

**A STRATEGIC APPROACH TO
MODERN GOVERNMENT IT
PORTFOLIO MANAGEMENT
AND ENTERPRISE
ARCHITECTURE PLANNING**



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1

INTRODUCTION



What does Strategic Portfolio Management look like in the Fed Gov?

Just like private-sector organizations, government agencies find themselves operating in a data-driven world where IT powers every process and impacts every outcome. It's also an increasingly connected world, where organizations have worked diligently to remove silos and point solutions to increase efficiency and better manage budgets.

Today, business capabilities, and the tech behind them, can be considered portfolios. For example, capabilities consist of business processes, in turn supported by business applications, and technical services. Technology portfolios in government agencies can extend across cloud-based solutions, on-premise solutions, and powerful mainframe systems.

To effectively manage these portfolios requires both business and technology groups to treat the data describing their operational capabilities as strategic assets. It's no longer viable to treat distinct business processes or applications independently without considering the data that defines the quality and performance surrounding them both as an integrated system. The business and technology environments are now one and the same.

Government agencies like yours are under increasing pressure to modernize and transform their operations. They want to be more agile in response to change, and more secure in a world of cybersecurity threats. They also need to modernize and transform while meeting requirements like those presented in the Federal Information Technology Acquisition Reform Act (FITARA).

To effectively navigate modernization and transformation today, government agencies need a level of visibility into their portfolios that enables **data-driven decisions**.



2

**HOW STRATEGIC
PORTFOLIO
MANAGEMENT HELPS
PLAN MODERNIZATION
INITIATIVES**



How Strategic Portfolio Management Helps Plan Modernization Initiatives

Effective portfolio modernization must be a strategic initiative, not just a technology initiative. When your agency starts with a well-organized strategy, it can apply that strategy throughout its portfolios to achieve desired outcomes.

For federal agencies, the decisions around modernization often come in the form of directives and regulations that govern procurement, budgets, security, and more.

These include:

- **The Federal Information Technology Acquisition Reform Act (FITARA):** Every decision related to modernization needs to be viewed through how the change will address the agency's FITARA scorecard.
- **The Modernizing Government Technology (MGT) Act:** Created a board to evaluate projects and allocate funds for IT modernization efforts that will improve service delivery and security.
- **The Federal Data Strategy:** Outline a 10-year plan for helping federal agencies accelerate the use of data in their missions and use data to improve the ways they serve the public.
- **The Federal Information Security Modernization Act (FISMA):** Creates a framework of guidelines and standards to better protect government information and operations.

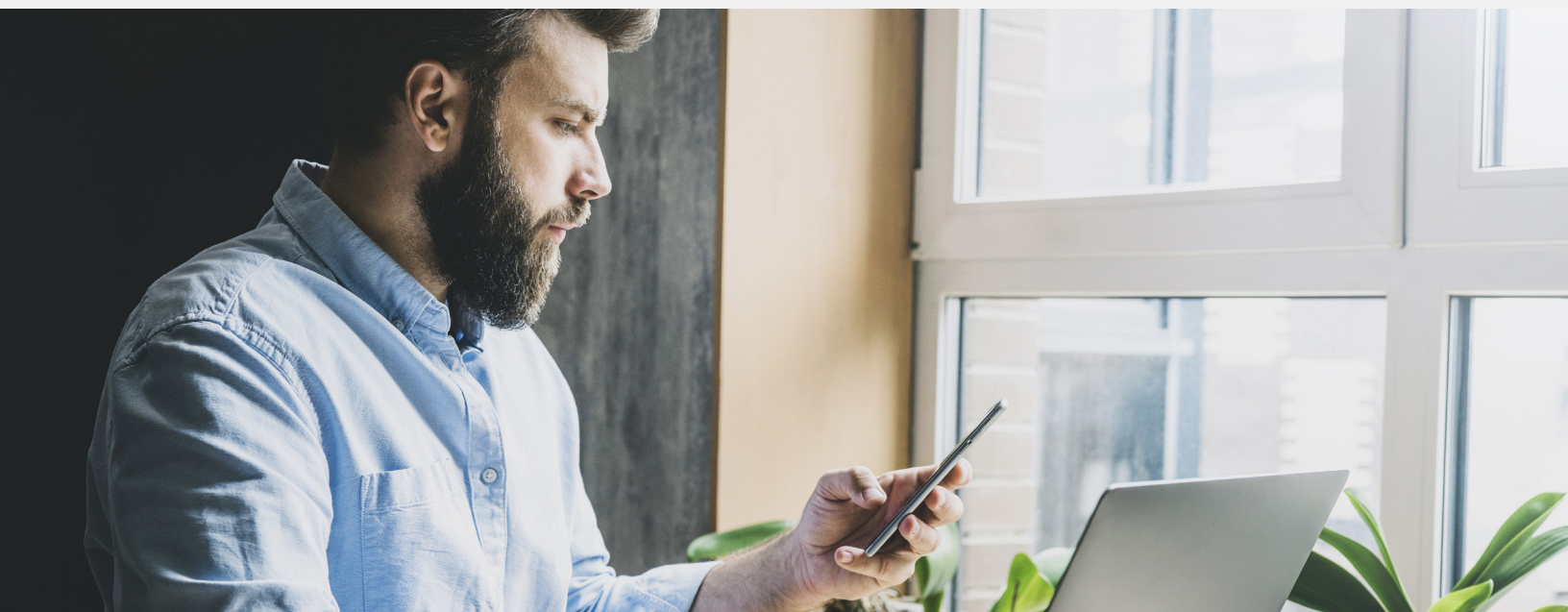
These regulations create pressure on federal agencies to transform and modernize their systems, often within constraints around spending (FITARA) or requiring detailed visibility into a modernization project before funding is allocated (MGT Act).

