

FMS Enterprise Architecture:
Linking Business and IT Strategy to
Drive Agency Performance

14th Annual Government Financial
Management Conference

August 12, 2004

AGENDA

History of EA Project

FMS Enterprise Architecture
Business context
Target IT architecture
Governance process and tools

Project Status

In July of 2003 , FMS embarked on a study to produce an Enterprise Architecture for it's business and IT needs.

Contracted with Mitre and McKinsey to review the current or “As is” architecture and to come up with a proposed end state design and implementation plan.

Project was divided into several phases and included extensive interviews with all of FMS IT business partners.

Project team has delivered it's final report and recommendations to the FMS Executive Board and is executing the Implementation Plan.

Background

In the past, FMS did not deal with accounting services customers in a holistic approach.

We tended to deal with our customers from a business line approach.

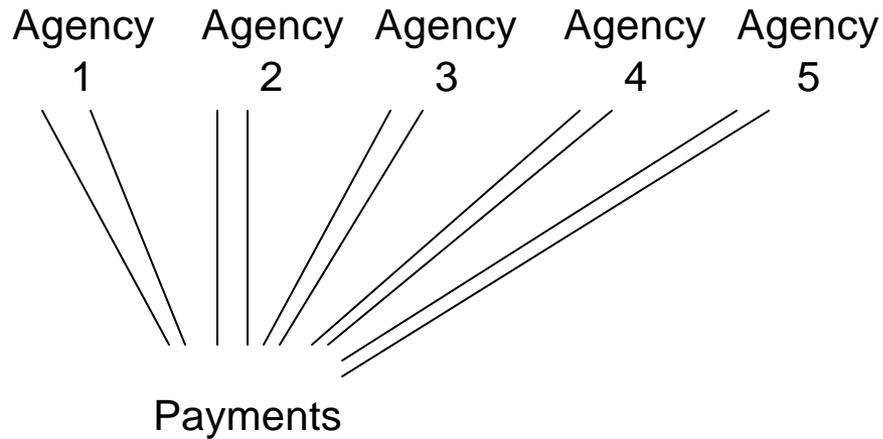
When a particular business needed data they would build their system and form a separate interface with the agencies. This “stovepipe” development process occurred throughout FMS not just in accounting.

Over time this has grown to the point of a very complex interconnected process.

