



USAID
FROM THE AMERICAN PEOPLE

Joint Enterprise Architecture
Enterprise Architecture
Transition Strategy

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Department of State and US Agency
of International Development

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1. Introduction

The Joint Enterprise Architecture Transition Strategy (JTS) of the Department of State and U.S. Agency for International Development (USAID) is a roadmap to modernizing business and IT capabilities of the two organizations in support of joint strategic objectives and performance goals.

Guided by the Secretary's vision for transformational diplomacy, management reform initiatives, and the Department of State and USAID Strategic Plan, State and USAID have actively performed many joint activities and projects to maximize synergy between the two organizations, control costs and optimize operations. The Joint Enterprise Architecture (JEA) has become a major driver for developing a joint IT environment, resulting in an increasing level of jointly planned and funded initiatives. On the management side, the Joint Management Council (JMC) is playing a pivotal role in aligning and integrating the management platform between the two organizations. Through formal and informal joint activities and projects, State and USAID have made steady progress in sharing services and implementing best practices in all management functions. In addition, the Secretary's Management Reform Office has embraced the JEA methodology, furthering the alignment opportunities within the Department in areas such as IT Infrastructure Consolidation in addition to the collaboration efforts with USAID.

The JTS prescribes a path to the desired integrated operational environment of State and USAID with milestones that support:

- Major IT and business systems projects
- Management Reform Goals and JMC initiatives
- Optimization and coordination of overseas IT infrastructure between State and USAID
- Inter-agency Electronic Government (eGov) and line of business (LoB) initiatives
- Federal IT policies

While most of the JTS milestones are associated with IT modernization, many JMC initiatives also consist of milestones and activities that carry implications for policies and regulations, business processes, and organizational structures of State and USAID. The milestones are consistently aligned with Federal Enterprise Architecture (FEA) and JEA principles, and focus on portfolio-based investment and management practices to widen windows of collaboration opportunities while optimizing the environment for joint initiatives between the two agencies.

This document describes the transition strategy and plans that have been developed, and the progress that has been made in achieving the milestones that have been defined as part of those plans.

- **Section 2, Transition Drivers**, describes the impact of the business and technology drivers which we have considered when identifying segments and in structuring the Joint EA Transition Strategy. These mandates and guidelines cover all aspects of the enterprise architecture from business-related issues to technical direction for new development, and consolidation and operation of service offerings. The common aim of all of the drivers is the migration to a more cost efficient and operationally more effective mission environment.

- **Section 3, The Segment Architecture Process**, provides an initial step in compliance with recent OMB guidance directing the development and sequencing of a segment-structured enterprise architecture and transition strategy. This section describes the steps followed by the joint EA team in identifying opportunities that consider both State and USAID priorities and comply with Federal guidance and directives.
- **Section 4, Sequencing Plan**, describes the segment classes that have been established based on the conduct of the process described in section 3. The segments are then listed by class and summary status information is provided for each of the listed segments.
- **Section 5, Segment Descriptions and Status**, discusses milestone performance management information that has been defined, for currently active projects, in compliance with the guidance provided in the FEA PRM.

2. Transition Drivers

The figure below illustrates a conceptual view of the operational environment and the key drivers that shape the State and USAID joint to-be architecture and the transition strategy. The many internal and external mandates and strategies comprising the environment, beginning with the public-State/USAID-interagency communication through an expanded electronic government depicted at the top, are discussed in the following subsections.

