



Enterprise Architecture

What is it & Why Care??

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Current State of IT in the City

- **The city spends approx. \$500 million on technology.**
 - Capital is approximately 10-15% of that total. This is NOT enough
 - Operating Expense is more than enough. It is not spent wisely.
- **City has approx. 2,400 applications. Too many! Some good applications, like new 911 dispatch system. Many old applications**
- **City has approx. 1,200 servers. Too many! Many are underutilized and costly**

The city has one of everything! We do not have enough money and resources to support the BUFFET OF TECHNOLOGY.

Current State of IT in the City

- Network is outdated and saturated
- Applications/Hardware is placed on the network with no ITA notification
- Security vulnerabilities exist
- Over Buying more CPUs (servers), don't have enough storage
- Disaster Recovery does not exist for most applications
- Multiple licenses per vendor (for example)
 - 287 – Microsoft
 - 183 – Oracle
- Out of Power in the Data Center
- Demand is increasing; particularly for Video
- Workforce is defecting to DWP, LAWA and Harbor; 33% of department will retire in 2 years; ITA department has become the “Farm Team”.
- Resistance to change

Why Enterprise Architecture (EA)?

✓ Value of EA Requirements (CRV)

- ENTERPRISE: Not one project at a time, nor one application/system, nor BU.
- Establish line of sight to business strategy
- Demonstrate business-driven IT change plan
- Scope down possible change projects, investments
- Prioritize for best value
 - "do the right projects, not just do projects right"

✓ Value of EA

- Get business/agency input on business strategy value
 - Use EA requirements (CRV) to define linkages
- Define project opportunities to deliver the value of change
- Make sure projects get done, and get done successfully

EA and EPM Driven Inputs for IT Strategy

Projects	EBS 1	EBS 2	EBS 3	ITR 3	ITR 4	ITR 6
Project 1	✓	✓		✓	✓	✓
Project 2		✓	✓		✓	
Project 3		✓				✓
Project 4				✓		
IT Project 1			✓	✓		
IT Project 2	✓	✓			✓	✓
IT Project 3			✓			✓

Business Strategy Requirements

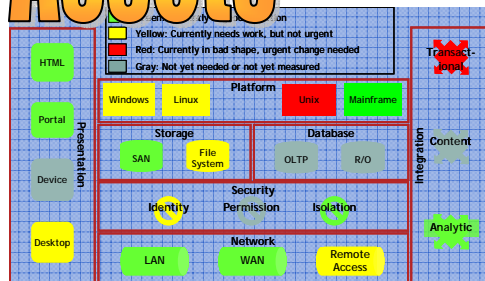
EA supports all

- Cross-BU and multi-project view
- Current state gaps and overlaps
- Business-driven analysis
- Links others to enterprise strategy

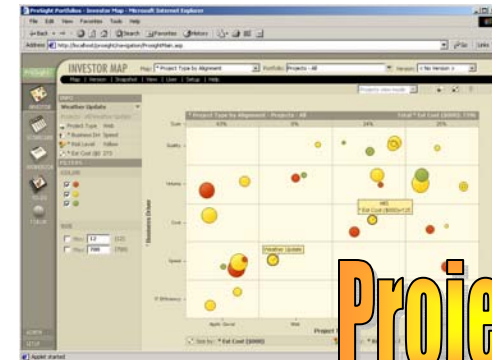
IT Strategy (investment decisions)