Examples of Connections

One Business Application

< < < Over 1,000 agency locations > > >

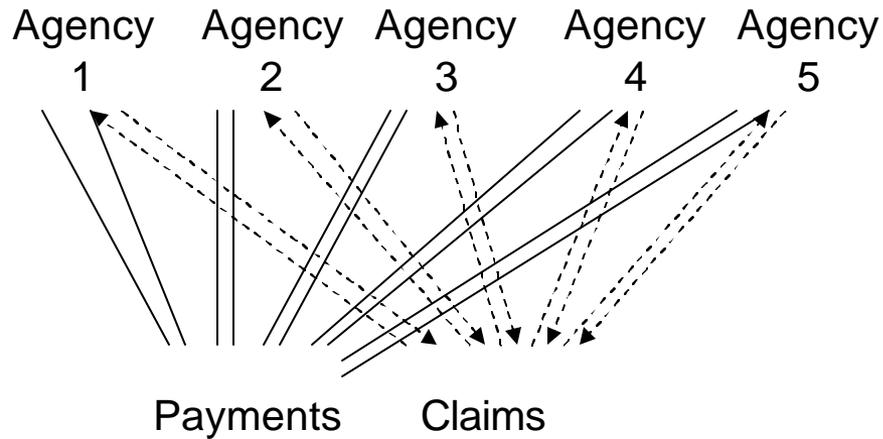


FMS

Examples of Connections

Add Another Business Application

< < < Over 1,000 agency locations > > >

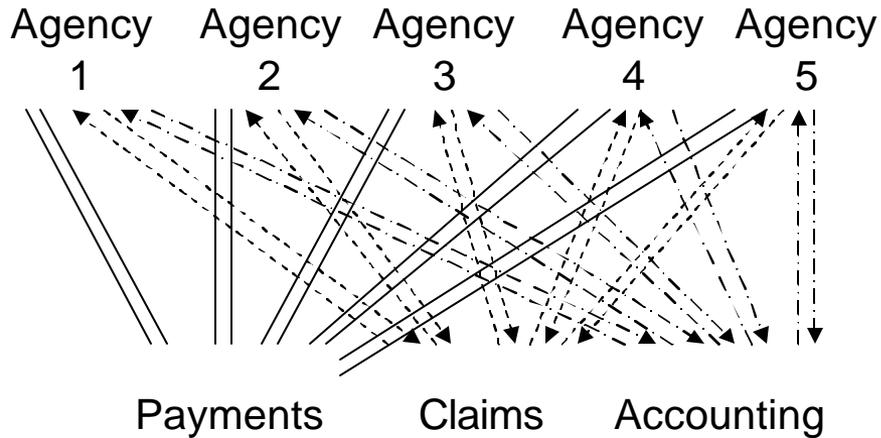


FMS

Examples of Connections

Add A Third Business Application

< < < Over 1,000 agency locations > > >



FMS

Data Issues

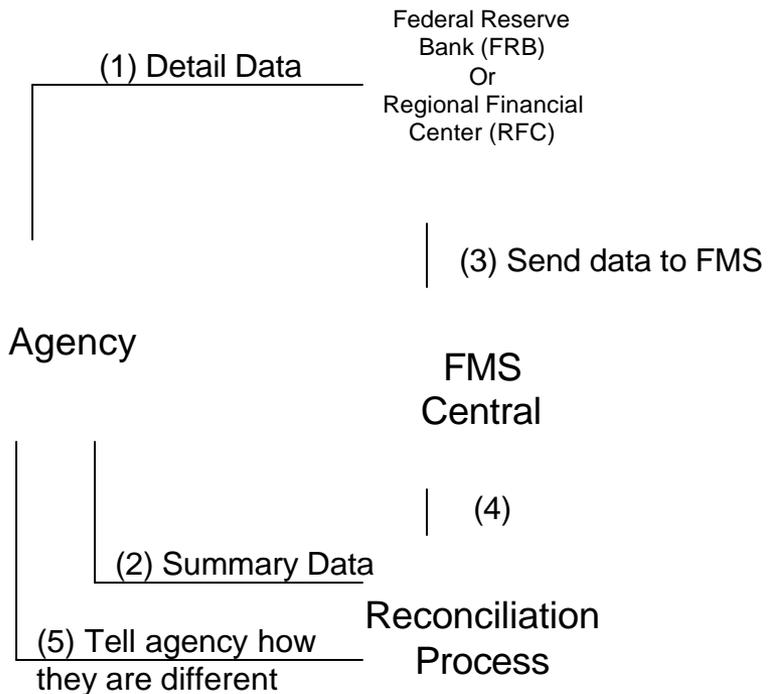
The data in the interfaces is often repetitive data.

For instance, the data captured for the payments, collection, or intergovernmental systems is essentially the same data needed for the accounting system except for a couple more pieces of information.

Instead of adjusting those systems to capture the data, a whole new system was built to have the agencies send the same information again, but to add another piece of data.

Accounting / Reconciling

If that wasn't bad enough, we then decided that the agencies should essentially send the accounting information through two different routes so we could spend 30 years looking to see if the agencies could send the data through two routes, one detail and one summary and get the amounts to agree.



Resources Doing This

Agencies:

Two people per agency,
1,000 agencies 2,000

Central Office:

People capturing &
Reconciling 80

Total FTE 2,080

X Average
Salary & Benefits

\$60,000

Annual Cost to the
Government

\$124,800,000

Technology

The same problems of unplanned growth in terms of interfaces, data and systems, also is apparent with technology.

It seems like every new piece of technology or software that came out, we had to use.

Now we have mission critical systems running on technology that is no longer supported by the vendor. In some cases the vendor went out of business long ago.

We have begun to take stock of our current situation and we feel the solution is to develop an Enterprise Architecture.

With an Enterprise Architecture we feel we can lay a foundation of where we are and where we need to go, along with a transition plan for how to get there.

This plan would address all the key areas such as business processes, data, interfaces and technology.

“So how does this relate to FMS ..?”

FMS, as we have discussed, has built systems in a “stovepipe” culture to support specific business needs. Although successful in meeting the current needs at the time, they did not conform to an overall plan or “architecture”. The result is large and expensive environment that is difficult to maintain and enhance. This problem is not unique to FMS.

An analogy may be drawn between this and the famous “Winchester House” in San Jose, Ca.

The Winchester House was an eight room farmhouse that became a 160+ room, 40 bedroom mansion with 2,000 doors and 10,000 windows, a house so large it takes 20,000 gallons of paint to cover it.

Enterprise Architecture and the Winchester House Syndrome

It began in 1884 when Sarah Winchester, widow of William Wirt Winchester the heir to the Winchester Rifle fortune, after having lost her infant child and husband in separate incidents, was convinced by psychics that she needed to build a house to appease the dead spirits of those who had been killed by the inventor's rifles.

For the next 38 years she had construction crews working 7X24, 365 days a year. She would commune nightly with the spirits and present the plans to the builders each day.

The house became a patchwork of finished, unfinished, and half finished rooms. Closet doors open into walls. Stairways lead to the ceiling. There is skylight in the floor.

At her death in 1922 the house had grown to 7 stories and construction stopped instantly. She had gone through most of the inheritance and the house was sold as an attraction.

Enterprise Architecture and the Winchester House Syndrome

FMS and other entities have infrastructures that have evolved like the Winchester House. Although functional, (it met the requirement of being able to live in it), and innovative, (it had a number of patented inventions like the basin sink), it had no overall architecture blueprint to meet it's goal.

As a result there was a great deal of waste and areas that are not usable.

Much the same way, systems here at FMS support specific business needs but are wasteful and not useful to other business areas.

In some cases they have been perpetuated without a plan to end or rebuild based on new requirements. New modules are added or features enhanced without a long range vision.

FMS "Winchester House"

Interfaces	Web-based (HTML, XML) 3270 Passport CQ	Windows X-Windows Java GUI Web FOCUS	CITRIX
Languages	Java Javascript C/C++ PowerBuild VisualInter	SQL FOCUS COBOL RPG3	VB IDEAL REXX SAS QFM EASYTRIEVE ADSO ASP PL/SQL DELPHI
Middleware/tools	EDA Web FOCUS COLD FUSION REPORT CASTER	CITRIX BEA WEBLOGIC IIS/ASP JMS & MQ VALICERT/WL	iPLANET/ SunOne J2EE/JSP Websyidian JDBC ODBC Websphere CICS
Database Systems	Sybase 11 & 12. x Oracle DB2 SQL SERVER 7 & 2000	Informix IDMS IMS VSAM	DATA COM FLAT FILES
Security	ACF2 Top Secret UserID/Password	Digital Cert Smartcard	SecurID PKI - ENTRUST
Operating system	Win 2000, Win NT 4.0 Solaris 2.6, 2.8, 5.6, 8 Linux AIX	HP-UX HP VIRTUAL VAULT	VMS MVS, OS/390, Z/OS OS/400
Hardware platform	PC Sun RISC 6000 Smart Cards	IBM Mainframe AS/400 HP CISCOSwitches/Routers/ Firewalls	