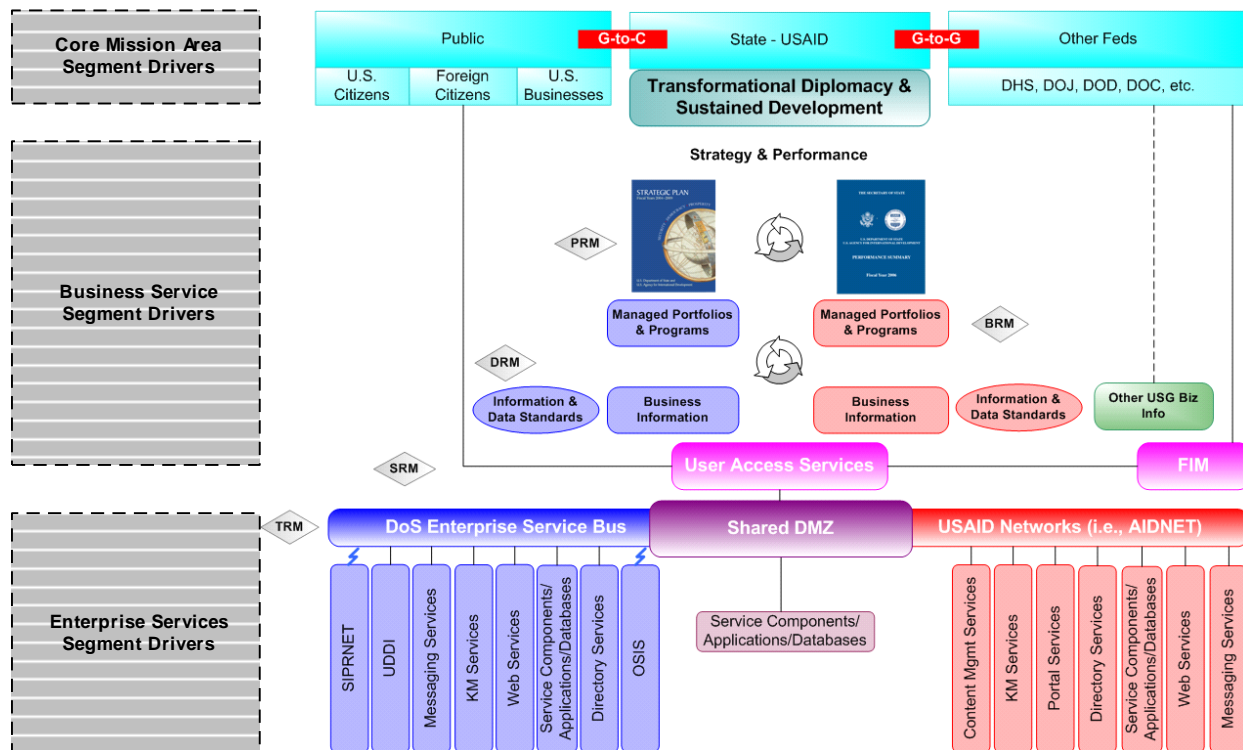


Figure 1 - Key Transition Segment Drivers Correspond to Operational Levels

2.01 Electronic Government and Lines of Business Initiatives (Mission Level)

The goal of State and USAID is to serve as models of how to use technologies to deliver services to their constituents – citizens, businesses, other governments, non-governmental organizations, and their employees – faster, cheaper, and more effectively.

2.02 Transformational Diplomacy (Mission Level)

In order to support the new diplomatic structure of transformational diplomacy, information technology will connect our work forces in real time, anytime and anywhere around the globe. Through regionalized and centralized IT and communications capabilities, knowledge and information will be managed, dispersed and shared smoothly, accurately and securely.

2.03 Joint Strategic Plan (Business Level)

The Department of State and USAID Strategic Plan (Joint Strategic Plan) defines synergies between the two agencies and encourages a direction for joint initiatives.

2.04 Joint Management Council Vision (Business Level)

The Joint Management Council (JMC), has crafted a plan for changing the business practices of State and USAID through consolidation of management platforms in agreed-upon areas overseas. Implementation of this vision requires an actionable governance structure and communications strategy that expedites management decisions on and prioritization of joint business cases and key initiatives.

2.05 Rightsizing and Regionalization (Business Level)

State and USAID have embarked on a critical, long-term collaborative effort to eliminate administrative and technological duplication and non-essential USG presence overseas through rightsizing, regionalization, and consolidation of administrative support services. This begins with those missions that are or will be, co-located in New Embassy Compounds (NECs) and through the development of joint regional administrative platforms. The Department is also examining realignment of domestic functions with resulting efficiencies and/or improvements and cost savings, with special emphasis on further integrating its information technology infrastructure.

2.06 Department of State Management Reform Initiatives (Business Level)

We are supporting the following management reform initiatives by utilizing modern business practices, increased standardization, strengthening the corporate center, providing capacity for corporate analytics, and focusing on the basics. The eight initiatives include:

- Support Global Repositioning III
- Standardize Overseas Operating Platform
- State – USAID Administrative Platform
- IT Consolidation
- HR Centers of Excellence
- Strategic Procurement
- Strengthen Corporate Analytic Capacity

- Expand Personal Services Contracting Authority

2.07 Department of State IT Strategic Plan (Business and Enterprise Service Levels)

The information technology environment envisioned in the IT Strategic Plan (ITSP) represents a significant departure from the IT of the past, in that it focuses on supporting the substantive work of diplomacy and development rather than IT infrastructure or administrative functions per se. The key elements of the ITSP are:

- Transforming information into actionable knowledge
- Supporting foreign policy priorities such as promotion of democracy
- Enabling "virtual teaming" among internal and external participants in development and diplomatic programs and initiatives
- Liberating State and USAID personnel from the confines of their offices through mobile computing
- Enabling rightsizing and other management initiatives

2.08 Federal Enterprise Architecture (Business and Enterprise Service Levels)

The Federal Enterprise Architecture (FEA) is a business-focused framework for Federal agencies, OMB and Congress to use in improving the performance of government. By aligning organizations, business processes, information flows and technology consistently across and throughout the Federal government, the FEA provides guidance for building a blueprint for improving program effectiveness and efficiency.

2.09 Shared Services (Business and Enterprise Service Levels)

Increased use of shared services will provide benefits, such as increased reuse of services and the rapid deployment of new business capabilities based on existing capital assets, and result in a more agile and efficient service based set of capabilities that empower knowledge workers of both organizations. The Department has developed an Enterprise Service Architecture strategy as part of its Segment Architecture efforts to include governance, management, performance measures, and standards to maximize the shared services concept.