An Executive Order passed in early 2022 requires federal agencies and their suppliers to implement a Zero Trust Architecture to improve cybersecurity. It orders agencies to prioritize their highest value assets as a starting point.

For federal agencies, Zero Trust is a pressure that requires a response. And developing this response requires visibility and transparency across portfolios to identify which systems lack Zero Trust and which are the highest priority for Zero Trust adoption.

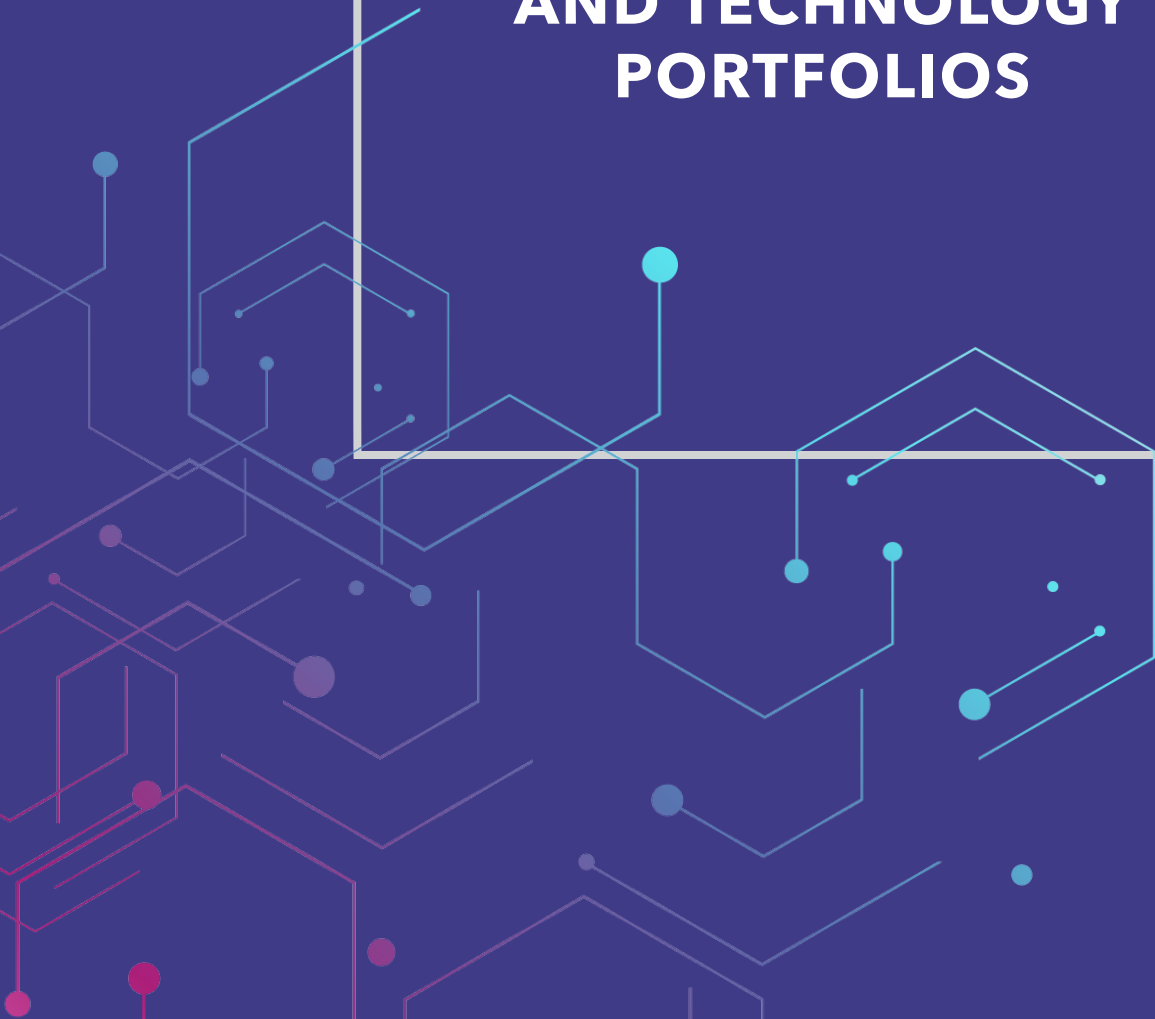
When federal agencies are effectively managing their business and technical portfolios, they can make more informed decisions around a modernization effort like Zero Trust adoption. They are agile enough to pivot, not only for a requirement like Zero Trust, but for changes in the way constituents expect their services to be delivered or to respond to sudden, unexpected events.