Key implications of technology proliferation

- Lack economies of scale
- Inefficient use of staff
- Inefficient use of capacity
- Customer alienation due to complex, inconsistent user interfaces
- Complex integration
- Development risk due to unfamiliarity with technology
- Duplicate management of user ID's and privileges
- Security vulnerabilities
- Increased training burden
- Hosting inflexibility
- Inhibits effective disaster recovery, back-up capability

“How can Enterprise Architecture fix this ?”

Enterprise Architecture is as much a culture as it is a process. By taking the time to define the business models, (the foundation for the EA), other models can be used to build supporting components for information, data, and finally technical architecture.

Once in place, a governance process is installed to continually update and evolve the architecture based on the changing business needs, thus controlling the management of the environment. This will also speed up implementation of new business requirements as they arise.

Additional benefits for a structured EA at FMS will be more time for developing new functionality and less on maintenance. It will also reduce costs by retiring systems and providing overall better responsiveness to business areas.

But without recognizing this need, FMS will continually be enhancing it's own “Winchester House” and will eventually outpace it's ability to support itself. We will no longer have the ability to carry the weight.

Enterprise Architecture will give us a clear vision of where we need to go in terms of business processes, data, interfaces and technology.

How Will Enterprise Architecture Help Agencies?

The need for multiple ID's and passwords will be eliminated with a Single Sign On approach to FMS platforms. This will simplify access and make it easier to deal with us.

Portal technology will be introduced to provide a single view to all of FMS. Again the simplification and ease of access to FMS platforms helps both the end user agency and FMS. We will have a method to easily add, subtract or modify our applications without disruption to you.

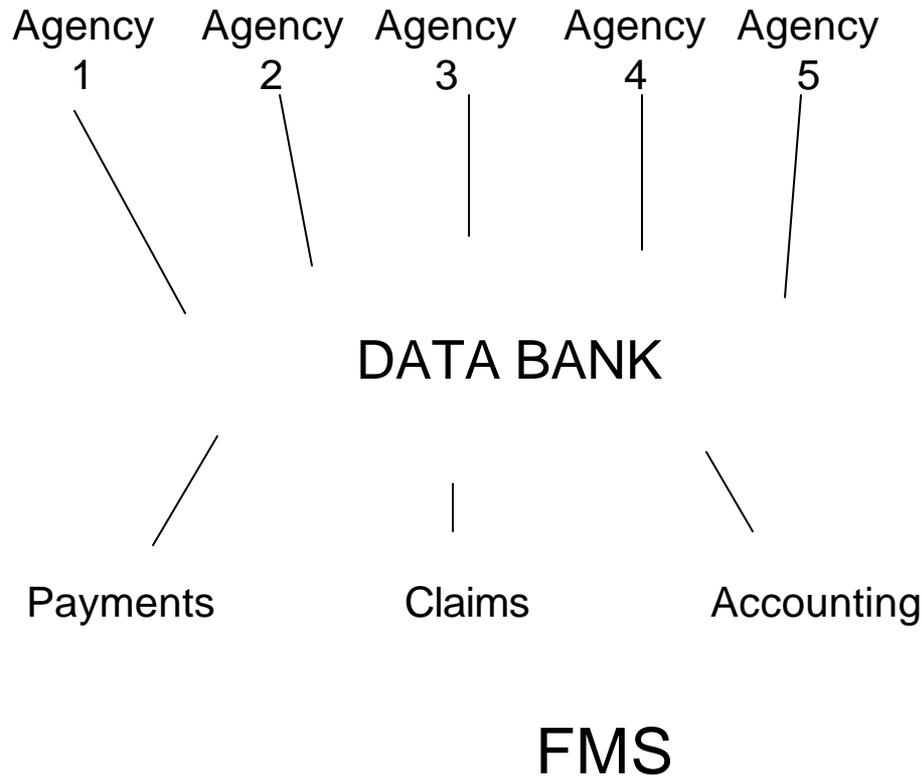
Multiple collection points of repetitive data will be eliminated thus freeing up agency personnel time for their own work.

By creating an FMS Data Mart of consolidated data, the opportunity exists to share information across a wide range of agency interests with relative ease.

Possible Future View of Interfaces

Under an Enterprise Architecture Approach

< < < Over 1,000 agencies > > >



Where we are today

A plan has been developed to implement Enterprise Architecture over the next 3 years.

Several key projects are being re-evaluated to conform to the Enterprise Architecture plan.

A project will be selected as a pilot for testing the new governance process.

A governance design has been adopted and changes will be made within IR to support the new process and to assist in facilitating a “consultant” attitude towards it’s business partners.

A communication plan to educate and assist all of FMS and it’s clients has been developed.

