

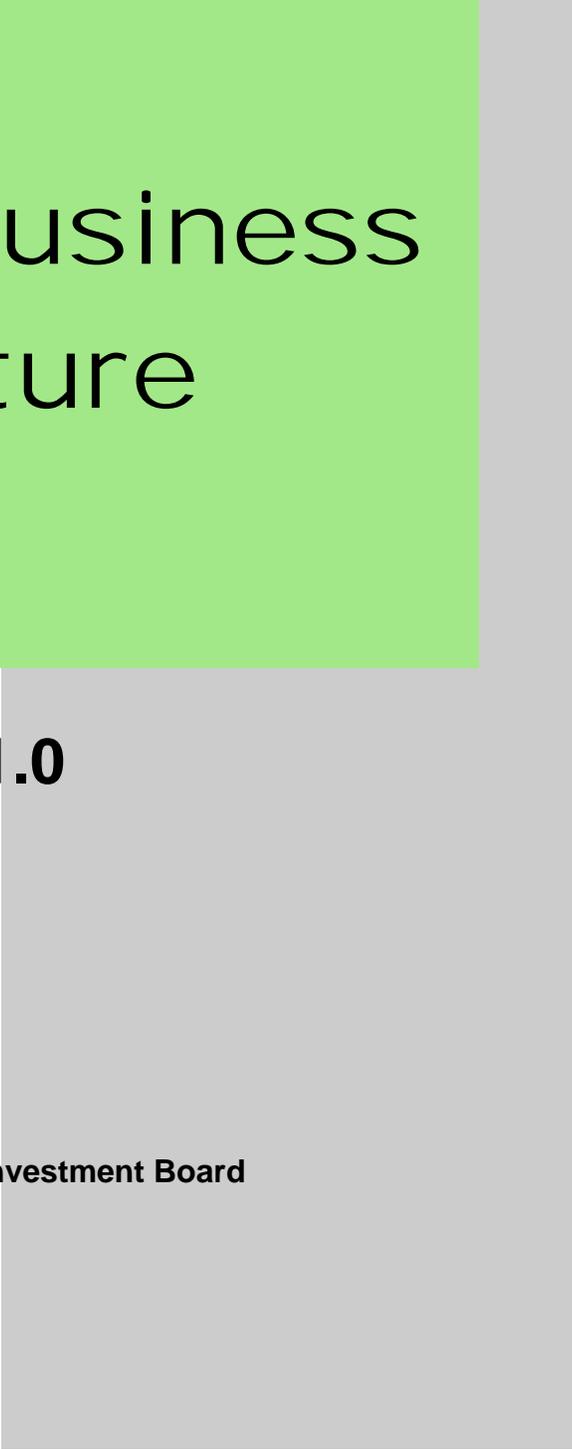


Commonwealth of Virginia

# Enterprise Business Architecture

**Version 1.0**

Approved by  
the Information Technology Investment Board  
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# *Enterprise Business Architecture*

## **SECTION 1**

### **INTRODUCTION**

#### **BACKGROUND**

Enterprise architecture (EA) in the Commonwealth starts with a strategic framework that is driven by the business of the enterprise, and the corresponding business strategies, visions and goals. An effective EA establishes a process that is focused on building and maintaining an enterprise-wide business, information, solutions, and technical infrastructure and architecture that is adaptable and that best enables the business activities of state government in an ever-changing environment.

The goal of EA is to create a common and cohesive vision between business and technology leaders regarding: 1) the emerging technology trends and enterprise business strategies that will drive the architecture; 2) the IT requirements derived from enterprise business strategies; 3) the role and definition of the technical architecture that best enables the business needs of the enterprise; and, 4) the migration plan that will move the enterprise from the current to the future architecture.

The Commonwealth's EA is defined as containing four primary component architectures: enterprise business architecture, enterprise information architecture, enterprise solutions architecture, and an enterprise technical architecture. The enterprise technical architecture consists of technical application, database, information, middleware, platform, network, security, and systems management domains with corresponding information technology resource management policies, standards and guidelines directing their implementation.

Approval of the statewide information technology architecture and related set of system standards is an assigned responsibility of the Information Technology Investment Board (ITIB), the supervisory board of the Virginia Information Technologies Agency (VITA). In that role, the ITIB's Project Review Committee directed VITA to develop the enterprise business architecture component of the Commonwealth's enterprise architecture.

#### **ENTERPRISE BUSINESS ARCHITECTURE OVERVIEW**

The ITIB Project Review Committee emphasized the development of the enterprise business architecture as a means to gain a better understanding of the business of the Commonwealth. The ability to understand the business of individual agencies and of the enterprise as a whole, provides the Committee with valuable insight into the business of the Commonwealth that will assist them in making informed decisions on

information technology related initiatives, projects, and budget requests to ensure those investments effectively support the Commonwealth's business functions and are non-duplicative.

In addition to the ITIB's Project Review Committee needs, citizens, businesses, members of the General Assembly, and current and future administrations will have a common reference model that defines the business of state government.

The Enterprise Business Architecture (EBA) provides that common reference model by defining the business strategy, governance, organization, and business functions of Virginia state government, and establishes a baseline that defines which organizations perform those functions. The EBA provides a look at the big picture of government across all state governmental organizations from a business perspective to define who we are, where we are, what we do, and where we want to go.

This document represents the initial enterprise business architecture for state government in Virginia and will serve to ensure that Virginia's investments in information technology support the business of state government.

## **COMPONENTS OF THE EBA**

The enterprise business architecture contains sections that address the organization, business strategies, business functions, and the current or "as is" baseline of organizations that perform the various business functions of Virginia state government.

While the enterprise business architecture is the driving component behind the development of an overall enterprise technology architecture for the Commonwealth, various components of that architecture are normally defined by state government's business leadership, and not by an information technology agency such as VITA. Those components include the business strategies and intent, the "to be" business architecture, and the gap analysis to determine those steps or initiatives required to move the "as is" baseline to the target "to be" business architecture. As such, the EBA defined in this document provides information on the business strategies and intents published in the 2005 *Interim Report of the Council on Virginia's Future*, and contains place holder sections for the "to be" enterprise business architecture and corresponding gap analysis that need to be addressed by Virginia state government's business leadership.

Section 2 - Organizational Structure and Governance – Provides an overview of the organizational and governance structure of the Executive, Legislative, and Judicial branches of state government, and independent agencies. It also contains information concerning the physical presence/locations of state government entities across Virginia.

Section 3 - Enterprise Business Strategies and Intent – Provides the vision and long-term objectives that were refined in 2004 and published as part of the Council on Virginia's Future Interim Report in 2005. This section also contains information on the Council's intent to develop guiding principles in the near future. This section is a

strawman that should be validated and enhanced by the business owner, the Council on Virginia's Future.

Section 4 - Enterprise Business Model (EBM) – Provides a comprehensive business reference model of Virginia state government that includes business functions and the delivery of services to citizens independent of the agencies that perform those functions or provide those services.

Section 5 - “AS IS” Enterprise Business Architecture – Provides the results and an analysis of the results from mapping state government organizations to the Enterprise Business Model. This section defines which state government entities provide which services identified in the EBM.

Section 6 - “TO BE” Enterprise Business Architecture – This is a placeholder section that will contain the “to be” Enterprise Business Architecture once a business owner is found and the architecture component is completed.

Section 7 - Gap Analysis of the “AS IS” Enterprise Business Architecture - This is a placeholder section that will contain the gap analysis that defines the steps and initiatives that are needed to move the “AS IS” enterprise business architecture to the “TO BE” Enterprise Business Architecture. This section is reserved and will be completed by the business owner of the “TO BE” enterprise business architecture once that architecture component is completed.

