

FINANCIAL DATA IS FROM BUDGET YEAR (BY) 2007 OMB SUBMISSION

Administrative Information

Project Name:	VA Enterprise Architecture-2007
Project Phase:	Full Acquisition
Administration:	Staff Office

Concise General Description

The OneVA EA continues to evolve since VA is implementing EA as a continuous improvement process. It is being re-baselined to support the organizational direction established by the VA's new Chief Architect. The following administrative areas will be represented under this consolidated EA budget request:

(1) Enterprise Architecture Service (EAS) – Responsible for development and publication of the annual VA Enterprise Architecture Assessment, Technical Reference Model, and supporting documents, as well as the EA Repository, the VA-Zachman Metamodel, and the EA modeling and publishing toolset, the Baseline System Inventory, the VA-Business-Model, Gap Analysis and Sequencing Plan. EAS evaluates new IT projects, budget requests and procurement requests for EA compliance and supports VA business lines with business process re-engineering services. EAS supports the Enterprise Architecture Council, the TRM working group, and participates in numerous collaborative activities.

(2) Data Architecture Service (DAS) – Responsible for leading and coordinating the establishment of data standards and data collaboration across the Department. To achieve this goal, DAS will develop and publish a VA Data Registry and will organize a VA Data Management Board. The VA Data Registry will serve to maximize stakeholder data access, understanding and ease of use. The VA Data Management Board will develop and implement a method to manage data horizontally throughout the VA. VA data registration and standardization activities will serve to identify opportunities for data sharing, integration, and interoperability, and reduces ambiguities and unnecessary redundancies in the definition and use of data. Data architecture defines and structures data and data relationships to facilitate analyses that feed business strategy and optimization decisions. Data architecture also serves as a link between business architecture and application architecture, providing a foundation for application design and delivery.

(3) Records Management Service (RMS) – Responsible for managing numerous information compliance programs (including FOIA and RONA), managing the Section-508 Compliance Program, and capturing and reporting status on the VA's PMA initiatives and e-Gov participation, at the Department Level.

(4) Enterprise Configuration Management Service (ECMS) – Responsible for establishing consensus on configuration management matters across VA and for publishing guidance, direction and best practices for enterprise configuration management, IT project configuration management and deployment planning at the Department level. CM consists of five distinct functions:

- a. CM Planning and Management – to establish CM activities for the context and environment in which CM is to be performed.
- b. Configuration Identification – to select and uniquely identify the products and components to be managed within the formality of the CM discipline,
- c. Configuration Change Management – for controlling changes and variances to a product using a systematic, measurable change process,
- d. Configuration Status Accounting – to provide timely, accurate information about the progress of a product through its life cycle and
- e. Configuration Verification and Audit – to confirm that what has been built fulfills its functional and physical product requirements, designs, and specifications.

1.5% of costs identified for development will be used to provide an independent assessment (IV&V) for FY2007 and will incorporate the 1.5% funding requirement for independent assessments into all appropriate subsequent years.

Abbreviated Benefits/Impact

The One-VA Enterprise Architecture will benefit VA and the Veterans it serves by: Improving the alignment of VA's IT investment decisions to VA business and Veteran service objectives; leading the VA in eliminating the development of redundant or duplicate systems across business lines; leading and coordinating the Department's standardization and reuse of data across business lines and partnering agencies; establishing a methodology so that the evolving information technology asset base is built upon widely accepted industry standards and best practices; facilitating the use of commonly available components (such as the e-gov facilities); and improving IT accountability and cost containment.

Summary of spending for project (In millions)									
Budgetary Resources	PY -1 and Earlier	PY 2005	CY 2006	BY 2007	BY+1 2008	BY+2 2009	BY+3 2010	BY+4 & Beyond	Total
Development	18.54	6.61	6.01	5.79	17.15	0.00	0.00	0.00	54.11
Maintenance	1.76	1.57	1.75	4.50	5.50	14.50	14.50	0.00	44.08
Total	20.30	8.18	7.76	10.29	22.65	14.50	14.50	0.00	98.19
Government FTE Costs	3.60	1.80	2.24	2.29	8.51	8.84	8.97	9.11	45.36

