

Getting Value out of Enterprise Architecture: Bridging the Gap between Business Mission and IT Solutions

Citizant's EA approach delivers IT solutions that provide the business services and products that enable federal agencies to deliver on their missions, improve accountability and investment planning, and better serve the citizen.

Federal agencies must continue to show the results of their Enterprise Architecture (EA) programs by achieving an enterprise view of their business and technical services. EA provides agencies with timely and accurate information to respond to legislative inquiries, make informed decisions that optimize IT investments, enable technology reuse and information sharing, and improve business performance by providing solutions that align with business performance goals.

We all know that value alone sells EA throughout an organization, yet identifying the value and communicating the real ROI to the business has always been a challenge. As enterprises wrestle with the age-old need to design agile, responsive, value-driven enterprise architectures, they also need to consider an adaptive EA methodology that bridges the gap between agency mission and IT solutions to drive results down into the business and program offices.

At the heart of the EA approach should be practical strategies that provide tangible benefit to the business areas, the agency, and the communities that it serves – whether they be citizens, local governments, or industry. The foundation for an EA program that delivers recognized value involves leveraging the alignment and integration of the EA layers to enable sound and practical planning, governance, and execution processes. It's built on procedures that leverage industry best practices, use EA artifacts to analyze and identify opportunities to incrementally transition from current architecture to target architecture, and maintain alignment throughout the architecture and solutions delivery phase with mission goals and requirements. This adaptive and iterative approach to EA is driven by the federal guidelines and business needs of customers in order to meet critical and time-sensitive mission requirements.

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The Citizant approach provides the guiding principles and methods for this more effective EA strategy. It is an EA approach that “bridges the gap” between agency business needs and solution delivery, involving:

- ✓ Understanding the “As-Is” environment and “To-Be” business-driven state for the EA architectural layers (Performance, Business, Data, Systems and Services, and Technology) to drill in on opportunities to deliver business and technical value
- ✓ Maintaining “line-of-sight” from agency performance goals and measures to business process and information to technical solutions

- ✓ Integrating across the EA layers to ensure a cohesive technical solution for provisioning services that support stakeholder and community needs
- ✓ Developing an enterprise transition and sequencing modernization plan to prioritize slices or segments of the enterprise to focus on resolving business problems and optimizing investments based on business priorities, while reducing operational risks
- ✓ Institutionalizing proven governance methods that involve business stewards, technical stakeholders, and information sharing communities
- ✓ Fostering a robust stakeholder and community relationship and communication plan

These components provide the basis for creating an EA framework that provides the kind of clearly recognized value sought by agency business leaders.

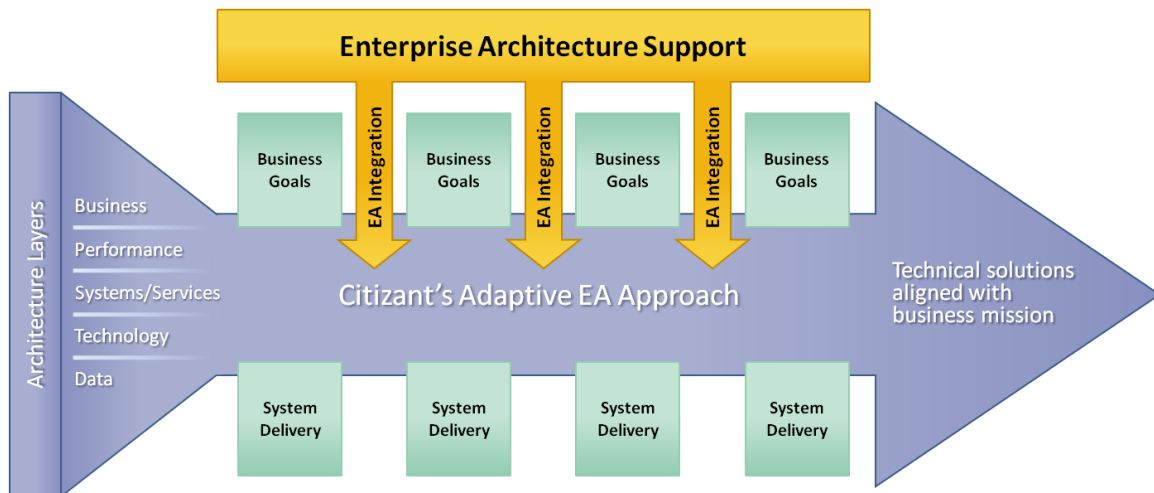


Figure 1. Citizant's EA approach aligns solutions with business needs.