Section 8 – Maintenance and Publication of the Enterprise Business Architecture - This section describes how the EBA will be maintained and published.

## SECTION 2

# STATE GOVERNMENT ORGANIZATIONAL STRUCTURE

### INTRODUCTION

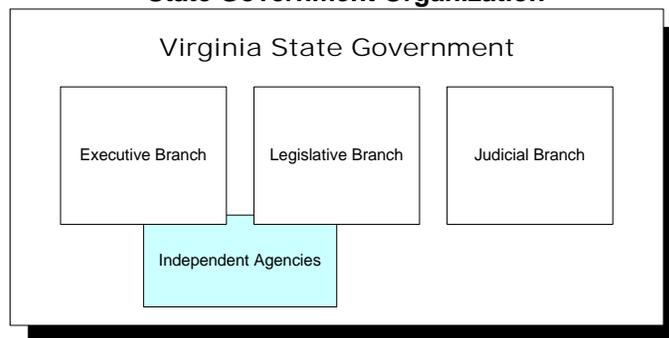
To meet the needs of the citizens and address the goals and mandates as specified by the *Constitution* and the *Code of Virginia*, the Commonwealth operates over 200 governing units (agencies, institutions of higher education, courts, commissions, authorities, boards, etc.) that employ over 100,000 citizens in full-time jobs.

This section provides an overview of these organizational units that make up the Commonwealth's Executive, Legislative and Judicial branches of Virginia's government, and its independent agencies.

### THE STRUCTURE AND FUNCTIONS OF VIRGINIA'S GOVERNMENT

Virginia has a tri-partite state government with judicial, legislative and executive functions. The legislative branch makes the laws that govern the Commonwealth, the judicial branch interprets the laws, and the executive branch carries out the governance and service provision requirements of the laws.

**Figure 1**  
**State Government Organization**



Most state agencies are in the executive branch of government, but the *Code of Virginia* also creates agencies identified as "independent agencies." Table 1 provides a summary overview of the state government identifying the individual and agency members of each branch, and the number and types of entities in each. The maximum employee levels (MEL) and budget information presented in the following tables are approximate numbers for FY 2005 and are presented as a means of providing relative size information about the organization being addressed.

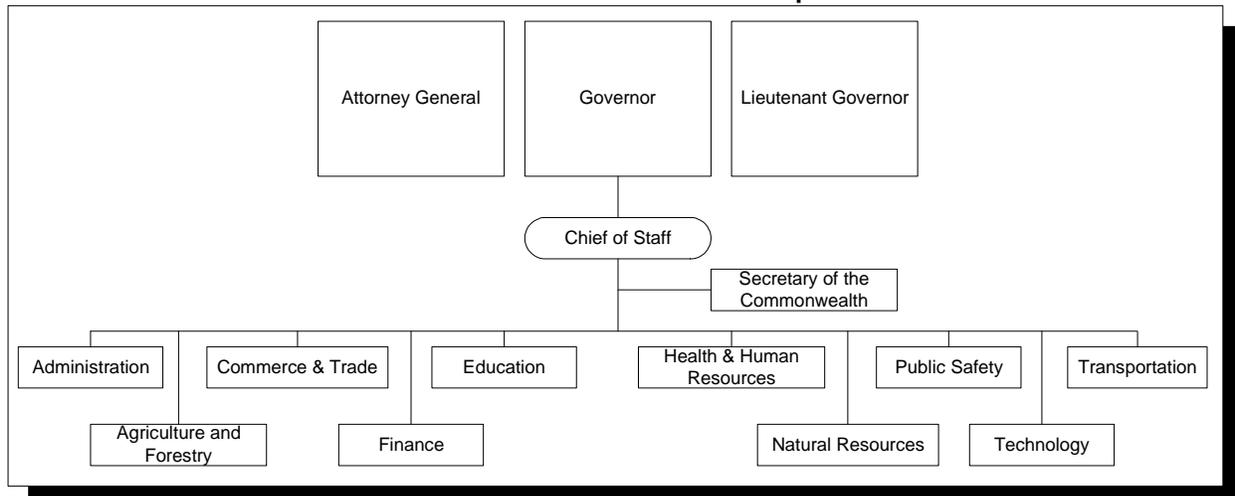
**Table 1:  
Structure of State Government**

Branch	Members	Number/Types of Entities
<b>The Executive Branch</b>	The Governor, the Lieutenant Governor, the Attorney General, the Governor's Cabinet, and most state agencies.	<ul style="list-style-type: none"> <li>• 74 agencies</li> <li>• 18 higher education agencies</li> </ul>
<b>The Legislative Branch</b>	The General Assembly heads this branch which is comprised of a host of commissions, including, among others, the Joint Legislative Audit and Review Commission (JLARC) and the Auditor of Public Accounts.	<ul style="list-style-type: none"> <li>• Senate</li> <li>• House of Delegates</li> <li>• 9 Agencies, Divisions and Standing Committees</li> <li>• 17 Commissions and Councils</li> <li>• 18 Joint Committees and Subcommittees</li> </ul>
<b>The Judicial Branch</b>	The Supreme Court of Virginia heads this branch, which includes the courts, the Virginia State Bar, etc.	<ul style="list-style-type: none"> <li>• Supreme Court</li> <li>• 121 Circuit Courts</li> <li>• 131 General District Courts</li> <li>• 121 Juvenile and Domestic Relations Courts</li> </ul>
<b>Independent Agencies</b>	State Corporation Commission, Virginia Retirement System, Lottery Department, Workers' Compensation Commission, Virginia College Savings Plan, and the Virginia Office for Protection and Advocacy	<ul style="list-style-type: none"> <li>• 6 state agencies</li> </ul>

### The Executive Branch

The Executive Branch is led by an elected Governor and contains an Attorney General and a Lieutenant Governor who are also elected on a statewide basis. Figure 2 shows the organizational structure of the leadership of the Executive Branch and Table 2 provides summary information on the three statewide elected officials.

**Figure 2  
Executive Branch Leadership**



**Table 2**  
**State Level Elected Officials**

Official	Purview	FY 2005 MEL and Budget	Agencies
<b>Governor</b>	The Governor manages the executive branch of state government to meet the needs of Virginia's citizens.	<u>MEL:</u> 29  <u>Annual Budget:</u> \$2 million	Executive Branch agencies
<b>Lieutenant Governor</b>	The Lieutenant Governor serves as president of the Virginia Senate, and votes only when necessary to break a tie vote. The Lieutenant Governor represents Virginia at ceremonial functions and responds to inquiries from citizens. The Lieutenant Governor becomes Governor if the Governor is removed from office due to disqualification, death, or resignation.	<u>MEL:</u> 4  <u>Annual Budget:</u> \$312,000	N/A
<b>Attorney General and Department of Law</b>	The Attorney General is the chief legal officer of the Commonwealth. With the assistance of a staff of lawyers and legal professionals, the Attorney General advises the Governor and executive branch agencies and boards, and represents them in state and federal court. The Office of the Attorney General represents the Commonwealth's position when criminal convictions are appealed, and defends the constitutionality of state laws when challenged. It enforces laws that protect businesses and consumers in utility matters, collects money owed to the state, and investigates Medicaid fraud. The Attorney General also renders legal opinions to state and local government officials.	<u>MEL:</u> 268  <u>Annual Budget:</u> \$24 million	N/A

The Governor's cabinet includes a Chief of Staff and eleven Secretaries. Four of the Governor's secretariats have primarily government administration responsibilities, including the Secretary of the Commonwealth, and the Secretaries of Administration, Finance, and Technology. The remaining 7 secretariats have citizen services as their primary area of responsibility.

