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1 Executive Summary

Enterprise Architecture (EA) programs require a portfolio of capabilities and professional services that inform strategic and tactical planning of the organization’s resources and investments. This document introduces the California Enterprise Architecture Framework (CEAF) Portfolio and outlines California’s core professional EA services, introduces the statewide EA repository, and explains the approach to exercising its use.

1.1 Statewide EA Portfolio

The California Department of Technology (CDT), Office of Enterprise Architecture (OEA) strives to enable the mobilization of the EA community to engage as significantly as possible in the strategic planning and technology solution decisions of their organizations. This requires that architects have access to proven methods and tools as well as support of the OEA and Enterprise Architecture Community (EAC). The CEAF Portfolio supports these endeavors by promoting a capability-driven approach to ensure every dollar invested in implementing change to processes and IT assets provides the best possible return in value to the organization. The portfolio provides architects with a collection of action-oriented artifacts that reflect a common set of core EA capabilities.

The portfolio helps EA programs document and present current and future state architecture views that inform the execution of business strategy and realize strategic goals. The collection of artifacts within the statewide repository not only support the documentation of current operations, they also define the desired target state view of an organization’s processes, information, application systems, and technologies. This collection is critical to the creation of a roadmap that progressively implements the target state through a series of transformation projects.

1.2 Portfolio Vision

The CEAF Portfolio vision is to establish a single resource of structure and support for California’s EA programs to leverage and contribute to, as well as unify and mature the EAC. This includes, but is not limited to tools, templates, guidelines, and business scenario-driven views. An established statewide portfolio provides consistent methods of EA service delivery to be leveraged by state staff for the purpose of more heavily engaging in single or cross-program transformation initiatives. Design consistency exposes areas of IT that may be interoperable, shared or consolidated to increase government service delivery.

Regular updates to the portfolio reflect current practice methods and information. It is availability to both state staff and vendor partners serve to establish a consistent and common understanding of business and IT architecture views and design patterns.

EA community members are expected to contribute to the portfolio by way of guidance, templates, and tools as well as appropriate use-cases and architectural views.

1.3 Expected Outcomes

CEAF expands the focus of EA programs to create actionable EA work products. Actionable means that the architecture analysis and documentation is a direct input to
executives, managers, and staff to support the portfolio, resource, project, and operations planning or the organization. Table 1: EA Activity Outcomes identifies expected outcomes when architect’s focus on EA activities within their organization.

### Table 1: EA Activity Outcomes

<table>
<thead>
<tr>
<th>When EA activities focus to…</th>
<th>…the organization achieves…</th>
</tr>
</thead>
</table>
| • Provide architectural guidance and oversight to projects to ensure their progress towards the target architecture.  
• Provide architectural solutions that achieve business outcomes.  
• Inform undertaking projects within the context of the target roadmap.  
• Reduce ad hoc tactical implementations driven by reactive responses. | Business strategy(s) bridged with implementation as well as predictable success of projects and realization of their defined objectives. |
| • Create an integrated view of the overall enterprise linking goals and objectives to mission and support business capabilities and their underlying business processes, information, applications and their components, and technologies.  
• Facilitate investment analysis (current and planned) with respect to the mission, goals, and objectives.  
• Promote IT solutions that are more pertinent and relevant for the business. | IT alignment with organization mission, goals, and objectives. |
| • Identify business capabilities to enhance and/or acquire.  
• Provide a future vision to enhance and/or acquire the above business capabilities.  
• Identify opportunities to streamline business processes and to make IT more efficient; and,  
• Reflect necessary organization transformation to improve service delivery, business operations and business capabilities in the target state. | Improved business capabilities, business operations and service delivery to customers. |
| • Define standards and specifications for application and information integration.  
• Enterprise thinking in creating core capabilities for master data management, information integration, application integration, and identity and access | Improved interoperability and information sharing. |
When EA activities focus to… | …the organization achieves… |
--- | --- |
management as opposed to project-specific solutions. |  |
• Identify the organization’s operating model and determine necessary integrations to improve flexibility.  
• Enable faster design of new systems and extensions to existing systems by pre-defining implementation architectures.  
• Enable creation of user applications as a composition of reused services. | Dynamic response(s) to customer needs and statutory changes. |
• Establish a less complex environment by limiting technology diversity while promoting controlled innovation to reduce training requirements and support costs, and to enable economies of scale in purchasing. | Reductions in cost as well as debt. |
• Enable portfolio rationalization and simplification to promote more effective use of IT and other resources to efficiently support business processes  
• Adopt cross-program repeatable/ shared solutions and platforms, thereby enabling consistent, effective delivery of services to the employees, citizens, and businesses of California. | Reduction in redundancy, duplication, complexity, and information silos. |
• Identify weaknesses and threats in the existing portfolio and address them in the target architecture.  
• Reduce the risk of future IT investments not delivering business value by enabling those investment decisions to be made in the context of an enterprise roadmap in accordance with the strategic goals. | Reduction of business risk associated with IT and reduced risk for future IT investment. |