AGENDA

History of EA Project

FMS Enterprise Architecture

Business context

Target IT architecture

Governance process and tools

COMPREHENSIVE APPROACH TO DESIGNING AND IMPLEMENTING EA

Phase I:

Building blocks for IT architecture

- 1 FMS business strategy
 - Enterprise level strategy
 - Business line level strategy
- 2 Best practice IT architecture design principles

Phase II:

Target IT architecture and roadmap

Implementation plan

Target IT architecture

Target IT architecture for FMS enterprise and each business Line

Interface architecture
Application architecture
Data architecture

Phase III:

IT Architecture governance and underlying technical standards

Governance process and supporting roles and tools

SUMMARY OF FMS BUSINESS MODEL RECOMMENDATIONS

Recommendations impacting EA

Enterprise Level	Establish two primary contact points for FMS stakeholders: one centered around accounting and transaction processing and one around debt management
Business Lines	
GWA	“Sunset” adjusted trial balances (ATB) once cross-walk process established and proven Prioritize the linking of underlying payments and collections data to cash accounting statements Work with OMB to implement integrated intergovernmental transaction reporting and elimination process
Payments	Standardize payment process and reduce costs associated with agency-specific systems Automate computer and control clerk activities
Claims	Automate manual steps in claims process Consolidate check and EFT claim operations
Collections	Move towards one system per channel (e.g., web), and per transaction type (e.g., ACH) Separate out support of collections systems from development
Debt	Manage debt cases in a fully integrated manner Restructure debtor inquiry support to reduce costs and improve service

THE FMS ENTERPRISE CONSISTS OF THREE GROUPS OF BUSINESS PROCESSES

Cash accounting and transaction processing			Rationale for defining business process boundaries
Claims	Payments*	Warrants and obligations	Increase coordination between payments, claims, collections and cash accounting
EFT	TAS mapping		
Checks			Prioritize the linking of agency statements to detailed transactional data to assist agencies in cash reconciliation
Agencies	Intergov't transfers**	GWA	Leverage common data across GWA, payments, and collections
	TAS mapping	Cash accounting	
		Cash management	
	Collections		
	TAS mapping		
Financial reporting (GWA)			Financial statement reporting largely independent of GWA modernization
Agencies	Cross-walk and/or	Financial reporting	Information/data required for financial statement preparation (i.e., audited agency reports) separate from budget/account reporting
	Trial balances		
	Intergov't transactions		
Debt services			Debt services operational and data needs independent of other FMS areas, however, opportunity exists to minimize stovepipes within debt
Agencies		Debt services	
		Cross-service	
		Offset***	
		AWG	

* Including NTDOs; ** Including non-expenditure transfers and investments; *** Offset has dependency on payments data

AT THE ENTERPRISE LEVEL, FMS SHOULD ALIGN ITS INTERFACE TO MATCH AGENCY ORGANIZATIONS

From...		To...		
			Accounting and transaction processing: Manage budget, cash and financial accounting Process payments Resolve payment claims Manage collections Facilitate IG transfers Coordinate accounting with transaction processing	Agency accounting departments typically responsible for managing all accounting and transaction processing work Accounting and transaction processing tightly linked, major change projects need to be coordinated (e.g., GWA modernization) Work closely with agency business users/program officers in development and implementation of systems
Agencies	GWA Payments EFT claims Check claims	Agency Accounting / Program Office		
Accounting Debt collection	Collections Offset Cross-servicing		Debt management: Collect delinquent debts Manage collection activities across tools Update records and manage cases Answer agency and debtor inquires	Agencies' debt operations distinct from accounting/transaction processing ones Little need for business linkage within FMS between debt and other parts of the business Customers do seek better integration at FMS debt management across programs/tools
Business relationships, processes and system interfaces split across seven interface points		Agencies		

EA DESIGN PRINCIPLES BASED ON MODULAR AND REUSABLE COMPONENTS

Modular development hides the complex inner workings of applications so changes do not affect the entire system

Separate interfaces, connectivity, applications, and data into distinct layers

Organize interfaces from the “customer view” by activity type and frequency

Wrap business logic in stable, published XML-based APIs

Organize business-logic applications from a “business process view” that cuts across business-line stovepipes

Organize data from a “business domain view” grouped logically to establish a single master location for each data element

Reuse leverages a single solution in multiple ways to streamline development and reduce maintenance costs

Reuse common published APIs across online, batch, third party, and internal interfaces

Leverage existing COTS solutions whenever possible for new development

Keep existing applications, except where business case supports new development

Leverage common services across applications (e.g., access control, middleware, imaging)

Use modular, configurable solutions rather than hard-coding (e.g., reporting tools that cut across applications and data domains)

COMPREHENSIVE APPROACH TO DESIGNING AND IMPLEMENTING EA

Phase I:

Building blocks for IT architecture

- FMS business strategy
- Enterprise level strategy
- Business line level strategy

- Best practice IT architecture design principles

Phase II:

Target IT architecture and roadmap

- Implementation plan

- Target IT architecture

- Target IT architecture for FMS enterprise and each business line

- Interface architecture
- Application architecture
- Data architecture

Phase III:

