

## **Bridging the Gap Between Business, Mission, and IT Solutions**

Getting Value out of Enterprise Architecture and Enterprise Information Management for a Smarter, Leaner Government

### **Background**

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Effective Enterprise Architecture (EA) and Enterprise Information Management (EIM) programs provide agencies with timely and accurate information to respond to legislative requirements, make informed decisions to optimize investments, enable secure information sharing, and improve mission performance by providing solutions that align with business goals. As enterprises wrestle with the need to design agile, value-driven information sharing architectures, they also need to develop adaptive information management practices that “bridge the gap” between business needs and solution delivery.

### **Transformation Approach**

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Citizant’s repeatable, engineering-based approach – known as the Middle-Out EA Implementation Methodology – leverages methods, tools, and existing EA assets to quickly populate a framework to provide an understanding of the current landscape, critical gaps, and line of sight to guide transformation initiatives. The foundation of our transformation approach leverages the alignment of the data and information with layers of an agency’s Enterprise Architecture. The line of sight across the EA layers enables agencies to effectively integrate data assets into transformation and modernization plans and create a business-driven perspective to prioritize opportunities that resolve business problems and optimize investments, while reducing operational risks.

### **Case Studies**

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Our strong process orientation and ability to streamline methodologies provides timely and effective solutions that are fit for this purpose. These flexible approaches allow us to scale projects (up or down) while maintaining program quality. The following case studies highlight the depth and breadth of our EA and EIM corporate experience across the Federal Government:

#### **Aligning HUD’s IT with Performance Objectives to Deliver New Mission Capabilities in Response to the Housing Market and Economic Crises**

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##### **Portfolio Management**

As a result of the housing market deterioration and economic crisis, the Department of Housing and Urban Development (HUD) realized that its mission was evolving. Among the agency’s issues were a siloed IT environment comprised of systems created decades ago, operating costs that continued to escalate, and increasing risks of fraud, waste and abuse. The Citizant team applied its Middle-Out

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**Citizant is supporting HUD's Business and IT Transformation by helping the agency to improve its capability to better manage its enterprise portfolio.**

EA Implementation Approach to develop and maintain HUD's EA program, bringing HUD's segment architectures into the repository and uniting them with the agency's reference models. Combining the pieces enabled integration among program areas to leverage common solutions and provide a vertical view of HUD's business, from mission goal to IT initiatives.

Subsequently, HUD was able to map more than 400 IT systems and projects to the target architecture, resulting in 100% alignment of IT investments with business functions, which provides visibility into total cost of ownership of systems/projects across HUD. In addition, the Department realized significant cost savings throughout HUD by identifying more than 40 systems that can be decommissioned from HUD's IT infrastructure within a few years, significantly reducing Operations and Maintenance (O&M) costs and infrastructure complexity.

## **Providing a Roadmap for New Operational and Analytical Capabilities at the DHS Transportation Security Administration**

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### ***Business Architecture***

The Transportation Security Administration (TSA) conducts security threat assessments and provides credentials to an estimated 12.5 million transportation workers who ship countless passengers and cargo containers in the United States — a number that is expected to increase to 62.5 million workers within a few years. However, the current infrastructure and information systems were not designed to support the predicted swell in numbers, so TSA created the Technology Infrastructure Modernization (TIM) program to manage modernization efforts to standardize legacy processes, services, and infrastructure.

The objective is to replace legacy systems with an integrated "person-centric," end-to-end solution to manage the identities, credentials, and assessment results for millions of transportation-sector workers. Citizant supports the TIM program by developing the TIM Business Architecture; analyzing and documenting business and data analytic requirements; and providing communications, change management and policy support for the modernization program. Citizant maximizes the use of existing planning and IT investments, focuses on collaboration between stakeholders, and uses an iterative analysis and architecture development approach. Our team is helping TIM to move into a common, secure "Vetting and Credentialing" architecture by defining requirements for the to-be capability.

## **Providing a Roadmap for New Operational and Analytical Capabilities at a Federal Law Enforcement Agency**

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### ***Business Process Re-engineering***

Citizant joined forces with a federal law enforcement agency to aid its investigators working in the field, increase reliable information sharing with decision makers, and to effectively inform and coordinate with its federal, state and local partners. The agency's existing case management system consists of siloed technologies created during the 1990s that have not kept pace with changes in technology or user expectations. The agency's goal to become an intelligence-led policing

**Citizant is developing a roadmap and solution requirements for new interagency operational and analytical capabilities.**

**Citizant's approach leverages a clear and actionable line of sight across layers of the architecture to identify opportunities for enterprise service delivery and new business capabilities.**

**Citizant leveraged cloud platforms and Agile development to provide GSA with a hosted CRM solution that offered new capabilities in months, not years.**

organization leveraging advances in platforms and infrastructure capability fueled the agency's needs to improve its business processes and update the current case management system.