2 Introduction

Enterprise architecture is a key business-and-technology best practice that enables departments/agencies to evolve their capabilities to deliver government services efficiently and effectively. Integrated views of strategy, business and technology identifies and communicates the necessary improvements to business processes and
information technology (IT) assets. A robust EA practice optimizes and drives an organization’s mission capabilities and resource utilization strategy. The importance of delivering consistent and accurate communications to the enterprise is critical to the risks associated with decisions regarding IT investments. The CEAF Portfolio strives to:

1. Facilitate design and planning consistency among department EA programs.
2. Enable accurate communications within and between organizations.
3. Align department EA programs with the state EA program.

2.1 Background
Leaders understand that efficient business processes, effective management and use of IT to support them, are necessary to achieve the desired business outcomes of efficiently and effectively delivering government services. This requires a business-outcome-driven approach to first analyze and determine the necessary improvements to business processes and IT assets. Then, a determination can be made as to where to invest to ensure investments in implementing change to provide the best possible business outcomes. One-way EA programs help identify the necessary improvements and how to progressively implement them by defining the desired target state and producing a roadmap to get there.

Unfortunately, identification of this pattern of work is spotty across the state landscape. EA is largely misunderstood and often mistakenly leveraged solely for procurement activities and IT inventory control. Rather than playing the strategic advisor, as described in the CEAF Digest, EA programs are often directed to focus on post decision and solution activities. By this time, the key benefits described in the CEAF Digest, are largely unattainable and EA value is revered as “noisy” at best. Organizational support of the practice, sponsorship of the program, and application of the methods provided in the portfolio, contribute to solving these and other systemic problems.

Encouraging statewide EA programs to contribute more to the conceptual phases of strategic and IT planning by way of providing valuable information to the decision-making process is key to helping leaders identify more efficient operation opportunities and remediation of disruptive business problems. The CEAF provides baseline methods and a repository of action-oriented tools to help facilitate this.

2.2 Purpose
California EA programs should identify core services and capabilities for which they can adequately provide value. A readily populated and organized repository of tools and supporting artifacts bolster the architect’s ability to be engaged and inform leaders best. Programs are encouraged to utilize and contribute to the statewide EA Repository.
2.3 Intended Audience
The primary audience for this document is California state employees looking to apply and/or work within the defined capabilities of California’s EA Program.

2.4 Document Organization
The CEAF is comprised of four (4) core building blocks:

A. California Enterprise Architecture Framework Digest
B. California Enterprise Architecture Framework Program

C. California Enterprise Architecture Framework Portfolio (this document)
   • Section 1 Executive Summary provides the purpose of and overview of California’s EA Capabilities, the statewide EA Repository, and its use.
   • Section 2 Introduction provides the background of the CEAF Portfolio and its relationship to other CEAF building blocks.
   • Section 3 Enterprise Architecture Services describes the state EA capabilities and how architects and their services should be perceived as an internal management consultancy.
   • Section 4 CEAF Statewide EA Repository provides an overview of the repository, how it is structured, and used.
   • Section 5 Glossary of Terms provides a list of common EA terms

