Enterprise Architecture (EA) in Action: The Methodology for Business Transformation (MBT) v1.5

Participant Guide

COLORADO

GIS Coordination & Development Program

Governor's Office of Information Technology

June 2015

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The OIT GIS Coordination and Development Program team is committed to helping State business leaders transform business to improve the State's overall performance by leveraging the power of Geospatial data products and services.

Now is an exciting time for GIS coordination in Colorado. There is significant interest in GIS and support for coordination at the highest levels of government in both the executive and legislative branches. Starting with the Governor's expressed expectation of having critical, salient data readily available in emergencies, which motivated a written request from the Governor's Chief of Staff to state agencies to participate fully in GIS coordination, and moving to legislative funding for resources to support GIS coordination, the State of Colorado is investing in effective coordination and availability of its geographic data assets.

To assist in maximizing the value of geographic data to priority business segments within the state, OIT GIS is leveraging a proven mission-driven way to facilitate the direction for modernizing and improving datasets by aligning to data coordination to mission goals, needs, processes, inputs and outputs through working with stakeholders in a collaborative and customer service orientation.

> Through such transformation we hope to realize the full value of geographic information systems by making access to comprehensive data, including broadband service data, seamless and formatted in a way that maximizes its benefit to decision-making in the state and facilitate a robust GIS community where knowledge and information is shared freely.

The following Methodology for Business Transformation (MBT) is a step-by-step approach to prioritizing, creating and implementing mission segment architectures (aka modernization blueprints). MBT, an open-method developed for Government, has been used successfully to create modernization blueprints and see results for multiple business areas (e.g., Law Enforcement, Geospatial, Data Acquisition and Planning, Data Production Lifecycle, Geospatial Service Delivery, Natural Resources, Environmental Planning, Recreation, and more) at multiple levels of Government.

The following "practitioner" training on MBT will help provide OIT GIS staff and others with practitioner toolkits, capabilities, and approaches to help balance the varying level of information gathering, analysis, templates, tools, and best practices for change in business culture to help achieve this goal. Other training is also provided for mission team members for roles as team stakeholders.

The MBT includes architecture best practice approaches and techniques derived from efforts in the federal government at the Department of the Interior (DOI) and U.S. President's Office of Management and Budget. The DOI leveraged internal Enterprise Architecture expertise in addition to private and public sector sources to develop this method and received multiple national awards, federal, and academic recognition for its unique approach to developing actionable architecture. Ultimately, MBT became the core set of practices and approach to the OMB's Federal Segment Architecture Methodology (FSAM) and has been used to impact dozens of mission areas for modernization and transformation.

MBT includes governance checkpoints, alignment of data architecture analysis with business architecture analysis, and new pre-blueprint steps that better gauge a business area's readiness for the blueprinting process. This is on top of the full suite of MBT steps guidance, estimation guides, detailed work product templates, project plan templates, and a full training kit with workbook, presentation, exercises, and lab templates.

OIT GIS is excited to improve its geospatial data assets, products and services and use these mission-driven analysis techniques to help improve the quality and priority alignment of GIS in the state..

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INTRODUCTION

Welcome to *EA in Action: The Methodology for Business Transformation (MBT) v1.5*. This course seeks to provide enterprise architecture practitioners with the skills, knowledge, and tools they need to engage their customers in planning and implementing business transformation. Through discussion and practice, this course will equip participants with a practical understanding of how to leverage the MBT as the step by step process for facilitating business transformation. More specifically, you will learn how to select the business areas to transform, how to achieve business participation, how to establish a modernization blueprint, and how to proceed to implementation.

This course is structured to be practical and highly applicable to the State, and particularly, to state data governance. The intention of this class is for you to walk away with the skills and tools you need to engage your EA customers and team members. The course consists of lecture, group discussion, and activities that are designed to build upon one another. Questions and comments are highly encouraged throughout the course duration.

COURSE OBJECTIVES

At the end of this course, you will be able to do the following:

- Evaluate business areas and prepare decision makers with standard information so that they can select the high priority business areas for transformation
- Participate in soliciting and securing executive sponsorship and business participation for transformation
- Guide a team of business area representatives through a well rounded analysis process that yields a modernization blueprint with actionable and defensible findings and recommendations with corresponding transition plan
- Guide business representatives and leadership from their approved modernization blueprint to the inception of its implementation

AGENDA

DAY 1

MORNING

- Welcome
- Introduction and Overview
- Lesson 1 – Overview of Enterprise Architecture

AFTERNOON

- Lesson 2 – MBT Phase 1: Select the Business Areas to Blueprint
- Lesson 3 – MBT Phase 2: Prepare for the Blueprint

DAY 2

MORNING

- Lesson 4 – MBT Phase 3: Develop the Blueprint

AFTERNOON

- Lesson 4 (cont.) – MBT Phase 3: Develop the Blueprint
- Lesson 5 – MBT Phase 4: Implement the Blueprint Recommendations
- Lesson 6 – MBT Phase 5: Maintain the Blueprint
- Questions, Course Evaluations

DAY 3

MORNING

- Draft a Project Plan using pre-built Project Template for Multiple Segments
- Right-Size to your Org. - Include Steps, Work Products, Roles, LOE, Segments

CLASS PARTICIPATION GUIDELINES

- Participate freely in discussions.
- Listen to other viewpoints.
- Avoid sidebar conversations.
- Try to relate your own experiences.
- Ask questions when you need clarification.
- Turn off your cell phone.

COURSE GOALS

The content and agenda for this course assumes that you, as a participant, already possess some knowledge of enterprise architecture as a discipline. In addition, this course provides modeling and content examples used from multiple implementations at the Department of the Interior. These modeling and content examples are typical of government and private sector analytical techniques and, when coupled with the course's practical exercises, will give you the skills and confidence to easily adapt the skills you learn in class to your architecture work within your own organization.

This course also provides the opportunity to develop a community with your classmates who are also interested in architecture and transformation. You are encouraged to build relationships with your classmates and to foster those relationships over time. Within the community of those interested in architecture and transformation, there will be new innovations and techniques that will be developed over time and could be shared and re-used across organizations.

Finally, understand from the onset that accepting a standard approach for planning and implementing transformation is a key to realizing the potential of your enterprise architecture and inter-organizational collaboration efforts. There is a natural expectation that organizational missions and dynamics might demand different approaches to transformation. However, note that leveraging a standard such as the MBT provides for consistency in training, procurement, communications, planning, outputs, and innovation throughout your transformation efforts. Your internal benefits to adopting MBT as a standard include consistency amongst your internal planning efforts and quality control for outputs destined for decisions makers. External benefits to adopting MBT as a standard include efficiencies in collaborative planning with other organizations and the establishment of federal

planning skills and deliverables which helps shape training and recruiting of personnel and contractor resources.

EA IN ACTION: THE METHODOLOGY FOR BUSINESS TRANSFORMATION (MBT) V1.5 INTRODUCTION

WHY DO WE NEED ENTERPRISE ARCHITECTURE?

As most would agree, enterprise architecture is about transforming some aspect of an organization to make it more efficient and more effective in performing its mission. There are wide ranges of thought on how to setup an EA organization and how to actually conduct the practice of EA, but in the end, all agree that EA is about changing something for the better.

Overall, change is important as we collectively work towards a government that is more effective in meeting the needs of its citizens. This change manifests itself in executive government initiatives, budgets, congressional activities, and citizen feedback efforts. The grand ideas of government are passed to the Agencies through a variety of influence channels and the Agencies move forward with the resources that are made available. The role of the EA is to not only document how things are being done but to work collaboratively with the organization's resource base to find ways to implement the grand ideas of government in order to better achieve its mission. EA is a facilitator, an enabler, a motivator, and an information source. In participating in these roles, the EA practitioners are constantly involved in communications and outreach at many levels, to many types of audiences, and under many different circumstances. It is through the delivery of consistently high quality analysis and highly crafted communications that the EA function can be one of significant intra- and inter-organizational impact.

WHY DO WE NEED THE MBT?

Planning projects generally start with weeks or months of discussion and deliberation over the approach that will be taken, the terminology that will be used, the work products that will be created, and the governance bodies that will be engaged. In many instances, these items are not resolved up front but are handled as needed throughout the duration of the planning and implementation work. These discussions are often complicated further by the participation of multiple organizations, the need to meet the output expectations of a variety of decision makers, and the presence of multiple professional services companies with their own proprietary methods and techniques.

Enterprise architecture is a very robust planning function that, in fact, is more susceptible to the above scenarios than most planning projects. As a result, there is a critical need for the establishment of a standard methodology for conducting architecture planning and implementation. The MBT is a standard methodology as it

provides a standard process, terminology, work product expectations, governance check points, and communications suggestions. The benefits include:

- Architects can more effectively engage one another for ideas, inspiration, and lessons learned when they are using the same methodology.
- Government architects can more effectively communicate expectations for skills, deliverables, and outcomes when a robust, standard methodology is government property rather than proprietary contractor property.
- Contracted architects can be expected to work more closely together, despite employer, when they use the same non-proprietary methodology.
- Solution architects, developers, and procurement specialists can tailor their process not to each individual project but to the standard planning methodology used by all projects.
- Training of architecture practitioners can be standardized around the standard methodology to save money, reduce conflicting course materials, and reduce confusion.
- The EA community of practice can innovate more quickly and significantly when working from the same standard methodology.

EXERCISE: INTRODUCTION AND EXPECTATIONS

Directions: In your table group, complete the following:

- Introduce yourself (Name, Role, length with role, interest).
- Discuss your expectations for this class with your group and come up with 2-3 expectations for your table.
- If more than one table group, select a group spokesperson for your table.
- The instructor will lead a round robin of the table groups, recording expectations on chart paper.

Lesson 1

Overview of Enterprise Architecture

LESSON OBJECTIVES

At the end of this lesson, you will be able to do the following:

- Explain what is enterprise architecture
- Discuss the roles of the enterprise architect
- Describe the breadth of information that is associated with enterprise architecture
- Discuss the major categories of outside parties that the enterprise architect must engage to affect transformation, the general focus of the outside parties, and their recurring needs that can be met by the enterprise architect
- Define the key points throughout the enterprise architecture lifecycle where these outside parties will be engaged

WHAT IS ENTERPRISE ARCHITECTURE

Enterprise architecture is a structured planning discipline where architecture practitioners facilitate the planning and implementation of change within their customers' organizations.

There are four principles that capture the essence of this definition:

EA is about Business Transformation to Improve Performance: One of the greatest threats to enterprise architecture in the public sector appears to be the confusion concerning exactly what EA is and is not. To some practitioners, EA is seen as a type of system engineering. Other practitioners view EA as the development of specific process and data models. Other groups attempt to build enterprise architectures by developing centralized IT structures without directly engaging the business units and their stakeholders.

A more practical interpretation of what EA is can be captured in one phrase: *business transformation*. Business transformation is about working with business organizations to help guide them towards developing and implementing their own unique plans for change. True business transformation can only be achieved by working with business organizations and enterprise governance groups as a trusted change agent. This includes understanding the business units' short and long term goals and objectives, including their existing pain points and weaknesses. It also includes understanding the acceptable rate of change for a given business area.

EA is a Service Delivered to the Business: Enterprise architecture, as a structured discipline, must be balanced against the reality that EA is delivered as a service to

a customer base. Architecture practitioners are service providers that have to deliver high quality resources and techniques for helping solve business problems. Embracing this philosophy enables EA practitioners to build trusted relationships with their customers and develop a reputation of assistance rather than inconvenience.

Architecture Practitioners are Change Agents: Effective architecture practitioners are powerful change agents within the enterprise. In fact, enterprise architecture should be seen as a powerful tool that enables a business organization to improve its performance and more effectively carry out its mission.

EA is about Communication – Communication – Communication…: Effective communication is an absolute necessity for an effective, results-oriented EA program. Simply put, the architects must be in a position to communicate complex ideas to a wide variety of people at all levels within an organization. Without good communication capabilities, good ideas can be lost and business transformation can be stalled. Here are some warning signs that communication is a problem for the architecture program: 1) No one knows the architecture team; 2) The architecture team is left out of many important planning meetings; 3) The architecture team spends the vast majority of its time talking internally rather than with its customers.

ROLES OF THE MBT "PRACTITIONER"

One of the most common misperceptions of enterprise architects is that they should sit in their offices and play with their architecture models. Quite the opposite is true! First and foremost, enterprise architects are facilitators of transformation. As an enterprise architect you play many roles depending on the people you are engaging, what you are trying to accomplish, and where your project currently sits in its *Transformation Lifecycle*.

The *Transformation Lifecycle* is the key to understanding which role to play at which time. The illustration that follows summarizes the *Transformation Lifecycle* at a high level. The enterprise architect plays many roles when traveling through the stages in this lifecycle and plays many roles within each stage of the lifecycle.

Transformation Life Cycle

The role that you play is critical to understanding the tact that should be taken and the people that you should be engaging. An enterprise architect that wears the same hat day in and day out will run into challenges in affecting change. There are many nuances in the life of an enterprise architect. Overall there are six key roles that are played throughout the *Transformation Lifecycle*.

INFORMATION GATHERER

Throughout the *Transformation Lifecycle* the enterprise architect is gathering information. Information Gatherer is the most traditional of the roles for the enterprise architect. In many instances, the Information Gatherer role represents the comfort zone of the enterprise architect. This role is generally thought of as impacting Phase 3 of the *Transformation Lifecycle*. The common thoughts on the Information Gatherer are of interviewing and researching information and documenting the information in standard modeling formats. In most instances, the information is documented in an enterprise architecture repository.