Creating As-Is and To-Be Architectures for the EA Architectural Layers

Analyzing each of the architecture layers will provide an understanding of how the business and technology elements are linked and will result in the development of the As-Is and To-Be Architectures for each layer.

The EA journey requires building a roadmap that optimizes existing IT assets and ensures alignment with the agency's strategic goals. Eventually this roadmap must guide the transition from the organization's existing status (As-Is) to its projected future state (To-Be).

A proven EA management methodology that looks at each of the individual architectural layers — Performance, Business, Data, Application and Services, and Technology — is required to fully understand the agency's current and future capabilities. Analyzing each of the architecture layers will provide an understanding of how the

business and technology elements are linked and will result in the development of the As-Is and To-Be Architectures for each layer.

Through the As-Is Architecture development, the team will gain a thorough understanding of existing business processes, information, and technical environment by collecting salient artifacts, meeting with business owners, and analyzing models and requirements documents. The development of the To-Be Architecture requires interfacing with business owners to gather information and analyze requirements for their To-Be perspectives. The solution includes identifying the business segments and service requirements that align with the agency's IT strategic direction and integrating enterprise services horizontally to share enterprise resources and assets.

It is important to mention the value of concurrent work with respect to development of the other architecture layers to promote cohesiveness and leverage reuse. As an example, work on the business architecture requires the analysis of the information exchanges and data processing requirements expressed in the data layer to ensure a cohesive solution that will lend itself to a services environment and be adaptable to community information sharing standards.

Maintaining Horizontal Integration and Vertical Alignment

Ongoing alignment of these architectures to the target state provides line-of-sight visibility from IT solution to agency performance goals and measures.

By identifying the interdependencies and solution gaps between the As-Is and To-Be Architecture layers, the Citizant approach uses horizontal integration across the layers of the EA and vertical alignment of programs and projects targeted for transformation, as they evolve from the current architecture to the target state.

This methodology helps the agency focus on resolving business problems by identifying opportunities to provide business value and by looking at EA development and compliance from two perspectives:

1. Alignment of each of the individual architectures (Performance, Business, Data, Services and Technical) to the target architecture at each IT life cycle phase
2. Integration across the architectures at each IT life cycle phase.

Ongoing alignment of these architectures to the target state provides line-of-sight visibility from IT solution to agency performance goals and measures. It also ensures solutions are developed with an enterprise view while being assembled and deployed incrementally to eliminate

duplication, avoid redundant IT investments, and leverage standards and reuse to expedite the delivery of E-Government solutions.

Integration looks horizontally across the architectures to ensure the requirements, specifications and standards developed in the business, data, and system component artifacts provide the necessary linkages and cohesion to yield assembled IT solutions that make information and services more useful to the citizen, optimize business operations, support programmatic decision-making, and provide better services to citizens.

The Citizant approach to integration and alignment using EA is essential to success in delivering practical IT solutions – business services and products – that enable federal agencies to deliver on their missions and become more citizen- and community-centric.