D. California Enterprise Architecture Framework Views

2.4.1 Future Directions
The CEAF Portfolio will be routinely enhanced based on the community participation and lessons learned from its use. Below are some of the areas of focus for future improvements:

• EA Community portfolio and use-case contributions
• Interactive Framework
• Improved alignment of portfolio artifacts to changing state processes

2.4.2 Deferred Decisions
n/a at this time
3 Enterprise Architecture Services

Although EA programs generally maintain a holistic enterprise view, CEAF promotes incremental EA services to a reduced scope, (i.e.: business segments, projects, organization domains or capabilities). Consistently leveraging EA services to a targeted scope, produces greater possibility to transform the enterprise into more a business aligned, optimized and interoperable IT environment.

Improvements in business operations and service performance are normally the more direct outcomes of transformation programs, projects and initiatives, and indirect outcomes of EA services. It is important to both guide and govern these transformation efforts with an enterprise perspective to assure the efforts achieve the planned business and IT objectives while advancing the organization toward the future state.

It is important to restate that the impact on business outcomes is indirectly attributed to EA. Business outcomes are directly achieved by projects rather than EA. The EA program’s guidance is necessary to ensure projects deliver not only individually, but together to achieve the organizations target architecture.

3.1 EA as Internal Management Consultants

Government leaders want to reduce the time it takes to deliver solutions. To deliver results faster, architects must treat EA as a form of internal management consulting. Doing so creates a flexible and agile EA practice focused on business outcomes and solving problems through agile EA service delivery. On this front, managers can immediately understand what EA does and how it delivers value. When EA is firmly in conversation with leadership, then it is a catalyst for delivering thoughtful, innovative and quality solutions, and remaining agile and effective.¹

3.2 Defined EA Capabilities

The value of EA is in both the work products and services. A tangible way to identify the effectiveness of EA is to determine how EA work products and services enable the organization to achieve the business outcomes that matter to leaders. The EA program’s impact on the business outcomes should be identified and communicated in terms of influence on which projects are identified and initiated, and how these projects are directed in alignment with the transformation roadmap and target architecture.

EA program involvement in strategy formulation is beneficial to both the organization and its architects. Assisting with Business and IT Strategies, Planning and Roadmapping, and Governance are key program services to the organization. Strategic direction becomes clearer when it is expressed as defined target architecture(s) and strategies become actionable when they are expressed as a portfolio of planned projects to be executed in a defined sequence. Therefore, creation of enterprise

¹ Gartner. “Rethink EA as an Internal Management Consultancy to Rapidly Deliver Business Outcomes”. June 09, 2016
architecture work products (i.e., target architecture(s) and roadmap(s)) are a necessary first step towards realizing business and IT strategies.

The CEAF identifies work activities typically within the capacity of the department’s EA program. The activities, that produce observable value to stakeholders, are anchored in the broader EA capabilities. They, for the purposes of CEAF, are the articulation of the program’s capacity and expertise put forth to perform core functions. In this regard core functions are the activities that produce observable value to stakeholders. California’s EA capabilities are loosely modeled after Gartner’s/CEB’s EA Capability 2015 publication\(^2\), but modified to support California government services.

EA programs should be able to lead, facilitate, participate, and/or contribute within their organizations in these areas. The capabilities promote the organization’s journey to analyze current state, identify future state, and inform the transformation path to get there. Program maturity and its placement within the organization will dictate the breadth, depth and experience to which EA teams will be able to participate in these activities.

Figure 1: California EA Capabilities identify the five (5) core EA Capabilities (Community, Business Strategy, IT Strategy, Planning and Roadmapping, and Governance) as well as common sub-capabilities.