Each Cabinet Secretary, who has agencies which report to him/her, is responsible for providing overall supervision and direction to those agencies. By law they also have the power to resolve conflicts between their agencies, direct preparation of their budgets, and hold agency heads accountable for effective and efficient performance.

**Table 3  
The Purview of the Governor's Secretariats**

Secretariat	Purview	FY 2005 MEL and Budget	Agencies
<b>Administration</b>	Oversees general government operations to ensure efficient and effective management of the people's resources. There are eight state agencies within the Secretariat, with responsibilities for employee policies and benefits, purchasing, capital outlay, property management, warehousing, and laboratory services. In addition, Administration agencies supervise elections, provide services to veterans, channel state funds to constitutional officers and public broadcasting entities, advise and serve local governments, safeguard human rights, and encourage innovation and best practices in government.	<u>MEL</u> : 1,152  <u>Annual Budget</u> : \$787 million	Charitable Gaming; Compensation Board; Elections; Employment Dispute Resolution; General Services; Human Resource Management; Council on Human Rights; Veteran's Services
<b>Agriculture and Forestry</b>		<u>MEL</u> : 834  <u>Annual Budget</u> : \$71 million	Agriculture and Consumer Services, Forestry.
<b>Commerce and Trade</b>	Oversees the economic, community, and workforce development of the Commonwealth. Each of the 13 Commerce and Trade agencies actively contributes to the Commonwealth's economic strength and high quality of life.	<u>MEL</u> : 1,840  <u>Annual Budget</u> : \$790 million	Board of Accountancy; Business Assistance; Economic Development Partnership; Employment Commission; Housing and Community Development; Labor and Industry; Mines Minerals and Energy; Minority Business Enterprise; Professional and Occupational Relations; Racing Commission; Resources Authority; Tobacco Indemnification; Tourism Authority.
<b>Commonwealth</b>	Assists the Governor with appointments of over 4,000 individuals to serve on Virginia's boards and commissions.	<u>MEL</u> : 19  <u>Annual Budget</u> : \$1.3 million	N/A
<b>Education</b>	Provides the leadership and guiding vision for all public [kindergarten through grade 12] education in Virginia.  Directs policy for education programs that involve multiple agencies; resolves any conflicts that may arise; directs the preparation of alternative education programs and budgets for the Governor; and oversees the program budget for cultural affairs within the education agencies.	<u>MEL</u> : 48,746  <u>Annual Budget</u> : \$11.2 billion	Community College System; State Council on Higher Education; Commission for the Arts; Library of VA; Virginia Business Education Partnership; Roanoke Higher Education Authority; Museum of Fine Arts, Science Museum; Frontier Culture Museum; Gunston Hall; Jamestown-Yorktown Foundation, Christopher Newport University; George Mason University; James Madison University; Longwood University; University of Mary Washington; Norfolk State University; Old Dominion University; Radford University; University of Virginia; Virginia Commonwealth University; Virginia Military Institute; Virginia Polytechnic Institute & State University; Virginia State University; The College of William & Mary

Secretariat	Purview	FY 2005 MEL and Budget	Agencies
<b>Finance</b>	<p>Provides guidance to the agencies within the Secretariat. These agencies handle all the financial transactions of the Commonwealth — from collecting taxes to paying bills to distributing aid to localities. Their responsibilities include:</p> <ul style="list-style-type: none"> <li>• forecasting and collecting revenues</li> <li>• managing the Commonwealth's cash and investments</li> <li>• selling bonds</li> <li>• overseeing internal audits</li> <li>• making strategic financial plans</li> <li>• preparing &amp; executing the Commonwealth's budget.</li> </ul>	<p><u>MEL:</u> 1,202</p> <p><u>Annual Budget:</u> \$497 million</p>	<p>Departments of Accounts; Planning and Budget; Taxation, Treasury</p>
<b>Health and Human Resources</b>	<p>Oversees twelve state agencies, which provide important and vital services to Virginians with mental retardation, mental illness, substance abuse, physical disabilities, and to low-income working families.</p> <p>Provide services to the aging community, ensure safe drinking water in the Commonwealth, and license health practitioners.</p>	<p><u>MEL:</u> 17,090</p> <p><u>Annual Budget:</u> \$7.7 billion</p>	<p>Aging; Blind and Vision Impaired; Comprehensive Services for At Risk Youth and Families; Deaf and Hard of Hearing; Board of People with Disabilities; Health Professions; Health; Medical Assistance Services; Mental Health; Rehabilitative Services; Social Services; Tobacco Settlement Foundation.</p>
<b>Natural Resources</b>	<p>Upholds the provisions of Article 11 of the Virginia Constitution [which specifies the need to protect resources and the ability of citizens to use them].</p> <p>Oversees the Commonwealth's natural and historic resources. Six agencies within the Secretariat are committed to carrying out this mandate.</p>	<p><u>MEL:</u> 2,043</p> <p><u>Annual Budget:</u> \$300 million</p>	<p>Conservation and Recreation; Environmental Quality; Game and Inland Fisheries; Historic Resources; Marine Resources Commission; Museum of Natural History.</p>
<b>Public Safety</b>	<p>Provides guidance to 11 state agencies, who</p> <ul style="list-style-type: none"> <li>• Enforce criminal, highway safety, and alcoholic beverage and tobacco laws</li> <li>• Investigate crimes and test crime scene evidence</li> <li>• Teach or train more than 18,000 adults and 2,000 youths each year</li> <li>• Confine more than 30,000 felons</li> <li>• Supervise about 36,000 people on parole or probation</li> <li>• Plan and coordinate emergency response and recovery to disasters</li> </ul>	<p><u>MEL:</u> 20,271</p> <p><u>Annual Budget:</u> \$2.0 billion</p>	<p>Alcoholic Beverage Control; Attorneys' Services Council; Correctional Education; Corrections (Includes all Adult Prisons); Criminal Justice Services; Emergency Management; Fire Programs; Juvenile Justice (Includes all Juvenile Corrections); Military Affairs; Parole Board; State Police.</p>

Secretariat	Purview	FY 2005 MEL and Budget	Agencies
<b>Public Safety (continued)</b>	<ul style="list-style-type: none"> <li>• Provide technical assistance, research and training for law enforcement agencies, community fire departments, prosecutors</li> <li>• Operate juvenile correctional facilities</li> <li>• Train about 10,000 Army and Air National Guard members</li> </ul>		
<b>Technology</b>	Responsible for developing, monitoring and directing the technology strategy and for assisting in technology based innovation and economic development for the Commonwealth. The Secretary of Technology oversees two agencies.	<u>MEL:</u> 372  <u>Annual Budget:</u> \$44 million	Virginia Information Technologies Agency; Center for Innovative Technology
<b>Transportation</b>	Develops and implements Virginia's transportation program, including policy and financial oversight for six agencies that employ over 12,000 people and have a combined annual budget in excess of \$3.3 billion.	<u>MEL:</u> 12,741  <u>Annual Budget:</u> \$3.4 billion	Aviation; Motor Vehicle Dealer Board; Motor Vehicles; Port Authority; Rail and Public Transportation; Transportation.
	<b>Executive Branch Totals</b>	<u>MEL:</u> 105,639  <u>Annual Budget:</u> \$27.9 billion	

### The Legislative Branch

Virginia's General Assembly is the focal point of the Commonwealth's Legislative Branch of government. It is comprised of the Senate, made up of 40 Senators, and the House of Delegates, made up of 100 Delegates. These elected members represent Virginia's citizens in the state government and carry out the mandates of the Constitution of Virginia.