Although this is the classic view of this role, the Information Gatherer also participates in Phase 1 and 4 within the *Transformation Lifecycle*. In Phase 1 the Information Gatherer supports the collection of financial and performance data to aid decision makers in determining which aspects of the business should be studied. In Phase 4 the Information Gatherer supports its customers by supplementing enterprise architecture data with the information that is needed for capital planning and budget formulation. Also in Phase 4, the Information Gatherer collects metrics about the performance of what was architected and piloted and information on measurable results so that progress can be tracked and reported.

FACILITATOR

Facilitation is an art that can make or break any type of project. This certainly remains true of the transformation projects in which enterprise architects participate. An effective transformation project will involve representatives from all affected

organizations. The enterprise architect plays the role of Facilitator in an effort to support and guide these representatives throughout the *Transformation Lifecycle*.

The Facilitator is a key player from Phase 1 in the *Transformation Lifecycle* where debates and decisions yield program areas to study, through the study itself in Phase 3, the investment and budgeting decisions of Phase 4, the solution definition, pilot, and scale up decisions in Phase 4, and the updating in Phase 5, The Facilitator needs to be generally impartial to the outcomes with the exception of keeping an eye on ensuring that the target recommendations abide with the organization's guiding architectural principles.

IDEA GENERATOR/ANALYST

In a purely academic setting one would argue that the enterprise architect is simply guiding the program executives and documenting their decisions. The operational reality is that the program executives need your support. The enterprise architect is regularly playing the role of Idea Generator/Analyst.

The Idea Generator/Analyst is intimately familiar with the details of the program area. Through the Information Gatherer and Facilitator roles, much knowledge has been gained and can be leveraged by the Idea Generator/Analyst role. The Idea Generator/Analyst is actively involved in Phase 3 of the *Transformation Lifecycle*. The key to Phase 3 is the synthesis of information and the formation of findings and recommendations that will help transform the organization. The Idea Generator/Analyst is positioned to help form these findings and recommendations and then to appropriately document and communicate those findings and recommendations so that decisions can be made.

POLITICIAN

The world of the enterprise architect is a risky world with political pitfalls around each corner. The effective enterprise architect needs to be smart, have great communications skills, and great political skills to match. It is critical that the enterprise architect play the role of the skilled Politician.

The role of Politician for the enterprise architect is one that involves skillfully navigating the personalities, egos, desires, and needs of the key players throughout the *Transformation Lifecycle*. This must all be done without the impression that the Politician has a personal agenda. To affect transformation within the program area, the Politician must discover the levers and influences that cause decisions to go one way versus the other. This information needs to be understood for each of the key participants within the *Transformation Lifecycle* so that the Politician can appropriately aid in communications, negotiations, and brokering compromises. In a purely academic sense, this role is not necessary, but the operational reality of decision making in any organization causes this role to be a key component.

COORDINATOR

The enterprise architect actively plays the role of Coordinator throughout all stages of the *Transformation Lifecycle*. Whom you are coordinating and for what purpose are key elements to determining the most appropriate way to perform this role. In many instances the Coordinator will be corralling the key program stakeholders to analyze information and make decisions. In several instances the Coordinator will be scheduling review sessions with governance teams and pre-briefing program leadership before the reviews take place. In all instances the Coordinator will be guiding the business representatives through the process of transformation planning and ensuring that participation and quality both remain high.

MARKETER/SALESPERSON

When it comes to communications and outreach, one often thinks of presentations on specifics. The enterprise architect is tasked with these presentations as well as more general and broad based presentations. In playing the role of Marketer/Salesperson, the enterprise architect is outreaching many concepts at once.

In some cases the Marketer/Salesperson is performing outreach to communicate the general value of the enterprise architecture program, what types of services that it offers, and why program executives should want to be involved. This type of presentation is outreach and marketing at its heart but it is also brand establishment in its effect. These types of presentations not only create awareness for the EA program but also help establish a trusted brand and image that will be leveraged and recalled by future modernization studies. When the Marketer/Salesperson makes claims about the quality of the EA program, the breadth of its skills, and the measurable benefits of transformation, that same audience will hold future findings and recommendations from the EA program to the standards originally set. This is a good thing as it establishes expectations and helps market your capabilities as a program.

There are also cases where the Marketer/Salesperson is presenting specific details of a transformation study. In such cases, the Marketer/Salesperson is outreaching the specifics of the findings and recommendations for that business area. However, the Marketer/Salesperson is also marketing the quality of work and the potential results that have been produced and articulated with the help of the EA program. These sessions are opportunities to demonstrate to executives, governance teams, and program specialists the potential benefits of engaging the organization's EA program.

TYPES OF EA INFORMATION

The illustration below summarizes the content areas that are usually captured within the enterprise architecture discipline. By helping organizations with analysis in these areas, synthesizing that analysis, and communicating the results effectively, the EA practitioners are able to affect change in their organizations.

The information concepts within the illustration can be summarized as:

- Who are the stakeholders?
- What are the wants and needs of the stakeholders?
- Where are the areas for improvement based on the stakeholder analysis?
- What are the goals and objectives for the organization?
- What products and services will be offered by the organization?
- What will the processes look like within the organization?
- What are the human capital and information technology resources that will be used?
- How much will the resources cost for the organization?

The importance of understanding the breadth of information within the purview of the enterprise architect is so that we can associate the types of people and organizations that would supply such information. By reviewing the illustration above, we can begin to extrapolate the people within our own organizations that we would need to engage in order to gather and synthesize this information.

ENTERPRISE ARCHITECT ORGANIZATIONAL AWARENESS

Who does the enterprise architect engage, what is being communicated, and what triggers the communications?

So far we have explored the roles of the enterprise architect and have made the connection that, while in these roles, the enterprise architect is working to collect certain information and make use of the information to help aid in affecting transformation. Throughout this process there are many people and groups that the enterprise architect will engage. The following chart outlines how all of these connections can be documented within your own organization. By documenting this information, the resulting matrix serves as a reminder of the people that you want to engage, the types of conversations that you want to be having, and the many roles that you want to be playing.

Role	What Is Communicated?	Who Is Engaged?	What Triggers the Communication?
Information Gatherer	• Gathering Stakeholder Wants and Needs	Stakeholders, Lobbyists, Legislation, Previ-	The transformation study is started and it is time to

Role	What Is Communicated?	Who Is Engaged?	What Triggers the Communication?
		ous Research	decide who to interview.
Information Gatherer (cont.)	• Gathering the products and services currently offered by the organization	Program Area Executives and Subject Matter Experts	The stakeholder interviews have pointed the team to a set of problems that need to be resolved.
	• Gathering the current processes for the organization?	Program Operations Specialists	The current state products and services are understood and you must now determine how they are delivered.
	• Gathering which human capital resources are currently used	Program Operations Specialists, Human Capital Officer	The current state processes are understood and you must now determine the human capital that is currently used within those processes.
	• Gathering which information technology resources are currently used	Program Operations Specialists, System Owners, CTO, Governance Teams	The current state processes are understood and you must now determine the information technology that is currently used within those processes.
	• Gathering the cost of resources for the organization in the current state	Program Operations Specialists, Budget Managers, Financial Analysts	The current state resource allocation is understood and you must now determine how much is currently being spent.
Facilitator	• Facilitating the listing of stakeholders	Program Area Executives	The transformation study is started and it is time to decide who to interview.
	• Facilitating the creation of ideas for transformation (based on stakeholder wants and needs)	Program Area Executives	The stakeholder interviews are complete.

Role	What Is Communicated?	Who Is Engaged?	What Triggers the Communication?
Facilitator (cont.)	• Facilitating the development of the goals and objectives for the organization	Program Area Executives, Governance Teams, Strategic Planners	The ideas for transformation have been determined.
	• Facilitating the listing of products and services to be delivered by the organization in the future	Program Area Executives and Subject Matter Experts	The organization's strategy has been set based on the needs of its stakeholders.
	• Facilitating the development of target processes for the organization?	Program Operations Specialists	The organization has determined which products and services will be delivered in the future.
	• Facilitating the determination of which human capital resources will be used in the target state	Program Operations Specialists, Human Capital Officer	The organization has determined how its processes will look in the future.
	• Facilitating which information technology resources will be used in the target state	Program Operations Specialists, System Owners, CTO, Governance Teams	The organization has determined how its processes will look in the future.
Idea Generator	• Synthesizing information from stakeholder interviews and how it impacts the organization's strategy	Program Executives	Stakeholder interviews are complete.
	• Synthesizing information from the organization's goals and objectives to determine ideas for new or improved	Subject Matter Experts	The ideas for transformation have been determined.

Role	What Is Communicated?	Who Is Engaged?	What Triggers the Communication?
	products and services		
Idea Generator (cont.)	• Synthesizing information on processes to create ideas for new processes in the target state	Program Operations Specialists	The organization's strategy has been set based on the needs of its stakeholders.
	• Synthesizing information on new process to determine human capital needs for the future	Program Operations Specialists	The organization has determined how its processes will look in the future.
	• Synthesizing information on new processes to determine information technology needs for the future	System Owners, CTO	The organization has determined how its processes will look in the future.
	• Synthesizing information on all transformation recommendations to determine future costs	Financial Analyst	The organization has determined which resources it will use in the future.
Politician	• Engaging leaders to understand their individual needs and desires	Program Executives	During Phase 1 of the Transformation Lifecycle in order to help determine what should be studied. During Phase 3 of the Transformation Lifecycle to aid in forming decisions and negotiations. During Phase 4 of the Transformation Lifecycle to assist in forming the basis for budget requests.

Role	What Is Communicated?	Who Is Engaged?	What Triggers the Communication?
			During Phase 4 of the Transformation Lifecycle to assist in which pilots should be scheduled and to assist with scale-up decisions.
Politician (cont.)	• Engaging people to determine the organization's overall direction and movement	Governance Team Members	During Phase 1 of the Transformation Lifecycle in order to help determine what should be studied. During Phase 3 of the Transformation Lifecycle to aid in reviewing the recommendations from the transformation study. During Phase 4 of the Transformation Lifecycle to best formulate investment and budget requests.
	• Building trust in EA and the process	Program Area Executives and Subject Matter Experts, Program Operations Specialists, Governance Teams	There is no trigger for this event. This is a continuous process of outreach both in presentation and through actions. Enterprise architects should be meeting regularly with EA stakeholders in order to spread the word on the value of the program. Additionally, the actions and results associated with the EA program will do the same.
Politician (cont.)	• Mediating disputes and perceived differences between the key participants	Program Area Executives, Governance Teams	During Phase 1 of the Transformation Lifecycle when there are differences in opinion on what should be studied. During Phase 3 of the

Role	What Is Communicated?	Who Is Engaged?	What Triggers the Communication?
			Transformation Lifecycle when there are difference in opinion between subject matter experts, stakeholders, executives, and operations staff. During Phase 4 of the Transformation Lifecycle to assist in differences of opinion during the investment and budget processes.
Coordinator	• Drive the scheduling of meetings, interviews, and review sessions	Program Area Executives and Subject Matter Experts, Program Operations Specialists, Governance Teams	There is no trigger for this event. The enterprise architect is largely the facilitator of transformation activities. As such, there are many coordination roles that the enterprise architect can play throughout the Transformation Lifecycle. This is particularly true in Phases 1, 2, and 3 of the Transformation Lifecycle.
	• Drive the integration of EA and CPIC information, people, and processes	Program Area Executives, Capital Planners	Throughout Phase 2 of the Transformation Lifecycle the eventual linkage to CPIC should be considered. At the point where Phase 2 is complete and Phase 3 is set to take place, the integration work should be in focus for the enterprise architect.
Coordinator (cont.)	• Drive the integration of EA and Budget	Program Area Executives, Budget Special-	Throughout Phase 2 of the Transformation Lifecycle

Role	What Is Communicated?	Who Is Engaged?	What Triggers the Communication?
	Formulation	ists	the eventual linkage to Budget should be considered. At the point where Phase 2 is complete and Phase 3 is set to take place, the integration work should be in focus for the enterprise architect.
Marketer/ Salesperson	• Communicating the value of engaging EA in the organization's transformation initiatives	Program Area Executives, Program Operations Specialists, CIO	There is no trigger for this event. The enterprise architect should be actively performing outreach to spread the word about the value of the enterprise architecture program. At least 25% of the enterprise architect's time should be focused on outreach and marketing.
	• Communicating the quality and value of the recommendations within the architecture deliverables	Program Area Executives, Capital Planners, Governance Teams, Budget Specialists, Stakeholders	Although this should occur actively, it is particularly critical throughout Phase 2 of the Transformation Lifecycle. In Phase 2, the enterprise architect is advocating the ideas and recommendations that emerge throughout the development of the blueprint.

EXERCISE 1-1: IDENTIFYING EA ROLES IN YOUR ORGANIZATION

Directions: Working individually, take 10 minutes to consider how you would perform these roles within your own organization. In the matrix below, list who you might engage while performing each role, what you would communicate, how frequently you might engage that person, and the challenges you might face in these communications.

Next, take 10 additional minutes to discuss your observations about people that you would engage, the frequency of the communications, and the challenges that you would anticipate encountering.

Following the intra-group discussion time, be prepared to participate in a class discussion about the types of people to engage with each role, the frequency of communications, and the challenges that need to be met.

NOTE: Focus on the mission segment organization(s) you will be supporting and how your current organization relates to them.

Role	Who Would You Engage?	How Frequent Are the Communications?	What Will Be the Challenges?
Information Gatherer			
Facilitator			
Idea Generator			
Politician			
Coordinator			
Marketer/Salesperson			

LESSON SUMMARY: KNOW THE PURPOSE OF EA AND YOUR ROLES

Enterprise architecture is a structured planning discipline where architecture practitioners facilitate the planning and implementation of change within their customers' organizations.