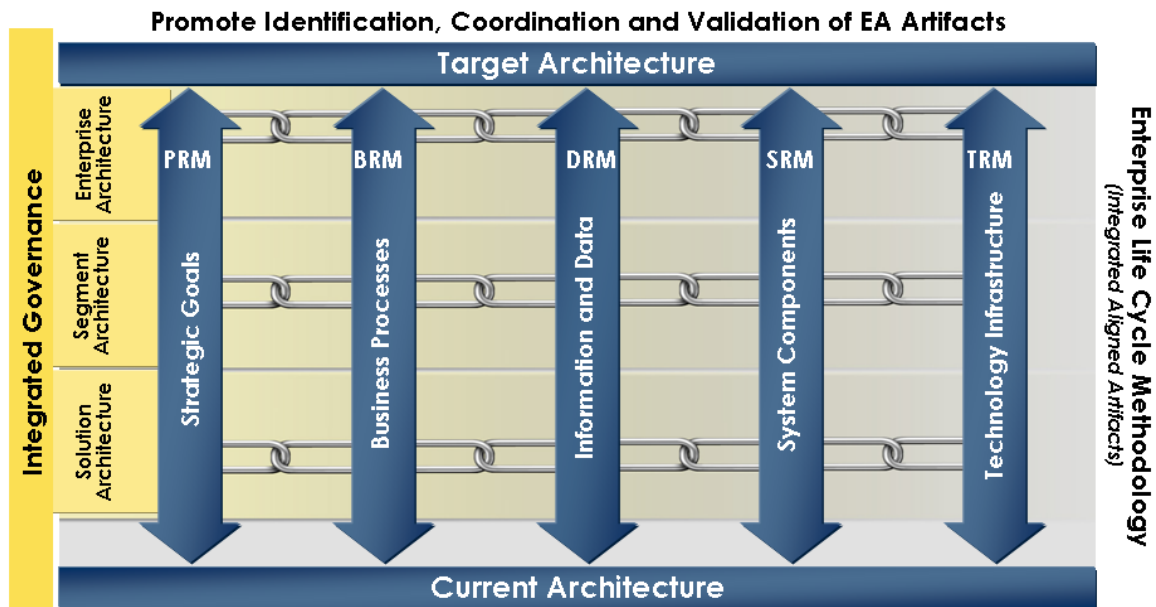


Figure 2. Citizant’s approach maintains horizontal integration and vertical alignment.

Developing Enterprise Transition and Sequencing Plan

The ETP provides guidance to the IT Investment process and informs decision-makers of opportunities — based on salient analysis of segment architectures — to improve business performance and decrease infrastructure expenses.

The overall Enterprise Transition Plan (ETP) identifies the programs and related projects that must be planned, developed, and executed in a prioritized manner to deliver a meaningful segment of the architecture that represents a mission or functional area important to the business. The ETP will need to be continually maintained and updated to ensure it aligns with the EA and reflects EA changes.

Citizant's approach to a well-defined ETP helps align the transformation of IT solutions based on business priorities. The goal is to create a quality plan that can be used as a roadmap for how the agency will use EA requirements and plans to drill in to resolve business problems. It is designed to provide a smooth transition from current legacy systems to the target horizontally integrated business and solutions environment, while accounting for the need to deliver results to the business stakeholder and community.

Citizant leverages the horizontal integration and vertical alignment to analyze solution gaps and develop the agency's ETP. The ETP provides guidance to the IT investment process and informs decision-makers of opportunities – based on salient analysis of segment architectures – to improve business performance and decrease infrastructure expenses. The ETP also provides a roadmap for the transformation of strategic, operational, and tactical capabilities of the current segment or line of business to the capabilities of the future enterprise through operating scenarios and program plans that are based on new mandates and performance goals.

In analyzing the cost/benefit to the enterprise during the transition, the team identifies and describes (at a more detailed level) transition recommendations, priorities, timing, and dependencies between related investments, and the Sequencing Plan. These recommendations include new and ongoing IT investments, as well as operations and maintenance of the existing systems. The Sequencing Plan is used to provide further detail to the ETP to guide budget submission, technology insertion plans, training plans, and rollout plans.

Institutionalizing Governance

The key to EA effectiveness is governance, and the key to governance is the alignment of IT activities to business priorities and providing business value.

The architectural components discussed in this paper are held together by a robust, umbrella governance plan. A well-established EA compliance and governance structure and associated processes are intimately linked to the successful development, implementation, use, and maintenance of EA.

The key to EA effectiveness is governance, and the key to governance is the alignment of IT activities to business priorities and providing business value. To achieve this alignment, the agency needs an integrated approach to governance that will guide and provide value to solution delivery, while addressing architecture alignment, leveraging data and service-component reuse, and specifying IT investment requirements. Effective governance ensures that IT solutions support performance by enforcing that solutions will deliver on architectural requirements at each stage of the lifecycle. Applying formal EA

compliance review and certification processes to a solution or project will help the agency yield business value from the modernization effort.

