



Enterprise Architecture Program Status

November 2006 - January 2007

Project Overview

Program Name	Enterprise Architecture - Iteration 1		
Start Date	11/14/2006	Planned Completion Date	06/30/2007
Program Description	<p>Enterprise Architecture (EA) provides an essential framework, process, and guidelines to put those solutions in place. EA looks at our business from multiple viewpoints.</p> <ul style="list-style-type: none"> • The businesses we are in and the services we provide. • The information needed to deliver business services. • The technology required to manage information and automate services. <p>The goal of the EA program is to delineate the relationships between these elements and make sure they are aligned to produce the desired results. Then models of these aligned elements are developed to guide the implementation of solutions that address needs and deliver value to citizens. Iteration-1 is the first expression of the EA program. Through this effort, we will gain a better understanding of the work ahead and build a foundation for future progress.</p>		

Program Owner	CIO Council
Program Sponsors	Curt Amo and Jeff Marecic
Steering Committee	CIO Management Council
Program Manager	Tim Avilla
Core Team	Tim Avilla, Jack Doyle, Katie Glaser, Scott Riordan, Dennis Wells
Architecture Domain Team	<ul style="list-style-type: none"> • Business Architecture - TBD • Solution Architecture - Aaron Karjala (DHS) • Information Architecture - Sam Ramos (ODOT) and Ed Klimowciz, (DHS) • Technology Architecture - Julie Bozzi (SDC) • Security Architecture - Teresa Masse (DAS)

Status Highlights

The core team has made reasonable progress on the EA program since the charter approval in mid-November, in spite of the holiday time off.

The maturity of assessment of the EA program was completed. Completion of Iteration-1 of the program will result in incremental program maturation and lay the foundation increased program maturity.

We are excited about the prospect of working with the SDC to define the state technical architecture. We think EA can help provide the context, process, and taxonomy for the technical architecture.

The team defined our criteria for an EA framework and has been studying possible candidates. The vision for an "Oregon" EA framework is coming into focus. The concepts illustrated by the framework are critical in communicating the program to others.

The EA program has been using a wiki to facilitate communication on this interagency effort. All team members and our Gartner analyst can contribute and access material. The wiki shows great potential for the EA program and other Communities of Practice.

The team is well aware of the issues facing (see "Issues" below) and will be addressing those in the February-March period.

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 Initiation	Target (Charter)	Revised (Plan)	Actual
Contract 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 completed	Nov 2006	Feb 2007	Feb 2007
EA Program Named	Dec 2006	Jan 2007	
Decision about Iteration-2 and year 2 contract	Jun 2007	Aug 2007	
Architecture Development	Target (Charter)	Revised (Plan)	Actual
Develop Common Requirements Vision	Dec 2006	Mar 2007	
Define EA Framework	Dec 2006	Feb 2007	
Refresh IRM Enterprise IRM Strategy	Jan 2007	Feb 2007	
Complete Top-Level Models	Apr 2007	Jun 2007	
Implementation strategy alternatives complete	May 2007	Jun 2007	

Bold indicates updated since last report.

Accomplishments this Period

Tasks Completed

- Program Charter approved (Nov 2006)
- Established metrics for success criteria (Nov 2006)
- Common Requirements Vision (CRV) workshop held (Dec 2006)
- EA overview provided to Department of Revenue Information Systems Staff (Dec 2006)
- Core team wiki established and growing (Dec 2006)
- Maturity Assessment and report completed (Jan 2007)
- Program Plan approved (Jan 2007)
- EIRMS Strategy refresh approved. This is an EISPD responsibility, but critical to the EA program (Jan 2007)
- Established initial informal agreement with SDC regarding the coordination of EA and state technology architecture (Jan 2007)

Tasks Worked but Not Completed

- Common Requirements Vision document
- EA Framework and process selection
- Communication plan
- EA Principles

Planned for Next Period (Feb-Mar 2007)

Tasks To Be Completed

- Common Requirements Vision document
- EA Framework and process selection
- Communication plan
- Program Name and Branding

Tasks To Be Worked On But Not Completed

- EA Principles

Open Issues/Concerns

1. Lack of dedicated program resources results in a program that is no one's number one priority. While this is marginally acceptable at this stage of the program, it must be addressed if we want to the EA to mature.
2. We are lacking member(s) of the business community to join the EA effort. Fariborz Pakseresht, DHS CAO, provided valuable insights in the Common Requirements Vision workshop, but his other responsibilities are too great. We need a core team resource(s) who can dedicate 4-6 hours a week to EA that has broad experience and knowledge about how agencies establish and manage programs. A management-level business sponsor is also needed.
3. Our Gartner advisor counseled us that more than 90% of EA is communication. Unfortunately, our communication effort is off to a slow start. There are multiple reasons for this situation.
 - Lack of dedicated resources (see issue 1).
 - Framework not identified. One of the main reasons for having a framework is to help communicate the EA process and concepts.
 - Program branding and identity not developed. Research advises establishing a name for an EA program that everyone can embrace. "Enterprise Architecture" is IT-speak and likely to alienate the business community. Naming the effort is critical to spreading the word about the program.
 - Communication plan not documented. We need agreement and documentation around what needs to be communicated, who needs receive communication, and when communication is needed.

Program Changes

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

Change	Date	Comments
Ed Klimowciz will be co-leader of the information domain and Aaron Karjala will lead the solutions domain.	12/19/2006	No impact. Detailed domain work has not started.
Julie Bozzi will replace Dave Howard as technology domain leader and SDC point of contact.	01/12/2007	No impact. Detailed domain work has not started.

Project Team Morale

IS Team Morale	<input type="checkbox"/> Very Positive <input checked="" type="checkbox"/> Positive <input 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