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\(^2\) Gartner EA Capabilities. 2015 (link here)
3.3 Community

Since EA program maturity varies across California, the IT community will have much to gain from fostering the input, collaboration, and experience of practicing architects within these common capabilities. When the EA community furthers educational opportunities, discovers digital opportunities, and is encouraged to share the IT landscape, California benefits in supporting the needs of government services. The CEAF actively supports a Re-use-EA culture. Reusable assets include, but are not limited to:

- **Reference Architectures** - they simplify decision making, improve deployment speed, reduce cost, and better mitigate risk. They facilitate repeatable solutions leading to shared solutions. They provide a key mechanism to prevent unchecked acceptance of too many different solutions that dilute the talent pool, challenge the ability to leverage solutions across departments and increase support and maintenance costs.
- **Sharable Services** – they decrease service delivery time and pertain to design, technology patterns, solutions and systems, contracts, or other share appropriate assets.
- **Proven Practice Methods** - including guidelines for a given area of activity (e.g., business analysis, design, software development, or testing) and diagnostic tools.
- **Solution Documents** - including a record of design decisions and related applied design patterns.
- **Use Cases** – lessons learned and practical applications of proven practices and methods, tools, and risk discoveries.
- **Code and Logical Data Models** – fragments of code or models illustrating a design pattern.

Fostering an explicit EA Community capability and the innate ability to identify, track and harvest reusable assets can significantly contribute to:

- Reduced IT project costs.
- Predictability of IT project expectations.
- Increased operational efficiency at lower cost.
- Increased risk awareness.
- Increased service delivery time.
- Stronger staff skills and wider talent pool.

The OEA and department leaders should charter their EA programs and architecture teams to share reusable assets at the agency level and through the EAC to other state entities for all to benefit.

3.4 Business and IT Strategy

*Business Strategy* articulates the direction an organization will pursue and specific actions it will take to achieve its goals. It results from goals established to support the stated mission of the business/organization.
The organization vision, mission, goals, and operating model drive the development of future state business and IT architecture. While the future state may be elaborated in segments to incrementally develop a department’s enterprise architecture, the outputs from strategic planning (strategic goals and initiatives) drive the prioritization of initiatives in these segments to provide value near-term while maintaining long-term EA focus.

To help execute business strategy and realize strategic goals, the EA program should focus on the creation of the strategic business information asset base. It is intended to contain business relevant information describing mission-specific business capabilities, supporting business capabilities and the business processes used to realize those capabilities (business architecture).

IT Strategy determines how information technology will enable the business to achieve its goals and guide the business strategy with underlying technical capabilities and projects. Alignment of IT to business strategy occurs when IT capabilities support the business capabilities needed to execute the business strategy and have the flexibility to accommodate changes in business strategy.

To help execute IT strategy, the EA program should focus on the creation of the strategic IT asset base. It is intended to contain more technically relevant information describing:

- Information models depicting the information used and maintained by these business processes (information architecture)
- Applications and their key components used to fully or partially automate the business processes and maintain the information (application architecture)
- Technologies used by these applications (technology architecture), i.e., application platforms (including hardware devices and system software) and networks (to provide communication paths)
- Inter-relationships among the above components of the architectures and their relationships to organization’s strategic goals and stakeholder needs

This strategic information asset base will include baseline and target architectures reflecting the transformation necessary to meet the architecture goals.

Strategic direction drives portfolio and capital planning, investment reviews and projects. EA plays a key role in portfolio planning and prioritization of programs, projects, and other initiatives to develop the organization’s future state roadmap.

By assisting with the development of Business and IT Strategies, EA programs learn the following and use them as inputs to provide subsequent services:

- Learn the organization’s Operating Model as this model drives the target architecture.
- Learn the business priorities as these priorities drive intermediate architecture, portfolio planning and project prioritization.
- Learn the funding constraints and priorities as these indicate where to focus efforts to align roadmap(s) with these constraints and priorities.
3.4.1 Operating Model

The Operating Model is the necessary level of business process integration, people, and technology that a given organization needs to satisfy its mission. Strategic goals and initiatives of an organization change based on customer needs and a variety of other factors that cannot be anticipated or controlled (e.g., new laws, policies, and regulations, or new technologies and innovations). Therefore, the organization’s target architecture is primarily driven by an agile operating model of the organization.

