Executive Perspectives on Managing EA for Results

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US Government (Legislative + Executive + Judiciary Branches)

Department	Creation	Order of succession	2007 Budget (Billions of dollars)	Employees (2007)
State	1789	1	9.96	30,266
Treasury	1789	2	11.10	115,897
Defense	1947	3	439.30	3,000,000
Justice	1870	4	23.40	112,557
Interior	1849	5	10.70	71,436
Indian Affairs			2.13 (~20% DOI)	10, 000 (~14% DOI)
Agriculture	1889	6	77.60	109,832
Commerce	1903	7	6.20	36,000
Labor	1913	8	59.70	17,347
Health and Human Services	1953	9	543.20	67,000
Housing and Urban Development	1965	10	46.20	10,600
Transportation	1966	11	58.00	58,622
Energy	1977	12	21.50	116,100
Education	1979	13	62.80	4,487
Veterans Affairs	1989	4	73.20	235,000
Homeland Security	2002	15	44.6	208,000
Total budget (fiscal year 2007):			1,523.42	4,193,144

US GDP:
$13.86 trillion (2007 est.)
~ $ 2.7 Trillion (US Gov't)

Area:
Total: 9,826,630 sq km
land: 9,161,923 sq km
water: 664,707 sq km

Land use:
arable land: 18.01%
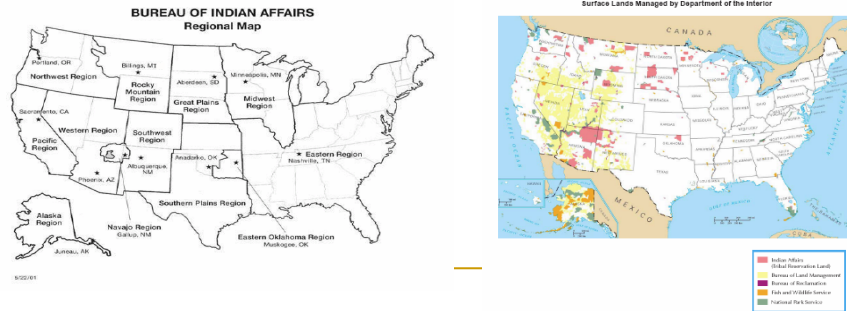*permanent crops:* 0.21%
other: 81.78% (2005)

Irrigated land:
223,850 sq km (2003)

US Population:

303,824,646 (July 2008 est)
White 81.7%
Black 12.9%
Asian 4.2%
Amerindian and Alaska native 1%, Native Hawaiian and other Pacific islander 0.2% (2003 est.)

Source:

Wikipedia
CIA World Factbook
(Internet)

US Land Map

- DOI manages **500** million acres of surface land (~one-fifth of the land in US)

- **66.1** million acres managed by the <u>Bureau of Indian Affairs</u>) - DOI is trustee for about **66.1** million acres of land that belong to Indian tribes and individuals
  - ➤ 46 million acres of which are managed by tribal governments
  - ➤ Remaining 10 million acres are owned by individual Indians

An Overview of Indian Affairs

#	Unit	Description
309	Acres (thousands)	Amount of Federally-owned land for which BIA is responsible
44.5	Dollars (millions)	BIA's Total Annual Budget
1,174	Buildings	Number of BIA office buildings (DOI Asset Code: 35100000)
104	Miles	Miles of northern borderland administered by BIA
90	Miles	Miles of southern borderland administered by BIA
926	Bridges	Number of Bridges maintained by BIA (DOI asset codes: 400760000, 40760300)
5,842	Buildings	Number of Buildings maintained by BIA (DOI Asset Code: 3500000)
63	Buildings	Public Safety and Justice Buildings
26	Colleges	Tribally controlled colleges
45	Commissioners	Number of BIA Commissioners
127	Dams	Number of Dams maintained by BIA (DOI Asset Code: 40160300)
1,627	Buildings	Number of Education Buildings maintained by BIA (DOI Asset Code: 35230000)
9,707	Employees	Number of BIA Employees
1.74	American Indians and Alaska Natives (millions)	Number of American Indians and Alaska Natives who are eligible for Federal services
4,391	Firefighters	Number of BIA Firefighters
2,979	Family Housing Units	Number of Employee/Family Housing Units maintained by BIA (DOI Asset Codes: 35300000, 35310100)

