



# Building **Better** Government *through* Enterprise Architecture

Effectively Engage IT Resources and  
Government Business Processes  
To Deliver Effective and Efficient  
Government Programs

*Achieving optimal return on investments in  
business process improvement and  
information technology investments by linking  
investment decisions to citizen outcomes:*

- Integrated Justice ▪
- Healthcare ▪
- Education ▪
- Public Safety ▪
- Intelligence ▪
- Transportation ▪
- Environmental Protection ▪
- Economic Development ▪
- Energy ▪



State government is becoming increasingly more complex. Policy makers are facing significant challenges ranging from global economics to rising citizen expectations to ongoing fiscal crisis. How can today's policy maker manage the complexity of state government in today's world? The answer is the *discipline of enterprise architecture*.

Enterprise Architecture is the management discipline for designing government processes and technology investments for success.

NASCIO defines enterprise architecture as follows: *Enterprise Architecture is a management engineering discipline that presents a holistic, comprehensive view of the enterprise including strategic planning, organization, relationships, business process, information, and operations.*

*The organization must be viewed as fluid—changing over time as necessary based on the environment and management's response to that environment.*

## Benefits

The benefits of agility through utilizing Enterprise Architecture for overall support of your directions include:

- Better investment management
- More effective execution
- Integrated program management
- Alignment of resources to the needs of government
- Government responsiveness to change
- Reduction in unnecessary redundancy
- Higher return on assets
- Effective resource deployment

## Interoperability Across Government

Adding to the new complexity of government is the emphasis on *Inter-governmental Operability*: Federal to State to Local jurisdictions, and across Government Lines of Business.

There is the need for an approach for managing

- a "networked government"
- cross agency collaboration
- cross jurisdictional information sharing
- integrated government processes

## How Is This Accomplished?

Enterprise Architecture provides a high level blueprint and the necessary organization and workflow for leading and managing the government enterprise.

The **Enterprise Architecture Blueprint** includes:

- Enterprise investment management tools encompassing all aspects of government and driving effective IT investments that are *aligned* with government's business needs and citizen expectations.

The process begins with identifying:

- **Trends** in the environment
- **Impacts** of these trends on state government
- Planned **response** to these impacts

## Proper Leverage

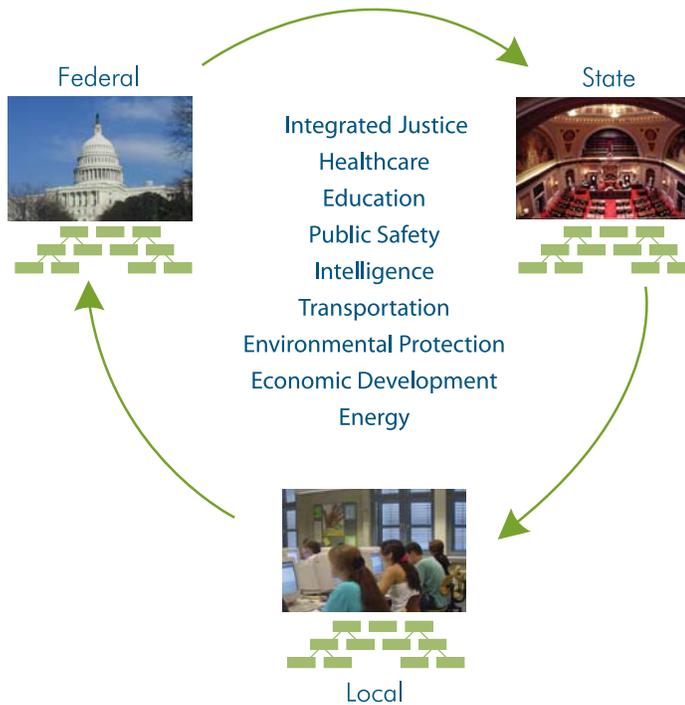
Every government enterprise has an Enterprise Architecture. The business of government cannot be done without it.

In order to take full advantage of enterprise architecture, you need to ask....