3.5 Planning & Roadmapping

Roadmaps provide a sequenced plan to get to the future state architecture through a prioritized set of transformation projects or changes. It promotes long-term focus and facilitates continuity (e.g., when key business or IT leaders change). The transformation projects, each with clearly defined objectives and scope, lay out a specific sequence in which those projects need to be executed to reach the target architecture and thus contribute to improved efficiency, effectiveness, quality, and agility. A roadmap, such as Figure 2: Strategic EA Roadmap, is a key component of an architectural scope’s strategic information asset base. Different roadmaps exist for various purposes and are often depicted graphically for ease of understanding. Whether it be a strategic or project roadmap, they each serve the same purpose, which is to anchor resources and show the progression of those resource applications to achieve goals.

A well-designed roadmap specifies:

1. Key business outcomes expected from each program/project/initiative milestone.
2. When a specific business outcome will be achieved.
3. When a specific business and/or information technology objective will be accomplished.
4. How those outcomes and accomplishments will be measured.

Without such measurable objectives, it may not be possible to validate the value and progression of programs and projects (during their execution) towards the target state and in turn can affect the governance of those programs and projects.
Figure 2: Strategic EA Roadmap
Perceiving architects as management consultants and leveraging their EA services in an incremental fashion with strategic initiatives to create both the target state and roadmap can ensure better alignment to the target enterprise architecture. Outside of strategic initiatives, architects can develop the target state and roadmap through the lines of business, organization segments or domains and focusing on a few key business outcomes for each.

Roadmaps are a key input to the following activities:

- Enterprise Alignment – provides an expectation of what is to be achieved with an inclusive perspective of the components contributing to the target state.
- Investment Management Review - provides information to support the investment review decision process from an enterprise-wide perspective rather than in silos and thus reduce isolated investments without the enterprise perspective. It also supports investment decision-making in the context of an “architect–invest–implement” approach.
- Governance - provides information to plan, execute, monitor, and control programs/projects to ensure incremental progress towards business objectives. Provides information to coordinate the effort and ensure architectural coherence of multi-project and multi-vendor solutions.
- Cross-Program Initiatives - provides information to support opportunities for cross-program initiatives and to expand cross-organization to ensure interoperability and share-ability of systems and services.
- Procurement Activities - aligns procurement activities with the organization’s business and IT architecture and other transitional processes.

3.6 Governance

Governance ensures alignment of projects and initiatives with the future state architecture and roadmap. It also ensures a format exists for discussion of adherence to standards and implementation architectures where appropriate. Governance brings into focus the need to change existing operating models and technology standards to meet changes in business.

More pointedly, governance includes a solution review and approval process for new projects and initiatives with architectural implications or significance. EA programs support governance not only in consultation of solution designs and promoting standards adherence but also in the facilitation of solution and system integration activities.

Refer to the CEAF Program for information regarding EA program participation in department Architecture Review Board (ARB), or similar governance activities.
4 CEAF and the Statewide EA Repository

Within CEAF, the OEA maintains the statewide EA repository and is available for reference in the EA Community Forum within the CDT ServiceNow portal.

4.1 Repository Overview

Content is intended to support architect’s ability to provide EA services regardless of how they are initially engaged within the organization. Thus, the framework information is presented via three logical navigation paths:

1. Common Business Scenarios – information is organized in alignment with common state business scenarios. These scenarios direct architects to a set of baseline-guiding artifacts that help deliver value.
2. EA Capabilities – information is organized in alignment with the statewide EA capabilities. The capabilities and their sub-capabilities are presented in model form with brief descriptions. This path directs architects to specific guiding artifacts that assist in performing EA activities within the corresponding capability.
3. Direct Repository Search – information is organized to reflect the EA Cube\(^3\) framework. This path is best for architects looking for specific artifacts and know exactly where to find them.

