated, but will be increasingly useful as its elements are collected and reused on new projects. It will provide on-going guidance for moving the organization toward the enterprise vision.



FRAMEWORK PERSPECTIVES

Perspectives represent the overall enterprise in a way that is meaningful to a specific set of stakeholders. Because they use the stakeholder's point of view, perspectives help communicate the enterprise view and allow stakeholders to envision a changed enterprise. This section introduces the purpose and structure of four primary Government Excellence perspectives:

- Business Line
- Business Information
- Technology
- Business Solution

These perspectives consider the stakeholder concerns in an enterprise context. Stakeholders will develop various models from each perspective, across perspectives, and between perspectives. Stakeholders will also develop requirements and principles for more effective and efficient enterprise decision making. Appendix II provides more information about each of the perspectives.

Business Line

The Business Line perspective describes the point of view of the agencies charged with delivering programs and providing services, the public who use those services, and other government entities that work with the state to deliver services. This perspective includes a function-driven business model to describe the business operations of Oregon state government independent of the agencies that perform them, in order to promote agency collaboration and provide an underlying foundation for change.

Business information

The Business Information perspective promotes common identification, use, and appropriate sharing of information across state government. Business needs are addressed through a common approach to categorize, exchange, and structure information and data, allowing agencies with similar government services to share information on a variety of subjects.

Technology

Technology supports and enables delivery of Business Solutions. The technical architecture provides standards and technology categories. It also unifies existing agency technical architectures to reuse and standardize technology and services from a government-wide perspective.

Business Solution

The Business Solution perspective is the intersection of the three other perspectives. This solution deals directly with the most challenging enterprise issue: delivering solutions that help achieve strategic goals. An effective Business Solution perspective combines and reconciles loosely related and often



conflicting stakeholder viewpoints into a single shared blueprint for enterprise solutions that solves real business problems.



V. REALIZING GOVERNMENT EXCELLENCE

Context

Government Excellence is just one part of the vision for creating a new model for Oregon government. The items below describe other key processes.

- Strategic Planning identifies the organization's desired outcomes and a roadmap of ways to achieve them.
- Investment Prioritization and Management determines which investments to make and manages the investment mix.
- Governance establishes the decision-making responsibilities and processes within and between these areas.



All these processes must be established and managed for successful enterprise change.

Program Plans

The Chief Information Officer (CIO) Council charted the first iteration of an Enterprise Architecture (EA) program from November 2006 to July 2007. During this time, the program is building a foundation for the program and promoting Government Excellence vision and concepts. The EA Program hopes that this vision resonates with a broad spectrum of government change agents and requests their partnership to achieve our shared goals.

The points below describe the anticipated evolution of the Government Excellence.

- During Iteration-1 (July 2006 through June 2007), the EA program is building the foundation for future work. Its primary purpose is to increase awareness of EA concepts, outline an implementation strategy, and establish partnerships for future work.
- Iteration-2 is planned for the 2007-09 biennium. This iteration of the program will clarify the scope and resources needed for the program. A part of this effort is to complete a policy option package to fund the program during the 2009-11 biennium. Contributors will become knowledgeable, skilled, and capable in program processes and techniques.
- During the 2009-11 biennium, a dedicated group focused on establishing and reinforcing the cultural change will coordinate the program. Tools and repositories that share the results of previous efforts will mature.



Appendix I-Government Excellence Examples

The scenarios below are examples of outcomes that can be realized with the benefit of an Government Excellence approach and framework to problem solving and organizational change. Many of the examples are based on federal initiatives that are already planned, in process, or completed. Some examples relate to efforts underway in Oregon government

Act on Strategic Vision

An Government Excellence approach can be the "bridge" from strategic planning to implementation. Strategic planning answers the question, "what?" That is, what are a program's goals and objectives, measured in either outputs or outcomes? Government Excellence begins with that information and answers the question, "how?". How do we achieve the strategic plan? How should a program structure business functions, recruit and train personnel, and invest in support systems to achieve the envisioned goals and objectives?

The Government Excellence framework will also outline the cause and effect between inputs, outputs and outcomes. Aligning agency functions with a strategic plan through the structured approach can establish a logical connection from investment to strategic outcomes. This work forms a strategic partnership between all stakeholders to achieve mission goals.