BU Project Proposals

Assets



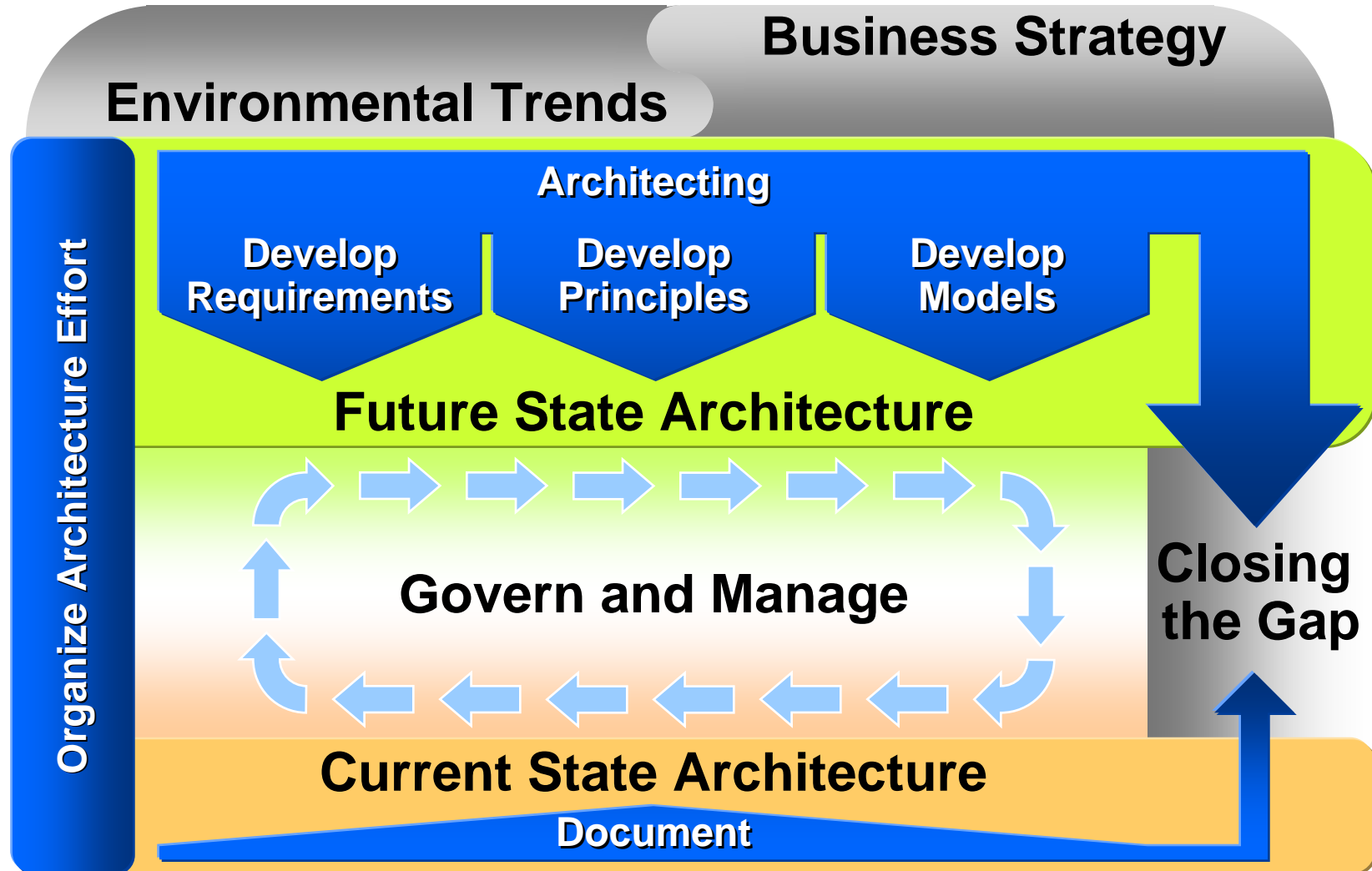
Current State Assessments



Projects

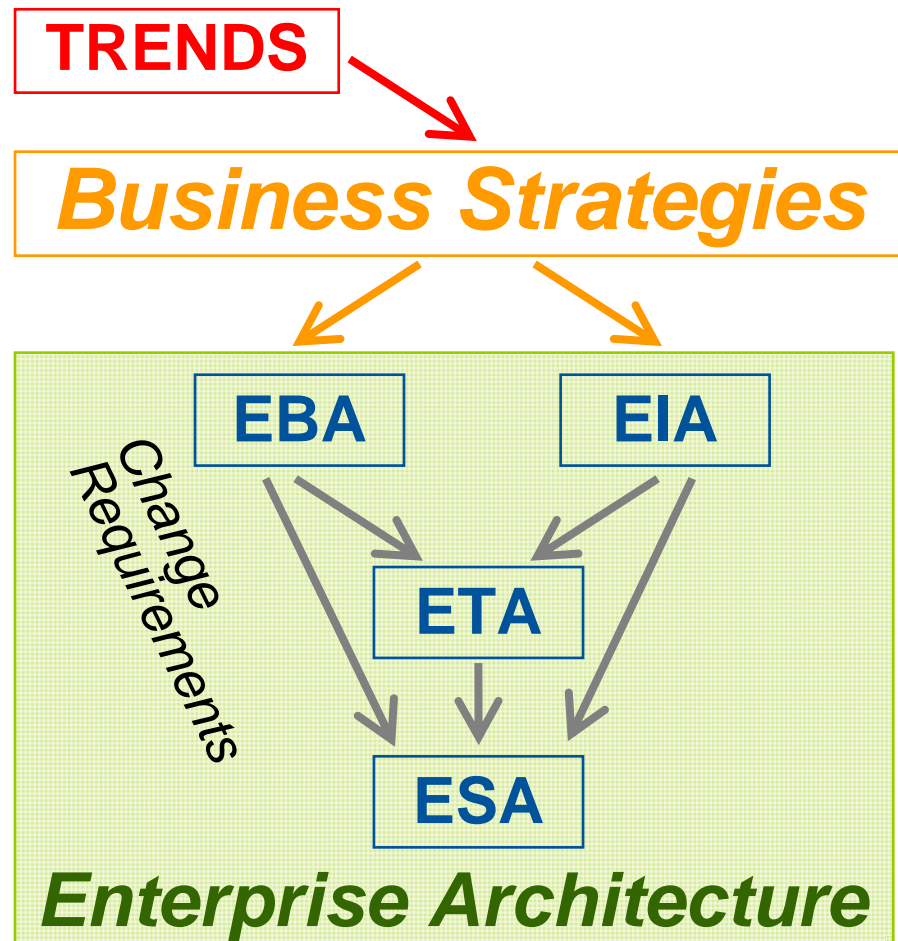
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Gartner's Enterprise Architecture Process Model



How Do You Go About Creating and Validating a CRV?

- Conduct environmental trend analysis.
- Identify business strategy development groups and artifacts.
- Validate the most important strategies.
- Ask questions about the intent of these strategies to identify needed changes to processes, information, technology and solutions.
- Articulate strategic requirements to satisfy business strategies.
- Validate strategic requirements.