**Table 4**  
**The Purview of the Legislative Branch**

Entity	Purview	FY 2005 MEL and Budget
<b>The Senate</b>	The General Assembly makes public policy, enacts laws, provides legal authority, and enacts a budget for all government actions. It elects judges and confirms some of the Governor's appointments. The General Assembly is made up of the 100-member <b>House of Delegates</b> and the 40-member <b>Senate</b> of Virginia. These elected members represent Virginia's citizens and carry out the mandates of the Constitution of Virginia.	<u>MEL:</u> 73  <u>Annual Budget:</u> \$9 million
<b>The House of Delegates</b>	See above	<u>MEL:</u> 144  <u>Annual Budget:</u> \$17 million

Entity	Purview	FY 2005 MEL and Budget
<b>Division of Legislative Services</b>	Drafts legislation for members of the General Assembly and provides legal, research, administrative, and clerical support to all legislative study commissions and standing committees	<u>MEL:</u> 76 <u>Annual Budget:</u> \$7 million
<b>Division of Legislative Automated Systems</b>	Operates computer systems, including those for legislative bill status and reporting, for the General Assembly and other legislative agencies; and handles publications for the General Assembly.	<u>MEL:</u> 19 <u>Annual Budget:</u> \$3 million
<b>Division of Capitol Police</b>	Provides security for the buildings and grounds of the Capitol and state properties in the Capitol area; investigates all crimes that happen on these sites; and when assigned, protects the Governor, members of the Governor's family, the Lieutenant Governor, the Attorney General, and members of the General Assembly.	<u>MEL:</u> 103 <u>Annual Budget:</u> \$5 million
<b>Auditor of Public Accounts</b>	Audits financial records of all state and many local government agencies; approves accounting systems developed for state agencies, and recommends accounting systems for local government agencies; provides guidelines for certified public accounting firms that audit counties; and prepares an annual comparative cost report for counties and cities.	<u>MEL:</u> 145 <u>Annual Budget:</u> \$10 million
<b>JLARC</b>	Evaluates program performance and reviews the operations and administration of state agencies, programs, and functions.	<u>MEL:</u> 37 <u>Annual Budget:</u> \$3 million
<b>Commission on the Virginia Alcohol Safety Action Program</b>	Regulates, coordinates, and monitors the activities of 24 local programs to educate the public about drunk driving and boating; evaluate and help convicted people to recognize their alcohol and drug abuse problems, and provide intensive treatment for these problems, depending on the person's need.	<u>MEL:</u> 11.5 <u>Annual Budget:</u> \$2 million
	<b>Legislative Branch Totals</b>	<u>MEL:</u> 610 <u>Annual Budget:</u> \$57 million

## The Judicial Branch

The Judicial Branch of the Commonwealth is comprised of a Supreme Court, the Court of Appeals, Circuit Courts, General District Courts, Juvenile and Domestic Relations Courts, Combined District Courts, the Magistrate System, the Public Defender Commission and several other entities whose primary function is to interpret the laws of the Commonwealth.

**Table 5:  
The Purview of the Judicial Branch**

Entity	Purview	FY 2005 MEL and Budget
<b>Supreme Court</b>	The Supreme Court consists of a Chief Justice and six justices, and is the state court of last resort. It hears cases and issues opinions in cases appealed from lower courts on whether laws are constitutional and properly applied. It also may determine whether persons are	<u>MEL:</u> 110 <u>Annual Budget:</u> \$18 million

Entity	Purview	FY 2005 MEL and Budget
<b>Supreme Court (continued)</b>	being held legally and hears cases of attorney and judicial misconduct. It considers over 2,900 cases each year. The Supreme Court, with the help of its support staff, administers other state courts and sets rules for legal practice and procedures.	
<b>Court of Appeals</b>	This court consists of a Chief Judge and ten judges, hears appeals in criminal (excluding death penalty) cases, domestic relations cases, and cases of most administrative agencies, such as those of the Virginia Workers' Compensation Commission.	<u>MEL:</u> 55 <u>Annual Budget:</u> \$6 million
<b>Circuit Courts</b>	Virginia has 31 circuit courts served by 150 judges. Circuit courts decide about 250,000 cases annually, involving civil matters (including divorce, will, and property disputes), all felonies, and misdemeanors arising from grand jury indictments. Circuit Courts also hear appeals from cases decided in General District Courts, Juvenile and Domestic Relations District Courts, and administrative agencies.	<u>MEL:</u> 162 <u>Annual Budget:</u> \$69 million
<b>General District Courts</b>	Virginia has 32 districts, served by 124 judges. Each year general district courts decide over three million criminal misdemeanor cases, traffic violation cases, and civil cases involving small amounts of money. They also hold preliminary hearings on felony cases.	<u>MEL:</u> 989 <u>Annual Budget:</u> \$76 million
<b>Juvenile and Domestic Relations Courts</b>	Virginia's 32 districts are served by 110 judges who hear more than 550,000 cases each year involving juvenile offenders and family issues such as child abuse, child support payments, and custody disputes.	<u>MEL:</u> 589 <u>Annual Budget:</u> \$63 million
<b>Combined District Courts</b>	Some areas of the Commonwealth do not have enough legal cases to require separate General District and Juvenile and Domestic Relations District Courts. In these localities, some activities for the two courts may be combined.	<u>MEL:</u> 205 <u>Annual Budget:</u> \$18 million
<b>Magistrate System</b>	Issue legal papers such as subpoenas, search warrants, civil warrants, and arrest warrants at the request of law enforcement officers and private citizens. Conduct bond hearings and accept payment for traffic violations and some misdemeanors.	<u>MEL:</u> 400 <u>Annual Budget:</u> \$19 million
<b>Public Defender Commission</b>	Public defenders, assistant public defenders, investigators, and sentencing specialists who serve 46 jurisdictions through 20 offices across the Commonwealth; provide legal defense, from pre-trial motions through appeals, for low-income people.	<u>MEL:</u> 464 <u>Annual Budget:</u> \$31 million
<b>Remaining entities</b>	Judicial Inquiry and Review Commission; State Bar; Criminal Sentencing Commission; State Board of Bar Examiners	<u>MEL:</u> 103 <u>Annual Budget:</u> \$17 million
	<b>Judicial Branch Totals</b>	<u>MEL:</u> 3077 <u>Annual Budget:</u> \$317 million

## Independent Agencies

The Commonwealth has six entities that are designated as "independent" in that they are not a part of the three branches of the state government. However, the Executive Branch (the Governor) and/or the Legislative Branch (the General Assembly) are

directly involved in the election, appointment and/or confirmation of the board, court, commission, council and/or administrative head of each of these independent entities.