There are four principles that we discussed in this lesson:

1. EA is about Business Transformation to Improve Performance
2. EA is a Service Delivered to the Business
3. Architecture Practitioners are Change Agents
4. EA is about Communication – Communication – Communication…

The enterprise architect plays many roles as he or she engages many different audiences. In this lesson we discussed the six key roles for the enterprise architect:

1. Information Gatherer
2. Facilitator
3. Idea Generator
4. Politician
5. Coordinator
6. Marketer/Salesperson

Beyond those six key roles, we explored the people that might be engaged while playing those roles and the type of information that could be communicated during these interactions. Specifically, we listed the fact that enterprise architects should have a wide array of organizational awareness and should interact with:

- Program Area Executives
- Program Operations Specialists
- System Owners
- CTO, CDO, CIO
- Governance Teams
- Stakeholders
- Human Capital Specialists
- Budget Specialists
- Strategic Planners
- Financial Analysts

These interactions are intended to communicate information such as:

- Who are the stakeholders?
- What are the wants and needs of the stakeholders?
- Where are the areas for improvement based on the stakeholder analysis?
- What are the goals and objectives for the organization?
- What products and services will be offered by the organization?
- What will the processes look like within the organization?
- What are the human capital and information technology resources that will be used?
- How much will the resources cost for the organization?

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Lesson 2

MBT Phase 1: Select the Business Areas to Blueprint

LESSON OBJECTIVES

At the end of this lesson, you will be able to do the following:

- Explain the process for prioritizing business areas for modernization blueprinting
- Explain the relationships between the business areas and key financial and performance indicators

OVERVIEW OF PHASE 1: SELECT THE BUSINESS AREAS TO BLUEPRINT

Phase 1 includes only one step which is *Step A: Prioritize and Select Business Areas to Blueprint.* This step is intended to clearly articulate the business areas that should create a modernization blueprint within the enterprise. The detailed activities for Step A are designed to define or refine the list of business areas within the enterprise, and then to apply quantitative, measurable criteria against those business areas in order to determine the business areas with the greatest need for transformation. This step should be conducted annually in order to prioritize business transformation activities.

KEYS TO SUCCESS:

THIS STEP SHOULD BE COMPLETED ANNUALLY. BY COMPLETING THIS STEP DURING YOUR BUDGET PLANNING CYCLE, YOU CAN SCHEDULE YOUR YEAR'S MODERNIZATION ACTIVITIES AND INTEGRATE THOSE ACTIVITIES WITH WORK/PERFORMANCE PLANS.

- ***Business Areas Visual:*** This visual is generated to illustrate each of the organization's business areas. Additionally this visual is color coded to show business areas that are at various stages of transformation activities. These business areas should be assessed each year to determine transformation priorities.

By focusing on Priority mission areas, than can help focus on which Products and Services have a higher priority

Emergency Management	Addresses (map, feature, geocoding)*	Roads	Governmental Units State, County, Municipal, Special districts *	Municipal, county and metro high resolution imagery	Structures / Community Anchor Institutions (CAIs) (map, feature)*
Transportation	Roads	Rail	Other transportation (air, bike, sidewalks)	Governmental Units State, County, Municipal, Special districts *	Addresses (map, feature, geocoding)*
Econonmic Development	Roads	Addresses (map, feature, geocoding)*	Parcels (map, feature) *	Rail	Population (ISO-016)
Law Enforcement	Roads	Municipal, county and metro high resolution imagery	Trails	Addresses (map, feature, geocoding)*	Parcels (map, feature) *
IT	Roads	Municipal, county and metro high resolution imagery	Trails	Public Boundaries (Federal, State, Local)	NAIP (2011, 2013, 2015)

- ***Business Areas Scoring Template:*** This is a MS Excel workbook that contains the criteria by which the business areas are scored. The template is setup to assess financial spending and performance results using two criteria from each category. The template also includes weights for each criterion. The criteria dimensions can vary but what is needed to drive priority:
- In this case, Financial v. Performance, but if looking at how one can improve its products and services, possibly the drivers will be Mission Needs vs. Product Maturity

Business Area Proritization Scoring

	Financial Spending		Performance Results		
	% of Overall DOI Labor Costs Score 1-4 Weight: 70%	**% of IT Portfolio** Score 1-4 Weight: 30%	**PART Outcome** Score 1-4 Weight: 50%	**PAR Results** Score 1-4 Weight: 50%	**Executive Sponsor for Study** Yes = 4 || No = 1
CORE BUSINESS AREAS					
Biological Communities					
Community and Social Services					
Cultural and Heritage					
Energy					
Forage					
Forest					
Indian Trust					
Insular Economics					
Landscapes and Watersheds					
Law Enforcement					

- ***Business Areas Prioritization Chart:*** This visual shows the results of the business area scoring. The scoring is conducted and the visual illustrates the business areas that are candidates for modernization. Business areas that have relatively high spending and relatively low performance should be candidates for modernization.

Another view maybe where the axis are more primary and secondary (i.e. Criticality is more important than maturity).

- ***Business Areas Prioritization Presentation:*** This presentation is intended to explain the methods and results of the scoring of business areas and to present candidate business areas to executives for consideration.

EXERCISE 2-1: ANALYZE BUSINESS AREAS FOR MODERNIZATION

Directions: Working individually, take 10 minutes to read the sample performance and spending data and begin drafting a business area prioritization chart.

Next, take 10 additional minutes to create a final prioritization chart with your team and to discuss the ramifications of briefing this chart to executives.

Following the intra-group discussion time, be prepared to participate in a class discussion about your chart and your group's observations about briefing these materials to executives.

LESSON SUMMARY: ENGAGE LEADERSHIP TO STEER ANALYSIS RESOURCES

An effective program leveraging architecture takes its direction from executive leadership and their strategic needs. This lesson outlined an approach for how EA practitioners can support executive leadership by preparing an analysis of the enterprise's business areas using existing spending and performance data.

For instance, at the Federal Level, Sources of such data include:

- Performance Accountability Report (PAR):
  http://www.doi.gov/ppp/
- Program Assessment Rating Tool (PART):
  http://www.whitehouse.gov/omb/part/index.html
- Budget:
  http://www.whitehouse.gov/omb/budget/
- IT Spending:
  http://www.whitehouse.gov/omb/budget/fy2008/sheets/itspending.xls

Though at State level, there are guaranteed to be varying levels of inputs, it is not uncommon to have many sorts of enterprise information for sources in Performance, Criticality, Spending, Budget.

Where theses sources are not as robust, there are other more creative sources to consider such as:

- advisory board or "birds of feather" surveys used in phase A, or linking workforce time reporting tools if activity-based costing based.
- Where objective resources cannot be found, using ranking, voting, scoring and crowd techniques can help.
- Or, where programmatic or enterprise measures do not exist, using recent program reports, executive mission focused or audit special reports

This data can be gathered, mapped to business areas, and plotted to show the business areas that spend relatively higher amounts and have relatively lower performance based on these pre-existing, quantitative data sets.

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Lesson 3

MBT Phase 2: Prepare for the Blueprint

LESSON OBJECTIVES

At the end of this lesson, you will be able to do the following:

- Explain the process for obtaining an executive sponsor
- Explain the techniques for developing the core team

OVERVIEW OF PHASE 2: PREPARE FOR THE BLUEPRINT

Phase 2 is comprised of steps that are designed to setup an environment conducive to creating a successful modernization blueprint. In order to create a modernization blueprint that is effective in achieving transformation within a business area, the enterprise architecture practitioners need solid support from the business area's leadership. Phase 2 is designed to produce a designated executive sponsor and core team that will provide the leadership and subject expertise needed to promote transformation.

Phase 2 is more than forming teams and naming leaders however. The steps within Phase 2 are also designed to:

- promote a common declaration of why the blueprint is necessary,
- level set expectations of the required resources and time that the blueprint creation will require, and
- achieve a declaration of commitment by individuals on the core team to seek and achieve transformation.

Phase 2 features a series of team oriented work products that are designed to establish cohesiveness within the team and consistency of expectations for the modernization blueprint.

PHASE 2, STEP B: IDENTIFY OWNERSHIP AND EXECUTIVE SPONSOR

The *Identify Ownership and Executive Sponsor* step is intended to obtain a wide understanding from the business area leadership as to the process and time commitment for performing the transformation planning and then to select the official executive sponsor for the study and formulate a specific purpose for the study being completed. It is important that the leadership understand the breadth of the study and to jointly formulate a purpose for the study so that when the study is conducted, the core team and the chosen executive sponsor have a clear indication of what is expected and the mindset of the business area's leadership at the time of project inception. It is important to note that this entire step can be accomplished in a single-day facilitated workshop with the business area leadership.

KEYS TO SUCCESS:

MAKE THE MOST OF YOUR TIME WITH THE BUSINESS LEADERSHIP BY COMPLETING THIS ENTIRE STEP IN ONE WORKSHOP. THIS ENSURES THAT YOU CAN MOVE TO THE NEXT STEP IN A TIMELY MANNER WITHOUT ADDITIONAL WORKSHOPS.

- ***Blueprint Purpose Statement:*** This is the template that captures the leadership's unanimous thoughts on what purpose the blueprint should serve for the business area. This template has signature lines for each of the business area leaders whose organizations are participating in the study.

Example:

Blueprint Purpose Statement

Date: xx/xx/xxxx

Business Area: [*enter business area here*]

Purpose Statement	The [enter business area] Business Area includes functions and resources within [enter affected Bureaus]. The leadership from these Bureaus has determined that a Modernization Blueprint is appropriate for this business area. The intent of this Modernization Blueprint is to bring similarly focused organizations together to formulate a vision and roadmap for the future business environment and resource needs for this business area. This Modernization Blueprint is being conducted in order to improve our services for citizens and increase efficiencies within our organizations.

Signature: Executive Sponsor Date:

Signature: Organization Leader Date:

PHASE 2, STEP C: FORM THE CORE TEAM

The *Form the Core Team* step is intended to get the right people to participate in the MBT process and to ultimately help guide and shape the findings and recommendations captured in the modernization blueprint. The executive sponsor solicits its key resources from each of the affected organizations and forms the core team that will remain as a standing body throughout the MBT process. This step concludes with a commitment agreement that bonds the core team into active and constructive participation throughout the MBT process.

KEYS TO SUCCESS:
ENSURE THAT YOU HAVE CORE TEAM MEMBERS THAT ARE EAGER TO PARTICIPATE IN MODERNIZATION PLANNING. A GOOD CORE TEAM IS MORE IMPORTANT THAN QUICKLY COMPLETING THIS STEP.

- ***Core Team Solicitation Memorandum:*** This memorandum serves to solicit business area leadership to gather potential members for the core team. This memorandum restates the purpose statement for the blueprint (created in the previous step), the expected time commitments, and asks for nominations of core team members to represent affected organizations.

Example:

To: Heads of Bureaus
From: Office of Environmental Policy and Compliance

Subject: Request for designation of NRMT members as Planning/NEPA Blueprint core team members and request for subject matter experts

The DOI Investment Review Board has directed the BLM to lead a Modernization Blueprint effort for Land Use Planning and NEPA across the Department. Attached is the IRB decision directing this study. My office is sponsoring this effort. The DOI Natural Resources Management Team/ NEPA Contacts (NRMT) members were briefed on this activity during a September 15th meeting.

To develop the blueprint, a small Land Use Planning and NEPA mission-focused core team is required for optimal results. The qualifications of your representative to the NRMT fit the requirements to handle the critical core team member role. Therefore, I would like to request the participation of your NRMT representative on the core blueprint development team. To meet IRB timeframes, please respond to this request by COB, Friday, September 23rd confirming that your NRMT member will be your representative on this effort or provide the name of a different representative.

In addition, the core team member will need access to bureau or office subject matter experts in three areas: NEPA, Land Use Planning, and the IT systems supporting these areas. This access will be needed at critical times during the blueprint development for interviews and validation activities.

The modernization blueprint approach will facilitate a high level, structured approach to identifying common and unique land use plan development and associated NEPA processes. It will also be indentifying supporting Information Technology systems. The end result will be process improvement and supporting IT system recommendations to improve this DOI Mission critical function. Your representative will be your organization's voice in the recommendations that will be made to the DOI Investment Review

- ***Core Team Formation Memorandum:*** This memorandum serves to communicate and make official the existence and purpose of the core team as well as the membership that has been drawn from each of the affected organizations. This is an official communications mechanism and serves to notify personnel of their representatives.

  Example:

United States Department of the Interior

IN REPLY REFER TO:

Month XX, 20XX

MEMORANDUM

To: [*Bureau Leadership*]

From: [*Core Team Executive Sponsor*]

Subject: Formation of the [*enter business area*] Modernization Blueprint Core Team

The DOI Investment Review Board has commissioned the study of the [*enter business area*] Business Area with the intent that a Modernization Blueprint will be developed and implemented. The process of developing and implementing the Modernization Blueprint will be guided by a Core Team of business area individuals that have the responsibility and authority to represent their organizations in this process. As the Executive Sponsor for this initiative, I am authoring this memorandum to communicate the intent of this initiative and to identify the membership of this important Core Team

- ***Core Team Commitment Agreement:*** This is a short document that builds from the blueprint statement of purpose (Step B) and the record of decision (Step A) and commits the members of the core team to participate in the development and implementation of the modernization blueprint.