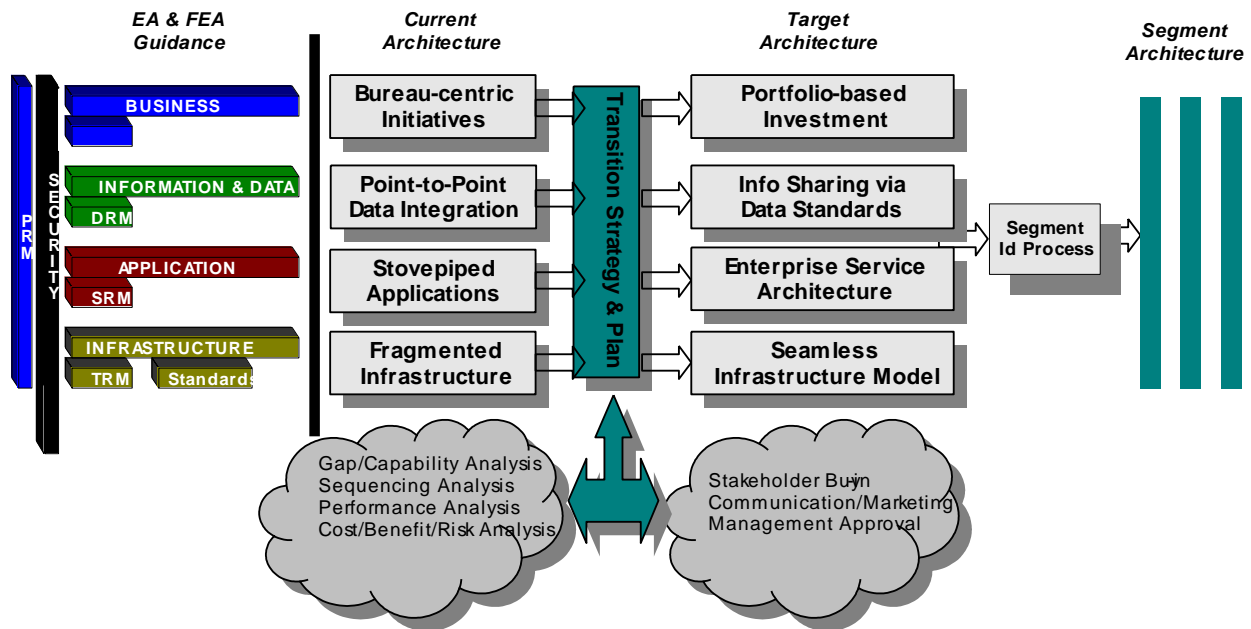
2.10 IT Infrastructure Optimization and Coordination (Enterprise Service Level)

In order to effectively take advantage of collaborative opportunities and maximize their benefits, State and USAID have launched a joint effort to connect their disparate sensitive but unclassified (SBU) networks overseas. This connection will provide USAID and State with the opportunity to enhance collaboration and combine administrative systems and services to meet the critical business requirements of both agencies while achieving economies of scale. This initiative will also enhance rightsizing and regionalization by providing a common technical platform to support the goal of joint overseas administrative services and to explore the viability of integrating the two overseas networks.

3. Baseline to Target; the Segment Architecture Process

The key business and technology drivers described in the previous section drive a continuous tuning and evolution of the joint transition strategy (JTS) within a framework that has been applied to develop the JTS. The figure below depicts the framework, which begins with FEA and JEA information; it shows a process of an EA-driven modernization campaign that incorporates sound architectural principles in building the target environment that will:

- Support more regionalized and centralized operations;
- Enable virtual mission capabilities;
- Share and reuse common IT services and business applications;
- Optimize infrastructure and its management;
- Allow secure information access and sharing;
- Streamline business practices; and
- Facilitate expeditious management decision-making and prioritization within both State and USAID and between the two agencies where appropriate.



From Baseline to a Segment Based Target Architecture

The four target architecture transformation principles shown in rectangles and the Segment selection process are briefly discussed in the following subsections.

3.01 Portfolio-based Investment

The need for a portfolio management approach is emphasized by OMB as well as by the GAO's ITIM framework that provides government-wide best practices in IT investment management. A portfolio management approach leveraging segment architecture will:

- Reengineer inconsistent program management processes and fill in missing program management policies, methods, standards, practices, procedures, techniques, and tools;
- Consolidate IT programs within each organization where appropriate by eliminating duplication and by aligning similar programs within the appropriate architectural segments to provide enterprise-wide solutions; and
- Maximize the use of limited resources by only applying them to IT programs that demonstrate that they are working towards: a) the achievement of a specific strategic objective and goal; and b) satisfying the overarching performance goal and appropriate performance indicators tied to business processes.

3.02 Information Sharing via Data Standards

The to-be data architecture must be designed to provide foreign affairs communities with information tailored to the needs of individual officers, internal and external customers, and target audiences. The availability and accuracy of current information are also closely tied to outcomes and performance management for State and USAID. Both agencies are under pressure worldwide to stay current with improved communications capabilities driven by rapidly evolving information-sharing technologies. The E-Government mandate and Presidential Directives to consolidate and share information across agencies and with other trusted sources provide additional impetus for change. OMB guidance in the form of the FEA Data Reference Model (DRM) provides the foundation for information sharing within Federal government agencies as well as with citizens and non-government organizations. Data obtained from the single “authoritative source” eliminates data redundancy and concurrency issues and improves data quality for downstream users by focusing QA efforts at the data’s source.