In addition to guides and templates, site information includes, but is not limited to:

- Full versions of the CEAF Digest, Program, Portfolio, and Views documents and presentations.
- Access to the collaboration\(^4\) portal for connecting with other practicing EA professionals, shared use-cases, and views.
- OEA contact information, engagement inquiries, and frequently asked questions.

4.1.1 Common Business Scenario Navigation

Common scenarios, such as Project, EA Program, Governance, and Workstream Transformation planning, within state business arise where architects are more likely to provide services consistently and often.

These scenarios are widespread and demand higher frequency of EA consultation, therefore benefit from consistent architectural service patterns. The CEAF promotes these patterns and provides supporting guidance and tools for such scenarios.

Architects navigate within the repository by common business scenario when information is needed for a traditional state process. Each scenario offers a minimalist high-level view from the perspective of the enterprise, business, and technology viewpoints. Work efforts or activities direct architects to specified artifact templates and guidelines that facilitate the creation of meaningful output to be used as input to the scenario’s purpose. The scenarios represent minimal effort therefore it is important to

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\(^{4}\) Service Now EAC Communities (link) Access to EC Events and Use-Cases require a secured membership (user-id and login)
note that EA programs should manipulate the view to be most valuable to its organization processes and structure.

4.1.2 EA Capability Navigation

EA programs provide input in support of strategic and project initiatives. The program may not be a stakeholder to the initiative, however, may be called upon to facilitate or participate in workgroups. For instance, facilitating a user-centered design workshop and modeling effort, creating roadmaps, or assessing vendor partner technologies and services, are only a subset of capabilities within EA programs that can be exercised without full-time commitment to long-term initiatives. Architects navigate in the repository by capability when information is needed and the method to attain the information is not directly prescribed by stakeholders.

Depending on the capability architects are engage with, Business and IT Strategy, Planning and Roadmapping, or Governance, the repository provides guides and tools to support the work.

4.1.3 Direct Repository Search Navigation

Direct search access in the EA repository is organized to align with the EA Cube framework. This navigation option is most useful to architects that know exactly the artifact(s) they are looking for. The perspective, or view, the architect wants to portray corresponds to the location for which the artifact resides within the repository.

The repository structure catalogs artifacts into these domains:

- Strategy Goals and Initiatives (enterprise views)
- Business Products and Services (business views)
- Data and Information (data views)
- Systems and Applications (application views)
- Networks and Infrastructure (infrastructure views)
- Security and Privacy (security views)
- Workforce Skills (staff views)
- Standards (technology views)

Although artifacts can be used for multiple business scenarios, EA capabilities or other organizational purposes, the artifact itself will exist in only one of these areas.

4.1.4 Artifact File Names and Search Tags

Since repository artifacts align to the EA Cube framework, architects can expect that the artifact naming standard and search tags will reflect this organization. Each artifact will be named according to its EA Cube structure relevance. For example, a motivation model is a strategic artifact used to capture stakeholder influence, drivers, and general reasons for a future decision. The motivation model artifact is provided the S artifact prefix following by the title (S02-Motivation-Model.vsdx) of the artifact and would be found in the Strategic Goals and Initiatives location of the repository. The OEA encourages EA programs to download and modify for use any of the artifacts provided. Table 2: Artifact Name Standards and Search Tags provides examples of artifacts one will find and what tags are used to locate them.
<table>
<thead>
<tr>
<th>Artifact Prefix</th>
<th>EA Cube Structure</th>
<th>Sample Artifact Name</th>
<th>Sample Search Tags</th>
</tr>
</thead>
<tbody>
<tr>
<td>S</td>
<td>Strategy Goals and Initiatives</td>
<td>S01-Strategic-Plan</td>
<td>Strategy; plan; enterprise</td>
</tr>
<tr>
<td>B</td>
<td>Business Products and Services</td>
<td>B01-Use-Case-Narrative-Diagram</td>
<td>Use case; user journey; business case</td>
</tr>
<tr>
<td>D</td>
<td>Data and Information</td>
<td>D01-Logical-Data-Model</td>
<td>Data model; data map; information model</td>
</tr>
<tr>
<td>SA</td>
<td>Systems and Applications</td>
<td>SA01-System-Interface-Matrix</td>
<td>Interfaces; interactions; system relation</td>
</tr>
<tr>
<td>NI</td>
<td>Networks and Infrastructure</td>
<td>NI01-Network-Center-Diagram</td>
<td>Network blueprint; network as-is; network model</td>
</tr>
<tr>
<td>SP</td>
<td>Security and Privacy</td>
<td>SP-Security-Solutions-Description</td>
<td>Security plan; security design; solution security</td>
</tr>
<tr>
<td>W</td>
<td>Workforce Skills</td>
<td>W01-Organization-Chart</td>
<td>Org chart; staff plan; resource chart</td>
</tr>
<tr>
<td>ST</td>
<td>Standards</td>
<td>ST01-Technology-Standards-Profile</td>
<td>Standards; technology capability; technology landscape</td>
</tr>
</tbody>
</table>
## Glossary of EA Terms