  Example:

Core Team Commitment Agreement

Date: xx/xx/xxxx

Business Area: [*enter business area here*]

This Core Team has been formed in order to guide the development and implementation of the [*enter business area*] Business Area Modernization Blueprint. This Modernization Blueprint is intended to address the following purpose statement:

[*ENTER STATEMENT OF PURPOSE FROM STEP B*]

The undersigned individuals, as members of the Core Team, are committed to the success of this transformation initiative. This commitment extends to the active and constructive participation in the development and implementation of the Modernization Blueprint. The undersigned Core Team members are committed to participating in the following roles:

- Attend and Participate Actively and Constructively in Core Team Meetings
- Provide Business Area Strategic and Tactical Expertise
- Contribute to Core Team Discussions
- Provide Access and Introduction to Subject Matter Experts and Stakeholders During Blueprint Creation
- Participate in Subject Matter Expert and Stakeholder Interviews
- Review and Approval of Project Documentation
- Act as Communications Plan Focal Point for their Organization
- Brief Blueprint Progress as Required
- Develop a funding strategy for blueprint implementation that is in the best interest of organizations participating in this study

In order to performing these minimum roles, the Core Team members commit to allocating the time and effort necessary to effectively represent their organizations and stakeholders

LESSON SUMMARY: ENGAGE LEADERSHIP TO STEER EA RESOURCES

In this lesson, we learned how to engage leadership and to formulate a committed core team of business representatives.

- We first learned to work with business leaders to publish a statement of purpose and to appoint and executive sponsor.
- We continued by learning that the executive sponsor can solicit core team nominations through an official nomination process that involves the other business leaders.
- Finally, we learned that the core team should have a commitment agreement that makes expectations clear at the start of this process.

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Lesson 4

MBT Phase 3: Develop the Blueprint

LESSON OBJECTIVES

At the end of this lesson, you will be able to do the following:

- Explain the process for developing a modernization blueprint
- Explain how data and business analysis fit together within the business architecture
- Explain how the solution architecture enables the business architecture

OVERVIEW OF PHASE 3: DEVELOP THE BLUEPRINT

Phase 3 is designed with steps that result in practical and actionable findings and recommendations for transformation within the business area in focus. The steps within Phase 3 include analytical techniques for the entire "line of sight" including performance, business, data, services, technology, and solutions analysis. The intent behind the design of Phase 3 is to provide architecture practitioners with a wide ranging set of analysis activities and techniques so that the final recommendations can include not just technology recommendations but also process, performance, human capital, and services recommendations.

The steps within Phase 3 are based on best of breed techniques from a variety of public domain analysis and planning efforts. Some of these techniques originated within the private sector while others have originated within the public sector. The melding of these techniques and best practices into Phase 3 provides the architecture practitioner with the tools necessary to facilitate the analysis and author the business area's modernization blueprint.

PHASE 3, STEP 1: PERFORM BLUEPRINT PROJECT MANAGEMENT

The Perform Blueprint Project Management step is intended to establish the key supporting project management tasks necessary to successfully manage and execute the blueprint effort. The detailed activities for Step 1 will ensure the project team follows solid project management practices, establishes its charter in line with the blueprint's stated purpose, and executes its critical communications strategy.

KEYS TO SUCCESS:

THE ROLE OF THE ENTERPRISE ARCHITECT IS TO PROVIDE FACILITATION AND SUPPORT TO THESE ACTIVITIES WHILE ALLOWING THE CORE TEAM TO BEGIN MAKING GROUP DECISIONS AND SOLIDIFYING THEIR GROUP DYNAMIC.

- ***Blueprint Core Team Charter Template:*** The core team should be chartered into existence so that expectations, participants, scope, and deliverable definitions are established. Such a charter can be created for each mission area or service coordination in general.

  Example:

DRAFT

Department of the Interior's (DOI) Geospatial Modernization Blueprint
|
Draft Project Charter
1-30-2006

Introduction:

Why modernize the Department of the Interior's (DOI) investment in geospatial data* and services*? To the DOI, location is ubiquitous in all our endeavors. The Geospatial Modernization Blueprint is a planning practice that documents the business activities performed by the DOI in fulfilling its mission and goals, and identifies the information technology and other resources needed to support those activities. The identification and deployment of common architectural elements across the DOI will facilitate the sharing of information and services and enhance overall mission effectiveness. DOI has literally hundreds of mission functions that rely on location and addresses for business processes such as land use authorizations, management of surface and subsurface minerals, fire and emergency response, campground and reservation systems, engineering facilities or conducting a wide variety of important scientific studies. Many of these mission objectives require the use of the same types of geospatial information or the same type of capabilities. The enterprise GIS software license has already begun to save DOI millions of dollars over the first five years. The Blueprint is designed to identify additional opportunities for the common use of proven solutions to improve the quality, defensibility, and reduce risk of providing or integrating geospatial products into DOI business. Additional benefits of the Blueprint include:

- Creation of long term savings and business efficiencies
- Improve the ease, usability and reuse of location based information and services
- Improve the effectiveness of DOI investments

- ***Communications Plan:*** All projects should include a communication plan to ensure that all necessary parties are engaged and communications events are planned and resources. These activities should be integrated into the overall project plan. Likely, there is an enterprise communications plan template to leverage for your organization.

Example:

Stakeholder Classes	Target Audience	What do they need to know?	What would they want to know?	How much detail do they need?	What is the communication vehicle? -email, newsletter, presentation…
Executive Management	DOI Secretary				
Executive Management	DOI Assistant Secretaries				
Executive Management	DOI CIO				
Senior Business Management	Program Directors				
Senior Business Management	Program Managers				
IT Management	System Owners				
IT Operations	IT Folks (different levels)				
Architecture	Bureau Architects				
IT Management	Bureau CIOs				
Executive Management	Executive Sponsor				

- ***MBT Blueprint Project Plan:*** The blueprint project plan should contain all the necessary activities, dependencies, resources and deliverables to support the successful development of the blueprint. Note, the plan itself is recommended to initially be captured in Gantt chart fashion, but this can certainly be blended with more iterative analysis or Agile backlog concepts to help deliver segments of services. Various project management and strategies for sequencing, iterating, are included in the final day of training (when requested) to help include into tactical planning activities.

	Task Name	redecessor:
13	**Step B: Identify Ownership and Executive Sponsor**	
14	Communicate to leadership the projected time and resource commitments for the st	11
15	Reach a decision on who will be the Executive Sponsor for the study	14
16	Perform a more detailed training session for the leadership	15
17	Develop purpose statement for the Blueprint	16
18	***Blueprint Purpose Statement***	***17***
19	**Step C: Form the Core Team**	
20	Executive Sponsor solicits Core Team members	18
21	***Formed Core Team***	***20***
22	Establish the Core Team Lead	21
23	Provide the Core Team with an orientation	22
24	Create and sign Commitment Agreement	23
25	***Core Team Commitment Agreement***	***24***
26	**Phase 3: Complete the Blueprint**	
27	**Step 1: Perform Blueprint Project Management**	
28	Provide the Core Team with an overview of the MBT and the transformation cycle	25
29	Establish the Core Team Charter	28
30	***Core Team Charter***	***29***
31	Establish the communications strategy for the Blueprint	30
32	***Communications Strategy***	***31***
33	Establish the communications plan for the Blueprint	32
34	***Communications Plan***	***33***
35	Execute the Communication Plan	34
36	Establish the project plan for the Blueprint	28
37	***Project Plan for Blueprint***	***36,33***

PHASE 3, STEP 2: ANALYZE STAKEHOLDERS & DRIVERS AND SET THE TARGET BUSINESS STRATEGY

The step *Analyze Stakeholders/Drivers and Define the Target Business Strategy* provides the opportunity to evaluate the strategic objectives, business mandates/drivers, organizational readiness, products and services, and the principal stakeholders of the business area. With the intended purpose of the blueprint identified and established in MBT Step B, Step 2 creates the strategic business context and the key components from which the remainder of the MBT analysis will be built. Step 2 instantiates the relationship from stakeholder needs and business mandates/drivers to mission performance and scorecard to the supporting products and services. The gathering and analysis of stakeholder needs and business drivers will provide the required information to create the target business vision and strategy (performance architecture) for the business area. The subsequent MBT steps and blueprint development effort must align with the target goals (scorecard) and vision of the business area established in this step.

KEYS TO SUCCESS:

THE REST OF THE MBT PHASE 3 IS BASED ON THE INFORMATION GATHERED AND FORMULATED DURING THIS STEP. EFFECTIVE STAKEHOLDER INTERVIEWS AND A THOUGHTFUL DEVELOPMENT AND ACCEPTANCE OF THE PRODUCTS AND SERVICES MATURITY MODEL ARE CRITICAL TO THE BLUEPRINT'S SUCCESS.

- ***Stakeholder Hierarchy Diagram and Prioritized List:*** The core team along with the architecture support staff will develop a list of stakeholders. These stakeholders will be classified and prioritized. The list is used to create the stakeholder hierarchy diagram which articulates stakeholder groups, stakeholder instances, and the priority of each. From this analysis, the core team will select stakeholders to interview.

- ***Business Drivers/Mandates Hierarchy Diagram and Prioritized List:*** The core team along with the architecture support staff will develop a list of business drivers/mandates. These drivers/mandates will be classified and prioritized. The list is used to create the business drivers and mandates hierarchy diagram which is then used by the core team to prioritize and assess the impact of these drivers/mandates.

- ***Stakeholder Exchange Diagram:*** The architect will create an exchange diagram that identifies the products and services that the business area is delivering to its stakeholders, defined within the stakeholder hierarchy. The diagram is useful to capture the as-is products and services as well as the target products and services, i.e. those the stakeholder community is requesting. This artifact is useful for assessing needs without the confines of process and systems. This artifact is a starting point for process and data analysis as process analysts can determine how the information is exchanged and data analysts can classify the relationships between the information being exchanged.

- ***SWOT Diagram:*** The core team will develop a Strengths, Weaknesses, Opportunities and Threats (SWOT) diagram based upon the stakeholder interviews. This analysis and diagram provides an effective communication tool for characterizing the business landscape from both an internal perspective (Strengths and Weaknesses) and an external perspective (Opportunities and Threats). The diagram is intended to provide a simple means of focusing on issues affecting the business area.

- ***Organizational Readiness Assessment:*** The organizational readiness assessment is a Microsoft Excel workbook containing several worksheets designed to assess the readiness for change within the organization. The template includes a scoring assessment and visualization worksheet to orient, capture, and visualize the results of the self-assessment. The resulting visuals can be used to communicate the results of the assessment. The scoring results when compiled will help develop organizational findings.

ORGANIZATIONAL CAPITAL		
Leadership		
1	The organization has a clear mission that is understood by employees.	1
2	Leadership shares information about organizational performance and decisions with employees.	1
3	There is a regular process for receiving, logging, and responding to feedback provided by employees.	1
Strategic Planning **Citizen and Market Focus** **Measurement, Analysis, and Knowledge Management** **Business Results**		
13	Customer satisfaction is an organizational objective and is meeting performance targets.	1
14	Organizational products and services meet the needs of the customer base.	1
15	The organization is focused on proving value to the customer base, and does not allow bureaucracy to stand in the way.	1
HUMAN CAPITAL		
Human Resource Focus		
16	The organization employs the appropriate skill sets to most effectively and efficiently fulfill the mission.	1
17	Employees cooperate and work as a team, both internally and with external partners.	1
18	Employees are encouraged to develop their job skills so they can more effectively fulfill the organization's mission.	1
Process Management		
19	The organization's dependencies and relationships with	1

- ***Vision Document:*** The core team will leverage the stakeholder analysis to create a vision document for the business area. This document should consider the work products from throughout MBT Step 2 and focus on the target state of business services and products based on stakeholder assessments. A sample vision is provided below.

DOI Geospatial Business Focus Area Vision

DOI mission areas and goals of Resource Protection, Resource Use, Recreation, and Serving Communities are effectively and efficiently enabled with geospatial data, information, and services. The vision for the geospatial business focus area is to:

- Improve the ease, usability, and reuse of location based information and services
- Create long-term savings and business efficiencies
- Improve the effectiveness of DOI investments.

Strategies and objectives for the achieving the geospatial vision for DOI include:

- Identification and development of critical reusable enterprise geospatial services and supporting business processes to improve business effectiveness
- Identification of areas to improve existing business process, data, or IT to support program decision making
- Improvement in the usefulness of existing geospatial investments and assets by:
  - Identifying opportunities to collaborate
  - Improving geospatial interoperability through appropriate standards adoption
  - Reducing duplicative data stores and business processes
  - Aligning best-of-breed existing capabilities with existing and future requirements
  - Investing in missing needed capabilities to achieve program objectives
  - Improving the quality and reliability of DOI trusted data assets.

- ***Goals and Objectives Hierarchy Diagram with Baseline Data:*** The core team will create a hierarchical goals and objectives diagram derived from the organization's strategic plan(s) as well as the stakeholder interviews from earlier in this step. This diagram covers the performance responsibility of the business area and the additional goals and objectives discovered during the Step 2 analysis. When available, the baseline measurement data for these goals and objectives should be documented.

- ***Business Area Goals and Objectives to Parent Organization's Goals and Objectives Matrix:*** This matrix is designed to ensure that the goals and objectives are correctly mapped into the overall performance model of the organization. The establishment of the relationship to the overall performance model ensures the newly designed performance architecture is in alignment with the parent organization's strategic intent.

	Parent Org's Goal 1	Parent Org's Goal 2	Parent Org's Goal 3	Parent Org's Objective 1	Parent Org's Objective 2	Parent Org's Objective 3
Vision		X		X		X
Goal 1	X		X		X	
Objective 1	X			X	X	

- ***Business Area Balanced Scorecard:*** The core team will build from the business area goals and objectives to develop measures in the context of the balanced scorecard. This product provides an organized technique to weight and manage categorized performance improvements for the effort based on the discovery and analysis of existing capabilities and performance needs. These detailed objectives will later be used to prioritize blueprint recommendations.