Interagency Solutions for Public Need

One of the most exciting opportunities of Government Excellence is for collaboration between agencies, jurisdictions, and providers to offer new services to the public. As citizens become accustomed to fewer out-of-stock items at the supermarket, speedier online deliveries, and more responsive customer service, they assume government will be equally responsive. They expect government agencies to run efficiently and use the Internet and other technology and tools to improve public services and public safety.

To meet this need, state government must make a concerted effort and investment in cross-jurisdictional and cross-functional solutions. Some initiatives involve sharing information among multiple agencies, while others involve IT-supported collaboration among both government and business entities. An example is the "one-stop" concept that allows citizen to verify or change their home and mailing addresses and telephone number on-line. Citizens report their change to one clearinghouse that updates their records across multiple agencies. The state of Nebraska and the province of Ontario, Canada, are currently planning to offer this service.

Shared Solutions to Common Problems

A major contribution of an Government Excellence is identifying and designing common, shared business processes and information technology across state government. Using the Government Excellence Framework, the state can examine agency information and identify collaborative initiatives to transform



the government, improve services to citizens, and deliver savings. These opportunities focus on specific lines of business and use Government Excellence principles to identify common problems, develop solutions, and break down traditional agency silos. Possible solutions could range from new, shared information systems to simply bundling existing agency services into an integrated, customer-centric process. An example of this type of solution is the work Oregon has done to implement the same licensing system software package in a number of agencies that issue various kinds of permits and license.

Shared Service Providers

One concept being started in the federal government is identifying agencies as enterprise service providers. They are implementing a new business model that crosses agency boundaries to identify those agencies with proven excellence to provide shared services for other agencies' lines of business. Other agencies then become consumers of the services. To support the new business ventures, government can develop new funding models, including fee-for-service.

For example, an agency could be designated as a common government-wide service provider for a particular service. Agencies that can provide government-wide service in areas like human resources and financial management could submit business cases for providing service to other agencies as part of their budget process. The business cases would be assessed for potential service providers' abilities in several areas, including but not limited to past performance, current capabilities, and ability to operate a customer-focused organization. After review, agencies would be eligible to compete to become a cross-agency service provider.

Enterprise Solutions and Services

The ongoing development of Government Excellence could be central to directing investments across state government. The Government Excellence framework facilitates collaboration with government-wide task forces, using mutual principles and proven best practices to identify proactively new, business-driven common solutions. Potential common solutions are not limited to technical/systems solutions, and may include developing new policies, standards and guidelines.

Agency lines of business, budgets, programs and resources can be analyzed to identify collaboration opportunities to streamline business processes, eliminate redundancies and realize cost efficiencies. With potential opportunities identified, an Government Excellence program quantifies potential value, defines scope, and assesses viability and feasibility. A particular area of interest is investments in information technology, including the new consolidated State Data Center (SDC). Government Excellence can use framework models and agency business cases to evaluate information technology investments to find opportunities for realizing benefits sooner or increasing return on investments.



Data Classification

Information and records management is an integral part of government operations. It permeates all government business processes and crosses all lines of business. To maintain public confidence, statute mandates that citizen-government interactions are documented and secure.

Information, like other assets, must be properly managed from its creation, through authorized use to proper disposal. As with other assets, all information does not have the same value or importance or require the same level of protection. All information should be classified and managed based on required confidentiality and availability.

Oregon government, through the Enterprise Security Office, has begun an effort to provide clear, consistent guidelines and direction for properly classifying, protecting, and controlling information assets. Classification and data management are critical to ensure that the state's information assets have the protection necessary for the confidentiality and value of the data. Classification enables appropriate management of information throughout the life cycle of the data.

Data classification helps business owners categorize information and records and establish appropriate management controls. This seamless use of information helps optimize records management, eliminate duplicate effort, and enhance service delivery to citizens. For example, delivery of proper health care requires accurate records both at the provider and State levels. Currently, the access to electronic forms of these records in a timely manner and in a commonly accepted format is not the norm in Oregon.

Information management is needed to support timely and effective decision-making, enhance service delivery, and ensure accountability. Government Excellence and the Enterprise Security Office can establish and on-going partnership in this area.