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actionable</td>
<td>The architecture analysis and documentation is a direct input to executives, managers, and staff to support portfolio planning, resource planning, decision-making, and management to achieve strategic business outcomes.</td>
</tr>
<tr>
<td>Architect-Invest-Implement</td>
<td>The idea that conceptualizing and design occurs prior to procurement or resource allocation of design components is applied. Followed by the execution of the design using said resources.</td>
</tr>
<tr>
<td>Architecture</td>
<td>A systemic approach that organizes and guides design, analysis, planning, and documentation activities.</td>
</tr>
<tr>
<td>Architectural Significance</td>
<td>An approach for which noticeable impact or influence is placed on the business, resources, or organization components.</td>
</tr>
<tr>
<td>Capability</td>
<td>The power or ability for an enterprise or organization segment to do something.</td>
</tr>
<tr>
<td>Cross-Agency</td>
<td>An approach that impacts or exposes a relationship between multiple agencies.</td>
</tr>
<tr>
<td>Cross-Program</td>
<td>An approach that impacts or exposes a relationship between multiple programs within a single department/agency.</td>
</tr>
<tr>
<td>COVID-19</td>
<td>The virus (more specifically, a coronavirus) identified as the cause of an outbreak of respiratory illness.</td>
</tr>
<tr>
<td>EA Community</td>
<td>California’s broad community of enterprise architectures from over the 150+ state entities that make up the community.</td>
</tr>
<tr>
<td>EA Cube</td>
<td>A structure that is hierarchical so that the different sub-architectures (that describe distinct functional areas) can be logically related to each other.</td>
</tr>
<tr>
<td>EA Services</td>
<td>A defined set of advisory and consulting services offered to decision-makers, project teams, and staff that inform the work efforts of organizational change.</td>
</tr>
<tr>
<td>Framework</td>
<td>A logical structure for classifying and organizing complex information [Federal Enterprise Architecture Framework].</td>
</tr>
<tr>
<td>Term</td>
<td>Definition</td>
</tr>
<tr>
<td>----------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Integrated Views</td>
<td>Individual perspectives from organizational segments, roles or disciplines that combine to create new perspectives.</td>
</tr>
<tr>
<td>Re-Use-EA</td>
<td>The idea that EA artifacts created for one architectural purpose can be applied to like opportunities.</td>
</tr>
<tr>
<td>Return on Investment</td>
<td>A ratio between expected value and cost of investment.</td>
</tr>
<tr>
<td>Transformation</td>
<td>Making fundamental changes to how internal operations are conducted to provide an expected user experience.</td>
</tr>
<tr>
<td>Views</td>
<td>The ability to see something from a specific vantage point.</td>
</tr>
<tr>
<td>Viewpoints</td>
<td>The position from which a view is observed.</td>
</tr>
<tr>
<td>Workstream</td>
<td>An organization’s project, process or operational area.</td>
</tr>
</tbody>
</table>