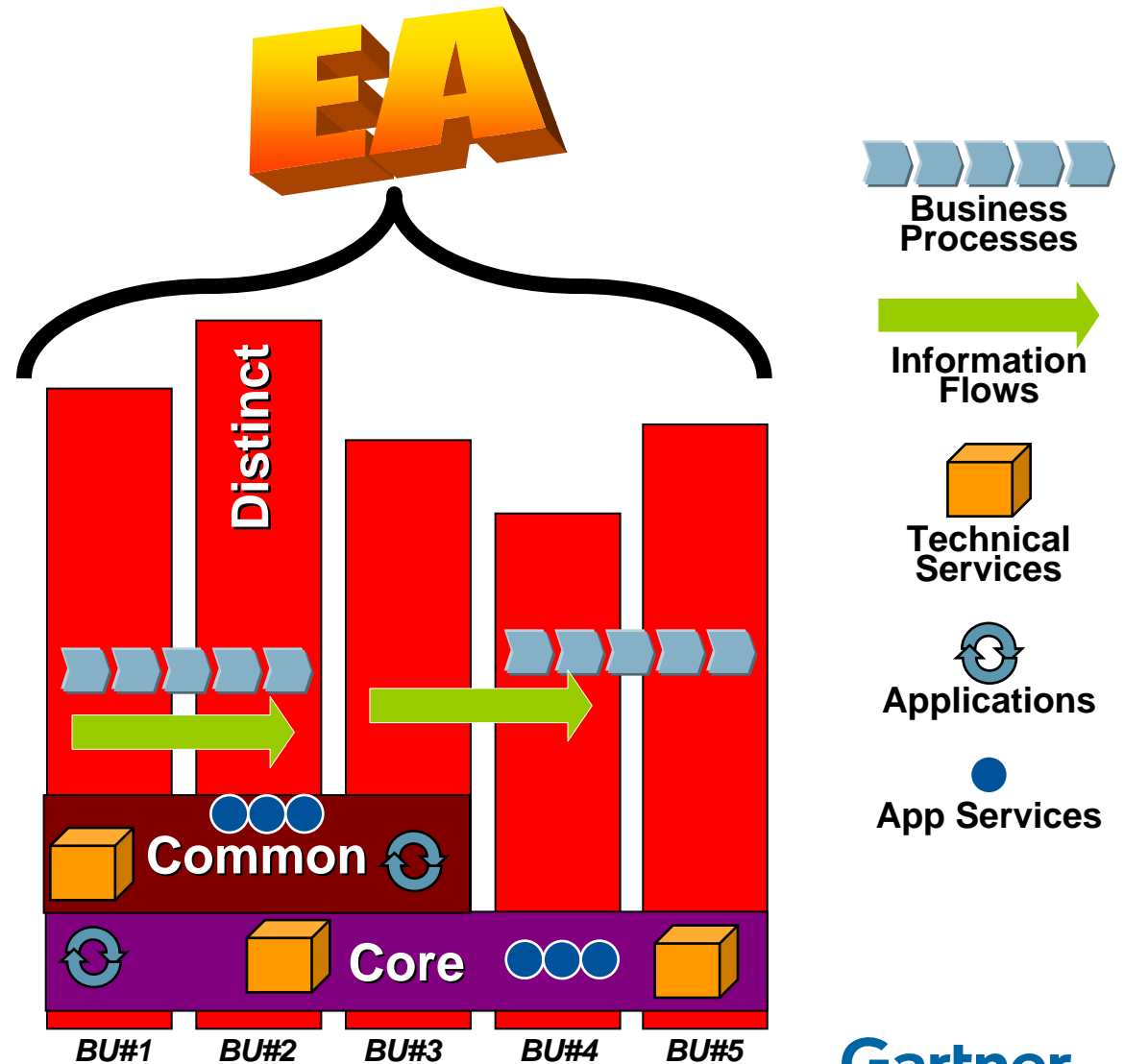


The discussion of strategies and related requirements will be very enlightening.

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Federated EA: Across and Between BUs (Agencies, Departments, etc.)

- Unify taxonomy (framework)
- Share information (repository)
- Define multiple BU standards and guidelines (repeat)
- Define what to leverage across or between BUs (share)



Action Plan for EA Excellence

What to do tomorrow:

- Define team to do CRV-like work

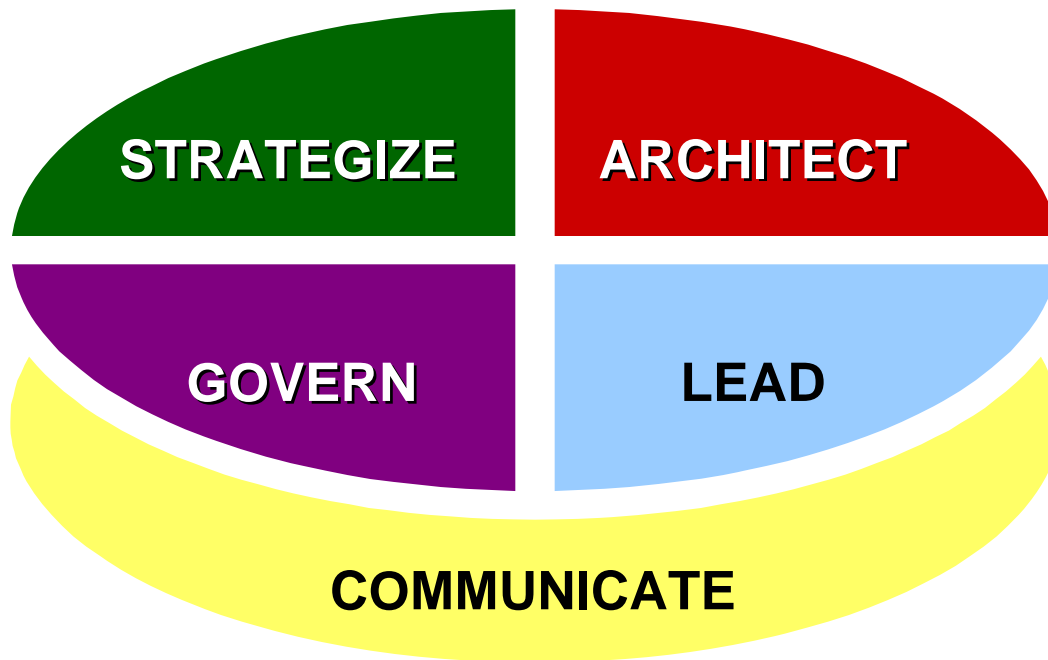
What to do in the next 90 to 180 days:

- Define key stakeholders for CRV work, and get their buy-in
- Do first CRV iteration (may be incomplete)
- Use first CRV iteration content to prioritize projects, EA work
- Add more performance metrics to business strategies
- Further define the federated EA vision for your agency

What to do in the future:

- Develop EA future states that match the business driven requirements for change, then the migration plans to implement those changes
- Refine the federated EA vision: State and Agencies

Gartner's Enterprise Architecture Activity Cycle



- Five areas of excellence required to be successful with Enterprise Architecture.
- Only one of these is ARCHITECT.

STRATEGIZE

- Integrate with business strategic planning
- Integrate with IT strategic planning
- Build the business context

ARCHITECT

- Develop business architecture
- Develop information architecture
- Develop technical architecture
- Develop solution architecture
- Perform gap analysis
- Optimize road map for change

LEAD

- Lead and manage architecture program
- Evolve architecture process
- Develop architecture team
- Measure performance and value

GOVERN

- Establish decision processes
- Establish oversight
- Manage architectural compliance
- Link to related governance disciplines

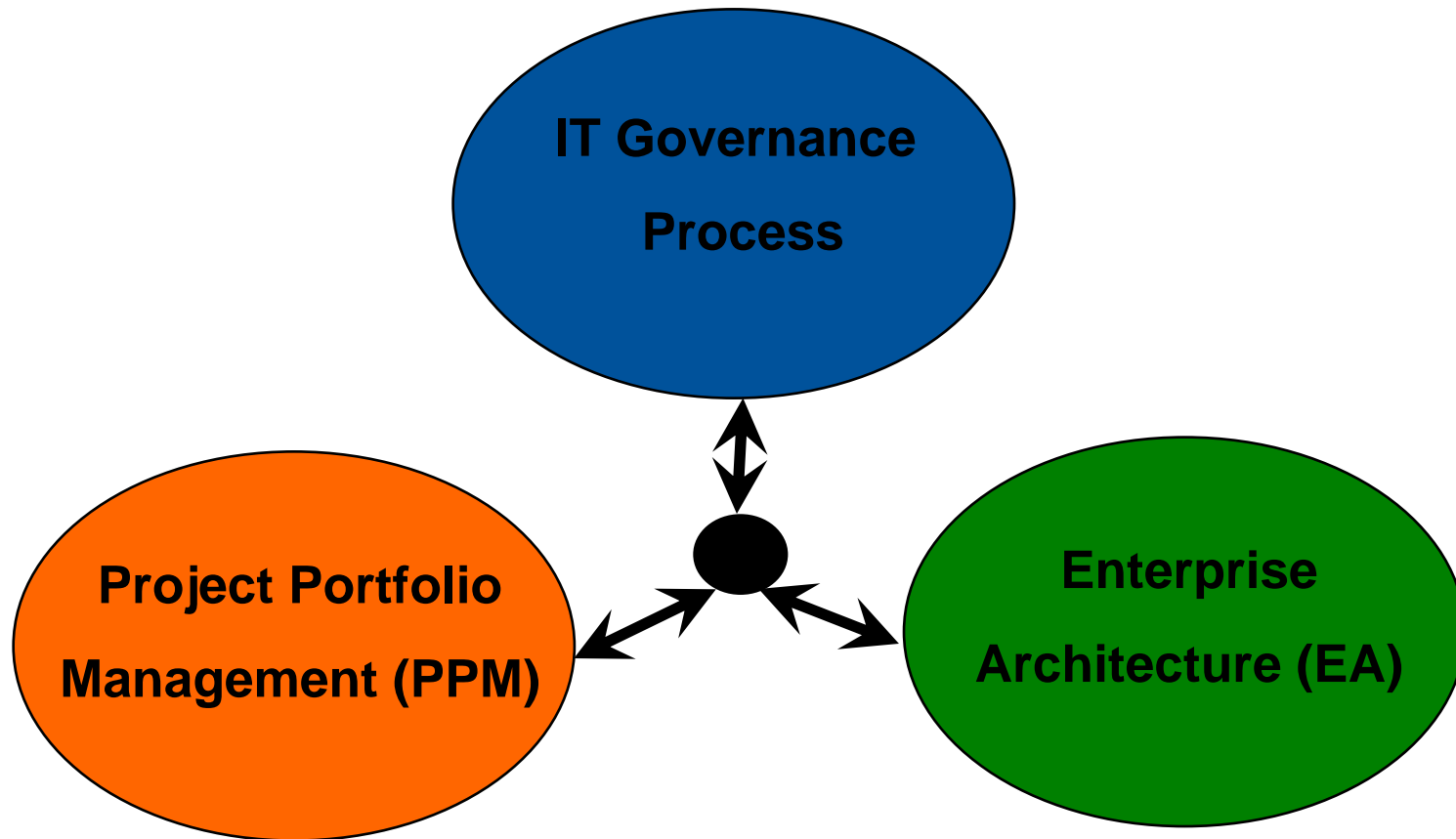
COMMUNICATE

- Set and manage expectations
- Enable effective interaction and collaboration
- Report progress to goals

2008 Update

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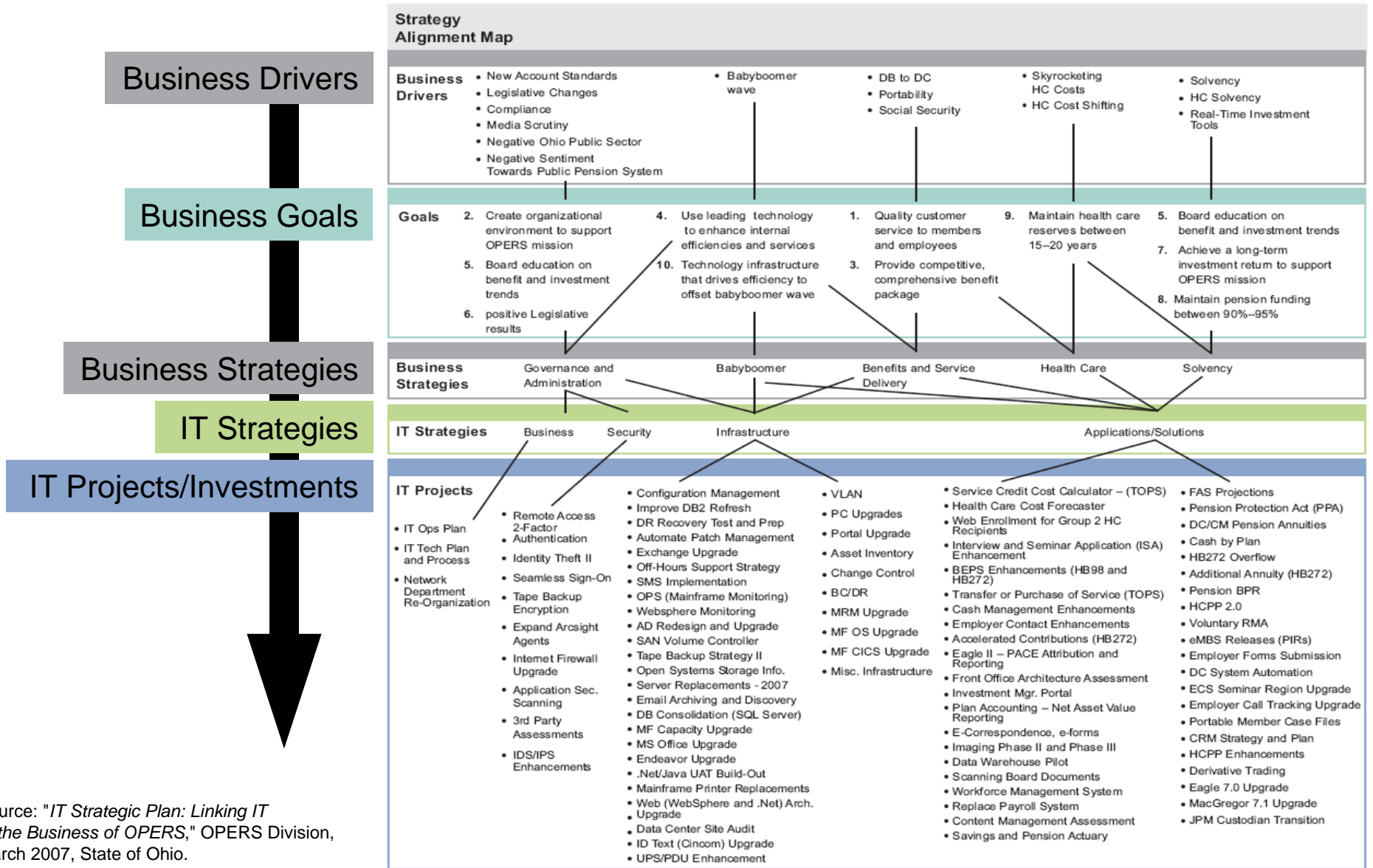
What's Next for the City?