- Is it documented?
- Is it actionable?
- Is it maintained to be current and relevant?
- Is there a decision-making process in place to ensure it remains in alignment with the priorities of state government?
- Does it justify government process and technology investments in terms of measurable outcomes that are recognized by citizens as valuable?
- Are we following an enterprise architecture approach in understanding and solving our problems and meeting our challenges?



## Achieved Through Inter-Enterprise Architectures



**Enterprise Architecture—**  
*Achieving interoperability across all levels of government and lines of business*

### Managing Change

With the characteristic speed of change in today's world, state government requires clarity and organizational understanding of processes and services that can span organizational boundaries, enabling agility through:

- Governance
- Optimized Government Processes
- Standardization
- Empowered Personnel
- Collaborative Information Sharing
- Security

Enterprise Architecture enables all levels of government to focus on the effectiveness and efficiency of government and recommend positive change.

Enterprise Architecture ensures effective performance at all levels.

- Cost reduction is achieved through more effective investments.
- Service is improved because citizen needs drive investments.

### Real Results

#### Return on Investment in Technology (North Carolina)

- Enterprise eCommerce Common Payment Service - Cost Avoidance - \$200,000 savings per year
- Enterprise Identity Management and Access Service - Cost Avoidance - Estimated Net Savings: \$19.8 MM
- Enterprise Electronic Mail Service - Cost Avoidance It can be estimated that, if all state agency users were to utilize the central service, the state could save between \$150,000 and \$200,000 per year.

These are only a few of the many examples of how an enterprise approach to technology can realize the following:

- increased efficiencies,
- enhanced accountability, and
- improved use of investments

North Carolina has saved many millions



of dollars through the implementation of an enterprise architecture program.

### Return on Investment in Technology (Illinois)

- The IT budget was reduced from ~\$660M in 2003 to \$550M in 2004, and projected 2006 at ~\$510M.

These sustaining cost reductions are made possible, assuming steady-state operation, by utilizing information from the Enterprise Architecture to consolidate products.

Consultants employed for IT Rationalization were also directed by the CIO to utilize the Enterprise Architecture framework.

The net result is Illinois has redirected what could have been sunk cost into a process that has already driven over \$100M out of the State of Illinois IT budget.

### Enterprise Architecture Approach (Pennsylvania)

Enterprise Architecture (EA) was formally introduced to the Commonwealth of Pennsylvania in late 2003. Previously the Commonwealth had centralized several key architecture components:

- E-mail,
- telecom services,
- desktop operating system,
- PCs and
- the state Enterprise Resource Planning System.

It is upon this infrastructure that Enterprise Architecture initiatives were built and with this foundation established a collaborative approach to Enterprise Architecture governance and standards.

Project Saving attributable to employing an Enterprise Architecture discipline:

- Year 2 - \$8.8 MM
- Year 3 - \$18.5 MM
- Year 4 - \$18.5 MM
- Year 5 - \$18.5 MM

### Department of Revenue (Louisiana)

The DELTA Project, which stands for Defining Excellence in Louisiana Tax Administration, is a comprehensive project that was developed to totally revamp the Enterprise Architecture, and to completely reengineer Tax Administration in Louisiana.

Taxpayers, the State of Louisiana, agency employees and the tax agency have all reaped benefits as a result of the DELTA Project.

- Taxpayers: More taxpayer convenience including electronic services; a more responsive agency; fairer application of the law
- State of Louisiana: Increased revenues; faster distribution of revenues; improved cash flow
- Employees: Comprehensive views of taxpayers' accounts; better work tools; reduced training time
- Agency Performance: Agency-Improved efficiency; better monitoring of workload; best practices; latest technology

(NASCIO facilitates states learning from states. This objective is partially fulfilled through NASCIO's library of best practices: [www.nascio.org/awards](http://www.nascio.org/awards) )

### To Learn More...

Contact your State Chief Information Officer or Enterprise Architect for a discussion on how you can leverage Enterprise Architecture to transform government for the 21st Century.

### Resources:

- NASCIO Video Library
- NASCIO Toolkit
- Research Briefs
- [www.nascio.org/committees/EA/](http://www.nascio.org/committees/EA/)



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