IT Architecture governance and underlying technical standards

- Governance process and supporting roles and tools

SUMMARY OF KEY ENTERPRISE ARCHITECTURE RECOMMENDATIONS

	End state architecture	Implementation
Enterprise-wide architecture	Layered architecture with distinct interfaces, application program interfaces (APIs)/middleware, applications, and data	Define standards and incorporate into business-line plans and governance processes in Phase I Dedicate project teams for single sign-on and FMS datamart in Phases II and III
Transaction Processing and cash accounting		
Cash accounting	Unified accounting system linking preclassified payments, collections, and IG transfers through industry standard journal entries and subledgers	Leverage interface definition, COTS products, and agency pilots to manage staged implementation Retire 224 process and 10 supporting applications
Payments	Single, modular payment system leveraging new technologies (e.g., workflow) to manage agency and payment-type specific differences (e.g., edit checks, paper stock)	Halt PAM development and release RFP for design and development based on clearly defined requirements, pursue comprehensive 3 phase development initiative
Claims	TCIS as target platform for integrated EFT and check claims, separate integrated claims accounting system	Pursue step-wise plan to integrate claims data, interfaces, and functionality onto TCIS, allowing 9-12 months to stabilize first release Integrate claims accounting when TRACS reaches end of life
Collections	Collections reporting preclassified in SAM, consolidated and modularized collections channels and settlement mechanisms, settling directly with FRB	Focus efforts on implementing SAM modules to support online and automated TAS-BETC assignment Consolidate and modularize collections channel and settlement systems in a staged manner Develop quantified business cases for CRS and IPP and determine whether or not to continue
Financial Reporting	Financial reporting based on GFRS closing package with architecturally independent accrual ATB reporting system, integrated IG elimination reporting tools	Complete existing projects to address GAO qualifications Evaluate business and systems options for improving reporting quality and efficiency (e.g., sunset FACTS I or retain FACTS I and integrate with FACTS II)
Debt management	Single interface for agencies to submit debts, check status, and update records, connected to a workflow-driven debt collection system that manages debts in one place across all tools and stores debts in a single database	Rescope debt systems development incorporating requirement to integrate offset and cross-servicing Halt ongoing FedDebt development and issue RFP to explore COTS solutions

DETAIL ON GAPS IN EXISTING EA

Uncoordinated agency interfaces and access control (10+ logins and passwords)

Stovepipe interfaces and applications (e.g., debt management, claims processing)

Fragmented agency reporting across payments, collections, IG transfers, and fund balances

Reliance on proprietary application development and maintenance

Interfaces, data and reporting embedded in business applications

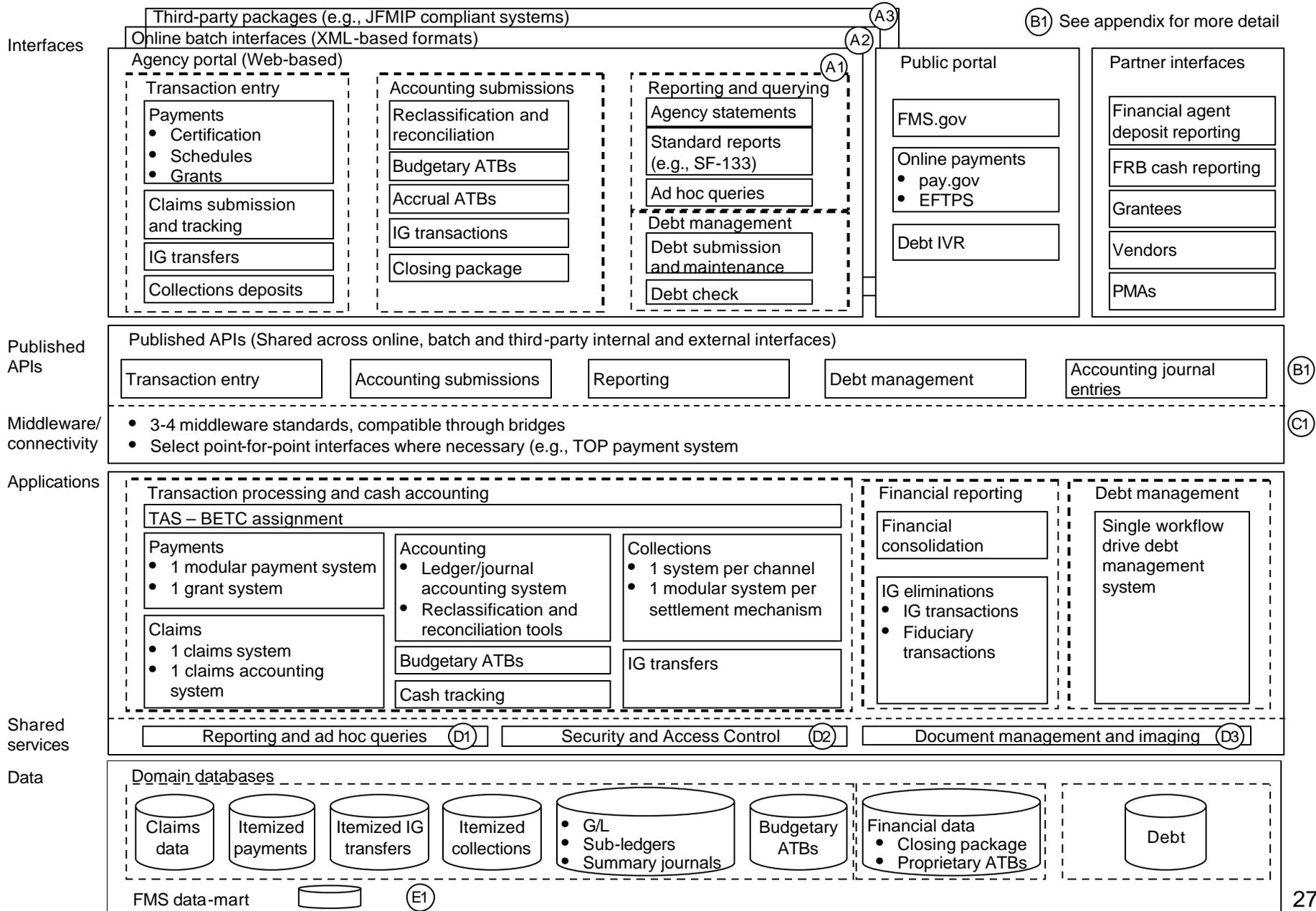
Multiple solutions to common services (e.g., access control, document imaging)