Source:
www.doi.gov

An Overview of Indian Affairs

#	Unit	Description
9.8	Acres (millions)	Number of acres of individually-owned land for which BIA is responsible
16.2	Acres (millions)	Size of largest reservation (Navajo Reservation is the largest to include Arizona, New Mexico and Utah) in the U.S.
66.1	Acres (millions)	Total number of acres of BIA-managed land
584	Law Enforcement Personnel	Number of BIA Law Enforcement Personnel
83	Percent Employees	Percent of BIA employees who are American Indian and Alaska Native
27,038	Miles	Miles of Roads maintained by BIA (DOI Asset Code: 40760100)
184	Elementary and Secondary Schools	Number of Elementary and Secondary Schools maintained by BIA (DOI Asset Codes: 3523400, 35230500, 35230600)
25.3	square feet (millions)	Amount of building space managed by BIA (DOI Asset Code: 35000000)
34	States	Number of U.S. contiguous states (and Alaska) where Indian Tribes are located
46,000	Students	Number of Students served by BIA (approximately)
42.9	Acres (millions)	Amount of Tribally-owned land for which BIA is responsible
562	Tribes and Villages	Number of sovereign and Federally recognized tribes and Alaska villages
229	Village Groups	Number of Alaska Village Groups served by BIA

Source:
www.doi.gov

4/24/2008

Clinger-Cohen Act 1996

- **12 Core Competencies**

- **Organize for Performance Management**

- **Achieve Mission Outcomes**

- **Excellence in Government and IT**

Policy
Acquisition
Strategic Planning
Leadership
Performance & Results-Based Management
E-Government/ E-Business
CIO
Capital Planning and Investment
Security and Information Assurance
Process Improvement
Architecture and Infrastructure
Project Management
Technology Assessment

What is <u>Enterprise Architecture</u> ?

Enterprise architecture is a <u>structured planning discipline</u> where architecture practitioners <u>facilitate planning and implementation of change</u> within given architectural segment(s) for their Customers' Organizations or Enterprise to deliver <u>results</u>
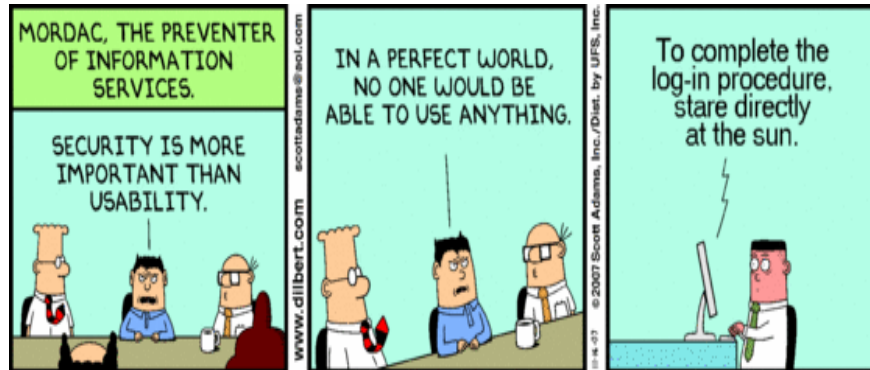
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Enterprise Architecture – Door #1?
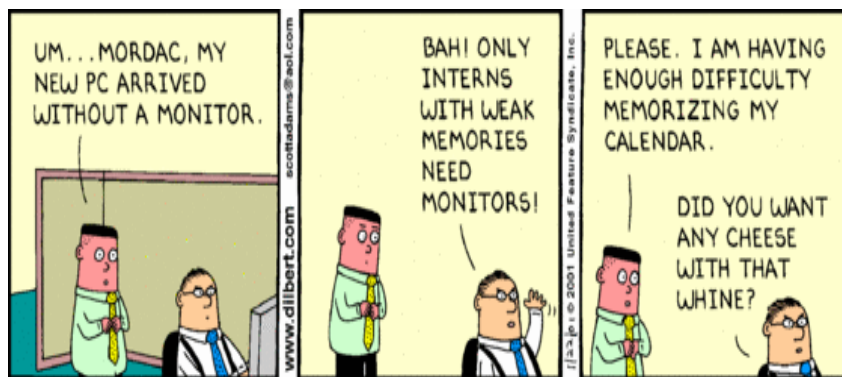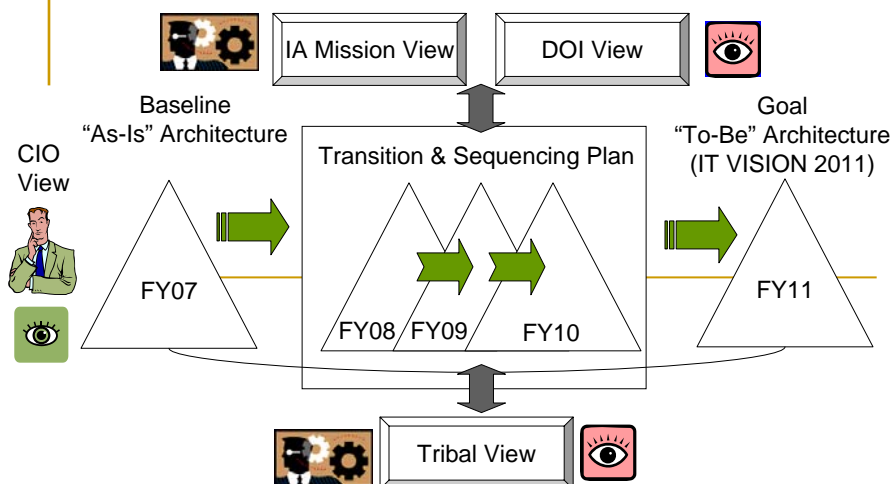

