



## NASCIO Enterprise Architecture Business Case Summary

October 2005

**NASCIO Online**  
Visit NASCIO on the web for the latest  
information on the NASCIO enterprise  
architecture program.

This document was prepared under the leadership, guidance, and funding of the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice, in collaboration with NASCIO.  
The opinions, findings, and conclusions or recommendations expressed in this document are those of the authors and do not necessarily represent the official position or policies of the U.S. Department of Justice.

**Disclaimer**

NASCIO makes no endorsement, express or implied, of any products, services, or websites contained herein, nor is NASCIO responsible for the content or the activities of any linked websites. Any questions should be directed to the administrators of the specific sites to which this publication provides links. All critical information should be independently verified.

© Copyright National Association of State Chief Information Officers (NASCIO), October 2005.  
All rights reserved. This work may be reproduced and distributed in whole. NASCIO asks that appropriate credit be given to NASCIO and BJA.

# *Enterprise Architecture Business Case Summary*

## *Introduction*

NASCIO provides materials and technical assistance that supports the ongoing development of state and territorial enterprise architecture (EA) programs. EA is not an end in itself, rather it is a management engineering discipline that can guide the path toward transformation and provide the tools for management of change in government. NASCIO has collected success stories from a variety of sources including its various awards programs. The NASCIO Architecture Working Group members have found that success stories provide an invaluable dimension of the underlying analysis when presenting the business case for EA related projects.

These are now being made available to the greater NASCIO community to provide anecdotal information for developing a strong case for EA. Much can be learned from these experiences and the reader is encouraged to contact the original source for any additional information or comment regarding those success stories that are most relevant. Members are encouraged to continually add to this “library of success stories.”

NASCIO will continue to develop and provide tools, samples, and examples that can be leveraged when seeking funding as well as framing of projects and executing on those initiatives intended to deliver government wide information sharing and interoperability.

These success stories are intended to assist CIOs in the following activities:

- building strong business cases,
- for presentation to policy makers such as state legislators,
- for making changes to governance structures,
- as reference materials to learn how other states are leveraging technology,
- to learn how other states are making business process improvements,
- for evaluating policy, and
- as reference and supporting documentation when seeking funding.

All submitted business cases are available in the Strategic Materials And Resource Tool (SMART) database repository which may be accessed at [www.nascio.org/smart](http://www.nascio.org/smart) or you may view the individual awards and submissions through the NASCIO website at [www.nascio.org/awards/index.cfm](http://www.nascio.org/awards/index.cfm).

## ***Categories***

The best practices recognition awards are submitted in the following categories:

### ***Communications Infrastructure***

Initiatives or facilities to promote economic development, interoperability and improve quality of life by facilitating or providing communications capabilities that enable state government to operate more efficiently and effectively or offer more innovative, responsive and personalized services to citizens. An emerging challenge is the ability to deliver affordable (non-discriminatory pricing) broadband Internet connectivity to all citizens, regardless of geographic location or economic status (i.e., address the digital divide in communications technology).

### ***Digital Government: Government to Business (G to B)***

Applications that foster innovative, timesaving, cost-effective transactions between government and businesses. Applications focus on convenience and streamlining exchange of information. Examples include automation of procurement, registration, licensing and permitting.

### ***Digital Government: Government to Citizen (G to C)***

Governmental applications that provide service to citizens. Examples include unemployment compensation, welfare benefits, licensing, vehicle registration, justice/safety programs, insurance, retirement programs, environmental service, tax collections, etc. Submissions can include any type of electronic interface. Please make specific note of development initiatives that assure expanded access to, and independent use of, information technology by people with disabilities or others who would not normally have easy access to IT initiatives.

### ***Digital Government: Government to Government (G to G)***

Digital government initiatives aimed at enhancing government to government interaction, transactions, and/or services. Examples include multi-state, multi-agency, state to local government, state to federal government, integrated justice systems, and state to employee programs or projects that have produced significant efficiencies and/or improved service.

### ***Enterprise Architecture***

The design, development or implementation a solution-based enterprise architecture frameworks, consisting of technical, business, and information architectures. A holistic Enterprise Architecture framework will enable integration, shared services, interoperability and sharing of information with other entities across functional and organizational boundaries. This effort should help improve efficiency, deliver exceptional service and reduce costs to citizens, business, and other governmental entities. For example, governance structures, and guidance in the following areas of EA are presented in various NASCIO EA products:

- business architecture,
- information architecture
- solutions architecture
- technical architecture
- program management
- EA delivery process

### ***Innovative Use of Technology***

Unique uses of current technology or application of leading-edge technology. Examples include a customer kiosk information delivery system, multimedia learning applications, technologies enabling rehabilitation, geographic information systems, artificial intelligence (AI) systems, and micro applications, i.e. PDA and wireless.

### ***Security and Business Continuity***

This category encompasses IT security projects, as well as business continuity initiatives as they relate to disaster recovery, business recovery, business resumption, contingency planning, homeland security, bio-terrorism and health alerts. Business continuity initiatives can embrace a broad range of service-delivery options including paper-based and electronic, manual and automated, individual and integrated.

### ***State IT Management Initiatives***

This category is not an applications category. It will encompass statewide efforts in the areas of planning, policy-setting, standards development, public/private partnerships, recruitment and retention, training, management practices, outsourcing, consolidation or decentralization, major technology studies, strategic initiatives, budget and cost containment, project management and quality. Given the ongoing fiscal crisis within most state governments, please note innovations that have helped states more effectively address or manage the monetary shortfall.

## *Summary*

NASCIO has provided business case examples to assist CIOs in garnering support for successfully establishing and implementing EA programs across various levels of government. These kinds of materials can be effective supplemental information in developing a business case, grant applications, funding requests, and presentations. This library of success stories adds to the knowledge base of references available to the NASCIO community.

The outline listed below provides the necessary elements to developing a successful business case:

- Introduction
- Issue/Problem Statement
- Purpose and Type of Request
- Recommended Action
- Business Impact
- Benefits (service delivery, added value, increased revenue, cost savings, etc)
- Sensitivity, Risk & Contingencies
- Implementation Plan
- Estimated Timeline
- Estimated Budget/Cost
- Total Cost of Ownership
- Return On Investment
- Conclusions & Recommendations

Additional information for developing a solid business case may be found in the NASCIO publication *Business Case Basics and Beyond: A Primer on State Government IT Business Cases*, available at <https://www.nascio.org/publications/index.cfm>.

NASCIO further encourages the utilization of project management discipline and methodologies to successfully execute and implement enterprise management initiatives, and projects.

For additional information or technical assistance, please visit the NASCIO website at [www.nascio.org](http://www.nascio.org), or contact Eric Sweden at [esweden@AMRms.com](mailto:esweden@AMRms.com) / (859) 514-9189 or Vince Havens at [vhavens@AMRms.com](mailto:vhavens@AMRms.com) / (859) 514-9215.