Balanced Scorecard Categories	Business Area Goals and Objectives	Performance Measures	Metrics		
			Baseline	Target	Timeframe (FY)
Business Results					
Customer Results					
Processes and Activities					
People					
Technology					
Other Fixed Assets					

- ***Business Strategy to Mandates Matrix:*** This product is designed to ensure the goals, objectives, and measures established for the business area relate, via a matrix, to the business drivers and mandates previously documented. This provides a means for ensuring that all relevant mandates are being addressed and conversely, that all business strategies have a legitimate driving force.

	DOI Strategic Plan	DOI e-Gov Plan	eGov Act 2002	GPRA	President's Management Agenda	Clinger Cohen
Vision		X		X		X
Goal 1	X		X		X	
Objective 1	X			X	X	

- ***Business Products and Services Maturity Model:*** The core team will identify and discuss the key products and services that are now required to address the business drivers/mandates, vision, stakeholder needs and the balanced scorecard resulting from the MBT Step 2 discovery and analysis. The discussion should address a reasonable maturity strategy for each of the critical products and services that are deemed to be needed. The objective is to develop a practical framework for the subsequent analysis of the business (Step 3) and technology (Step 4) to provide scoping guidance and ensure analysis maps back to the strategic intent.

Capability Area	Level 0 (current state)	Level 1	
Recreation Information Availbility	Level 1 Centralizaed Recreation Area Info: Centralized and standardized collection, consolidation, and distribution of all recreation areas associated with federal, state, local, and industry partners plus detail reservation information about all federal recreation facilities associated	**Level 1 Centralizaed Recreation Area Info:** **Centralized and standardized** collection, consolidation, and distribution of **all recreation areas** associated with federal, state, local, and industry partners plus detail reservation information about **all federal recreation facilities** associated with Gold level partners **(integrated with recreation.gov)**	**Level 2 Centr** Centralized an **recreation inf** federal, state, l about **all feder** (integrated wit
End User Help	Level 1 Online Search, Decentralized Phone: Online FAQ, email contacts, dencentralized phone support, and online knowledge base	**Level 1 Online Search, Decentralized Phone:** Online FAQ, email contacts, dencentralized phone support, and **online knowledge base search** provided on behalf of Silver level partners	**Level 2 Onlin** online knowled provided on be

EXERCISE 4-1: DEVELOP A SWOT AND PERFORMANCE ARCHITECTURE

Directions: Working individually, take 10 minutes to read the sample interview notes and to draft a SWOT diagram. Look for the identifiable strengths, weaknesses, opportunities, and threats. As you develop the SWOT, write down a draft performance architecture consisting of goals and objectives for this business area.

Next, take 20 additional minutes to discuss your observations with your group and formulate a final SWOT and performance architecture.

Following the intra-group discussion time, be prepared to participate in a class discussion about your group's SWOT and performance architecture.

PHASE 3, STEP 3: ANALYZE THE BUSINESS AND DEFINE THE TARGET BUSINESS ENVIRONMENT

Step 3: *Analyze the Business and Define the Target Business Environment,* is intended to take a closer look at the business products and services, processes, information and investments in order to formulate and support the findings and recommendations of the modernization blueprint.

This step uses outputs from the stakeholder analysis in Step 2 to conduct a more thorough business assessment. The purpose of this step is to document quantitative and qualitative evidence that will provide the basis for subsequent modernization blueprint findings and recommendations.

This step begins with the identification of value creation in the context of the business processes of delivering products or services. Analysis of the current business model is performed to identify key lines of business and their associated processes, activities, and tasks. Identification of key information sources and data dependencies is used to gain understanding of how knowledge and information is created, transformed, and used by the processes, activities, and tasks. The step concludes with analysis and development of the target processes for the delivery of products and services, along with the information, and data exchanges associated with the processes. At the conclusion of this step, the results of the business analysis are reviewed with the appropriate governance teams.

Keys to Success:

THE KEY TO THE BUSINESS ANALYSIS IS TO ANALYZE TO THE LOWEST LEVEL OF DETAIL THAT IS ***NECESSARY*** TO FORM ACTIONABLE RECOMMENDATIONS. ADDITIONALLY, IT IS IMPORTANT THAT DATA AND BUSINESS ANALYSIS RESULTS BE IN SYNC.

- ***As-Is Value Chain Diagram:*** The As-Is Value Chain Diagram describes the current sequence of functions that deliver the current state products and services detailed in MBT Step 2. Functions in the value chain are designated as being either primary or support functions. This work product is useful in evaluating the value each function adds to the business area's products or services.

- ***Target Value Chain Diagram:*** The Target Value Chain Diagram describes the desired sequence of functions that will deliver the future products and services detailed in MBT Step 2. Functions in the value chain are designated as being either primary or support functions.

- ***As-Is Value Chain to Business Products and Services Diagram:*** Current state business products and services are mapped to the current value chain to illustrate where value creation currently occurs. This diagram helps identify which functions are critical to the current performance of the business area.

- ***Target Value Chain to Business Products and Services Diagram:*** Future state business products and services are mapped to the future value chain to illustrate where future value creation will occur. This diagram helps identify which functions will be critical to the performance of the business area in the future.

- ***Business Function Model:*** The business function model represents a functional hierarchy of the business area. The business function model is used to identify key lines of business and their associated functions, processes, activities, and tasks. The business function model decomposes from the value chain models.

- ***Existing Investments to Business Products and Services / Functions Matrix:*** This matrix describes which of the existing investments support the business products and services or business functions identified in the analysis of the business products and services and the business function model.

	Investment 1	Investment 2	Investment 3	Investment 4	Investment 5	Investment 6
Business Function 1	X					
Business Function 2			X			
Service 1		X		X		
Service 2					X	

- ***As-Is Swim Lane Process Diagram (actual organization):*** The As-Is Swim Lane Process Diagram describes the dependencies, roles, and interactions between business processes in the current state.

- ***Target Swim Lane Process Diagram (proposed organizations):*** The Target Swim Lane Process Diagram describes the dependencies, roles, and interactions between the proposed business processes for the target state.

- ***Activity Diagrams for Critical Value Chain Components:*** The activity diagrams provide detail on the specific inputs, outputs, mechanisms and controls of activities that comprise the processes. Critical value chain functions and their processes are described in more detail using activity diagrams to depict the critical activities within a business area.

- ***Target Data Entity Stewardship Matrix:*** The Data Entity Stewardship Matrix maps the Logical Data Model Information Classes and core entity types to Principal Data Stewards to be responsible for the creation, maintenance, and quality of data to support the target business architecture.

S=Business Data Steward *=Stakeholder				
Entities / Organization	Entity 1	Entity 2	Entity 3	Entity 4
Org 1				
Org 2				
Org 3				
Org 4				

- ***Target Logical Data Model:*** The Logical Data Model provides the structural and semantic data framework aligned with the target business architecture that will support the standardization data and interoperability of data in the target business environment. The model includes core entities, key attributes, and interrelationships between data entities that align with and decompose related subject area(s) and information classes with the data reference model.

- ***Target Information Exchanges:*** The Information Exchange Matrix (IEM) is a link between the business architecture and the data architecture. It describes the information flow between the business processes defined in the Target Swim Lane Process Diagram.

Information Exchange	**Sending Activity**	**Receiving Activity**	**Data Description**	**Triggering Event**	**Performance Requirements**	**Information Assurance Requirements**	**Security Requirements**
Information Exchange Line Identifier on corresponding Target Swim Lane Diagram	Sending Activity Identifier on the corresponding Target Swim Lane Diagram	Receiving Activity Identifier on the corresponding Target Swim Lane Diagram	- Data Entity Identifier - Data Entity Name - Data Entity Key Attributes (optional)	Description of event that initiates the information exchange	Performance Requirements as it pertains to the criticality, periodicity and timeliness of exchange	Information Assurance Requirements as it pertains to the protection and classification of the	Security Requirements as it pertains to the availability, confidentiality and integrity of the information being

- ***Target Business Activity to Data Entity CRUD Matrix:*** The Target Business Activity to Data Entity CRUD (Create/Read/Update/Delete) Matrix maps the Target Logical Data Model to the Target Business Activity Models to record how data and business will interact with each other in the target business environment. The CRUD matrix helps identify anomalies between the activity and data models such as new data requirements to support target business activity requirements and new activities to move data through its life cycle from creation to disposition. The CRUD Matrix is also used to scope cohesive business and data services.

Activities **Data Entities**

	Employee	Employee Dependents	Training	Warehouse	Product
Establish New Employee	C, R, U, D	C, R, U, D		R, U	Not Needed
Establish training			C, R, U, D		Not Needed
Determine Employee Training Needs	R, U		R, U		Not Needed

EXERCISE 4-2: DRAW BUSINESS FINDINGS FROM THE SAMPLE ARTIFACTS

Directions: Working individually, take 10 minutes to review the sample value chain, swim lane, and activity artifacts for the business area. Keeping in mind the SWOT and performance architecture from the previous exercise, note some potential business findings and recommendations based on the sample artifacts.

Next, take 20 additional minutes to discuss your observations with your group and formulate a final set of business findings and recommendations.

Following the intra-group discussion time, be prepared to participate in a class discussion about your group's business findings and recommendations.

PHASE 3, STEP 4: ANALYZE THE IT AND DEVELOP THE TARGET CONCEPTUAL SOLUTION ARCHITECTURE

Step 4: *Analyze the IT and Develop the Target Conceptual Solution Architecture*, builds on the analysis from Step 3 by focusing on the maturation of the IT portfolio. With detailed analysis and scoring of the current IT portfolio, the analyst will be able to develop the target conceptual solution architecture as well as perform alternatives analysis where gaps are discovered.

The target state will include business, enabling, and support services that are either re-used from the current portfolio, leveraged from existing enterprise services, or established as new services via projects to develop them. Each service will have a view into what new or existing systems will support the service, identify the authoritative data sources (ADS) for the service, and have a clear view into what functions and/or stakeholders the service will be supporting.

At the conclusion of this step, the analysis and service rationale are presented to, and approved by, the appropriate architecture governance teams.

KEYS TO SUCCESS:

THE KEY TO A BUSINESS DRIVEN SOLUTION ARCHITECTURE IS TO GATHER QUALITY INFORMATION ABOUT THE AS-IS SOLUTION ENVIRONMENT AND TO LEVERAGE THE BUSINESS ANALYSIS RESULTS FROM PREVIOUS STEPS. BE SURE TO ALSO LEVERAGE FEDERAL AND EGOV SOLUTIONS. START INTERVIEWS FOR THIS STEP EARLY.

- ***Initial Business Area Metadata:*** This spreadsheet captures the metadata about the business area. Only populate the following sections: Descriptive, Blueprint Status, MBT Products for Review, Business Mission and Vision, Team Information, Portfolio, Line of Sight (Reference Models). The intention of this spreadsheet is to gather the information to begin populating the business area information into the repository.

	A	B	C	D	E	F	G
1	Group	Column	Field Definition	Values	MBT Step	Your BFA Information	EXAMPLE
2	Descriptive				1		
3		Name	Name of BFA (if for just an	(80 Character Max)			Recreation
4		Description	From Team Web Page	Short Description; Text			This effort goes beyond
5		Business Focus Area Type	Type of Business Area	Core Functional Area			Core Functional Area
6		Managing Partner	Organization Acronym of Lead	Acronym of Organization			OCIO
7		Blueprint Scope	From Team Web Page	Text			Department
8		Main Point of Contact	Person Name of Team Lead	Name			"Colleen Coggins"
9	Blueprint Status				All		
10		Blueprint Status	Select from MBT Step	Not Started			5 - Final/Maintenance
11		Overview	From Team Web Page	Text			
12		Accomplishments	From Team Web Page	Text			
13		Milestones / Budgeted or Required Funds	From Blueprint	Text			
14		Issues/Challenges	From Blueprint	Text			
15		IRB Priority	From Blueprint	High Medium Low Unknown			High
16		MBT Status	Steps completed or currently at	Pick List of MBT Steps			"Step 1: Perform
17	MBT Products for Review				5 ->		
21	Business Mission and Vision				2		
30	Team Information				1		
43	Portfolio				4		
51	Line of Sight				2,3,4		
60	Analysis - Summaries				5		
65	Analysis - Scoring				5		
75	Analysis - Findings				5		
77	Analysis - Plans				5		
81	Business Process Re-Engineering - Summaries				8		
86	Business Process Re-Engineering - Documents				8		
91	Data Quality - Overall Summary			Values are: (Click on Cell	2,3,4,8,9		
97	Data Quality - Inventory Summary				4		
102	Data Quality - Integration Summary				4		

- ***Enterprise Architecture Repository BFA Portfolio Reports:*** A reporting section will be created for you after working with the enterprise architecture repository team to load your IT Portfolio and MBT information. Your section will be linked on the EA reporting site, and can be pointed to from your core team web site.

- ***Systems and Services Description and Scoring (As-Is):*** This work product is a quantitative assessment of the business area's systems and services across several dimensions including data, business fit, technology fit, applications design, service management, and security maturity. This scoring can be used to begin formulating systems recommendations for retirement or consolidation.