**Table 6:  
The Purview of the Independent Agencies**

Agency	Purview	FY 2005 MEL and Budget
<b>State Corporation Commission</b>	Protects the interests of consumers by regulating a variety of businesses. Regulates public utilities, railroads, financial institutions, payments to localities, and securities (stocks and bonds); and insurance companies, including 1,582 companies, 101,300 agents and agencies, with over 141,000 licenses and almost 709,000 appointments. Charters and supervises about 199,500 foreign and domestic corporations, 45,000 limited liability companies, and over 9,200 limited and general partnerships.	<u>MEL:</u> 653  <u>Annual Budget:</u> \$90 million
<b>State Lottery</b>	Operates the state lottery, which currently offers instant ticket and on-line lottery games. In 2001, the agency sold over \$1 billion in lottery tickets through over 5,000 retailers and earned about \$329 million for the state. All lottery proceeds are dedicated to local K-12 public education. The agency's revenue is all from non-general funds, the sale of lottery tickets.	<u>MEL:</u> 309  <u>Annual Budget:</u> \$76 million
<b>Virginia Retirement System (VRS)</b>	Administers a statewide multi-employer retirement system for public employees. Provides pension and related benefit services to state employees, judges, state police officers, teachers and non-professional employees of public school boards, and other employees of participating political subdivisions. Administers a group life insurance program, an optional life insurance program for employees participating in the group life insurance program, the Virginia Sickness and Disability Program, a deferred compensation program, and a retiree health insurance credit program for retirees of participating employers.  The VRS mission is to administer pension benefits and associated services by serving as stewards of the funds in their care, and providing appropriate retirement guidance to the membership.	<u>MEL:</u> 257  <u>Annual Budget:</u> \$32 million
<b>Workers' Compensation Commission</b>	Administers the Virginia Workers' Compensation Act and the Crime Victim Compensation Program. Over half of the agency's budget goes for processing, examining, and making rulings on claims from injured or ill workers. Provides judicial review for contested claims and issues written decisions at each level of adjudication.  Provides money to victims of violent crimes from fees imposed on convicted criminals and from the federal crime victim compensation fund.	<u>MEL:</u> 189  <u>Annual Budget:</u> \$20 million
<b>Virginia College Savings Plan</b>	Established to "enhance the accessibility and affordability of higher education for all citizens of the Commonwealth" through the creation of the Virginia Prepaid Education Program (VPEP), and the creation of the Virginia Education Savings Trust (VEST).  VPEP offers an affordable, flexible savings plan that enables parents to prepare for their children's higher educational expenses by locking in future tuition costs at today's prices. Payments into the program are invested so that their steady growth will cover future college tuition and mandatory fees. Contracts may be purchased only during an annual enrollment period for children ages newborn to ninth grade. VEST provides a method to save for all college costs, including tuition, fees, room and board, textbooks, and computers. VEST participants have the opportunity to make an initial investment selection from among seven portfolios to target an investment mix that fits their individual investment goals. VEST will have continuous enrollment with no residency requirements or age limits.	<u>MEL:</u> 50  <u>Annual Budget:</u> \$4 million

Agency	Purview	FY 2005 MEL and Budget
<b>Virginia College Savings Plan (continued)</b>	The agency's revenue is derived solely from non-general fund sources, that is, investment earnings of the VPEP program and administrative fees charged to all VEST participants' investment portfolios.	
<b>Office for Protection and Advocacy</b>	(Formerly named the Department for the Rights of Virginians with Disabilities) Protects and promotes the legal and human rights of people with disabilities. Enforces requirements that public and private entities provide accessibility for disabled persons. Works to ensure non-discrimination in care, treatment, and services in public education, public accommodation, employment, and in government services and programs. Provides legal services and investigates complaints of abuse, neglect, or violations of human rights.	<u>MEL:</u> 35 <u>Annual Budget:</u> \$3 million
	<b>Independent Agencies Totals</b>	<u>MEL:</u> 1,493 <u>Annual Budget:</u> \$226 million

## Locations of Virginia's Government

The Commonwealth's Executive, Legislative and Judicial Branches have locations throughout the state. The primary function of these locations is to deliver state government services to its citizens or other governmental organizations.

Table 7 provides information on the locations of the agencies in the Executive Branch that have significant presence throughout the Commonwealth.

**Table 7**  
**Executive Branch Agencies with Significant Statewide Presence**

Agency	Number of Locations	Type of Local Presence
Department of Transportation	320	Residencies, district offices, storage sheds, gasoline stations
Department of Alcoholic Beverage Control	296	ABC stores
Department of Health	210	Health district and branch offices
Department of Motor Vehicles	128	Customer service centers, motor carrier service centers, and license agents
Department of Corrections	111	Correctional units; correctional centers, day reporting centers, adult residential programs, diversion centers, detention centers, probation and parole district offices
Department of Rehabilitative Services	54	Rehabilitation facility; regional offices; field offices
Department of Military Affairs	51	Military Property and armories

Agency	Number of Locations	Type of Local Presence
Virginia Employment Commission	51	Employment and Job Services Offices; Call Centers
Department of Juvenile Justice	47	Juvenile corrections; diagnostic centers
Department of General Services	26	Parking facilities; buildings occupied by DGS units
Subtotal for Top 10 Agencies	1,294	Approximately 80% of the Total
<b>Total for all Agencies</b>	<b>1,625</b>	

Source – 2003 Due Diligence as reported by agencies

In addition to these agencies, there are:

- 121 Circuit Courts; 131 General District Courts; and 121 Juvenile and Domestic Relations Courts.
- A number of state programs such as Community Service Boards (mental health, mental retardation and substance abuse services) that provide services to citizens are delivered through, and considered a part of local government.

State government has a significant physical presence throughout the Commonwealth, with each physical location being a potential site for the delivery of services to citizens. This physical presence must be taken into account when defining the “to be” Enterprise Business Architecture (EBA) for the Commonwealth and when performing the “gap analysis” to move the Commonwealth from the current “as is” business environment to the desired “to be” business environment of the future.

## SECTION 3

# ENTERPRISE BUSINESS STRATEGIES AND INTENT

The Council on Virginia's Future in its Interim Report to the Governor and the General Assembly of Virginia, January 12, 2005, defined the following vision and long-term objectives for the Commonwealth. The vision describes the long-term future to which we aspire and establishes priorities designed to focus and energize state government.

### VISION

***Building on a centuries -old heritage of leadership, achievement and commitment to the success of all its citizens, and with an abiding commitment to the rich historic and natural resources of this Commonwealth, we aspire to responsibly grow our economy to provide an enviable quality of life. To do so, we must ensure an attractive business environment, challenging and rewarding jobs reflective of a changing marketplace, and strong growth in personal income throughout all regions in the Commonwealth.***

***We aspire to increase the levels of educational preparedness and attainment of our citizens throughout all regions in the Commonwealth because an educated, well-trained citizenry, committed to lifelong learning, provides the greatest opportunity to responsibly grow our economy.***

***We have a responsibility to be the best-managed state in the country. To do so, we must have a focused vision, and a fiscally responsible system that provides clear, measurable objectives, outcomes and accountability, and that attracts, motivates, rewards and retains an outstanding state workforce.***

***We aspire to have an informed and engaged citizenry so that our citizens can provide knowledgeable input to shape the vision of the Commonwealth, identify appropriate service levels and assess progress.***

The long-term objectives provide specific aims that the Commonwealth will continually strive to achieve to improve the quality of life. The vision and the long-term objectives will ultimately provide overarching guidance for the development of agency-level strategic plans and will continue to be refined by the Council on Virginia's Future.

### Long-Term Objectives

- Elevate the levels of educational preparedness and attainment of our citizens.

- Be a national leader in the preservation and enhancement of our economy.
- Engage and inform citizens to ensure we serve their interests.
- Be recognized as the best-managed state in the nation.
- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect, conserve and wisely develop our natural, historical and cultural resources.
- Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.
- Ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life.

## **Guiding Principles**

The Council on Virginia's Future has an agenda item for 2005 for establishing guiding principles for the Commonwealth.