<u>Source</u>: DILBERT by Scott Adams
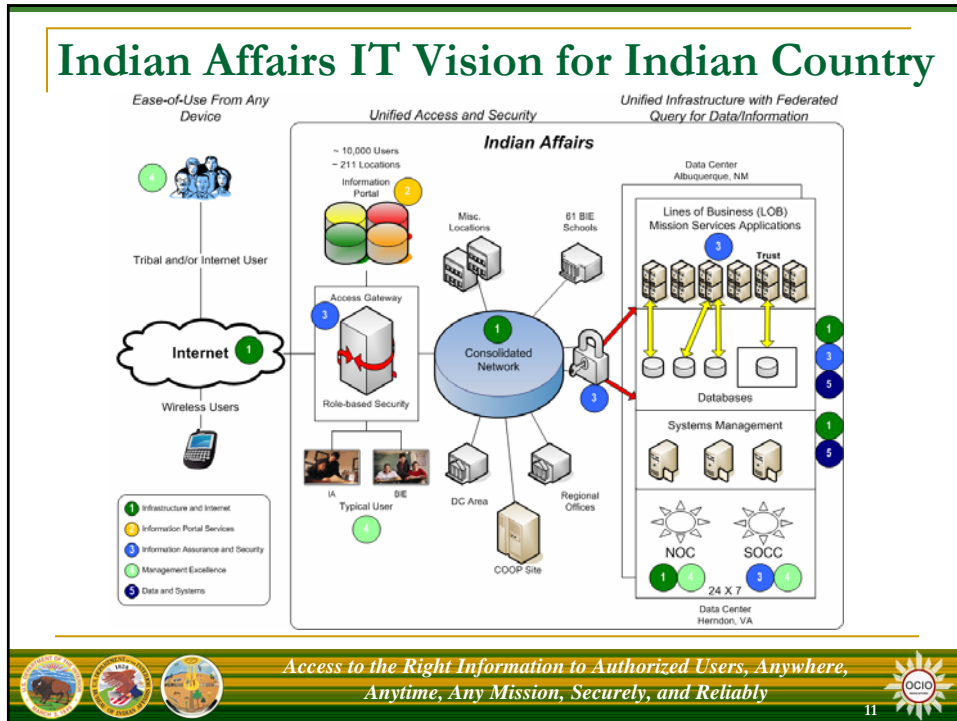
Enterprise Architecture – Door #2?

Source: DILBERT by Scott Adams

Enterprise Architecture – Our View

Indian Affairs IT Vision for Indian Country

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To Educate, two things:

■ **Communicate** These:

   ■ **EA is about Business Transformation to Improve Performance**

   ■ **EA is a Service Delivered to Business**

■ **Show Results** already obtained from your own success or others' EA success

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DOI EA Level 5 Methodology Tenet(s)

- **Architects can more effectively engage one another when they are using the <u>same methodology</u>.**

- **Government architects can more effectively communicate expectations when a robust, <u>standard methodology</u> is government property.**

- **Contracted architects can be expected to work more closely together when they use the same <u>non-proprietary methodology</u>.**

- **Solution architects, developers, and procurement specialists can tailor their process to the <u>standard planning methodology</u>.**

- **Training of architecture practitioners can be standardized around the <u>standard methodology</u>.**