Dozens of point-to-point internal and external interfaces

Disaggregated data with unique data structures spread across business-line applications

Architecture is expensive to maintain and difficult to modify

END-STATE ENTERPRISE-WIDE ARCHITECTURE



CHANGES REQUIRED TO ACHIEVE PROPOSED EA

	Proposed changes to current architecture	Rationale
<p>Interfaces</p> <ul style="list-style-type: none"> Agency portal Agency batch interfaces Third party packages Public portal Partner interfaces 	<p>Migrate to web-based presentation for online interfaces and XML formatting for batch interfaces</p> <p>For online interfaces, converge on agency portal for all FMS online systems, grouped by activity type and frequency</p> <p>High volume interfaces (e.g., payment schedules) may require fixed format rather than XML for performance reasons</p> <p>Encourage third party providers to incorporate FMS interfaces into agency COTS packages, leveraging FMS defined APIs and XML batch standards</p>	<p>Addresses problems of stovepipe interfaces and interfaces embedded in applications</p> <p>Follows guiding principles of defining interfaces from customer view and leveraging open standards</p>
<p>Published APIs/middleware connectivity</p>	<p>Implement and adhere to well-defined published XML-based APIs for all new applications (except limited cases where point-to-point or fixed format interfaces required for performance or cost reasons)</p> <p>Wrap existing applications and use limited point-to-point internal interfaces as warranted</p> <p>Reduce number of middleware platforms by focusing on 2-3 middleware solutions in near-to-medium term</p> <p>Select core middleware (e.g., MQSeries, MSMQ)</p> <p>Leverage bridges to communicate between middleware solutions</p> <p>Develop standards and governance model to ensure compliance</p>	<p>Addresses problem of multiple standards and point-to-point interfaces between systems</p> <p>Follows guiding principles of hiding business logic behind stable APIs and reusing APIs and middleware across interfaces</p>
<p>Applications*</p> <ul style="list-style-type: none"> Transaction processing and cash accounting Financial reporting Debt management Reporting and ad hoc query tools 	<p>Eliminate business-line stovepipes by creating 3 distinct applications domains (transaction processing/cash accounting, financial reporting and debt management)</p> <p>Aggressively move towards leveraging COTS tools (e.g., implement COTS reporting tool and separate queries from application logic)</p> <p>Implement set of shared service applications (e.g., access control, TAS-BETC assignment, ad hoc reporting tools)</p> <p>Migrate to single sign-on access control for all FMS agency-facing applications</p>	<p>Addresses problems of stovepipes in cash accounting, proprietary development and maintenance, and multiple solutions to common services</p> <p>Follows guiding principles of organizing apps around business processes, leveraging COTS, and reusing common services</p>
<p>Data</p> <ul style="list-style-type: none"> Domain databases FMS datamart 	<p>Separate domain data stores from applications</p> <p>Move to model where each data domain has a well defined owner in order to ensure data integrity</p> <p>Replicate domain data into FMS-wide datamart to be used for aggregated reporting and querying</p>	<p>Addresses problems of embedded, duplicated data and disaggregated data structures</p> <p>Follows guiding principles of layering and organizing data from business domain view</p>

* Business-line specific application changes detailed in later section

3-PHASE ROADMAP TO IMPLEMENT NEW EA

Current and proposed IT projects

Transaction processing and cash accounting
 Cash accounting
 Implement GWA modernization Phases I, II, and III
 Payments
 Release PAM RFP
 Build PAM
 Complete PAID II
 Complete SPS (incl. TAS-BETC)
 Claims
 Complete TCIS development
 Integrate EFT-check claims
 Integrate EFT-check accounting
 Collections
 Implement SAM (reference data, GUI and automated classification modules)
 Finish next Pay.Gov release
 Consolidate EFT/web systems
 Modularize settlement systems
 Develop/integrate new channels
 Implement IPP
 Implement CRS
 Financial reporting
 Implement GFRS
 Implement IRAS
 Debt management
 Release RFP for integrated debt system
 Develop integrated debt system
 Develop and integrate AWG
 Enterprise projects
 Develop standards and governance
 Implement SSO access control
 Deploy FMS datamart

Phase I
 (~9 months)

Lay the foundation for GWA modernization and finish soon-to-be completed projects
 Complete SPS (including TAS-BETC)
 Complete TCIS development
 Implement SAM (reference data, GUI and automated classification modules)
 Implement GWA modernization Phase I
 Release PAM RFP
 Finish next Pay.Gov release
 Release RFP for integrated debt system
 Implement GFRS
 Implement IRAS
 Develop standards and governance

Phase II
 (~24 months)

Consolidate application and data stovepipes
 Build PAM
 Integrate EFT-check claims
 Consolidate EFT/web collections systems
 Implement GWA modernization Phase II
 Develop integrated debt system
 Implement single sign-on access control

Phase III
 (9 months – ongoing)

Extend functionality and continue streamlining
 Integrate EFT-check accounting
 Modularize of settlement systems
 Integrate new collections channels
 Implement GWA Phase II/III
 Deploy FMS datamart