3.03 Enterprise Services Architecture

By using enterprise services architecture (ESA) principles and practices to guide future development, State anticipates a modernization of the IT applications environment, enabling:

- The elimination of redundant systems and processes,
- The re-use of existing processes, applications, systems, and technologies,
- Standardized IT development methodologies and shared project management practices and standards, and
- The organization and management of service-normalized architectural segments supporting enterprise business requirements

The ESA will foster cost efficiencies and support a more technically flexible foundation able to respond to changing business requirements. USAID will look to State for lessons learned and guidance on this initiative as the Department’s program evolves and USAID explores the applicability of such architecture.

3.04 Seamless Infrastructure Model

The imperative to implement a seamless common infrastructure model is derived directly from the Joint Strategic Plan, whose goals include “creating integrated management structures” and “working to reduce redundancies and costs for the taxpayer where possible.”

This same goal has also been recently included in the Secretary's Management Reform Initiative, IT Consolidation (ref. section 2.06), which is also supporting the Seamless Infrastructure Model through its domestic alignment of all State Department IT Desktop management services under the IRM bureau.

Optimization and coordination of State and USAID overseas IT infrastructures and support services will reduce design, operation, maintenance, and management costs and improve operational effectiveness through joint use of standardized business processes which will be available at each and every overseas post, reducing training (and re-training) requirements. In addition to eliminating redundancies and improving customer service, the creation of a seamless IT operating platform is the first step toward a broader Federal consortium with State and USAID becoming the provider of these services to the overseas foreign affairs community as a whole is under analysis.

3.05 The Segment Architecture Process

Segments are identified as part of a five-stage process:

- **Stage 1** identified all of the de-facto Core Mission and Business Support Services performed by the State Department and USAID. These were provided as part of version 2 of the Business Architecture of the Joint State/USAID EA (JEA).
- **Stage 2** identified Enterprise Services as part of the Enterprise Service Model definition and Technical Infrastructure Architecture that was addressed as part of the version JEA and Applied JEA.
- **Stage 3** focused on identifying important segments requiring transition planning to achieve the management environment. Additional consideration was given towards identifying and planning for areas to be consolidated between State and USAID. The JMC was established to promote this effort. It was responsible for developing the vision, target environment, governance structure, baseline and overall transition strategy. This was reported in the 2006 version of the Joint Transition Strategy.
- **Stage 4** provided a Joint Transition Roadmap (JTR) for achieving an orderly consolidation and, in addition, identifying the first segment, JOASP, to initiate the transition effort. These objectives were pursued as a joint EA effort in support of the JMC. The EA contribution was supported by the creation of a Joint Business Analysis Team (JBAT) that included representation and involvement from both State and USAID EA teams. Additional involvement was ensured through weekly joint meetings involving both JBAT and JEA development staff. For Department only segment architectures, this involves architects meeting with senior management, service providers, and customers through a discovery process to develop the roadmap to meet senior management's vision.
- **Stage 5** is represented by the build-out of the joint segment architecture. This is an ongoing activity that will expand as additional segment architectures are identified, developed, and added to the transition strategy. Resulting value measurement of the

segment are collected and analyzed and provided to the governance body as well as lessons learned.

The segment selection and sequencing structure resulting from this process are discussed in the following section and expanded in Appendix B to include a mapping of the segments to current major IT investments.

4. Sequencing Plan

During the first three stages described above all of the current initiatives were grouped under segments that reflected either major Department goals or federal mandates that the Department is responding to. All of these segments were then considered candidates in that they lacked priority and/or dependency sequencing, leadership and/or a senior sponsor. Additional segment maturation categories were established as the segments went through stages two and three. The resultant set of category assignments include:

- Completed – Changes to segments, as required by the Transition Strategy, have been completed,
- Active Segments - Transition is in progress, segment leadership and initiative coordination have been established, gaps and dependencies have been resolved.
- Proposed Segments - A mission, business, or service segment has been identified and is currently awaiting management approval or assignment of resources.
- Conceptual Segments – An analysis of the Agencies as part of the development of the EA has resulted in the identification and definition of a series of segments that, in their totality, address current segment transition requirements. These segments await management approval and resource allocation.

In accord with this direction, the EA team has established the segment selection and sequencing structure. Each segment is described in the following manner:

- Segment Name
 - Segment Type: Core Mission Area, Business Service, or Enterprise Service
 - Segment Category: Completed, Active, Proposed, or Conceptual
 - Owner: Bureau/Organization
 - Transition Progress: General status e.g., initiated, fully funded, etc.
 - Share Status: Involvement of either State, USAID or both, shared
 - Inter Agency Status: Applicability to use by Agencies other than Department of State

4.01 Completed Segments

- Joint Overseas Human Resources Segment

- Segment Type: Business Service
- Segment Category: Completed
- Owner: Department and USAID HR bureaus
- Transition Progress: Currently implementing the technical solution in the field to enable WebPASS Post Personnel to use it jointly as well as implementing WebPASS Version 3.0 which is centralizing program maintenance and governance in Washington DC. This allows for greater flexibility and configuration management as well as more accurate reporting from the field.
- Share Status: Activities are shared or in the process of being modified to be shared
- Inter Agency Status: Plans include further maturation of overall WebPASS program in concurrence with mandating use at all posts worldwide which includes all tenant agencies.