			Expand to capture further Service Desc.	Overall As-Is Score	Overall Target Score	System's capability for supporting associated Strategic goals and objectives as defined in DOI	Extent of stakeholders' feedback for performance measurement and system refinement.	Performance Assessment Score (Scale of 1 to 5)	Lack of functional overlap with other systems.	System incorporates re-engineered/streamlined business processes (workflow) in an automated	Business Assessment Score (Scale of 1 to 5)	Existence and documentation of data standards and protocols.	Relative maturity and accessibility of system's data storage and access methods.	Relative data entity access or modification overlap with other systems.	Data Assessment Score (Scale of 1 to 5)	Degree of architectural compliance with the conceptual Target Blueprint Analysis.	Extent to which system design requirements are defined and documented.	Extent to which systems interfaces are defined and documented.	Extent to which high-level design or operational concepts are defined.	Application Assessment Score (Scale of 1 to 5)	Extent of compliance with Technology Reference Model standards, protocols and best practices.	Extent of maximum use of shared, existing infrastructure components and services.	Technology Assessment Score (Scale of 1 to 5)	Extent to which the system complies with current security requirements and extent of progress through	Security Assessment Score (Scale of 1 to 5)	Business Fit	Technology Fit
						P1	P2	P	B1	B2	B	D1	D2	D3	D	A1	A2	A3	A4	A	T1	T2	T	S1	S		
Arch. State	System	Service	**Service Description** (20-70 words)	2.0	2.1	2.7	2.9	2.8	2.4	1.67	2.0	1.4	1.87	1.77	1.7	1.73	1.97	1.83	1.97	1.9	1.57	1.57	1.6	2	1.6	2.4	1.7
As-Is	System2			1.8		3	3	3.0	1	1	1.0	1	1	1	1.0	1	1	1	1	1.0	2	2	2.0	2	2.0	2.0	1.5
As-Is	System3			1.5		1	3	2.0	1	1	1.0	1	1	1	1.0	1	1	1	1	1.0	2	2	2.0	2	2.0	1.5	1.5
As-Is	System4			1.8		3	3	3.0	1	1	1.0	1	1	1	1.0	1	1	1	1	1.0	2	2	2.0	2	2.0	2.0	1.5
As-Is	System5			1.0		1	1	1.0	1	1	1.0	1	1	1	1.0	1	1	1	1	1.0	1	1	1.0	1	1.0	1.0	1.0
As-Is	System6			1.3		1	3	2.0	1	1	1.0	1	1	1	1.0	1	1	1	1	1.0	1	1	1.0	1	1.0	1.5	1.0
As-Is	System7			4.4		5	5	5.0	5	5	5.0	5	5	3	4.3	3	5	5	5	4.5	3	3	3.0	3	3.0	5.0	3.7
As-Is	System8			1.9		3	3	3.0	3	1	2.0	1	1	2	1.3	3	1	1	1	1.5	1	1	1.0	1	1.0	2.5	1.2
As-Is	System9			2.1		2	3	2.5	5	1	3.0	1	3	3	2.3	1	2	2	2	1.8	1	1	1.0	1	1.0	2.8	1.5
As-Is	System10			1.0		1	1	1.0	1	1	1.0	1	1	1	1.0	1	1	1	1	1.0	1	1	1.0	1	1.0	1.0	1.0
Both	System11	Service11		2.2	2.2	3	2	2.5	1	3	2.0	1	3	1	1.7	3	3	3	3	3.0	2	2	2.0	2	2.0	2.3	2.2
Both	System12	Service12		3.0	3.0	3	3	3.0	5	3	4.0	1	3	3	2.3	3	3	3	5	3.5	2	2	2.0	2	2.0	3.5	2.5
Both	System13	Service13		1.9	1.9	3	3	3.0	3	1	2.0	1	1	2	1.3	3	1	1	1	1.5	1	1	1.0	1	1.0	2.5	1.2
Both	System14	Service14		3.9	3.9	5	5	5.0	5	5	5.0	5	5	3	4.3	5	5	5	5	5.0	1	1	1.0	1	1.0	5.0	2.8
Both	System15	Service15		1.0	1.0	1	1	1.0	1	1	1.0	1	1	1	1.0	1	1	1	1	1.0	1	1	1.0	1	1.0	1.0	1.0
Both	System16	Service16		1.0	1.0	1	1	1.0	1	1	1.0	1	1	1	1.0	1	1	1	1	1.0	1	1	1.0	1	1.0	1.0	1.0
Both	System17	Service17		1.8	1.8	3	3	3.0	1	1	1.0	1	1	1	1.0	1	1	1	1	1.0	2	2	2.0	2	2.0	2.0	1.5
Both	System18	Service18		3.7	3.7	4	5	4.5	5	3	4.0	1	3	3	2.3	3	5	5	5	4.5	3	3	3.0	3	3.0	4.3	3.2
Both	System19	Service19		1.8	1.8	3	3	3.0	1	1	1.0	1	1	1	1.0	1	1	1	1	1.0	2	2	2.0	2	2.0	2.0	1.5
Target		Service20			1.0	1	1	1.0	1	1	1.0	1	1	1	1.0	1	1	1	1	1.0	1	1	1.0	1	1.0	1.0	1.0
Target		Service21			4.2	5	5	5.0	5	5	5.0	5	5	3	4.3	5	5	5	5	5.0	2	2	2.0	2	2.0	5.0	3.3
Target		Service22			2.6	3	3	3.0	5	1	3.0	1	3	3	2.3	1	3	3	3	2.5	2	2	2.0	2	2.0	3.0	2.2
Target		Service23			2.1	5	3	4.0	1	1	1.0	1	3	1	1.7	3	3	3	3	3.0	1	1	1.0	1	1.0	2.5	1.7
Target		Service24			2.0	3	3	3.0	1	1	1.0	1	3	3	2.3	1	3	1	3	2.0	2	2	2.0	2	2.0	2.0	2.1
Target		Service25			2.0	2	3	2.5	5	1	3.0	1	1	3	1.7	1	1	1	1	1.0	1	1	1.0	1	1.0	2.8	1.2
Target		Service26			1.6	2	3	2.5	1	1	1.0	1	1	1	1.0	1	1	1	1	1.0	2	2	2.0	2	2.0	1.8	1.5
Target		Service27			1.8	3	3	3.0	1	1	1.0	1	1	1	1.0	1	1	1	1	1.0	2	2	2.0	2	2.0	2.0	1.5
Target		Service28			2.0	2	3	2.5	5	1	3.0	1	1	3	1.7	1	1	1	1	1.0	1	1	1.0	1	1.0	2.8	1.2
Target		Service29			2.1	3	3	3.0	3	3	3.0	1	1	2	1.3	1	3	1	1	1.5	1	1	1.0	1	1.0	3.0	1.2
Target		Service30			1.8	3	3	3.0	1	1	1.0	1	1	1	1.0	1	1	1	1	1.0	2	2	2.0	2	2.0	2.0	1.5
Target		Service31			1.5	3	3	3.0	1	1	1.0	1	1	1	1.0	1	1	1	1	1.0	1	1	1.0	1	1.0	2.0	1.0

- ***As-Is System Interface Diagram***: This work product depicts the existing systems within the business area (and sometimes external to the business area) and the data that is exchanged between those systems in the current state. This work product can be used to analyze the relationships between systems.

- ***Authoritative Data Source (ADS) Analysis:*** This work product contains the templates for the following: As-Is Data Store to Target Logical Data Model Entity Matrix; As-Is Data Store ADS Assessment Matrix; and the ADS Scoring Summary. The ADS analysis is focused on formulating ADS related blueprint findings and recommendations.

Authoritative Data Source Analysis

The purpose of this template is to determine total cost of ownership and the cost of decommissioning systems that are affected by FBMS. This template contains three tabs/worksheets.

The three tabs are:

1. Introduction: This tab

2. As-Is Data Store to Target Logical Data Model Entity Matrix

3. As-Is Data Store ADS Assessment Matrix

4. ADS Scoring Summary

- ***Total Cost Ownership (TCO) and Decommission Template:*** Total Cost of Ownership template captures activities and estimated for total cost to provide, deliver, support, and manage a system. The TCO is necessary to determine the economic viability of maintaining systems in the target state.

Total Cost of Ownership

Instructions:

Please complete the fields below that are highlighted in yellow. By completing these fields, a total cost of ownership will be calculated below. This template allows for one-time costs as well as recurring annual costs. This template also allows for the entry of IT related costs like software licenses and hardware as well as for the entry of personnel and training costs. Also note that there are opportunities for you to list costs that are not already part of this template. Note that in the personnel costs boxes that you select a number of hours and select a GS level from the drop down menu within that box. This will calculate a total cost for you.

System Name:	
System Start Date	
System Projected Retirement Date	
Number of Users:	
System Owner	
Organization	
Name of Person Providing Information	

IT System Cost	Type of Cost	$ One-time	Annual Costs
Software Costs:	Acquisition Costs		
	License Costs		
	Renewal Costs		
	Software Maintenance Costs		
	Software Update Costs		
	Other License Costs		
	Subtotal	$ -	$ -
Hardware Costs:	Server/Appliance Cost		
	Storage Upgrades		
	Memory Upgrades		
	Processing Speed Upgrades		
	Installation		
	Network Hardware (router, switch)		
	Other Hardware		
	Hardware Maintenance		
	Other Costs - Enter Description		
	Other Costs - Enter Description	$	
	Other Costs - Enter Description		
	Other Costs - Enter Description		

- ***Integrated Target Services and Systems Model:*** A diagram showing the target services and systems as well as the overview. This diagram serves as conceptual level solution architecture for the target state. The difference between this target diagram and the current state version is generally found in the blueprint's systems recommendations.

- ***Solution Architecture Document:*** If your enterprise is maintaining solution architecture document, then contents will likely be leveraged here to capture solution architecture conceptual architecture principles, various process, data, application, technology stacks, views, and requirements. The beginnings of this document can be formulated and documented in Step 4.

  Example:

Department of Interior
Enterprise Architecture (IEA)

Interior Enterprise Architecture

Solution Architecture

- ***Architecture Decision***: This is the official work product containing the gap analysis, draft architecture decisions, and alternative analysis for systems decisions. This is a work product that is likely required by the solution architecture governance community.

Gap Analysis and Architecture Decisions

The purpose of this template is to determine total cost of ownership and the cost of dec
This template contains three tabs/worksheets.

The three tabs are:

1. *Introduction:* This tab
2. *Gap Analysis Guidance*
3. *Architecture Decision Guidance*
4. *Architecture Decisions*

Subject Area		Topic	Status
(choose one) AD - AD Tiers AM - Application Models DD - Data Distribution DV - Distribution Variations IF – Interfaces TC - Technology Components Other		(short name for this decision)	Draft/Approved/ Revised 2002-mm-dd (author initials)
Architectural Decision	A concise statement of the decision. (note: the id to the left is a combination of two letter abbreviation for the	**AD ID**	xxNNN
Problem Statement	A description of the problem this decision is related to.		
Assumptions	Any pre-existing assumptions or constraints		
Motivation	What is behind the decision thought process, the key principals that apply and what		
Alternative 1			
Alternative n			
Decision	Short description of decision (i.e. which alternative was selected – the alternatives should		
Justification	Primary reason(s) why the alternative was decided upon		
Implications	What this means for the system, directly or indirectly		
Derived requirements	If this decision adds some implicit new requirements, what are the y?		
Related Decisions	A list of any decisions that are closely related to this decisions		

- ***Updated Total Cost Ownership (TCO) and Decommission Template:*** System Decommission, which is closely tied to the Total Cost of Ownership template, captures activities and estimates for the total cost to migrate, consolidate, retire, and finally decommission a system.

Decommission Costs

Instructions:

This sheet is intended to capture your estimates for costs associated with decommissioning your system. There are places on this sheet where you can enter your estimated costs associated with common decommissioning activities. There are also places where you can enter additional decommissioning activities that are relevant to your system. Enter information into the fields highlighted in yellow.

System Name:	0
System Start Date	0
System Projected Retirement Date	0
Number of Users:	0
System Owner	0
Organization	0
Name of Person Providing Information	0

Decommissioning Activities	**Estimated Cost ($)**
Analyze legacy system functionality and data to determine fit with target system	
Analyze any interfaces with legacy system	
Map legacy system data to target system	
Move data from legacy system to target system or other legacy system	
Archive legacy data (not being moved to target) based on NARA regulations	
Decommission hardware from legacy system	
Train users on target system	
Other Decommission Activity - Enter Description	
Other Decommission Activity - Enter Description	
Other Decommission Activity - Enter Description	
Other Decommission Activity - Enter Description	
Other Decommission Activity - Enter Description	

EXERCISE 4-3: DRAW SYSTEMS FINDINGS FROM THE SAMPLE ARTIFACTS

Directions: Working individually, take 10 minutes to review the sample systems interface and systems scoring artifacts for the business area. Keeping in mind the SWOT, performance architecture, and business artifacts from the previous exercises, note some potential systems findings and recommendations based on the sample artifacts.

Next, take 20 additional minutes to discuss your observations with your group and formulate a final set of systems findings and recommendations.

Following the intra-group discussion time, be prepared to participate in a class discussion about your group's systems findings and recommendations.

PHASE 3, STEP 5: AUTHOR THE MODERNIZATION BLUEPRINT AND OBTAIN GOVERNANCE APPROVALS

Step 5: *Author the Modernization Blueprint and Obtain Governance Approvals,* is the culmination of the process for creating a modernization blueprint. The step begins with the development of prioritized findings and recommendations. A risk-adjusted cost benefit analysis is performed for the prioritized recommendations using the Value Measuring Methodology. The prioritized recommendations then provide the basis for developing the detailed blueprint and transition plan.

The draft blueprint is developed and undergoes a structured review process with key stakeholders and members of governance teams. The review process also helps obtain buy-in to the recommendations and sequencing alternatives for implementation. As reviewer feedback on the findings and recommendations is received, comments and change requests provide the basis for finalizing the modernization blueprint and transition sequencing plan. Finally, the modernization blueprint is presented for approval by the appropriate governance teams. Once approved, the core team is ready to move ahead to subsequent steps to begin implementation of the recommendations described in the blueprint in accordance with the transition sequencing plan.