- **The EA community of practice can innovate more quickly and significantly when working from the same <u>standard methodology</u>.**

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"Project That"

Recommendation Implementation Overview Visual

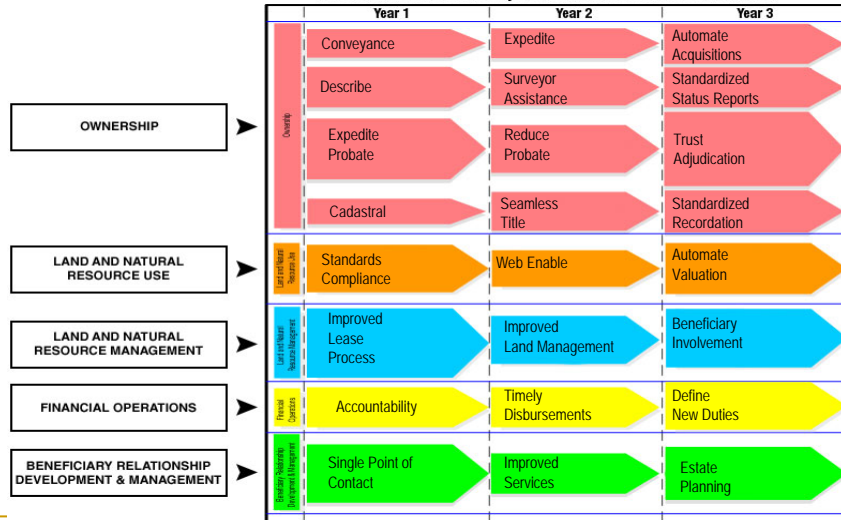|	Year 1	Year 2	Year 3
OWNERSHIP (Ownership)	Conveyance	Expedite	Automate Acquisitions
	Describe	Surveyor Assistance	Standardized Status Reports
	Expedite Probate	Reduce Probate	Trust Adjudication
	Cadastral	Seamless Title	Standardized Recordation
LAND AND NATURAL RESOURCE USE (Land and Natural Resource Use)	Standards Compliance	Web Enable	Automate Valuation
LAND AND NATURAL RESOURCE MANAGEMENT (Land and Natural Resource Management)	Improved Lease Process	Improved Land Management	Beneficiary Involvement
FINANCIAL OPERATIONS (Financial Operations)	Accountability	Timely Disbursements	Define New Duties
BENEFICIARY RELATIONSHIP DEVELOPMENT & MANAGEMENT (Beneficiary Relationship Development & Management)	Single Point of Contact	Improved Services	Estate Planning

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EA Value – Return on Investment

- Ratio of Cost Avoidance and Cost Saving to BIA FY06 IT budget 13.7%
- 30 mission application systems decreased to 18; savings from retiring systems have been redirected to aid establishment of a call center
- Elimination of backlog in the Probate area of Trust over 42,000 cases
- 100 networks has been consolidated into one network.
- Print and file servers has been reduced from 240 to180.
- New opportunities, after reconnect to internet, such as a One-Stop Resource to promote Native American businesses, tribes, national/local businesses, and inform the general public on Native American industry, culture, and trends

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EA Value: Internet Reconnect Project

Key Achievements	Vision Components
•Improved infrastructure in preparation for internet reconnection	Infrastructure & Internet
•Initiated the planning and architecture to upgrade circuits and increase bandwidth ✓12 Regional offices from 4.5MB to 18MB ✓agencies from 1.5MB to 3MB	
•Planned for implementation of 16 security suite of tools for securing TrustNet , 24X7 support in the NOCC and SOCC, and 427 switches.	Information Assurance & Security
•Continued to improve security of Trust Data and general IT systems	
•Enabled better management of highway maintenance funds with the use of the Integrated Transportation Information Management System (ITIMS)	Management Excellence Data & Systems

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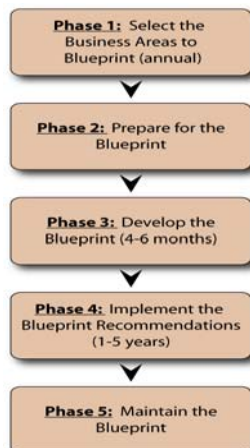
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Value of using EA for Strategic Planning and Implementation:
Ability and Confidence Factor to set High but Obtainable Goals

- Fact-based Recommendations: Cost Avoidance, Re-Purposing of financial resources, customer reinvestment benefits
- Business Transformation Activities: Business Process Reengineering and Data Standardization
- O&M Funding Strategy for smaller recommendations
- Major Investment Requests for large recommendations
- Defined Solution Architecture
- Thorough Implementation Planning, improved communication
- MBT steps and output is mapped to PART and OMB Exhibit 300
- OCIO functions maturely versus by personality
- GPRA improvements, improved Customer Satisfaction ratings

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Good Practice: To build a successful enterprise architecture, the architect must play many roles.