4.02 Active Segments

- Joint Overseas Administrative Support Platform
 - Segment Type: Business Service
 - Segment Category: Active
 - Owner: Department and USAID support bureaus
 - Transition Progress: Both funded and active and progress being tracked against the first 41 missions/post integration which began Oct 2007.
 - Share Status: Most Tier 1 missions/posts have transitioned, Tier 2 and 3 mission/posts are in the process or are planning to transition
 - Inter Agency Status: Plans include the remaining missions/posts and other foreign affairs agencies

- Human Resources Shared Services
 - Segment Type: Business Service
 - Segment Category: Active
 - Owner: Department HR bureau
 - Transition Progress: Initiative funded and active
 - Share Status: This is a Department only segment architecture
 - Inter Agency Status: Not applicable.

- Regional Initiative Council (RIC) Collaborative Management Initiative
 - Segment Type: Business Service
 - Segment Category: Active
 - Owner: Department regional bureaus
 - Transition Progress: Initiative funded and active
 - Share Status: This is a Department only segment architecture
 - Inter Agency Status: Not applicable

- Content Publishing and Delivery Services
 - Segment Type: Enterprise Services
 - Segment Category: Active
 - Owner: Department of State Undersecretary for Management

- Transition Progress: Segment initiated for overseas posts, awaiting scope expansion approval for domestic coverage from the business owner
 - Share Status: Being prepared for possible joint considerations
 - Inter Agency Status: Once the Department segment is better defined it will be presented to the JMC for consideration as a joint segment
- Agency Optimization Architecture (AOA)
 - Segment Type: Business Services
 - Segment Category: Active
 - Owner: USAID
 - Transition Progress: Segment initiated
 - Share Status: This is a USAID mission analysis activity
 - Inter Agency Status: Once the Department segment is better defined it will be presented to the JMC for consideration as a joint segment

4.03 Proposed Segments

- Fleet Management
 - Segment Type: Business Services
 - Segment Category: Proposed
 - Owner: Department A and DS bureaus
 - Transition Progress: Proposal provided to management to develop this segment
 - Inter Agency Status: N/A
- Logistics Management Consolidation
 - Segment Type: Business Services
 - Segment Category: Proposed
 - Owner: Department A bureaus
 - Transition Progress: Proposal being developed for management approval
 - Inter Agency Status: N/A

4.04 Conceptual Segments

- IT Infrastructure Maintenance
 - Segment Type: Enterprise Service
 - Segment Category: Conceptual
 - Owner: Department IRM bureau
 - Transition Progress: Awaiting senior management approval and resources
 - Share Status: The Global Network Initiative is a consolidated investment for the modernization, management, operation, and maintenance of a worldwide communications network to support State
 - Inter Agency Status: NEC telephone installations will support all participating foreign affairs agencies sharing the facilities.
- Web Post Software Services Suite (WebPASS)
 - Segment Type: Business Service

- Segment Category: Conceptual
- Owner: Department IRM bureau
- Transition Progress: Awaiting senior management approval and resources
- Share Status: Depending on JMC approval
- Inter Agency Status: Not Applicable

- Information Sharing
 - Segment Type: Enterprise Service
 - Segment Category: Conceptual
 - Owner: Department only Undersecretary for Management
 - Transition Progress: Awaiting senior management approval and resources
 - Share Status: This is a State development effort
 - Inter Agency Status: State is a members of the inter-agency Information Sharing Council which is developing requirements to drive future investments

- Supply Chain Management
 - Segment Type: Business Service
 - Segment Category: Conceptual
 - Owner: Department A bureau
 - Transition Progress: Awaiting senior management approval and resources
 - Share Status: This is a State development effort
 - Inter Agency Status: Potential future joint effort

- Logistics Management Shared Services
 - Segment Type: Business Service
 - Segment Category: Conceptual
 - Owner: Department A bureau
 - Transition Progress: Awaiting senior management approval and resources
 - Share Status: This is a State development effort
 - Inter Agency Status: Potential future joint effort

- Logistics Management -Warehouse
 - Segment Type: Business Service
 - Segment Category: Conceptual
 - Owner: Department A bureau
 - Transition Progress: Awaiting senior management approval and resources
 - Share Status: This is a State development effort
 - Inter Agency Status: Potential future joint effort

- Grants Management
 - Segment Type: Business Service
 - Segment Category: Conceptual
 - Owner: Department A bureau
 - Transition Progress: Awaiting senior management approval and resources
 - Share Status: This is a State development effort

- Inter Agency Status: Work with other federal agencies on a cross government Grant solution.

- Financial Management
 - Segment Type: Business Service
 - Segment Category: Conceptual
 - Owner: Department RM bureau
 - Transition Progress: Awaiting senior management approval and resources
 - Share Status: This is a State development effort
 - Inter Agency Status: Potential future joint effort

- Human Resources Mission
 - Segment Type: Business Service
 - Segment Category: Conceptual
 - Owner: Department HR bureau
 - Transition Progress: Awaiting senior management approval and resources. Can be integrated with HR Shared Services and Post Personnel in the future
 - Share Status: This is a State development effort
 - Inter Agency Status: Potential future joint effort

- Security Services
 - Segment Type: Enterprise Service
 - Segment Category: Conceptual
 - Owner: Department IRM and DS bureaus
 - Transition Progress: Awaiting senior management approval and resources
 - Share Status: There is limited sharing in this area between State and USAID
 - Inter Agency Status: State and USAID sharing security initiatives such as providing a security compliance grade on all posts/missions and bureaus and Joint State USAID Solution – JSAS as a combined solution to promote CyberSecurity Awareness training within the Federal Government as part of the Information Security System Line of Business