KEYS TO SUCCESS:

THE FINDINGS AND RECOMMENDATIONS AND THE MODERNIZATION BLUEPRINT ITSELF NEED TO BE WRITTEN TO BE UNDERSTOOD BY THE BUSINESS COMMUNITIES THAT ARE IMPACTED. THE BLUEPRINT SHOULD BE ACTIONABLE, READABLE, PRACTICAL, AND CAPABLE OF BEING IMPLEMENTED.

- ***Modernization Recommendations to Horizontal Dependencies Matrix:*** This work product describes how the recommendations in the blueprint overlap with key organizational initiatives and modernization blueprint recommendations from other business areas.

	Existing Initiative A	Existing Initiative B	Recommendation #1 from Other BFA	Recommendation #4 from this BFA	Budget Approval – FY0X	Existing Initiative C
Recommendation #1	X		X			X
Recommendation #2		X	X		X	
Recommendation #3	X		X	X		
Recommendation #4	X	X			X	

- ***Modernization Recommendations to Mandates Matrix:*** This matrix facilitates the prioritization of the Blueprint recommendations by demonstrating how each recommendation is aligned with key strategic mandates. This is an extension of the Business Strategy to Mandates Matrix developed in MBT Step 2

	DOI Strategic Plan	DOI e-Gov Plan	eGov Act 2002	GPRA	President's Management Agenda	Clinger Cohen
Vision						
End Outcomes						
Intermediate Outcomes	X	X	X	X	X	X
Recommendation 1		X		X		X
Recommendation 2	X		X		X	
Recommendation 3	X			X	X	

- ***Value Measuring Methodology (VMM) Cost to Value Matrix:*** The VMM cost-to-value matrix provides the results of a structured cost / benefits analysis of the recommendations and can be depicted graphically. VMM analyzes the value per dollar and associated risk to determine which recommendations provide the most "bang for the buck".

Blueprint Recommendations	Value Assessment						Base Scores	Aggregated Risk Analysis (from RMM Analysis)			Risk Adjusted Score
Recommendation & Description	Business Results	Customer Results	Processes and Activities	People	Technology	Other Fixed Assets		High	Med	Low	
	Weights for Each M							0.75	0.50	0.25	
	0.13	0.17	0								Value
Recommendation 1	8	2									4.2
Recommendation 2	9	6									4.3
Recommendation 3	4	2									3.0
Recommendation 4	7	5									3.9
Recommendation 5	6	8									4.5
Recommendation 6	10	9									5.2

- ***Draft/Final Recommendation Implementation Overview Visual:*** The draft recommendation implementation overview depicts the proposed time line for the modernization blueprint implementation effort by focusing on the recommendations and the associated investments.

- ***Draft/Final Strategic Systems Migration Diagram:*** The draft strategic system migration diagram provides a visualization of the sequencing of system-specific recommendations required to achieve the target state.

- ***Draft/Final Strategic Sequencing Overview Visual:*** The strategic sequencing overview visual provides a visualization of the transition from the as-is to the target state solution architectures.

- ***Draft/Final Implementation Sequencing Plan:*** The draft implementation sequencing plan provides a detailed step-by-step, time-sequenced approach to implementing the modernization blueprint recommendations.

Task Name	Duration
Award NRRS Service Contract	0 mons
Implement New NRRS	5 mons
Prove New NRRS	7 mons
Special Use Permits	**23.6 mons**
Integrate non-comm special use permits (simple reservations style processing) into NRRS	6 mons
Conduct BPR Study for non-comm special use permits too complex for immediate NRRS integ	**16 mons**
BPR for Wild Rogue Permits Service	4 mons
BRP for Back Country Permit (Denali)	4 mons
BPR for Permitting System for the Deschutes River Management Area	4 mons
Conduct study on DOI wide permits management	12 mons
Integrate NRRS with DOI permits management process	6 mons
Entrance Fees	**12 mons**
Include entrance fee information in NRRS	2 mons
Sync websites with entrance fee info with NRRS	2 mons
Conduct entrance fee transactions using NRRS	6 mons
Pilot field kiosks for entrance pass distribution	6 mons
Extended Market Channels	**8 mons**
Establish partnership governance for channel partners	2 mons
Form network of market channel partners	6 mons
Common Branding and Business Rules	**4 mons**
Review activity models and identify rules in use	1 mor

- ***Draft/Final Modernization Blueprint:*** The Modernization Blueprint is the document that describes the findings and recommendations as well as the corresponding sequencing plan and supporting documentation.

Example:

Department of Interior
Enterprise Architecture (IEA)

DOI Interior Enterprise Architecture
Recreation Modernization Blueprint

Recreation Line of Business

Version 1.10

July 7, 2004

- ***Feedback Tracking Document and Feedback Action Report:*** The Feedback Tracking Document is used to log and track all feedback received from reviewers of the draft blueprint document. Follow-up actions are documented to generate the Feedback Action Report.

- ***Document Review Form:*** The Document Review Form is distributed with a document to be reviewed, and is used to collect reviewer comments and change requests.

Modernization Blueprint Request for Comment

Please use this form to provide your review comments for the [Insert Document Title]. For each comment, please provide the following information:

- Specific comment or change(s) suggested,
- Section and page number where the comment of change(s) applies,
- Additional reference to a specific paragraph, figure, table or other item, and
- Rationale or details to support the comment.

In addition, the template includes a contact name, phone number, and email in the event that there is a question or a request for additional information concerning that comment. Also, please provide the agency name, contact person, and date the response was submitted in the table below.

Comments are requested to be submitted no later than [Insert Due Date]. Please submit comments to [Insert Contact Information, Email, Phone, etc.] Thank you.

Reviewer Name	
Title / Organization:	
Email and/or Phone No:	

Reviewer Comment or Change Request	Section and Page No.	Paragraph, Figure, Table or Other Reference	Rationale

- ***Record of Decision:*** The Record of Decision is used to document approval by the governance teams. A separate template is not provided, as this work product is of a customary format for the particular governance team.

Investment Review Board (IRB) Recommendation for Approval and Implementation of the DOI Financial Management Modernization Blueprint – January 12, 2007

Record of Decision (ROD):

The IRB approves the recommendations encompassed in the Financial Management Modernization Blueprint dated January 8, 2007 including identified system retirements and interfaces (see attached Affected Systems List). This Modernization Blueprint is approved with the stipulation that no systems will be retired from service until the appropriate level of functionality is implemented within the target FBMS solution.

All systems scheduled for retirement or interface will be centrally tracked within the Office of the CIO with Bureau input as to progress with defined milestones.

The approved Blueprint will be used by the Bureaus for their Capital Planning and Investment Control (CPIC) planning so that associated investments and project schedules are consistent with the FBMS schedule and the FBMS Affected Systems List included in this Record of Decision and imbedded in the Financial Management Modernization Blueprint.

The Financial Management Modernization Blueprint will be updated regularly to reflect any changes associated with the Financial Management Line of Business and/or the FBMS deployment. Updates to the Financial Management Modernization Blueprint will be created in partnership between the DOI IEA program, FBMS PMO, DOI PFM, and DOI PAM offices. All changes to the Blueprint must be approved by the Financial Management business owners and the DOI Investment Review Board.

The IRB is requesting, to the maximum extent possible, that the FBMS project team supply regular updates to FBMS planning and architecture artifacts. The FBMS planning and architecture artifacts should be consistent with artifacts that are regularly documented as part of DOI EA.

This Record of Decision (ROD) serves to approve the target architecture as outlined in the Financial Management Modernization Blueprint and serves as a commitment by the organizations represented on the Investment Review Board to participate actively in the FBMS implementation.

Approved: _____ **Approved with Stipulations**: X

Stipulations: BOR FERM system will be noted as potentially having trust data subject to requirements on affected systems list. Blueprint is revised to encompass BRM subfunctions of budget execution and budget performance integration.

Michael J. Howell
DOI Acting CIO
Chair, ITMC
Co-Chair, IRB

Paul Hoffman
Deputy Assistant Secretary for Performance, Accountability, and Human Resources
Chair, DOI E-Gov Team
Co-Chair, IRB

United States Department of the Interior
OFFICE OF THE SECRETARY
Washington, DC 20240

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orandum

Michael Howell, Acting CIO, Department of the Interior

Business Owners for Financial, Acquisition and Property Management

ct: Approval of DOI Financial Management Modernization Blueprint

e business owners for the functions contained in the DOI Financial Management Blueprint January 8, 2007, the undersigned are pleased to approve this document. This blueprint lso approved by the DOI Investment Review Board.

Sonderman, Director
e of Acquisition and Property Management — Date 2/9/07

l Fletcher, Director
e of Financial Management — Date 2/14/07

Hatfield, Deputy Assistant Secretary
Business Management and Wildland Fire — Date 2-16-07

EXERCISE 4-4: CONDUCT A VALUE MEASURING METHODOLOGY (VMM) ASSESSMENT OF YOUR RECOMMENDATIONS

Directions: Working individually, take 10 minutes to review your group's business and systems recommendations. Divide the list of recommendations into two categories: potentially implementable and non-probable for implementation. Perform a quick VMM analysis on the potentially implementable recommendations.

Next, take 20 additional minutes to discuss your observations with your group and formulate a final VMM visual.

Following the intra-group discussion time, be prepared to participate in a class discussion about your group's VMM analysis.

PHASE 3, STEP 6: INCORPORATE APPROVED MODERNIZATION BLUEPRINT INTO ENTERPRISE ARCHITECTURE

Step 6, *Incorporate Approved Modernization Blueprint into Enterprise Architecture,* is intended to bring the analysis and architecture associated with the business area into the more global architecture picture of the enterprise. Although the analyst is continuously referencing the enterprise architecture when making observations of the business area, the resulting analysis and architecture products are not fully integrated with the enterprise until they are approved and this step is completed.

The result of this step is an evolving view of the target state for the enterprise. As any given business area completes its architecture analysis, the enterprise architecture absorbs this analysis and continues to evolve. Step 6 allows for:

- There to be an enterprise level architecture – other MBT Steps are business area or segment-focused.
- Executive management planning at the enterprise level as well as within each business area in order to form conclusions about the enterprise and business area (segmented) efforts.

KEYS TO SUCCESS:

THIS STEP PRODUCES THE ENTERPRISE VIEW THAT SHOWS THE BUSINESS SEGMENTS AND HOW THEY FIT TOGETHER. BE SURE TO WORK WITH THE EA REPOSITORY MANAGER WHO IS THE KEEPER OF THE ENTERPRISE LEVEL PRODUCTS.

- ***MBT Products Checklist:*** The spreadsheet lists all MBT products that may be produced in creating a blueprint and is used as a communication and status management tool for tracking blueprint product submission, loading of those products, and validating of these products.

	A	B	C	D
1	**Step/Artifact**	**What is needed for Step 6**	**URL or File Name**	**Product Status**
2	**Step A**			
3	Business Area Visual			
4	Business Area Prioritization Chart			
5	Business Area Prioritization Presentation			
6	ROD from MIT on Blueprints to be Studied			
7	**Step B**			
8	Blueprint Purpose Statement	Provide URL to link to		
9	**Step C**			
10	Formed Core Team	Provide URL to link to		
11	Core Team Commitment Agreement	Provide URL to link to		
12	**Step 1**			
13	Core Team Charter	Provide URL to link to		
14	Communications Strategy	Provide URL to link to		
15	Project Plan for Blueprint	Provide URL to link to		
16	**Step 2**			
17	Stakeholder Hierarchy Diagram	Diagram in MBT Template File		
18	Mandates and Drivers Hierarchy Diagram	Diagram in MBT Template File		
19	Stakeholder Exchange Diagrams	Diagram in MBT Template File		
20	Organizational Readiness Assessment	Provide URL to link to		
21	SWOT Analysis Diagram	Diagram in MBT Template File		
22	Updated Stakeholder Exchange Diagrams	Diagram in MBT Template File		
23	Vision Statement	Provide URL to link to		
24	Goals and Objectives Hierarchy Diagram with Baseline Data	Diagram in MBT Template File Supporting Data in Spreadsheet		
25	Business Area Goals and Objectives to Agency's Goals and Objectives Matrix	Supporting Data in Spreadsheet		
26	Business Strategy to Mandates Matrix	Supporting Data in Spreadsheet		
27	Business Products and Services Matrix	Supporting Data in Spreadsheet		
28	Presentation on Business Strategy and Product and Service Decisions	Provide URL to link to		
29	**Step 3**			
30	As-Is Value Chain Diagram	Diagram in MBT Template File		
31	Target Value Chain Diagram	Diagram in MBT Template File		

Overview | Artifact List

- ***Business Area Metadata Template:*** The spreadsheet captures the metadata about the business focus area including Descriptive, Blueprint Status, MBT Products for Review, Business Mission and Vision, Team Information, Portfolio, Line of Sight (Reference Models), Analysis (Summaries, Scoring, Findings, and Plans).