## SECTION 4

# ENTERPRISE BUSINESS MODEL

The Enterprise Business Model (EBM) represents the business functions of Virginia state government independent of the organizations that perform those functions. It answers questions related to what state government does and how state government delivers services to citizens and to other governmental organizations.

### **Background on the Development of Virginia Enterprise Business Model**

VITA staff started with the Federal Enterprise Architecture's Business Reference Model, Version 2.0 and made all necessary changes to adopt it to Virginia's business functions and terminology. This included adjusting the language in the definitions and removing functions performed in the Federal government that were not applicable to Virginia such as Foreign Affairs, Postal Services, Space Operations, General Retirement and Disability, Survivor Compensation, Scientific and Technological Research and Innovation, and Space Exploration and Innovation. It also included adding functions and definitions performed at the state level that are not applicable to the Federal government such as Elections, Voter Registration, Historic Resource Preservation, and Unclaimed Property management.

As the first step in validating and refining the EBM, VITA staff performed an initial mapping of agencies against the model using agency websites, the Appropriation Act, and other available information that addresses functions and/or services provided by state government organizations.

The final step in validating and refining the EBM and developing the "as is" enterprise business architecture involved having all Executive Branch agencies complete an agency verification and validation process using the initial VITA mapped data as a starting point. A complete copy of the validated Enterprise Business Model is in Attachment A and the detailed results of the "as is" enterprise business architecture are shown in Attachments B through E.

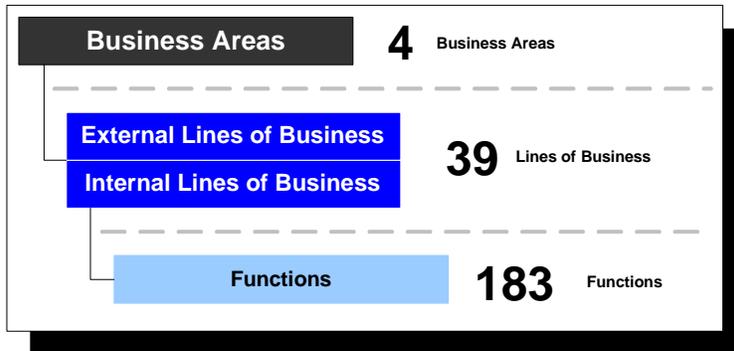
### **Structure of the Enterprise Business Model**

The EBM uses a three-tiered hierarchy as shown in Figure 3 with *Business Areas* at the highest level followed by *Internal/External Lines of Business* and *Business Functions*.

Four Business Areas separate government operations into high-level categories relating to the purpose of government (Services for Citizens), the mechanisms the government uses to achieve its purpose (Mode of Delivery), the support functions necessary to conduct government operations (Support Delivery of Services), and the resource

management functions that support all areas of the government's business (Management of Government Resources).

**Figure 3**  
 EBM Structure

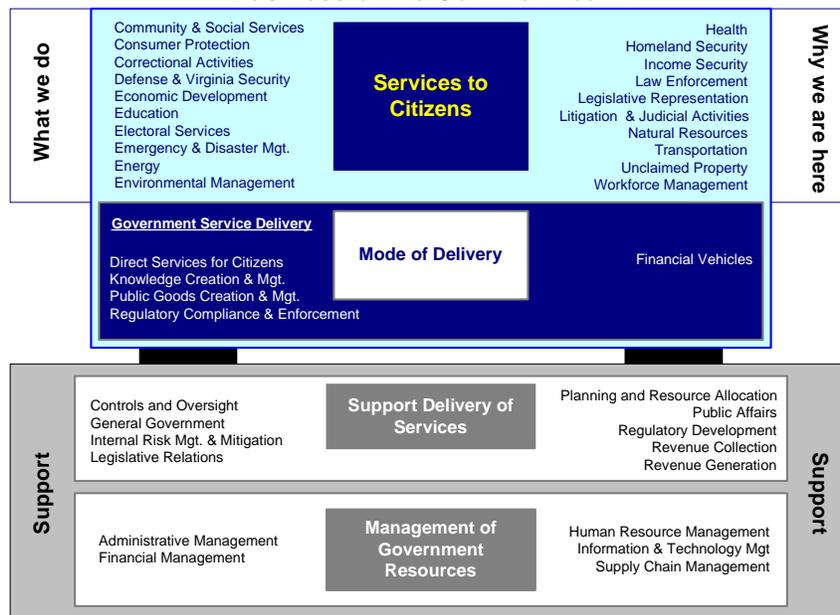


These four **Business Areas** are comprised of **39 Lines of Business**. Twenty of these lines of business are found in the Services for Citizens business area and describe the purpose of state government in functional terms. These lines of business are referred to as **External** lines of business. The remaining 19 **Internal** lines of business describe the methods used to deliver services and the support functions the government performs in order to effectively deliver services for citizens.

Each line of business is comprised of a collection of **Functions** that represent the lowest level of granularity in the EBM. The EBM contains **183 Functions**.

The definitions for the 4 business areas of the EBM are presented below and provide a unique way (Figure 4) to look at the business of the Commonwealth.

**Figure 4**  
 Business of the Commonwealth



Services to Citizens - Describes the mission and purpose of Virginia government in terms of the services it provides both to and on behalf of its citizens. It includes the delivery of citizen-focused, public and collective goods and/or benefits as a service and/or obligation of the Virginia government to the benefit and protection of the state's general population. This business area is reserved for those functions that describe the reason that the Virginia State Government exists. These are the services the citizen expects the government to deliver.

Mode of Delivery - Describes the mechanisms the Commonwealth uses to achieve the purpose of government or its services for citizens. It includes financial vehicles, direct government delivery, and indirect government delivery. Mode of delivery also is used to identify delivery mechanisms for the support delivery of services business area.

Support Delivery of Services - Provides the critical policy, programmatic and managerial underpinnings that facilitate the state government's delivery of services to citizens and to other state and local government agencies.

Management of Government Resources - Refers to the resource management activities that must be performed for the State Government to operate effectively on a day-to-day basis.

## **SECTION 5**

# **“AS IS” ENTERPRISE BUSINESS ARCHITECTURE**

### **“AS IS” ENTERPRISE BUSINESS ARCHITECTURE BACKGROUND**

The Enterprise Business Model presented in Section 4 represents the business of the Commonwealth, independent of the organizations that perform the various functions defined in the model. The “AS IS” enterprise business architecture identifies all the organizations in state government that currently perform some or all of each function defined in the model.

The “AS IS” EBA also defines functions that are applicable to an agency and that are provided substantially or wholly by an external provider for that agency. It also defines functions that are applicable to an agency and that the agency makes available for other governmental organizations to use (cross agency). Examples of cross agency functions include: IT Infrastructure and Telecommunications Services provided by VITA; Payroll Services provided by the Department of Accounts.

### **SCOPE OF THE INITIAL “AS IS” ENTERPRISE BUSINESS ARCHITECTURE**

VITA staff initially mapped 115 of the organizations identified in Section 2 of this report as part of validating the Enterprise Business Model for the Commonwealth and for establishing the initial baseline of the “AS IS” EBA. VITA staff proceeded in completing the “AS IS” EBA and refining the Enterprise Business Model by conducting a series of workshops with executive branch agencies business staff. Those workshops resulted in creating agency validated individual agency “AS IS” enterprise business architectures for 73 executive branch agencies.

The initial “AS IS” EBA presented in Attachments B through E shows the consolidation of those 73 organizations into the enterprise view of the “AS IS” EBA. The initial “AS IS” EBA does not include the Governor’s Office and Cabinet, the Lt. Governor’s Office, the Office of the Attorney General, the Virginia Port Authority, the Community College System, and the sixteen institutions of higher education.