Performance Goals & Measures						
Fiscal Year	Measurement Area	Measurement Category	Measurement Indicator	Baseline	Planned Improvements to the Baseline	Actual Results
2005	Mission and Business Results	Human Resource Management	Professional Development	8%	TOIT/OEAM employees trained and certified in the (PMP) Project Management Methodology will be increased to 22%.	30%
2005	Mission and Business Results	Human Resource Management	Employee Retention	100%	Sustain current performance level at 100% for employee retention. Ability to motivate, compensate, and retain employees over the year with respect to 2003 as a baseline.	100%
2005	Technology	Efficiency	EA Investment Review	100%	Sustain current performance level for EA investment review; 100% of all reviewed investment actions comply with EA Standards.	100%
2005	Processes and Activities	Productivity and Efficiency	Data Sharing	5%	Establish data standards for data sharing and collaboration across VA.	10%
2005	Processes and Activities	Management and Innovation	Complete 75% of EA business model development and publication to support investment decision review.	50%	Include business model analysis in 75% of major IT investments reviewed for EA conformity through milestone review CPIC process.	75%
2006	Mission and Business Results	Human Resource Management	Professional Development	8%	The percentage OIT/OEAM employees train and certified in the (PMP) Project Management Methodology.	TBD
2006	Mission and Business Results	Human Resource Management	Employee Retention	100%	Sustain current performance level at 100% for employee retention. Ability to motivate, compensate, and retain employees over the year with respect to 2003 as a baseline.	TBD
2006	Technology	Efficiency	EA Investment Review	100%	Sustain current performance level for EA procurement review; 100% of all reviewed procurement actions comply Sustain current performance level for EA investment review;	TBD

					100% of all reviewed investment actions comply with EA Standards.	
2006	Processes and Activities	Efficiency	Enterprise-wide infrastructure planning and acquisition	5%	Cost containment and elimination of redundant processes.	30%
2006	Processes and Activities	Management and Innovation	Complete 90% of EA business model development and publication to support investment decision review.	50%	Include business model analysis in 75% of major IT investments reviewed for EA conformity through milestone review CPIC process.	TBD
2006	Technology	Efficiency	Increase percentage of new IT system that utilized or share existing data with other system.	50%	Increase the percentage of new IT projects that utilized existing data (share data with other initiative) as opposed to creating or requesting redundant data. (10% every starting 05)	TBD
2007	Mission and Business Results	Human Resource Management	Professional Development	8%	The percentage OIT/OEAM employees train and certified in the (PMP) Project Management Methodology.	TBD
2007	Mission and Business Results	Human Resource Management	Employee Retention	100%	Sustain current performance level at 100% for employee retention. Ability to motivate, compensate, and retain employees over the year with respect to 2003 as a baseline.	TBD
2007	Mission and Business Results	Efficiency	EA Investment Review	100%	Sustain current performance level for EA investment review; 100% of all reviewed investment actions comply with EA Standards.	TBD
2007	Technology	Efficiency	Increase percentage of new IT systems that utilize or share existing data with other systems.	75%	Create authoritative data source for data sharing.	TBD
2007	Processes and Activities	Controls and Oversight	Configuration Management System	5%	Standard Configuration Management Policy, Procedures and Processes	TBD
2007	Processes and Activities	Planning and Resource Allocation	Complete 100% of EA business model development and publication to support investment decision review.	50%	Include business model analysis in 75% of major IT investments reviewed for EA conformity through milestone review CPIC process.	TBD
2007	Customer Results	Quality	OMB EA Maturity Assessment	3	Raise to 4 the score received from OMB in the EA Maturity Assessment.	TBD

Risks (Outstanding High Impact Only Selected)

Risk Category	Risk Description	Probability of Occurrence	Impact	Mitigation Strategy
---------------	------------------	---------------------------	--------	---------------------