	A	B	C	D	E	
1	Group	Column	Field Definition	Values	MBT Step	Your BFA
2	Descriptive				1	
3		Name	Name of BFA (if for just an	(80 Character Max)		
4		Description	From Team Web Page	Short Description; Text		
5		Business Focus Area Type	Type of Business Area	Core Functional Area		
6		Managing Partner	Organization Acronym of Lead	Acronym of Organization		
7		Blueprint Scope	From Team Web Page	Text		
8		Main Point of Contact	Person Name of Team Lead	Name		
9	Blueprint Status				All	
10		Blueprint Status	Select from MBT Step	Not Started		
11		Overview	From Team Web Page	Text		
12		Accomplishments	From Team Web Page	Text		
13		Milestones / Budgeted or Required Funds	From Blueprint	Text		
14		Issues/Challenges	From Blueprint	Text		
15		IRB Priority	From Blueprint	High Medium Low Unknown		
16		MBT Status	Steps completed or currently at	Pick List of MBT Steps		
17	MBT Products for Review				5 ->	
21	Business Mission and Vision				2	
30	Team Information				1	
43	Portfolio				4	
51	Line of Sight				2,3,4	
60	Analysis - Summaries				5	
65	Analysis - Scoring				5	
75	Analysis - Findings				5	
77	Analysis - Plans				5	
81	Business Process Re-Engineering - Summaries				8	
86	Business Process Re-Engineering - Documents				8	
91	Data Quality - Overall Summary			Values are: (Click on Cell	2,3,4,8,9	
97	Data Quality - Inventory Summary				4	
102	Data Quality - Integration Summary				4	

- ***Enterprise Data Exchange Node Drawing:*** This work product is a visual depiction of the data that is exchanged between the business areas within the enterprise. Each business area is a node in the diagram, and the lines between the nodes depict data that flows between the business areas.

- ***Enterprise Data Stewardship Matrix***: This work product is a matrix that documents the subject areas within the enterprise, and the business areas within the enterprise that are the stewards for the data.

	Business Area 1	Business Area 2	Business Area 3	Business Area 4	Business Area 5	Business Area 6
Subject Area #1	X					
Subject Area #2			X			
Subject Area #4		X		X		
Subject Area #5					X	

- ***Enterprise Modernization Sequencing Plan***: This work product is an enterprise level snapshot of all modernization initiatives. Each Blueprint publishes a business area modernization sequencing plan. The enterprise modernization sequencing plan is a compilation of all of the business area plans plus the enterprise level initiatives.

	Task Name	Duration	Start	Finish
1	**Business Focus Area A**	**1600 days**	**Mon 8/2/04**	**Fri 9/17/10**
2	**Blueprint Recommendation 1**	**320 days**	**Mon 8/2/04**	**Fri 10/21/05**
3	Subtask 1	40 days	Mon 8/2/04	Fri 9/24/04
4	Subtask 2	40 days	Mon 9/27/04	Fri 11/19/04
5	Subtask 3	60 days	Mon 11/22/04	Fri 2/11/05
6	Subtask 4	80 days	Mon 2/14/05	Fri 6/3/05
7	Subtask 5	100 days	Mon 6/6/05	Fri 10/21/05
8	**Blueprint Recommendation 2**	**320 days**	**Mon 10/24/05**	**Fri 1/12/07**
9	Subtask 1	40 days	Mon 10/24/05	Fri 12/16/05
10	Subtask 2	40 days	Mon 12/19/05	Fri 2/10/06
11	Subtask 3	60 days	Mon 2/13/06	Fri 5/5/06
12	Subtask 4	80 days	Mon 5/8/06	Fri 8/25/06
13	Subtask 5	100 days	Mon 8/28/06	Fri 1/12/07
14	**Blueprint Recommendation 3**	**320 days**	**Mon 1/15/07**	**Fri 4/4/08**
15	Subtask 1	40 days	Mon 1/15/07	Fri 3/9/07
16	Subtask 2	40 days	Mon 3/12/07	Fri 5/4/07
17	Subtask 3	60 days	Mon 5/7/07	Fri 7/27/07
18	Subtask 4	80 days	Mon 7/30/07	Fri 11/16/07
19	Subtask 5	100 days	Mon 11/19/07	Fri 4/4/08
20	**Blueprint Recommendation 4**	**320 days**	**Mon 4/7/08**	**Fri 6/26/09**
21	Subtask 1	40 days	Mon 4/7/08	Fri 5/30/08
22	Subtask 2	40 days	Mon 6/2/08	Fri 7/25/08
23	Subtask 3	60 days	Mon 7/28/08	Fri 10/17/08
24	Subtask 4	80 days	Mon 10/20/08	Fri 2/6/09
25	Subtask 5	100 days	Mon 2/9/09	Fri 6/26/09
26	**Blueprint Recommendation 5**	**320 days**	**Mon 6/29/09**	**Fri 9/17/10**

- ***Enterprise Modernization Dependencies Matrix***: This work product is a matrix that lists all of the modernization initiatives within the enterprise, and depicts the other initiatives to which those modernization initiatives are dependent.

	Existing Initiative A	Existing Initiative B	Recommendation #1 from Other BFA	Recommendation #4 from this BFA	Budget Approval – FY0X	Existing Initiative C
BFA A Recommendation #1						
BFA A Recommendation #2						
BFA B Recommendation #1						
BFA B Recommendation #2						

- ***Enterprise Horizontal Services Model***: This work product is a drawing that depicts all of the recommended horizontal services within the enterprise, and how they would provide information to the business areas.

- ***Enterprise Modernization Recommendations to Mandates Matrix***: This work product is a matrix that illustrates all of the modernization recommendations within the enterprise, and how those recommendations meet the many mandates to which the enterprise is responsible for action.

	DOI Strategic Plan	DOI e-Gov Plan	eGov Act 2002	GPRA	President's Management Agenda	Clinger Cohen
BFA A Recommendation #1						
BFA A Recommendation #2						
BFA B Recommendation #1						
BFA B Recommendation #2						

- ***Enterprise Modernization Recommendations to Outcomes Matrix***: This work product is a matrix that illustrates all of the modernization recommendations within the enterprise, and how those recommendations meet the strategic outcomes to which the enterprise is responsible for action.

	DOI Strategic Plan – Resource Protection	DOI Strategic Plan – Resource Use	DOI Strategic Plan – Serving Communities	DOI Strategic Plan – Recreation	President's Management Agenda	DOI Strategic Plan – Management Excellence
BFA A Recommendation #1						
BFA A Recommendation #2						
BFA B Recommendation #1						
BFA B Recommendation #2						

- ***Enterprise Transition Strategy Checklist:*** Provides all section updates required for all four sections of the Enterprise Transition Strategy. This also is a status document and change tracking mechanism to communicate the progression of the enterprise transition strategy document each quarter as it is reported to the Office of Management and Budget.

	Each Tab contains the required section updates and recommended level of changes notes to capture.
	Click on a link below to go to the required section updates
1.	As-Is Architecture
	> Enterprise "As-Is" Architecture including Reference Models, IT Portfolio, and blueprint dashboards and enterprise canned reporting
2.	Conceptual Target Architecture
	> Conceptual Target Architecture including enterprise products updates including data exchange, target services, and mapping to business focus areas
3.	Enterprise Transition Plan
	> Enterprise Transition Plan including sequence plan and recommendation review of blueprints in development, being implemented, enterprise dependencies and generic lifecycle milestones
	> Include coordinating and uploading plans to PMIS (Enteprise Project Plan Server)
4.	Annually Update - Standing Transition Strategy
	Standing Transition Strategy including Principles, Governance, LifeCycle Management, Closing "Gap" Strategy, Methodology, and planning approach

LESSON SUMMARY: ANALYZING A BUSINESS AREA INVOLVES BUSINESS PARTICIPATION AND WELL ROUNDED ANALYSIS

Enterprise architecture is a discipline that involves many groups, individuals, roles, and levels within one or many organizations. In this lesson we learned that a proper EA analysis involves a full spectrum of domains including:

1. Performance
2. Business
3. Data
4. Systems
5. Technology
6. Services

In this lesson, we dove deeper into the six domains to discuss analysis techniques that result in EA artifacts. Not only are the EA artifacts useful for documenting your analysis, but we learned that the MBT artifacts are designed to build upon one another to deliver a full "line of sight" analysis.

Furthermore, this lesson also included discussion on who should be involved throughout the modernization blueprint development steps in the MBT. There are many roles to play for the architecture practitioners as well as critical roles for business leadership, business managers, and solution specialists.

Lesson 5

MBT Phase 4: Implement the Blueprint Recommendations

LESSON OBJECTIVES

At the end of this lesson, you will be able to do the following:

- Explain the process for taking an approved blueprint and moving it towards implementation
- Explain how the Capital Planning and Investment Control and Solution Architecture processes receive information from EA and use it to advance the modernization efforts

OVERVIEW OF PHASE 4: IMPLEMENT THE BLUEPRINT RECOMMENDATIONS

Phase 4 includes steps that are designed to guide an approved modernization blueprint from the establishment of an implementation project team through implementation of the approved recommendations. Phase 4 includes guidance for establishing the appropriate project management controls and structure for implementation as well as guidance on performing more detailed pre-implementation analysis such as business process reengineering and data standardization. Additionally, Phase 4 includes Capital Planning and Investment Control activities, the formulation of a more detailed solution architecture, and the participation in procurement activities.

Throughout Phase 4, the enterprise architecture practitioners are interacting with a variety of additional planning functions including Budget, Capital Planning and Investment Control, Solution Architecture, and Procurement. Through these relationships, the enterprise architecture practitioner is able to guide the modernization blueprint to the starting line for implementation. The core team also plays an active role as it is refreshed with implementation expertise in Phase 4, and then is active throughout the lead up to implementation.

PHASE 4, STEP 7: PERFORM BUSINESS TRANSFORMATION INITIATION TASKS

STEP 7 IS PERFORMED FOR THE FOLLOWING PURPOSES:

- Develop a core team to provide subject matter expertise and knowledge to ensure a successful and valuable implementation
- Develop the detailed implementation plan
- Develop the Communication Risk Management and Change Management Plans to faciliate a successul implementation
- Develop the requisite funding strategy to support the implementation objectives
- Provide outreach to governance bodies and user communities to ensure adequate support for the initiative

PHASE 4, STEP 8: CONDUCT BUSINESS PROCESS REENGINEERING

STEP 8 IS PERFORMED FOR ONE OR MORE OF THE FOLLOWING PURPOSES:

- To further refine and validate information and business requirements in support of business area modernization objectives
- To select which functions and/or processes within the scope of the business area effort need further analysis
- To identify and document the shortcomings and inefficiencies of current business processes
- To identify potential opportunities for functions and/or processes harmonization across departments, geographic locations, Bureaus, etc.
- To provide the basis for sizing the effort required to understand and assess the current environment and/or redesign the future environment

PHASE 4, STEP 9: CONDUCT DATA STANDARDIZATION

STEP 9 IS PERFORMED FOR THE FOLLOWING PURPOSES:

- To identify priority data that are important to the enterprise especially data that are shared across systems and organizations.
- To enhance interoperability among information systems by promoting data structures and data exchanges that are based on a common understanding of data.
- To identify and reuse quality data.
- To expose data standards to a broader community and seek collaborative input from that community on how shared data is best defined and structured.
- To provide database schemas and data exchange standards that are based on standardized data.

PHASE 4, STEP 10B: INCORPORATE MAJOR RECOMMENDATIONS INTO INVESTMENT REQUEST

STEP 10B IS PERFORMED FOR THE FOLLOWING PURPOSE:

- Secure needed funding for the recommended changes in the modernization blueprint

PHASE 4, STEP 11: DEFINE DETAILED SOLUTION ARCHITECTURE

STEP 11 IS PERFORMED FOR THE FOLLOWING PURPOSES:

- To define the detailed solution architecture
- To ensure that the solution architecture is in compliance with enterprise architecture principles, best practices, and conceptual target application architectures

PHASE 4, STEP 12: IMPLEMENT SOLUTION AND CONDUCT CHANGE MANAGEMENT TASKS

STEP 12 IS PERFORMED FOR THE FOLLOWING PURPOSES:

- To acquire the physical materials necessary to configure and implement the solution as designed and approved
- To communicate the intent and impact of the solution to a wide community of business owners, business staff, and administrators
- To construct and implement new policies to smoothe the transition to the new solution
- To train business owners and business staff on the new solution and on any new skills that they must possess

LESSON SUMMARY: IMPLEMENTATION SUCCESS DEPENDS ON TEAMWORK AND HANDOFFS

The role of enterprise architecture practitioners is not complete when the modernization blueprint is completed. EA practitioners have a continuing obligation to the progress of modernization efforts including the obligation to participate actively with other planning and implementation functions. Some of the planning and implementation functions we discussed in this lesson are:

1. Budget
2. Capital Planning and Investment Control
3. Solution Architecture
4. Acquisitions/Procurement
5. IT Security

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Lesson 6

MBT Phase 5: Maintain the Blueprint

LESSON OBJECTIVES

At the end of this lesson, you will be able to do the following:

- Explain the process for maintaining the modernization blueprint and the enterprise architecture

PHASE 5, STEP 13: MAINTAIN THE BLUEPRINT AND THE ARCHITECTURE

Step 13 provides the business area with a recurring process for keeping their architecture and blueprint current. During the business transformation implementation steps, and in years following the implementation, there will be forces that will necessitate changes to the architecture and the Blueprint. In some cases, those forces will require a new modernization blueprint or a new analysis task to create another analysis work product. However, in many cases, there will be smaller architecture modifications that impact the existing blueprint and the existing architecture artifacts. This step is intended to handle such cases through an appendix to the existing blueprint and the publication of updated architecture artifacts.

STEP 13 IS PERFORMED FOR THE FOLLOWING PURPOSES:

- To provide architecture analysts and the business leadership a process to keep the business area's architecture documentation current
- To provide an outlet, other than lengthy new analysis efforts, to maintain documentation and make smaller revisions to items that have already been reviewed, approved, and published
- To provide a mechanism to keep the governance team involved with continuing to review and approve a business area's architecture decisions

Maintain the Blueprint and the architecture
Author Blueprint Appendix (architecture modification) and submit for Core Team review
Submit Blueprint Appendix (architecture modification) to governance teams for review
Brief the Architecture modifications to executives and receive approval
Publish updated Blueprint and architecture artifacts

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INTERIOR ENTERPRISE ARCHITECTURE

Department of the Interior
Enterprise Architecture Program
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