



Enterprise Architecture Program Status

July 2008 – September 2008

Project Overview

Program Name	Enterprise Architecture - Iteration 2.0		
Start Date	08/01/2007	Planned Completion Date	06/30/2009 Revised
Program Description	The EA program started Nov 2006. Enterprise Architecture (EA) provides an essential framework, process, and guidelines to address enterprise-wide needs.		
Iteration 2 Iteration 2 is the name given to EA work to be completed between now and June 30, 2009. Iteration 2 will provide the foundation for Iteration 3, which establishes a dedicated program for promotion of common vision for Oregon State government.	Iteration 2 goals are: <ul style="list-style-type: none"> • To complete as much foundational work as possible before dedicated program staff arrives on July 1, 2009. As we expect the dedicated program staff to bring new knowledge, skills, and experience to the program, many key decisions must be left to new staff. • To conceptualization an interagency, state-wide architecture. Implementation of that architecture will be accomplished incrementally through projects building agency/organizational architectures or shared segment architectures (e.g. Human Resources Information System, Strategic Improvement Project, and ODOT/DAS Financial Systems). • To provide a framework illustrating how all these efforts contribute to a common vision and to collect artifacts of the projects for reuse on future projects. 		

Program Owner	CIO Council
Program Sponsors	Bud Borja (Judicial Dept.), Ben Berry, ODOT, Business Sponsor (vacant)
Steering Committee	CIO Management Council
Program Manager	Tim Avilla (Dept. of Transportation)
Research Coordinator	Jack Doyle (Dept. of Human Services)
Core Team	Tim Avilla, Jack Doyle, Andy Fry, Malcolm LeMay, Scott Riordan, Ed Arabas, Rick Tobias, Dennis Wells
Architecture Domain Team	<ul style="list-style-type: none"> • Business Architecture - TBD • Solution Architecture - TBD • Information Architecture - TBD • Technology Architecture – Wayne Smith (SDC) • Security Architecture – ESO/DAS

Status Highlights

A refined approach for EA has been proposed and accepted. The new approach balances a central, interagency role with agency and project based implementation efforts. Implementation projects, such as HRIS, ODOT-ERP, and Dept of Revenue reorganization, have agreed to take advantage of EA concepts and principle in the implementation of those efforts. The core EA team will refine and make the experiences and products of those efforts available for future EA efforts. We feel this new approach requires changes to our governance structure, including Program Owners, Program Sponsors, and Steering Committee. Over the next month, we will discuss options and implement changes during the fourth quarter 2008. We thank Ben Berry for stepping in as EA champion and leading the redirection.

With a clear path forward, we drafted target milestones for Iteration 2. The milestones (shown in the next section), are based on the following assumptions.

- Dedicated EA staff will be selected and expected to start work on July 1, 2009
- Iteration 2 should take advantage of any opportunity to employ/market EA. That may mean working with individual agencies, coordinating with major initiatives, building a synergistic community of EA practitioners, etc.
- An interagency shared repository and robust tool are required to mature the enterprise architecture program. ClearSpace tools are valuable for exchanging ideas, but will not provide an adequate enterprise repository. A standard modeling notation is required to share models across organizational boundaries.
- Visible and vocal sponsorship from the agency business areas is essential to the success of the program. The program should strive to find business area visionaries to sponsor the program.

An assessment of the maturity of the Enterprise Architecture (EA) program was conducted in the second quarter of 2008. This study was done using a maturity assessment tool created by Gartner and modified for the state of Oregon. There were 19 responses. The overall score for 2006 was 1.5, whereas it was 1.9 for 2008. The maturity of the EA program increased in all categories except Architecture Scope and Authority, which remained the same. It was assumed that successful completion of Iteration-1 of the EA program would lead to a score of 1.8 out of a possible score of 5.0. Based on the 2008 EA program maturity assessment, that metric was achieved. The

average scores were rounded to the nearest whole number and entered into the Gartner Maturity Assessment tool. The report is available on the [EA home page](#).

	Your Answers	Database Average	Industry Average
Architecture Scope	2.25	2.71	2.12
Stakeholder Involvement	1.80	2.42	1.56
Architecture Development	1.60	2.35	1.44
Business Context	2.00	2.30	1.51
Architecture Content	2.00	2.19	1.33
Future State	2.00	2.22	1.35
Architecture Team	2.50	2.00	1.53
Architecture Impact	1.33	1.35	0.95
Final Score	1.94	2.19	1.47

Project Milestones

This section reports progress against milestones. "Target" documents the dates as shown in the approved charter. "Revised" lists dates from the approved program plan (baseline).