Appendix II-Framework Perspective Detail

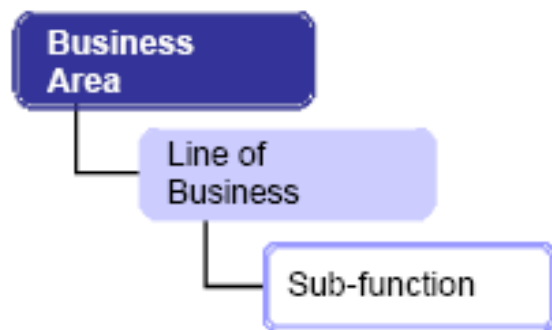
The perspectives described here are examples or common approaches to developing the categories, models, and details of that perspective. As involvement in Government Excellence increases, stakeholders from each perspective will ensure that their point of view is accurately represented and develop that perspective further.

Business Line

The Business Line perspective describes the point of view of agencies charged with delivering programs and providing services, the public who use those services, and other government entities that work with the state to deliver services.

This perspective includes a function-driven business model to describe the business operations of Oregon state government independent of the agencies that perform them in order to promote agency collaboration and provide an underlying foundation for change.

This business model provides an organized, hierarchical concept describing the day-to-day business functions of Oregon government. Although there are many models describing organizations (organization charts, location maps, etc.), this model presents the business using a functionally driven approach. The lines of business and sub-functions in the business model are different from traditional approaches that use antiquated, stove-piped, agency-oriented organizations. The business lines perspective is the primary view that guides the analysis of business information, business solutions, and technology.



The business model improves the evaluation of government operations, but its true utility is only realized when agencies use it to make changes. The model's functional approach will not support the state's strategic goals if agencies do not incorporate it into planning efforts, management processes, and business-focused solutions.



Business information

The Business Information perspective promotes common identification, use, and appropriate sharing of information across state government. Business needs are addressed through a common approach to categorize, exchange, and structure information and data, allowing agencies with similar government services to share information on a variety of subjects.

Models developed from this perspective describe, at an aggregate level, the data and information supporting government program and business line operations. This model allows agencies to describe the types of interaction and exchanges occurring within government entities, between government entities, and between citizens and the government.

Stakeholders will develop this perspective over time to categorize government information into greater levels of detail. A common data model will streamline information exchange within the government and between government and external stakeholders. In addition, it will classify information and identify duplicate data resources.

This perspective standardizes information in three areas:

- Information Context is a standard nomenclature to categorize data. This perspective classifies information so Business Line stakeholders have a good understanding of the business context.
- Information Sharing is a standard approach to describe the characteristics and requirements of interagency information exchanges, including information sources.
- Information Description is a standard approach to describe an agency's structured, semi-structured, and unstructured information. Structured data includes individual information elements (such as those defined in a data context), their attributes, and the relationships between them. Unstructured data includes multimedia files and documents. Semi-structured data includes web pages and e-mails.



Technology

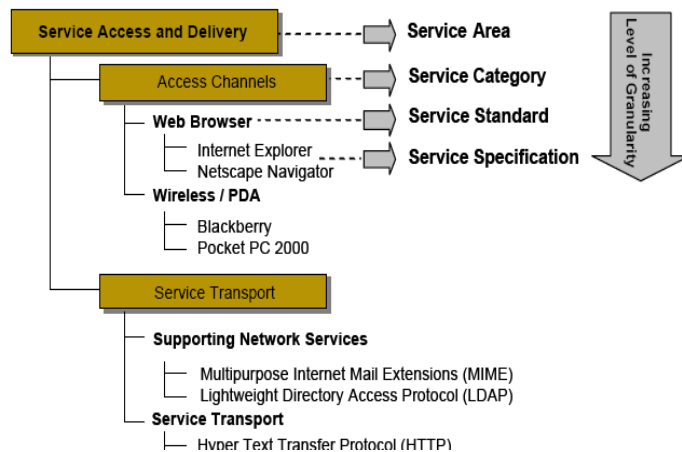
Stakeholders with this perspective will develop a technical architecture to support Business Solutions and enable secure information exchange. The technical architecture unifies existing agency technology to reuse and standardize hardware, software, and services from a government-wide perspective. It also facilitates communication and planning by establishing common standards and technology categories.

Aligning enterprise investments to the technical architecture uses a common, standardized vocabulary, allowing interagency discovery, collaboration, and interoperability. Agencies and state government benefit from economies of scale by identifying and reusing the best solutions and technologies to support their business functions, mission, and goals.