Question & Answer

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Example: Strategy Alignment Map



Source: "IT Strategic Plan: Linking IT to the Business of OPERS," OPERS Division, March 2007, State of Ohio.

Example: Linking Policy Agenda to IT Strategic Goals, Activities and Measures

GOAL ONE Expand Michigan's services to reach anyone, at anytime, from anywhere.

Strategies

- ❑ Provide Michigan customers one simple access joint to government services

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- ❑ Secure State of Michigan's systems and data and the privacy of personal data

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- ❑ Expand access to government services

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- ❑ Leverage and maximize technology

Targets and Metrics

- Develop plan to provide a multi-channel, single access point to state government self-services by 2008
- Double the adoption rate of electronic self-service channels in the next 18 months
- Double the number of transactional based self-services in the next 18 months
- Improve customer satisfaction of Michigan self-service

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- Ensure that all servers are current with security patches and compliant with security policy
 - Implement Identity and Access Management solution by 2007

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- Begin two mobile worker pilot programs utilizing wireless technologies in 2006
 - Broadband services available to all Michigan citizens and business by year-end 2007
 - 90 percent of Michigan residents will utilize online services to conduct business with the State of Michigan in 2007

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- Migrate or eliminate 1,000 servers from the remote data centers through consolidation or centralization by 2008
 - Internet-protocol-telephony and voice over IP architecture and standards in place in 70 percent of State of Michigan managed buildings by 2010

CA State CIO Mandate: EA

- From: http://www.cio.ca.gov/Publications/pubs/Budget_Act_Item.pdf
- The State CIO's specific responsibilities include the following:
 - Establishing and enforcing state information technology strategic plans, policies, standards and **enterprise architecture**.
- The Agency IT Capital Plans will:
 - Promote the alignment of IT investments with the Agency's **enterprise architecture** (Technology, Standards and Infrastructure).
- Agency IT Capital Plans will be composed of the following elements:
 - Alignment of proposed investments with State and Agency **Enterprise Architecture** and Portfolio Management Strategy.
- Each Agency CIO shall develop an Agency **Enterprise Architecture** to rationalize and standardize the IT infrastructure, data and procedures for all departments within the Agency.
- Department CIO ... will ensure departmental conformity with the Agency **Enterprise Architecture**.
- Milestone Date: **Agencies submit Enterprise Architecture proposals to OCIO Q4, FY 2008-2009.**