1 - Schedule	Capability and performance may be affected by short deadlines	Basic	Med	Adapting a modular approach to both capability development and contract execution.
2 - Initial Costs	Scope Creep	Basic	Med	Contracts will be monitored for performance.
3 - Life-Cycle Costs	EA artifact development costs may exceed estimates.	Basic	Med	Repository and EA costs will be managed in connection with overall EA artifact development and implementation plans.
4 - Technical Obsolescence	Tools used for EA repository development and data repository become outdated.	Basic	Med	VA has adopted a strategy in repository and presentation development for the EA. This strategy separates the collection and authoring of EA information, in the form of structured data, from the modeling tool it self. This approach mitigates the risk of tool obsolesce. With this structure modeling input can be ported to any modeling tool with short notice.
5 - Feasibility	COTS software and data structures may not meet VA needs.	Basic	Med	The new approach to EA repository and portal development does not rely upon a single tool. A variety of modeling tools are used for various purposes; the modeling input is consistently managed in a structured data management tool and the results are presented in a consistent HTML presentation. Developers who require a dynamic presentation will work directly with the appropriate modeling tool.
6 - Reliability of Systems	This risk category isn't applicable, EA is not a development system nor does it develop systems but rather it is a organizational service being directed by VA's Chief Architect.	Basic		N/A, EA is not a development system nor does it develop systems.
7 - Dependencies and Interoperability Between This and Other Investments	Insufficient information to determine dependencies and interoperability	Basic	Med	Coordination will be established between this office and stakeholder organizations to ensure adequate information flow.
8 - Surety (Asset Protection) Considerations	Information may be compromised.	Basic	Med	Servers are managed in a certified and accredited network/general support system.
9 - Risk of Creating a Monopoly For Future Procurements	Previously acquired hardware, software and consulting services influence good procurement decision making.	Basic	Low	Establish requirements and good monitoring procurement practices to provide fair contracting practices.
10 - Capability of Agency to Manage the Investment	Lack of communication between the stakeholders.	Basic	High	Involve a broad spectrum of stakeholders in EA decision making and standard adapting processes. Through the Enterprise Architecture Council (EAC) and through special interest working groups in which subject matter experts within the administration and field units participates in developing EA standards and best practices.
11 - Overall Risk of Investment Failure	Critical requirements are not fully defined.	Basic	High	The EA program is closely managed by the Chief Architect and the EA/PMO. This program is also monitored by the EAC and the Enterprise information Board (EIB), which

				is chaired by the CIO and is made up of high level business stake holders.
12 - Organizational and Change Management	Lack of communication	Basic	Med	The EA program is closely managed by the Chief Architect, the EAC and the EA/PMO. This program is also monitored by the Enterprise information Board (EIB), which is chaired by the CIO and is made up of high level business stake holders.
13 - Business	Lack of consensus on critical business objectives	Basic	High	Issues that cannot be resolved by working groups or the EA/PMO are raised to the EAC, CIO and EIB levels.
14 - Data/Info	Inconsistent data between business lines	Basic	High	Data Management Board ensures coordination of business lines' requirements.
15 - Technology	HW/SW replacement; Project size or scope creep	Basic	Low	Pilot HW and SW before full implementation and use other agencies' experience for benchmarking; Must plan for and keep track of proper resources at all phases of the project;
16 - Strategic	Lack of focus on and follow-through on IT Strategic Plan goals OIG/GAO deficiencies; Lack of compliance;	Basic	Med	Adherence to strategic plan guidance and compliance with OIG/GAO guidance is closely monitored by the CIO as part of the EA governance process.
17 - Security	Inconsistent security practices	Medium	Low	Adhere to VA Security Requirements and Standards.
18 - Privacy	Compromise of HIPAA related data	Basic	Low	Establish clear benefits rules of behavior and security controls
19 - Project Resources	Inappropriate allocation of staff; staff expertise; cost overruns; team experience; insufficient time	Basic	High	Use appropriately trained personnel and correctly structured project team; Must identify relevant costs, understanding component costs and provide adequate program management and quality control; develop a project plan with tasks broken into increments; use earned value management to avoid schedule slippage

Security		
	Complete? (Y/N)	Date of Completion or Projected Date of Completion
Complete System Security Plan	No	
Complete C&A Requirements	No	

Critical Issues
Assure timely continuation of EA Program.

Concerns
None

Next Steps
Develop and deliver EA v5.0.