- Information Resource Management
 - Segment Type: Business Service
 - Segment Category: Conceptual
 - Owner: Department IRM bureau
 - Transition Progress: Awaiting senior management approval and resources
 - Share Status: Department, under the secretary’s Management Reform Initiative, is beginning a 2 year domestic IT consolidation effort to bring all desktop services under IRM for improved cost effectiveness.
 - Inter Agency Status: Currently not part of any joint effort at this time

- Consular Affairs Services
 - Segment Type: Core Mission Area

- Segment Category: Conceptual
 - Owner: Department Consular Affairs bureau
 - Transition Progress: Awaiting senior management approval and resources
 - Share Status: Not Applicable
 - Inter Agency Status: Consular Affairs Segment architecture tying Passport, Visa, and American Citizen Services together in addition to working with the Department of Homeland Security and Depart of Justice on applicable activities
- Strategic and Capital Planning
 - Segment Type: Business Service
 - Segment Category: Conceptual
 - Owner: Department IRM bureau
 - Transition Progress: Awaiting senior management approval and resources
 - Share Status: Not shared
 - Inter Agency Status: Awaiting senior management direction
- Overseas Buildings and Operations
 - Segment Type: Business Service
 - Segment Category: Conceptual
 - Owner: Department Overseas Building Operations
 - Transition Progress: Awaiting senior management approval and resources
 - Share Status: Some joint participation possible associated with JOASP
 - Inter Agency Status: Not applicable
- Local Guard
 - Segment Type: Business Services
 - Segment Category: Proposed
 - Owner: Department A and DS bureaus
 - Transition Progress: Being analyzed for possible development into a segment architecture

In creating and maintaining architectural segments the JEA team focuses on the overall enterprise use of IT-related processes and support services. Segments are differentiated as either vertical mission segments or horizontal support segments. Additional segments will be considered as services relevant to the target architecture are considered for consolidation or modernization.

5. Transition Status of Segments

Retrofitting a segment-based transition strategy to an on-going transition strategy meant that the selection of initial segments had to be made from among a number of current investments. This section will identify those segments which are currently completed, actively transitioning, or have been proposed as segments that will transition to an active status in the coming year. Additional Conceptual segments that will be considered in subsequent periods are listed in

Appendix B together with any investments supporting their transition and department or federal goals supported by them.

5.01 Completed Segments

The Joint Overseas Human Resources Segment has been completed on schedule. We are currently implementing the technical solution in the field to enable WebPASS Post Personnel to use it jointly as well as implementing WebPASS Version 3.0 which is centralizing program maintenance and governance in Washington DC. This segment efforts are now being integrated with the JOASP segment architecture.

5.02 Active Segments

Three segments are currently active:

- JOASP Segment Architecture,
- Content Publishing and Delivery Services Segment Architecture (CPDS), and
- Agency Optimization Architecture segment

Active segment information including dependencies, timeline transition progress status and resulting value improvements is provided in the Segment Architecture documents. Additional information relevant to performance improvements achieved is found in the 300s repository. A mapping of the 300s subsumed under each segment is provided in Appendix B of this document.

5.03 Proposed Segments

There are currently two proposed segments:

- HR Shared Services,
- RIC-Collaborative Management Initiative

Information regarding Department and Federal goals supported by these segments, and by the investments supporting these segments, can be found in Appendix B of this document.

Although the segment architectures for proposed segments have not been completed we recognize that funded updates to functions and services comprising the segment are actively being made.

5.04 Conceptual Segments

The conceptual segments were based upon the integration of the transition milestone with all of the IT investments. Additional information relevant to performance improvements resulting from current activities may be found in the Performance Reference Model of each investment. A mapping of these investments under each segment is provided in Appendix B of this document.

6. Segment Performance

The actual outcome of the Segments Architectures can be measured through a variety of metrics. Following the FEA Performance Reference Model measurement areas of Mission and Business

Results, Customer Results, Processes and Activities, and Technology each segment will have a different variety of metrics depending on the whether it is a core, business, or service segment.

The JOASP segment architecture is an excellent example of the various levels of performance even though the segment transition is still underway with Tier II and III missions and post scheduled through 2009 dependant on new embassy construction. As a mission business result, this segment supports the Department of State, USAID Strategic Plan calling for the integration of management platforms.

As mentioned in the EA Value Measurement Plan V1.8 the After Action Review document is currently being developed by applying a specific strategy and data collection guide which will be critical in validating, and refining the original strategic vision, as well as the goals and objectives of the consolidation effort developed over a year ago. Moreover, the Review will be instrumental in capturing the consolidation challenges and lessons learned, and the impact of consolidation – the business impact, the cost impact, as well as the impact to staff in our overseas missions and in our two agencies. This product is intended to be a “living” document, which is regularly updated as the process of consolidation continues with the other Tiers.

In addition, the preliminary customer results as collected from the early after action reports surveys answered the following questions:

- “Does the Service Meet my Organization’s Business Requirements?”

Critically, across all agencies, few respondents expressed concern about the ability of the consolidated services to meet their business needs.