Ideally, future generations of the “AS IS” EBA will include the remaining Executive Branch agencies, the independent agencies, and the agencies from the Judicial and Legislative Branches of state government.

### **“AS IS” BUSINESS AREA REPORTS**

The enterprise wide view of the “AS IS” EBA is presented in the attachments by the four business areas defined in the Enterprise Business Model (Services to Citizens, Mode of Delivery, Support Delivery of Services, and Management of Government Resources).

Summary level information on each of the four attachments is presented below. This includes key observations and agency mapping counts that show the number of agencies involved with each business function defined in the Enterprise Business Model. It should be noted that all functions in the Enterprise Business Model have been validated. Therefore, those functions that have an agency count of zero mean that one or more of the organizations described in Section 2 that are not included in the 73 organizations in the “AS IS” EBA perform that function.

**Services to Citizens – Attachment B**

- 17 agencies are involved with or are first responders in state level disaster or emergency responses.
- 10 agencies provide various social services to citizens
- 13 agencies are involved with business and industry development efforts.
- 13 agencies are involved with various aspects of elementary, secondary, and vocational education.
- 18 agencies participate in resolution facilitation, many in the form of administrative hearings, as a means of resolving regulatory issues.

**Table 8**  
**Services to Citizens Agency Counts**

Services to Citizens	# Agencies Mapped
101 Community and Social Services	
10 Community and Regional Development	5
20 Homeownership Promotion	2
30 Social Services	10
40 Veterans Services	1
102 Consumer Protection	
10 Consumer Affairs Protection Services	8
103 Correctional Activities	
10 Criminal Incarceration	3
20 Criminal Rehabilitation	3
104 Defense and Virginia Security	
10 Protect and Defend Citizens and Property	2
105 Economic Development	
10 Business and Industry Development	13
20 Industry Sector Income Stabilization	5
30 Intellectual Property	3
40 International Commerce	2
50 Sector Oversight	7
60 Tourism Promotion	9

**Table 8 (continued)**

Services to Citizens	# Agencies Mapped
106 Education	
10 Cultural and Historic Exhibition	11
20 Cultural and Historic Preservation	9
30 Elementary, Secondary, and Vocational Education	13
40 Higher Education	1
107 Electoral Services	
10 Elections	1
20 Voter Registration	1
108 Emergency and Disaster Management	
10 Disaster Emergency Response	17
20 Disaster Monitoring and Prediction	8
30 Disaster Preparedness and Planning	12
40 Disaster Repair and Restore	6
109 Energy	
10 Energy Conservation	4
20 Energy Resource Management	2
110 Environmental Management	
10 Environmental Monitoring and Forecasting	4
20 Environmental Remediation	7
30 Pollution Prevention and Control	5
111 Health	
10 Access to Care	7
20 Consumer Health and Safety	5
30 Health Advancement	2
40 Health Care Services	7
50 Medical Examiner Services	1
60 Population Health Management	6
112 Homeland Security	
10 Key Asset and Critical Infrastructure Protection	9
20 Transportation Security	4
113 Income Security	
10 Food and Nutrition Assistance	6
20 Housing Assistance	2
30 Unemployment Compensation	2
114 Law Enforcement	
10 Citizen Protection	10
20 Crime Prevention	7
30 Criminal Apprehension	5
40 Criminal Investigation, Surveillance and Intelligence Gathering	12
50 Leadership Protection	2
60 Property Protection	7
70 Substance Control	7
115 Legislative Representation	
10 Citizen Representation in Virginia Government	0

**Table 8 (continued)**

Services to Citizens	# Agencies Mapped
116 Litigation and Judicial Activities	
10 Judicial Hearings	5
20 Legal Defense	0
30 Legal Investigation	13
40 Legal Prosecution, Litigation and Sentencing	6
50 Resolution Facilitation	18
117 Natural Resources	
10 Agricultural Innovation and Services	3
20 Conservation, Marine and Land Management	8
30 Recreational Resource Management and Tourism	6
40 Water Resource Management	5
50 Historic Resource Preservation	5
118 Transportation	
10 Air Transportation	1
20 Ground Transportation	3
30 Water Transportation	2
119 Unclaimed Property	
10 Unclaimed Property Services	1
120 Workforce Management	
10 Labor Rights Management	3
20 Training and Employment	11
30 Worker Safety	3
40 Workers Compensation Services	0
<b>Services to Citizens Total</b>	<b>368</b>

**Mode of Delivery – Attachment C**

- 30 agencies are involved with issuing regulatory licenses and permits.
- 64 agencies deliver services directly to citizens and 47 agencies provide services to other governmental organizations.
- More than 30 agencies use the Knowledge Creation and Management line of business functions as a primary means of delivering services to citizens or other governmental organizations.
- 39 agencies administer one or more grants.

**Table 9  
Mode of Delivery Agency Counts**

Mode of Delivery	# Agencies Mapped
221 Direct Services For Citizens	
10 Agency Operations	47
20 Citizen Operations	64

**Table 9 (continued)**

Mode of Delivery	# Agencies Mapped
221 Direct Services For Citizens	
30 Military Operations	1
222 Knowledge Creation and Management	
10 Advising and Consulting	37
20 General Purpose Data and Statistics	34
30 Knowledge Dissemination	37
40 Research and Development	28
223 Public Goods Creation and Management	
10 Construction	12
20 Information Infrastructure Management	20
30 Manufacturing	4
40 Public Resources, Facilities, & Infrastructure Management	23
224 Regulatory Compliance and Enforcement	
10 Inspections & Auditing	32
20 Permits and Licensing	30
30 Standard Setting / Reporting Guideline Development	26
225 Financial Vehicles	
10 College Savings Plan	0
20 Direct Payments	24
30 Formula Transfer of Funds	22
40 General Insurance	4
50 Grants	39
60 Loans	11
70 Loan Guarantees	5
80 Subsidies	4
90 Tax Credits	9
<b>Mode of Delivery Total</b>	<b>513</b>

**Support Delivery of Services - Attachment D**

- More than 46 agencies are involved in ongoing monitoring and evaluation activities for various state and federal programs.
- 6 agencies are involved with administering and/or collecting state taxes.
- 44 organizations collect user fees.
- 18 organizations have retail sales operations.
- 45 organizations are involved with developing and publishing policies and guidelines to implement laws and regulations.
- Functions in the Internal Risk Management and Mitigation, Legislative Relations, and Public Affairs lines of business are applicable to almost all organizations.
- 73 organizations perform the budget execution, budget formulation, and strategic planning functions.
- 9 organizations are permitted to perform fund raising activities, or have others perform fund raising activities on their behalf.