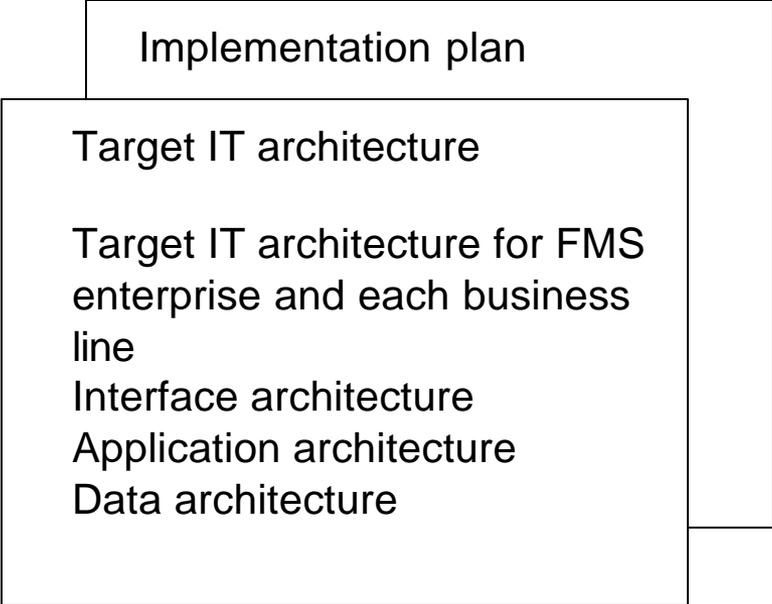
COMPREHENSIVE APPROACH TO DESIGNING AND IMPLEMENTING EA

Phase I:
Building blocks for IT architecture

- FMS business strategy
- Enterprise level strategy
- Business line level strategy

- Best practice IT architecture design principles

Phase II:
Target IT architecture and roadmap

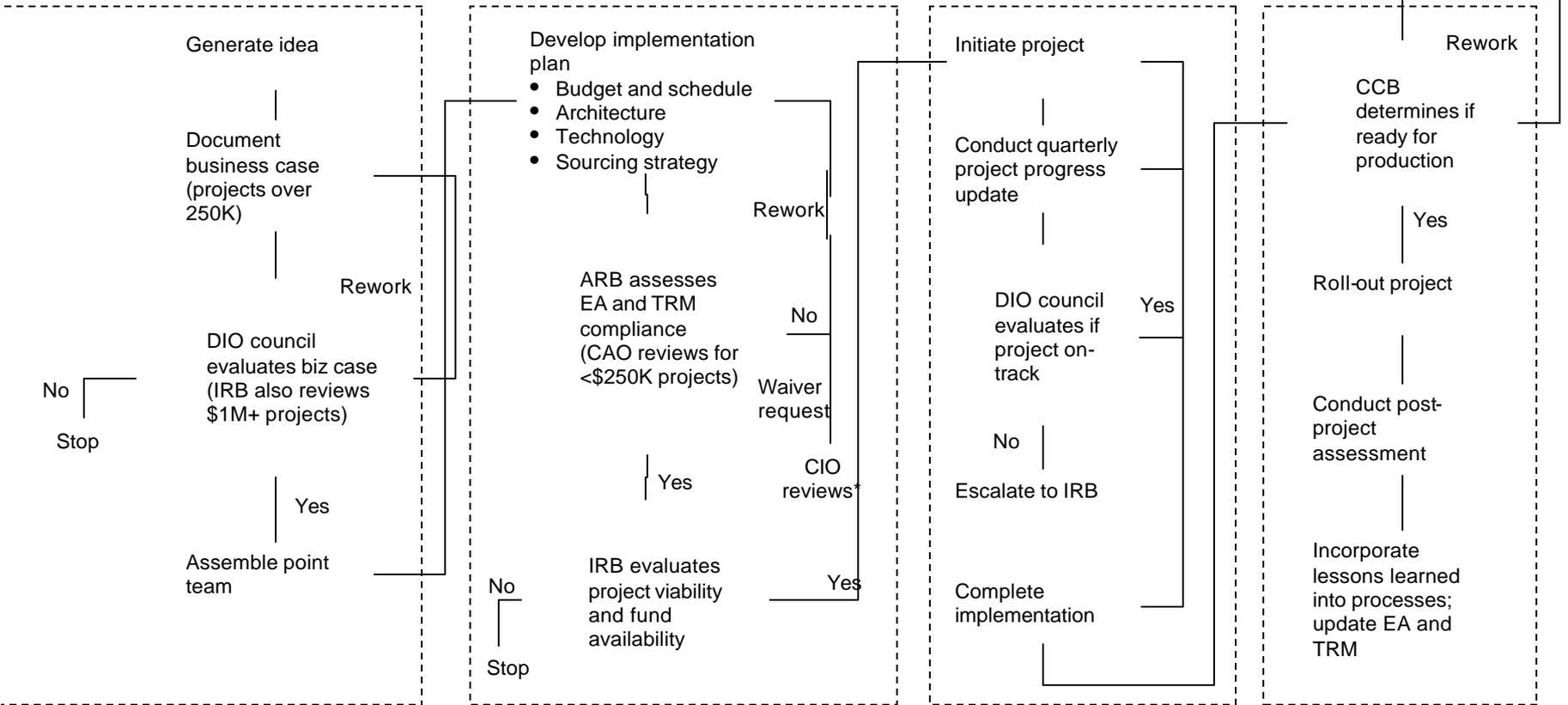


Phase III:
IT Architecture governance and underlying technical standards

- Governance process and roles and
- Governance supporting tools and standards

4-STEP PROCESS FOR GOVERNING LARGE PROJECTS

	Select and prioritize projects	Develop implementation plan	Monitor project execution	Evaluate projects
Key outcomes	Validated business case Assembled point team	Finalized implementation plan Compliance with standards Approved projects	Projects held to cost, schedule, scope, and quality commitments Optimal trade-offs made when required	Accountability for project outcomes Project successes recognised Lessons learned captured
Key participants	Project sponsor DIO council	Point team Chief architect Architectural review board (DIO council sub-committee)	Project team DIO council IRB	Change control board Chief architect
Tools used	Business case	Implementation plan and compliance checklist	Project progress update	Post-project assessment
Activities (detailed in appendix)				