- State ICASS and State Program all feel strongly that the services meet their needs
- 68% of USAID respondents were neutral or better

- “I am satisfied with the Consolidated Service”

56.5% of the respondents agreed, 11.27% disagreed, and the remainder were either neutral or didn’t know.

Processes and activities are still being integrated as part of the after action lessons learned efforts. Capturing lessons learned and best practices as well as estimates of the quality and cost impact of the effort will inform improved processes moving forward in a more consistent and meaningful manner. The After-Action Review progress is currently underway for Tier 1 and will be concluded in 2008.

The further maturing of WebPass through the FY2010 IT Investment process will improve the connection between the business requirements and the supporting technology allowing for the total integration of the overseas IT Infrastructures, improving the technology performance of the mission/post, and reducing their costs.

Appendix A - Transition Strategy, Investments, FTF Alignment

The table on the following page summarizes JEA transition strategies and corresponding transition milestones aligned with the Department of State and USAID FY2009 capital plan as well as the Federal Transition Framework (FTF) catalogue. While the JEA transition milestones are still evolving and subject to iterative revision per emerging new JMC initiatives, these milestones are designed to implement JEA transition strategies and, at the same time, to account for maximum synergy between State and USAID, Federal and inter-agency initiatives and IT policies, and improved institutional capabilities in order to meet their planned performance outcome. The third column in the table lists planned major investment items of State and USAID and how they align with JEA transition milestones. The table also describes PMA/E-Gov/LoB initiatives from the FTF catalogue that both agencies have implemented or are currently implementing and their alignment with Exhibit 300 investments.

Transition Strategy	Transition Milestones	Exhibit 300	DOS or USAID	FTF- PMA/E-Gov/LoB Alignment & Implementation
Unify & Simplify Management Platforms	Optimize and Coordinate IT infrastructure		Joint	IT Infrastructure Optimization LOB
	Unify financial management platform	Joint Financial Management System (JFMS)/ USAID Financial System Integration - Phoenix	Joint	Financial Management LOB
	Implement Joint Overseas Administrative Support Platform <ul style="list-style-type: none"> - Single ICASS Bill - Investigate IT Infrastructure and Support Services Integration - Organizational Optimization 		Joint	
Maximize Inter-Agency Collaboration	Integrate planning & performance management		Joint	Budget and Performance Integration
	Increase Inter-agency Collaboration		DOS	Business Gateway, International Trade Process Streamlining

Transition Strategy	Transition Milestones	Exhibit 300	DOS or USAID	FTF- PMA/E-Gov/LOB Alignment & Implementation
	Migrate to E-Gov solutions	Consolidated American Payroll System (CAPPS) and Interagency ePayroll Migration	DOS	E-Payroll
			USAID	
	Migrate to LOB		DOS	Human Resources LOB
			DOS	Information Systems Security LOB
Enhance Mission Support Capabilities	Streamline passport & visa process management	Passport Modernization System	DOS	
		Consular Support & Visa Applications (CSVA)	DOS	
	Integrate logistics management	A/LM ILMS	DOS	
		Travel Manager Program	DOS	E-Travel
	Integrate personnel management	Integrated Personnel Management System (IPMS)	DOS	Human Resources LOB
		A/OPR E-Allowances	DOS	
		Worldwide Agency-wide Locally Engaged Staff Payroll (WALES)	DOS	Human Resources LOB
	Strengthen Information Management Processes	State Messaging and Archive Retrieval Toolset (SMART)	DOS	
		Content Management	DOS	

Transition Strategy	Transition Milestones	Exhibit 300	DOS or USAID	FTF- PMA/E-Gov/LOB Alignment & Implementation
		System		
		Consular Lookout and Support System (CLASS)	DOS	Information Sharing Environment
		Electronic Medical Record (EMR)	DOS	Federal Health Architecture (FHA)
Transition to Enterprise Service Model	Consolidate Desktop support		DOS	ITI LOB
	Develop end-to-end service management capability	Voice Technology	DOS	
		Global IT Modernization	DOS	
		Post Telephones	DOS	
		Infrastructure Steady State Operations and Modernization	USAID	IPv6
		E-mail Operations	DOS	
		Telegram System	DOS	
	Implement IPv6	Global Network	DOS	IPv6

Appendix B - Transition Segments, Investments, Milestones Alignment

Compliance with a segment architecture subdivision for the Joint Enterprise Architecture while retaining our original transition momentum resulted in the structure shown on the following page. The heading lists the 15 active, proposed and conceptual segments defined for the JEA and the major goal supported by each; under each of the segment headings Column 1 lists the major and non-major IT investments that comprise the current segment transition efforts. Column 2 carries over the appropriate transition milestone from Appendix A