Phase 1: Select the Business Areas to Blueprint (annual)

Phase 2: Prepare for the Blueprint

Phase 3: Develop the Blueprint (4-6 months)

Phase 4: Implement the Blueprint Recommendations (1-5 years)

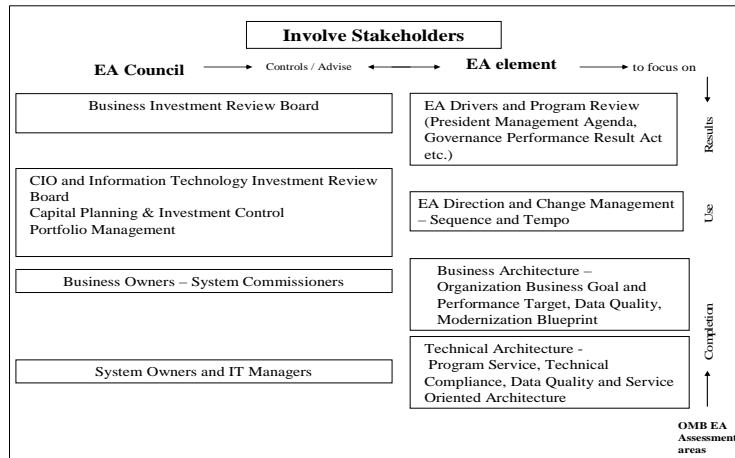**Phase 5:** Maintain the Blueprint

- **<u>Roles of the EA Practitioner</u>**
  - Information Gatherer
  - Facilitator
  - Idea Generator/Analyst
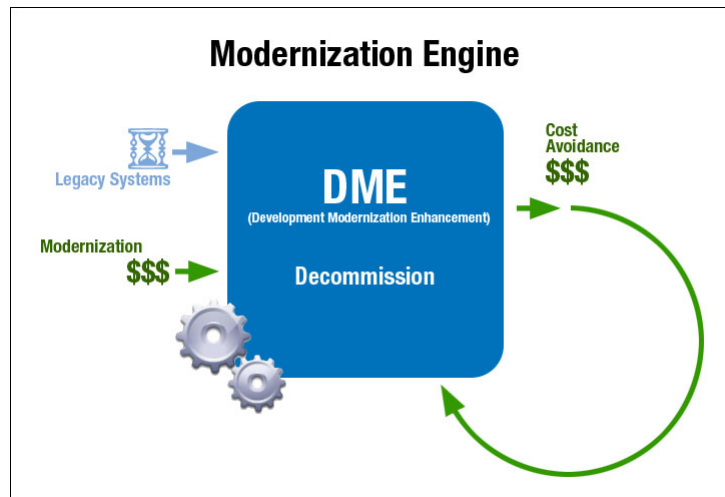 - Politician
  - Coordinator
  - Marketer/Salesperson

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Good Practice: Inclusive, Business Driven IT Governance

Involve Stakeholders

EA Council → Controls / Advise ← → **EA element** → to focus on

EA Council	EA element	focus
Business Investment Review Board	EA Drivers and Program Review (President Management Agenda, Governance Performance Result Act etc.)	Results
CIO and Information Technology Investment Review Board / Capital Planning & Investment Control / Portfolio Management	EA Direction and Change Management – Sequence and Tempo	Use
Business Owners – System Commissioners	Business Architecture – Organization Business Goal and Performance Target, Data Quality, Modernization Blueprint	Completion
System Owners and IT Managers	Technical Architecture - Program Service, Technical Compliance, Data Quality and Service Oriented Architecture	

OMB EA Assessment areas

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Good Practice: Show Reinvestment

Modernization Engine

Legacy Systems → DME (Development Modernization Enhancement) Decommission → Cost Avoidance $$$

Modernization $$$

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Bad Practice, and what to ask instead:

Only asking "architecture" questions – this gives you architecture, it does not guarantee value.

Instead, must ask: "What keeps you awake at night?" and "what about your work life hurts?"

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