14										
15										
16										
17										
18										
19										
20										
21										
22										
23										
24										
25										
26										
27										
28										
29										
30										

Completion Date: OMB Approved Baseline	Sep 30, 2008	Estimated Completion Date:	Sep 30, 2008
Total Cost: OMB Approved Baseline	86.200	Estimate at Completion	72.000

Project EVMS Summary			
EVMS as of Date:	Aug 15, 2005	BCWS Value:	27.176
BCWP Value:	23.600	ACWP Value:	26.680
Cost Variance:	-3.08	Schedule Variance:	-3.58
Cost Variance %:	-13.06	Schedule Variance %:	-13.18

New Baseline Proposed to OMB in BY 2007 Submission:						
	Description of Milestone	Scheduled Start Date	Scheduled End Date	Scheduled Duration(Days)	Planned Cost	Funding Agency
1	EAS - Program Planning	Oct 1, 2003	Sep 30, 2008	1,200	8.000	VA
2	EAS - Develop & Publish Enterprise Architecture Future Vision and Target (To Be) Enterprise Architecture	Oct 1, 2005	Sep 30, 2006	240	0.668	VA
3	EAS - Develop & Publish EA Baseline & Create BPR Practice	Oct 1, 2005	Sep 30, 2007	480	1.570	VA
4	EAS - EA Policy and Process	Oct 1, 2005	Sep 30, 2008	720	0.040	VA
5	EAS - Develop & Publish Technical Reference Model	Oct 1, 2005	Sep 30, 2006	240	0.630	VA
6	EAS - Communications, Conference & EAC Activities	Oct 1, 2005	Sep 30, 2008	240	0.271	VA

7	EAS - EA Development	Oct 1, 2003	Sep 30, 2008	1,200	18.840	VA
8	DAS - Data Policy, Process and Plans	Oct 1, 2004	Sep 30, 2008	960	11.131	VA
9	DAS - Data management methodology developed, documented, implemented and continuously improved	Oct 1, 2004	Sep 30, 2008	960	2.250	VA
10	DAS - Data registry developed, piloted, implemented and continuously improved	Oct 1, 2004	Sep 30, 2008	960	1.164	VA
11	DAS - Data analysis methodology/tool developed, piloted, implemented and continuously improved	Oct 1, 2004	Sep 30, 2008	960	5.320	VA
12	DAS - Independent program management, and post implementation reviews conducted	Oct 1, 2004	Sep 30, 2008	960	1.070	VA
13	DAS - Data standardization process developed, documented, implemented and continuously improved	Oct 1, 2004	Sep 30, 2008	960	1.627	VA
14	CMS - Configuration Management implemented and maintained	Oct 1, 2005	Sep 30, 2008	720	2.500	VA
15	CMS - Requirements Management implemented and maintained	Oct 1, 2005	Sep 30, 2008	720	2.000	VA
16	RMS - Develop and establish Section 508 Test Center	Oct 1, 2006	Sep 30, 2008	480	8.000	VA
17	Federated Enterprise Data Consolidation Repository - Hire staff, Contract for Requirements Development, Determine Initial Requirements	Oct 1, 2006	Sep 30, 2007	240	2.047	VA
18	VA Enterprise Network Utility Services - Hire staff, Contract for Requirements Development, Determine Initial Requirements	Oct 1, 2006	Sep 30, 2007	240	2.267	VA
19	Enterprise Engineering Systems Solutions and Acquisition -Hire staff, Contract for Requirements Development, Determine Initial Requirements	Oct 1, 2006	Sep 30, 2007	240	2.598	VA
20	Combined Maintenance (EAS, DAS, CMS, RMS) FY 03-FY09	Oct 1, 2003	Sep 30, 2010	1,680	44.080	VA
21						
22						
23						
24						
25						
26						
27						
28						
29						
30						

Revised Date & Cost Completion

<i>Revised Completion Date</i>

Sep 30, 2008

<i>Revised Cost Estimate at Completion</i>
--

72.000

Baseline Change Explanation

<p>The One-VA Enterprise Architecture program has undergone a thorough review resulting in reallocation of program costs, refined Milestones and reduced project risk. The actual cost baseline for the program was reduced from \$86M to \$72M, a \$14 M (a 16%) reduction. The FY07 reimbursable request increased from previous estimates due to the need to move all development costs forward to Sep 30, 2008 (or earlier) to reflect activity that will be performed within the schedule baseline. In addition, funds were requested to begin development of a 508 test center (\$4M). In short, the previous spread of costs was incorrect with development costs being shown beyond project completion which is illogical, and the costs of the 508 test center correctly shown in FY07.</p>
--