The items below describe one possible structure for the technical architecture.

- Service Areas represent a technical tier supporting secure construction, exchange, and delivery of technical services. Each Service Area consists of multiple Service Categories and Service Standards. This hierarchy provides the framework to group standards and technologies that directly support the Service Area.
- Service Categories classify lower levels of technologies and standards with respect to the business or technology function they serve. In turn, each Service Category contains one or more Service Standards.
- Service Standards define the standards and technologies that support a Service Category. Many of the Service Standards illustrate specification or technology examples for agency technical architecture mapping.

This hierarchy of Service Areas, Service Categories, and Service Standards categorize the group standards, specifications, and technologies that directly support each Service Area. The illustration below shows an example of this breakdown.



Service Categories, Service Standards, and Service Specifications



Business Solution

The Business Solution perspective is the intersection of the three other perspectives. This solution deals directly with the most challenging enterprise issue: delivering solutions that help achieve strategic goals. An effective Business Solution perspective combines and reconciles loosely related and often conflicting stakeholder viewpoints into a single shared blueprint for enterprise solutions that solves real business problems.

The Business Solution addresses specific dependencies and inconsistencies from the other perspectives and the solution delivered at the individual project and enterprise level. It considers how business solutions interact and relate to core business functions. This perspective can identify shared, common or reusable solution components for the enterprise or individual agencies.

This effort is not concerned with application system design. The goal is to define application systems that are relevant to the enterprise and describe how they manage data and present information.

The computer applications and business processes are not described as computer systems, but as logical groups of capabilities that manage the business information and support the business lines. The applications and their capabilities are defined without reference to particular technologies. Many solutions are stable and relatively unchanging over time, whereas the technology used to implement them changes over time, based on technologies available and changing business needs.



OTHER PERSPECTIVES

Other perspectives must be considered when planning and making changes. Stakeholders with these perspectives will ensure their needs are met either through incorporation of their concerns from other perspectives or a more formal development of their own perspective. This section describes additional perspectives currently under consideration.

Security

An enterprise framework should allow for security-related requirements within the other perspectives. This allows different stakeholders to understand the security requirements in their jobs and ensure appropriate security is built into all aspects of solutions.

However, the security perspective often begins as a subset of the enterprise technical architecture. This includes documenting security standards, technologies and products by functional category, e.g. virus prevention, intrusion prevention and firewalls. This approach addresses security in the technology perspective only and does not support integration of security requirements into business solutions from inception. Business Information security issues, including classifying information by privacy and risk aspects, are clearly an issue from the Information perspective, and would be hard to fit into a technology-only view. Nevertheless, this is a way to start planning security in the context of the enterprise framework. The Enterprise Security Office is addressing this and other approaches to ensuring enterprise security.

Performance

A performance perspective provides common output measurements that show the impact of investments on strategic outcomes and express the cause-and-effect relationship between inputs and outputs. Most importantly, it facilitates resource decisions based on quantifiable efficiency and effectiveness measures.

This perspective develops a common language to describe outputs and measures for business programs and objectives. A performance model further details the links between internal business components and customer-centric outputs.

The perspective focuses on three main objectives:

- To produce performance measures for strategic and daily decision-making.
- To align and articulate the contribution of inputs to outputs, creating a clear connection to desired results.
- To identify opportunities that span traditional organizational boundaries.

Further development of this perspective will greatly leverage the previous work of the Oregon Progress Board and existing enterprise performance measures.



Appendix III-Acknowledgments and Contacts

Acknowledgements

Many government entities are implementing the planning approach described in this document, often under the name of Enterprise Architecture. The federal government, through the Office of Management, has mandated this planning approach for all federal agencies. In addition, many states, including Virginia, Pennsylvania and Kansas, are leveraging the work of the federal government through enterprise architecture efforts.

The concepts and ideas presented in this document borrow shamelessly from the work of others, particularly:

- Gartner, Inc.
- The Open Group Architecture Framework (TOGAF)
- Federal Enterprise Architecture, Office of Management and Budget

Contact Information

The Enterprise Architecture Program core team prepared this document. The state of Oregon CIO Council chartered this program until July 1, 2007 to build a foundation for a broader program. The core team members are:

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