Before governance can be executed, it must be defined, approved, and communicated. Effective governance requires participation from subject matter experts to define components such as standards for services, processes for monitoring and managing service performance, methods to assure information quality and security, and policies for change and release management. Governance also requires executive sponsorship, investment control, business stakeholder support, and inter-constituency working groups to institutionalize and ensure the effectiveness of EA.

Ultimately the agency will benefit from the governance authority's oversight and processes that ensure compliance with standards and mandates. The processes facilitate horizontal integration across different layers of the architecture and vertical alignment among programs/projects, as well as review of EA compliance assessments for new projects. This governance and compliance process will provide agency leadership with line-of-sight visibility and enable non-compliance issues to be addressed proactively.

Fostering Collaboration between Business and IT Stakeholders

Bringing the right people to the table helps build common understanding of how the practical application of EA can achieve agency objectives, goals, and desired business results.

Creating a collaborative relationship between technical teams and business stakeholders is essential to truly capitalizing on the value of EA. A well-planned and executed Stewardship Program must be weaved through the entire EA life cycle to foster these important relationships. Bringing the right people to the table helps build common understanding of how the practical application of EA can achieve agency objectives, goals, and desired business results. It ensures that EA value is measurable and meaningful from the business perspective. An effective Stewardship Program with the business community should be structured to simplify communications and result in a consistent understanding of complex items.

Creating a productive relationship between business and technical communities provides the conduit for getting business requirements defined from the business perspective to the solution delivery team that develops and implements the IT solutions by leveraging enterprise standards and services to fulfill business goals and measures. Citizant facilitates this level of collaboration and information sharing throughout the lifecycle to ensure that goals are jointly determined and will yield tangible results.

Citizant's robust approach leverages a variety of tools (Web sites, newsletters, meetings, marketing materials, and training) to maintain regular communication about the relationship of modernization initiatives to program mission and goals, while focusing on the achieved or planned performance measures and return-on-investment to get buy-in from key stakeholders.

Creating and maintaining this collaborative relationship between the business and IT communities proves effective in making EA architecture strategies actionable at the program level and throughout the organization.

Conclusion

Citizant's proven EA management methodology helps federal agencies build the roadmap that optimizes existing IT investments and ensures alignment of investments with strategic goals.

In today's environment, business stakeholders seek to provide accurate and trusted information to their communities, better utilize their IT investments, and maximize business benefits by optimizing processes and improving performance metrics. EA plays an important role in helping the agency understand the benefits and capabilities derived from their IT investments. This can be achieved by leveraging an EA approach that bridges the gap between business goals and IT solutions to achieve real business value.

The EA approach outlined in this paper describes the components of Citizant's EA best practices to bridge that gap. This includes:

- As-Is/To-Be Architectures for each of the architectural layers
- Horizontal integration across the layers of the EA and vertical alignment of programs and projects targeted for transformation
- A transition and sequencing plan
- Robust compliance and governance processes
- Effective communication strategies

This proven EA management methodology helps federal agencies build the roadmap that optimizes existing IT investments and ensures alignment of investments with strategic goals.

In summary, Citizant's approach uses EA to identify opportunities that provide business value, guide investment decision-making, and establish practical transition plans. Citizant's EA approach delivers IT solutions that provide the business services and products that enable federal agencies to deliver on their missions, improve accountability and investment planning, and better serve the citizen.

About Citizant

Citizant partners with civilian and military agencies of the federal government to develop forward-thinking business and technology solutions that create a better future for all citizens. Citizant provides a seamless spectrum of award-winning professional technical services that address the full lifecycle of government technical solutions, including:

- Develop **data-centric strategies** for platform migration and modernization **through enterprise architecture**, service-oriented architecture, and business process modeling
- Design and develop **custom applications**; integrate and **modernize legacy software**
- Manage technical programs through **proven processes** that ensure **predictable performance** against business objectives and help **improve government scorecard ratings**

Citizant is ISO 9001:2000 certified and has been independently appraised at SEI CMMI Maturity Level 2.

Founded in 1999, Citizant is a fast-growing, woman-owned 8(a) business headquartered in Chantilly, Va., with an office in Washington, D.C. and employees located throughout the Mid-Atlantic region. More information about Citizant – case studies, contracting vehicles, recent developments, and key personnel – can be found online at www.citizant.com.