* CIO decisions can be appealed to commissioner's office

GROUPS PARTICIPATING IN EA ARCHITECTURE GOVERNANCE

Forum	Participants	IT governance specific responsibilities
Executive IRB	Commissioner Deputy CIO/DCIO A/Cs	Prioritize projects across business lines Approve high-dollar business cases Review and recommend trade-offs or cancellation of off-track projects Celebrate successes and recognize contributors for completed projects
DIO Council	CIO/DCIO DIOs Chief architect Directors SMO, PSD	Approve updates to enterprise architecture and technical reference model Evaluate business cases Review projects against implementation plans Coordinate among program areas manage cross-cutting projects (e.g., GWA) Recommend solutions to project risks and issues raised Enforce adherence to EA development process
Point team	Business line DIO Project manager Procurement specialist Technical manager	Develop project implementation plan Budget and schedule Resource assignment (management and execution level) Architecture Technical standards Sourcing strategy
Architectural review board (ARB)	Sub-committee of DIO council CIO/DCIO Chief architect DIOs or appointed representatives	Assesses project compliance with enterprise architecture and technical reference model Recommend changes to comply with architecture and standards CIO retains veto authority on all architecture/standards decisions
Enterprise change control board	Director PSD Configuration managers	Approves changes to production environments (e.g., TWAI) Holds projects to production baseline requirements Determines if production environment ready for project roll-out Recommends production configurations for projects

PROJECT GOVERNANCE SUPPORT TOOLS AND STANDARDS

Select and prioritize projects

Develop implementation plan

Monitor project execution

Evaluate projects

Project level support tools

Business case

Implementation plan

Project progress update

Post-project assessment

Business case checklist

Standards compliance checklist

Change control checklist

Implementation approach approval checklist

Enterprise level relevance guides

Enterprise architecture

Technical reference model

Enterprise Architecture

BUSINESS CASE ENSURES EA PROJECTS HAVE SOUND RATIONALE FOR INVESTMENT

Purpose:

Document the project concept and justify investment based on evaluation of project benefits, costs and risks

Contents (draft document template in appendix)

1. Project Header (Maps to OMB 300 Part I)
2. Project Overview
Project Description (Maps to OMB 300 Part I.A.1)
High-level Business Architecture
3. Business Value
Alignment with strategic objectives (Maps to OMB 300 Part I.B) Benefits
Costs
Net Benefits (Maps to OMB 300 Part I.E.2)
4. Risk assessment (Maps to OMB 300 I.F)

Preparer:

Business line sponsor for business projects
IR sponsor for infrastructure and shared service projects

Reviewers:

DIO council

Prepare a new business case for each major project iterations (e.g., over 2 years)

IMPLEMENTATION PLAN ENSURES EA PROJECTS COMPLY WITH STANDARDS AND ARE FMS PRIORITIES

Contents (draft document template in appendix)

1. Project Header (Maps to OMB 300 Part I)

Technical Review

2. Fit with Enterprise Architecture (Maps to OMB 300 Part II.A)

Interfaces

APIs/Middleware

Applications

Data (Maps to OMB 300 Part II.A.2)

Business Process and Organization

3. Fit with Technical Reference Model (Maps to OMB 300 Part II A.3)

4. Non-standard requirements

Business Review

5. Budget and Schedule (Maps to OMB 300 Part I.H)

6. Sourcing Strategy (Maps to OMB 300 Part I.G)

Commercial Services

COTS solutions

Infrastructure

7. Regulatory requirements (Maps to OMB 300 Part II.B)

Security

Privacy

Mission assurance

Infrastructure

8. Project Management (Maps to OMB 300 Part I.D)

Purpose:

Ensure thoughtful evaluation of project architecture and technical approach in relation to FMS EA strategy

Prevent overcommitment of FMS funds and resources by allowing opportunity for project prioritization

Preparer:

Project point team

Reviewer:

Architectural review board for compliance

IRB for viability and priority

PROJECT PROGRESS UPDATE PROVIDES MANAGEMENT VIEW INTO IN-PROGRESS PROJECTS

Purpose:

Hold projects to implementation plan commitments

Provide project opportunity to surface emerging problems and risks

Preparer:

Project manager

Reviewer:

DIO Council

Contents

1. Progress against commitments
 - Budget
 - Schedule
 - Scope
 - Quality
2. Emerging challenges and risks
3. Shifts from implementation plan
 - Architecture
 - Technology
 - Sourcing strategy

POST-PROJECT ASSESSMENTS CLOSE THE LOOP TO ENFORCE ACCOUNTABILITY AND CAPTURE LESSONS LEARNED

Purpose:

Hold projects to business case commitments

Capture lessons learned for future projects

Preparer:

Chief architects office

Reviewer:

DIO Council

Contents

1. Project success against business case
 - Strategic objectives
 - Quantitative benefits
 - Costs
2. Management lessons learned
 - Project planning and execution
 - Project governance
 - Risk management
3. Technology lessons learned
 - Enterprise architecture
 - Technology standards
 - Sourcing strategies
 - Configuration management and deployment