The agency tasked Citizant with evaluating the business processes under which its special agents and industry operations investigators are currently working, and providing recommendations to improve the organization's mission operations efficiency and quality. Citizant provided recommendations to streamline procedures, reduce the use of paper forms, capture additional investigative data, and facilitate coordination and communications. Implementing these changes will eliminate 63 paper-based work products; provide multimedia capabilities for diagramming at crime scenes; and give the agency the ability to manage case referrals and leads across government agencies.

## Presenting GSA with a Hosted Customer Relationship Management Application Using Software as a Service

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### Cloud Computing

GSA required a Customer Relationship Management (CRM) system for its global Federal Acquisition Service (FAS) group to manage the complex interactions with its customers. With offices around the world, unique requirements, and a diverse set of clients, FAS needed to be accessible, powerful, and flexible, and deliver business functionality in weeks and months versus years.

Citizant successfully defined the requirements, designed and customized the solution, then implemented and deployed a hosted, enterprise-wide CRM system utilizing Salesforce.com's cloud-computing environment. The CRM application is now used by more than 250 employees located in the Washington, DC area and other GSA offices nationally. Citizant's innovative SaaS solution provided GSA with a full managed service solution with the benefits of improved agility and implementation speed, and significantly lower development and Operations and Maintenance (O&M) costs than traditional approaches.

Citizant utilized the Agile Scrum development methodology to deploy functionality incrementally, using 2-week to month-long iterations to deliver functionality aligned with changing business needs. Additionally, Citizant tailored its CMMI ML3 process assets to create a streamlined solution delivery processes for the CRM project. In particular, our team tailored traditional SDLC deliverables to take into account the process differences inherent with the delivery velocity enabled by the SaaS-based solution.

## Develop an improved HUD IT infrastructure Services framework that meets mission needs while attaining maximum flexibility and agility

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### Infrastructure Optimization

HUDNET is HUD's initiative to transform and modernize its IT Infrastructure to a cost-effective, operationally efficient, technologically improved and continuously monitored service delivery and management framework achieved through flexible and transparent contracts. HUDNET intends

**Citizant supports law enforcement missions to develop robust information sharing and analytical capabilities for next generation case management solutions.**

**Citizant provides expert guidance and facilitation to establish a common understanding of business areas, processes, data, and the critical role of governance and stewardship.**

to support its nationwide HUD employees by providing IT infrastructure, engineering, implementation, operations, administration, system integration, and maintenance services to successfully accomplish the Department's mission.

Citizant supports HUD by developing and defining the requirement baseline for the existing HUD IT environment. The team has interviewed and sequestered additional information to ensure that there is a definitive repository for all of the system, application, and network data. By establishing this baseline information, Citizant can then provide detailed solution architectures centering on business and IT alignment to identify and prioritize future capabilities for target systems and services; incorporate data engineering practices to drive the standardization and integration of HUD enterprise data assets; and prescribe the development of detailed plans to transition HUD's application and data layers to the future IT environment.

## **Transforming DHS MGMT's "Silo" Culture and Encouraging Data Integration to meet Mission Goals and Objectives**

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### **Information Sharing**

The Department of Homeland Security (DHS) was rapidly assembled under a single new Department with one Management Directorate (MGMT), charged with overseeing the integration and management of the disparate organizations. Consequently, MGMT leadership was in dire need of a culture change promoting information sharing, standardization, and integration, in order to support a robust business intelligence platform.

Citizant serves the DHS Enterprise Data Management Office (EDMO) as the key organization that established a change in the data sharing culture and data integration processes across the MGMT lines of business. Citizant also helped to lay the foundation for a cross-cutting business intelligence tool that serves to pull data together from all the Headquarters lines of business and consolidate information from all the major DHS Components.

Additionally, Citizant developed a uniform data architecture target state vision for the lines of business and DHS components to enable true integration and information sharing across the Department and with Homeland Security partners. The culmination of Citizant's support to DHS has led to a "Share First" culture within the Headquarters lines of business, with leaders increasingly recognizing and harnessing the value of sharing data.

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### **ABOUT CITIZANT**

Citizant designs and delivers smarter, leaner business and IT transformation solutions to the U.S. government, employing leading experts in enterprise architecture; application development; business process re-engineering; and program management support.

Citizant has been independently appraised at the Software Engineering Institute's CMMI-DEV Maturity Level 3 and CMMI-SVC Maturity Level 2.