**Table 10**  
**Support Delivery of Services Agency Counts**

Support Delivery of Services		# Agencies Mapped
328	Controls and Oversight	
	10 Corrective Action	43
	20 Program Evaluation	47
	30 Program Monitoring	48
329	General Government	
	10 Central Analytical Lab Services	2
	15 Central Distribution Warehouse	1
	20 Central Facilities, Fleet and Property Management	1
	25 Central Fiscal Operations	3
	30 Central Graphic Design Services	1
	35 Central Human Resources Management	4
	40 Central Interagency Mail Services	1
	45 Central IT Management	1
	50 Central IT Procurement Management	1
	55 Central Non-IT Procurement Management	1
	60 Central Records and Statistics Management	8
	65 Central Telecommunications Management	1
	70 Executive Functions	2
	75 Legal Advice and Services	1
	80 Legislative Functions	2
	85 Taxation Management	6
330	Internal Risk Management and Mitigation	
	10 Contingency Planning	71
	20 Continuity Of Operations	72
	30 Service Recovery	71
	40 Self Insurance	5
331	Legislative Relations	
	10 Legislative Liaison Operations	72
	20 Legislation Testimony	72
	30 Legislation Tracking	72
	40 Proposal Development	71
332	Planning and Resource Allocation	
	10 Budget Execution	73
	20 Budget Formulation	73
	30 Capital Planning	47
	40 Enterprise Architecture	11
	50 Management Improvement	56
	60 Strategic Planning	73
	70 Workforce Planning	67
333	Public Affairs	
	10 Customer Services	72
	20 Official Information Dissemination	72
	30 Product Outreach	67
	40 Public Relations	68

Table 10 (continued)

Support Delivery of Services		# Agencies Mapped
334	Regulatory Development	
10	Policy and Guidance Development	45
20	Public Comment Tracking	41
30	Regulatory Creation	42
40	Regulatory Publication	43
335	Revenue Collection	
10	Debt Collection	22
20	Forfeited Asset Sharing	4
30	Asset Sales	4
40	User Fee Collection	44
336	Revenue Generation	
10	Alcoholic Beverages	1
20	Correctional Enterprises	1
30	Gambling	0
40	Prison Space Rental	2
50	Retail Sales	18
60	Virginia Industries for the Blind	1
70	Fund Raising	9
<b>Support Delivery of Services Total</b>		1,636

### Management of Government Resources - Attachment E

- With exception of the Collections and Receivables function (65 organizations), the functions in the Financial Management line of business are applicable to all organizations.
- Most functions in the Supply Chain Management, Administrative Management, Human Resource Management, and Information and Technology Management lines of business are applicable to most organizations.
- 67 organizations specified VITA as the external provider for IT infrastructure.
- 62 organizations specified VITA as the external provider for telecommunications.
- 31 organizations specified the Department of Accounts as the external provider for payroll management and expense reimbursement.
- 39 organizations are operating some form of help desk.
- 15 organizations require some or all perspective or full time employees submit to some form of drug testing.
- Only 30 organizations require some form of extensive pre employment screening.

**Table 11**  
**Management of Government Resources Agency Counts**

Management of Government Resources		# Agencies Mapped
437	Administrative Management	
10	Equipment Management	68
20	Facilities Management	52
30	Fleet Management	44
40	Help Desk Services	39
50	Physical Security Management	73
60	Travel	73
70	Workplace Policy Development And Management	73
438	Financial Management	
10	Accounting	73
20	Asset and Liability Management	73
30	Budget and Finance	73
40	Collections and Receivables	65
50	Payments	73
60	Reporting and Information	73
439	Human Resource Management	
5	Applicant Intake and Recruiting	72
10	Benefit Administration	72
15	Discipline and Grievance	72
20	Drug Testing	15
25	Evaluation	73
30	Labor Relations	0
35	Payroll Management and Expense Reimbursement	72
40	Personnel Action Processing	72
45	Position Classification and Management	72
50	Pre Employment	30
55	Reporting and Metrics	53
60	Security Clearance Management	71
65	Time and Labor Distribution	53
70	Training Management	58
75	Vacancy Tracking	72
440	Information and Technology Management	
10	Information Management	73
20	IT Infrastructure Services	73
30	IT Security	72
40	Lifecycle/Change Management	62
50	Record Retention	73
60	System Development	64
70	System Maintenance	66
80	Telecommunications/Network Management	72
90	Video Services	27

Table 11 (continued)

Management of Government Resources		# Agencies Mapped
441	Supply Chain Management	
10	Goods Acquisition	72
20	Inventory Control	73
30	Logistics Management	62
40	Services Acquisition	72
<b>Management of Government Resources Total</b>		<b>2,570</b>

## **SECTION 6**

# **“TO BE” ENTERPRISE BUSINESS ARCHITECTURE**

This is a placeholder section that will contain the “to be” Enterprise Business Architecture once a business owner is found and the architecture component is completed.

The “to be” enterprise business architecture should define the services to be delivered by state government organizations and how state government should be organized to effectively and efficiently deliver those services.

## **SECTION 7**

# **“AS IS” ENTERPRISE BUSINESS ARCHITECTURE GAP ANALYSIS**

This is a placeholder section that will contain the gap analysis that defines the steps and initiatives that are needed to move the “as is” enterprise business architecture to the “to be” Enterprise Business Architecture. This section is reserved and will be completed by the business owner of the “TO BE” enterprise business architecture once that architecture component is completed.

Typically the gap analysis will identify a set of detailed steps or initiatives that must be accomplished to move the Commonwealth from the “as is” environment to the desired “to be” environment.

## **SECTION 8**

# **MAINTENANCE AND PUBLICATION OF THE ENTERPRISE BUSINESS ARCHITECTURE**

### **MAINTAINING THE ENTERPRISE BUSINESS ARCHITECTURE**

The Enterprise Business Architecture will be published, maintained, and updated by VITA's Strategic Management Services Directorate Policy, Practice and Architecture staff.

The need to change or update the components of the enterprise business architecture can come from a variety of sources at a variety of times, and as such, requires continuous ongoing updating. Sources of change include changes to the business model, organizational changes, business strategies and intent changes, development of and/or changes to the "TO BE" EBA, and agency changes.

The Enterprise Business Model component of the EBA represents the business functions of the Commonwealth, independent of the organizations that perform those functions, and is expected to change very slowly over time. VITA recognizes that changes to the business model will require communications and interactions with all organizations included in the "AS IS" enterprise business architecture, to ascertain the impact of the change on each agency's "AS IS" enterprise business architecture, solicit needed changes, and as appropriate, update the "AS IS" component of the enterprise business architecture.

Organizational restructuring is another primary source of changes that will require updates to the "AS IS" component of the enterprise business architecture. Consolidating or merging agencies, breaking an organization into multiple agencies, consolidating functions into one organization, or outsourcing a function to an external provider are all ongoing possibilities as state government seeks to become more efficient and effective in the delivery of services to citizens.

Agencies may request changes to their "AS IS" EBA to correct errors, enhance comments, indicate changes in external provider information for a function, or to add or remove a function.

As appropriate, VITA will work with state business leaders to facilitate the development of the "TO BE" component of the enterprise business architecture and the corresponding "gap analysis" component. When completed, VITA will make these components available over the Internet in a similar manner to the other components of the EBA.

## **PUBLICATION OF THE ENTERPRISE BUSINESS ARCHITECTURE**

VITA will publish the EBA as a document, as a set of static reports, and as a dynamic database available for viewing and extracting information over the Internet. Static reports will include the latest enterprise business model, "AS IS" EBA reports on business areas, Secretarial summary reports, and individual agencies. The application used to present the Internet EBA database will have the ability to extract and produce dynamic reports by line of business or a specific business function, and will have extensive capabilities to produce requestor defined extract information in Excel spreadsheet format.

***Attachment A***  
***Enterprise Business Model***

***Attachment B***

***Services to Citizens***

***AS IS Enterprise Business Architecture***

***Report***

***Attachment C***

***Mode of Delivery***

***AS IS Enterprise Business Architecture***

***Report***

## ***Attachment D***

# ***Support Delivery of Services AS IS Enterprise Business Architecture Report***

## ***Attachment E***

# ***Management of Government Resources AS IS Enterprise Business Architecture Report***