Transition Segment (Completed, Active, Proposed, Candidate) Major IT Investment Non-Major IT Investment	Transition Milestone Corresponding to the Major IT Investment
1. Joint Overseas Administrative Support Platform (Active) Goal Supported - MR8 Standardized Overseas Operating Platform	
Single ICASS Bill IT Integration Post Administrative Software Suite (PASS) New Embassy Compound Moves (NEC Moves)	Implement Joint Overseas Support Platform Implement Joint Overseas Support Platform
2. Content Publishing and Delivery Services (Active) Goal Supported - MR8 Strengthen Analytic Capacity	
Content Management System State Department Web Site PA Database Support Humanitarian Information Unit BNet Online and Video on Demand Electronic Forms (eForms) IIP Program Management and Outreach System	Strengthen Information Management Processes
3. Supply Chain Management (Candidate) Goal Supported - MR8 Shared Services, Strategic Procurement Relevant FTF(s): Integrated Acquisition Environment	
Integrated Logistics Management System (ILMS) Joint Acquisition and Assistance Management System (JAMS/PSIP) A/OPE Procurement Executive IT Support A/LM Logistics Management IT Support	Integrate Logistics Management Integrate Assistance Management Processes
4. Financial Management (Candidate) Goal Supported - MR8 State - USAID Administrative Platform Relevant FTF(s): Financial Management LOB	
Joint Financial Management System (JFMS)/Financial System Integration - Phoenix Consolidated American Payroll System (CAPPs) and Interagency ePayroll Migration Worldwide Agency-wide Locally Engaged Staff Payroll (WALES) ABACUS Purchase Card Management and Reporting System (PMARS)	Unify Financial Management Platform Migrate to E_Gov Solutions Integrate Personnel Management
5. Human Resources Management (Candidate) Goal Supported - MR8 Shared Services, HR Centers of Excellence Relevant FTF(s): Human Resources LOB, E-Travel	
Travel Manager Program Integrated Personnel Management System (IPMS) Electronic Medical Record (EMR) A/OPR E-Allowances FSI Corporate Systems - STMS FSI Instructional Support FSI Learning Infrastructure	Integrate Logistics Management Isn't there an eGov initiative on travel management Integrate Personnel Management Strengthen Information Management Processes Integrate Personnel Management
6. Technology Infrastructure Management (Candidate) Goal Supported - MR8 Shared Services, IT Consolidation Relevant FTF(s): IT Infrastructure Optimization, Internet Protocol ver 6 (IPv6)	
Joint DOS/USAID IT Infrastructure Integration USAID/DOS IT Infrastructure Steady State Operations and Maintenance State Messaging and Archive Retrieval Toolset (SMART) Voice Technology Global IT Modernization Post Telephones E-mail Operations Telegram System Global Network (OpenNet) Secure Voice Program Contingency Inmarsat Refresh Secretary's Worldwide Remote Email Network (WREN) e*Phone / The DoS Electronic Telephone Directory eCountryClearance (eCC) IMPACT Section 508 Initiative Mobile Computing Enterprise Information Portal (EIP) Promoting Interagency Connectivity Video Collaboration	Optimize and Coordinate IT Infrastructure Optimize and Coordinate IT Infrastructure Strengthen Information Management Processes Develop End-to-End Service Management Capability Develop End-to-End Service Management Capability Develop End-to-End Service Management Capability Develop End-to-End Service Management Capability Develop End-to-End Service Management Capability Implement IPV6

7. Security Services Management (Candidate)	
Goal Supported - Joint Strategic Goal 1, Achieving Peace and Security	
Relevant FTF(s): HSPD-12, ISS LOB, E Authentication	
Homeland Security Presidential Directive-12 (HSPD-12) Defense Trade Application System Identity Management Continuity of Operations DS Border Security and Law Enforcement Systems DS Crisis & Emergency Planning DS Eagle DS National Security Readiness DS Protection of National Security Information Systems DS Protection of Personnel & Facilities DS Security Materials Management DS Security Resource Management TOMIS Information Assurance Program	Implement IPV6 Increase Inter-Agency Collaboration Increase Inter-Agency Collaboration
8. Information Systems Management (Candidate)	
Goal Supported - MR8 Strengthen Corporate Analytic Capacity	
Relevant FTF(s): Information Sharing Environment (ISE)	
Decision Support System (formerly known as Executive Information System) ECA Program Management and Outreach System Integrated Document Management and Analysis Systems (IDMAS) L Records Management Treaty Information Management System (TIMS) IRM Business Center STARS - Secretariat Tracking and Retrieval System A/ISS/IPS Help Desk A/ISS/IPS State Archiving System (SAS)	Strengthen Information Management Processes
9. Consular Services (Candidate)	
Goal Supported - Joint Strategic Goal 7, Strengthening Consular and Management Capabilities	
Passport Modernization System American Citizen Services Web-Based F-77 Reporting System	Strengthen Passport and VISA Process Management
10. National Security Systems (Candidate)	
Goal Supported - MR8 State - USAID Administrative Platform	
11. Post Software Service Suite (Candidate)	
Goal Supported - MR8 State - USAID Administrative Platform	
12. Information Sharing Environment (Candidate)	
Goal Supported - MR8 Strengthen Corporate Analytic Capacity	
Relevant FTF(s): Information Sharing Environment (ISE)	
13. Agency Management Assessments (AMA) (Candidate)	
Goal Supported - Joint Strategic Goal 7, Strengthening Consular and Management Capabilities	
14. Strategic and Capital Planning	
Goal Supported - MR8 Strategic Procurement	
There are no current major active IT investments Enterprise Architecture IT Capital Planning Support Joint State/USAID Enterprise Architecture	
15. A130. Overseas Buildings and Operations	
Goal Supported - MR8 State - USAID Administrative Platform	
There are no current major active IT investments Buildings Management Integrated Systems (BMIS) IRMS Operations and Maintenance	