

Enterprise Architecture

Federal Panel ... A Continuation of Last Year's Discussion

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Topics To Be Covered

- **EA – How Do We Define it?**
- Rick Friedman, CMS
- **IAPDs and EA Planning** - Peter Howe, ACF
- **Feasibility Studies and Data Safeguards** - Robin Rushton, ACF
- **Cost Allocations** - Tim O'Connor, FNS
- **Qs & As** - Marq Youngblood, OK

How Do We DEFINE EA ..and Why Bother?

- Enterprise Architecture is:
 - ✓ The practice of applying a comprehensive and rigorous method
 - ✓ To describe a current and/or future structure and behavior for an organization's
 - Processes
 - Information systems
 - Personnel and
 - Organizational sub-units
- The purpose of EA is to ensure investments align with the organization's core goals and strategic direction.

EA -- Just Information Technologies? No Way!!

- Although often associated strictly with information technology,
 - ✓ EA really relates more broadly to the practice of *business optimization*
 - ✓ It addresses *business architecture, performance management, organizational structure and process architecture* in addition to IT.
- As such, enterprise architecture allows
 - ✓ *Traceability from the business strategy down to the underlying technology.*

EA Framework Architectures, Processes and Information

- An enterprise architecture framework describes a series of "current", "intermediate" and "target" reference architectures– in terms of the business, information and technical aspects
- The framework clearly identifies what processes a business performs and detailed information about how those processes are executed.
- The end product is a set of artifacts that describe in varying degrees of detail exactly what and how a business operates and what resources are required

Difference Between EA and Multi-OPDIV/IES APDs

- Question:
How does an Enterprise Architecture APD differ from one for a typical “multi-OPDIV” or Integrated Eligibility Determination system?
- Answer:
- While the requirements and processes are the same, an EA APD should also explain how the State would align technologies across the enterprise with the business’ core purposes to achieve maximum value on behalf of the people being served.

In EA, IT supports the business, rather than being the primary driver

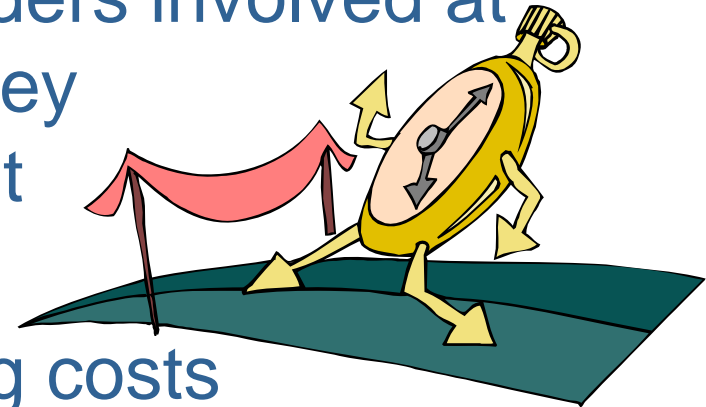
IAPD – unique EA features

- For EA projects – copy of Feasibility Study and Analysis of Alternatives, not just summary
- Organizational chart depicting where EA project falls within Department/State
- Cost allocation – detail to determine allocation among benefiting programs
- Budget – separate breakout by Program to facilitate Federal approval process
- Statement of Needs & Objectives – include summary of interfaces built as part of EA project



Planning for an EA Project

- Get all potential stakeholders involved at the beginning ...even if they aren't yet ready to commit funding at the outset
- Cost allocate the planning costs
- Develop an agreed upon governance process for allocating future costs for both operations and future enhancements
- Demonstrate how there is value from each of the stake holder's perspective





Enterprise Architecture: Feasibility Study

- Analysis of alternatives
- Cost benefit analysis
- Resources at ACF website



Feasibility Study Basics

- Document and evaluate at least two unique alternatives in addition to status quo
- Analyze alternatives in manner that Federal staff can repeat process with same results
- Evaluate criteria in manner similar to competitive procurement – Set criteria early, keep objective

Transfer Required?

- No, transfer is no longer mandated
- But States must consider transfer- document it
- Transfer alternative doesn't have to be one of the 3 alternatives analyzed in depth
- Survey other states Human Service systems



Can I Specify Operating Hardware, Software and Services in EA?

- Evaluate the various technical architectures as part of requirements and gap analysis in Feasibility Study
- Document the analysis – Not just State or CIO policy
- Avoid overly-defined specifications

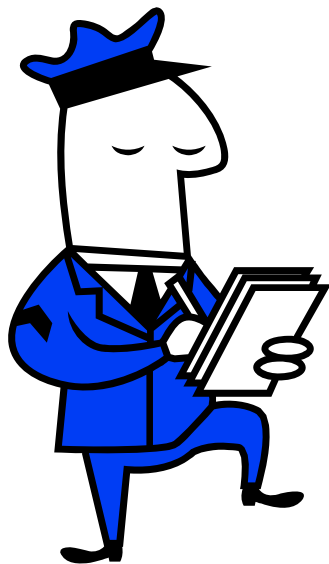




Commercial Off-the-Shelf Software (COTS)

- States are encouraged to consider COTS alternatives
- Avoid a generic description
- Each COTS solutions has strengths and weaknesses
- Look at variety of COTS solutions, not just one

COTS and 45 CFR 95.617



- For proprietary software to meet the exemption requirement
 - ✓ *Available at catalog or market prices*
 - ✓ *Not developed specifically for human service programs*
 - ✓ *Licensing can't limit open and free competition in its acquisition or use*

Data Safeguarding



- EA integrated systems must ensure that data is limited to authorized persons for authorized purposes
- OCSE NPRM on Data Safeguarding
 - ✓ Authorized person for authorized purposes
 - ✓ Personal identifiers
 - ✓ Proposal to allow independent verification



Cost Allocation

UNDER CONSTRUCTION



Cost Allocation

- Planning is simpler than development
- Benefiting Program
- III of CAMS Toolkit



Cost Allocation -

Alternative Approaches

- Buy - In Approach
- Phase – In Approach