Program Management	Target	Revise	Actual
Completed Milestones			
Contract with Gartner signed	Jul 2006		Jul 2006
Core Team/Gartner Kick Off Planning Session	Aug 2006		Aug 2006
Program Charter approved		Nov 2006	Nov 2006
Program Plan approved		Jan 2007	Jan 2007
EA Maturity Assessment #1 completed	Nov 2006	Feb 2007	Feb 2007
EA Program Named	Dec 2006	Jan 2007	Apr 2007
Decision about Iteration-2 and year 2 contract	Jun 2007	Aug 2007	Aug 2007
Iteration 1.5 charter extension approved	May 2007	Jun 2007	Aug 2007
TOGAF Training	Oct 2007		Oct 2007
EA Event for agency leadership	Nov 2007		Nov 2007
Complete POP for EA resources	Dec 2007		Dec 2007
Open EA Collaboration Site	Dec 2007	Mar 2008	Mar 2008
Iteration 2 Milestones			
EA Maturity Assessment #2 completed	Oct 2008		Oct 2008
Complete and publish first EA case study	Dec 2007	Dec 2008	
Revised governance structure in place	Dec 2008		
Conduct First EA practitioners forum	Dec 2007	Jan 2009	
Repository and tool requirements documented	May 2009		
EA job announcements posted	May 2009		
Iteration 3 draft charter ready for final review	Jun 2009		
Architecture Development	Target	Revised	Actual
Completed Milestones			
Develop Common Requirements Vision (i.e. EIRM Strategy)	Dec 2006	Mar 2007	Apr 2007
Define EA Framework	Dec 2006	Feb 2007	June 2007
Refresh Enterprise IRM Strategy	Jan 2007	Feb 2007	Aug 2007
Complete Business Reference Model (Discussion Draft)	Dec 2007	Apr 2008	Apr 2008
Iteration 2 Milestone			
Develop draft Government Excellence performance measures	Feb 2009		
Refine and promote Business Reference Model	Feb 2009		
Refine and promote Technical Reference Model	Dec 2007	Mar 2009	
Refine and promote EA development method	Apr 2009		
Complete Information Reference Model	Dec 2007	TBD	
Complete Security Reference Model	Dec 2007	TBD	
Implementation Projects	Target	Revised	Actual
ERP/EA segment architecture deliverables complete and incorporated in the EA development method	Feb 2009		
HRIS/EA segment architecture deliverables complete and incorporated in the EA development method	Jan 2008		
Dept of Revenue's Transformation Initiative architecture deliverables complete and incorporated in the EA development method	Jun 2008		

Bold indicates updated since last report.

Accomplishments this Period

Tasks Completed

- EA direction refined and presented to CIO-MC and CIOC.
- Initial planning sessions held with HRIS and ERP staff.
- Initial planning sessions held with Dept of Revenue CIO and staff.
- Maturity Assessment #2 – Report completed and published on the collaboration space.
- Iteration-2 milestones, plan, and schedule
- ODOT hired three Willamette University MBA students to work 15 hours/week each on EA activities.

Tasks Worked but Not Completed

- Planning and cooperation between EA and HRIS project.
- Planning and cooperation between EA and ODOT ERP project.
- Planning and cooperation between EA and Dept of Revenue reorganization.

Planned for Next Period (Oct 2008 - Dec 2008)

Tasks To Be Completed

- Complete and published first Government Excellence case study
- Introduce Business Reference Model to stakeholders
- Maturity Assessment #2 – Report published on the EA internet site.
- First draft of Government Excellence performance measures

Tasks To Be Worked On But Not Completed

- Iteration 3 draft charter
- Build EA support in the business community.
- Prepare for first EA practitioners forum
- Continued education and awareness for ABSD and business community
- Government Excellence Architecture tenets: mission and vision
- More Government Excellence case studies
- Common glossary and taxonomy
- Repository and tool requirements
- EA job announcements

- EA development method
- Business Reference Model
- Technical Reference Model
- ERP/EA segment architecture deliverables complete and incorporated in the EA development method
- HRIS/EA segment architecture deliverables complete and incorporated in the EA development method

Open Issues/Concerns

1. The EA team feels that a new governance structure is necessary for Iteration-2. We will bring together interested leaders to help define and establish governance that will lay the foundation for Iteration-3. The new governing body is needed to vet the assumptions about the goals, schedule and approach to Iteration-2.

Program Changes

This section reports deviations from the program charter and other program changes.

Change	Date	Comments
See program milestones in this report.		

Project Team Morale

IS Team Morale	<input type="checkbox"/> Very Positive <input type="checkbox"/> Positive <input checked="" type="checkbox"/> Neutral <input type="checkbox"/> Negative <input type="checkbox"/> Very negative <input type="checkbox"/> N/A
Business Team Morale	<input type="checkbox"/> Very Positive <input type="checkbox"/> Positive <input type="checkbox"/> Neutral <input type="checkbox"/> Negative <input type="checkbox"/> Very negative <input checked="" type="checkbox"/> N/A