Not every agency has achieved this level of portfolio management. And not every executive behind their agency's portfolio management and modernization strategies has the information they need to make informed decisions.



3

**HOW TO EFFECTIVELY
MANAGE BUSINESS
AND TECHNOLOGY
PORTFOLIOS**





How to Effectively Manage Business and Technology Portfolios

What does modernization mean to your agency today? For many agencies, modernization means responding to requirements like Zero Trust security. And the requirement – in the case of Zero Trust – is rooted in the need to respond to security threats.

Whether an agency is responding to Zero Trust or another requirement, it's critical to identify the scope of modernization efforts. Across the portfolios, interconnected systems mean that changes to one system will impact others. Infrastructure – even aged infrastructure that predates many of today's business applications – remains rooted in a number of systems and applications, creating a domino effect when changes are made.

Without visibility into your portfolios, the true scope of your modernization effort will be difficult to determine. If you can't determine the true scope of the modernization effort, completing it on time and on budget becomes a significant challenge.

A strategic approach to portfolio management allows agencies to respond to modernization pressures with **data**. Like nearly every business decision today, **data** will make your modernization efforts easier to understand and more predictable and allow your agency to properly allocate resources and budget.

Using an enterprise architecture (EA) approach to managing your systems is an essential first step toward developing a strategic plan for your modernization efforts. EA that is built on accurate data and being accessible to everyone involved in modernization – from strategies down to servers – delivers a holistic view of modernization and transformation efforts that includes cost reduction and risk mitigation.

4

**ALFABET:
DATA-DRIVEN
ENTERPRISE
ARCHITECTURE**



Alfabet: Data-Driven Enterprise Architecture



When your agency deploys data-driven enterprise architecture solutions, your stakeholders will get the visibility they need to make strategic decisions around your portfolios. As your portfolios change and modernize, having accurate data will be increasingly important.

Requirements like Zero Trust are the modernization effort of the moment. Modernization and transformation never truly end, and your agency will have more mandates that require a response in the future. That means an enterprise architecture approach that relies on accurate data is an investment in your agency's long-term needs.

Enterprise architecture adds critical context to data by understanding the interconnections and dependencies in your portfolios. Enterprise architecture helps with financial management as well, because accurate data means a deeper understanding of your costs, licenses, and insight to determine when systems should be retired or replaced.

The goal is to attain a level of visibility that allows your agency to properly measure the time, effort, cost, and progress of your modernization efforts.

Software AG provides an enterprise architecture solution built to provide the level of visibility agencies need to transform and modernize their portfolios and guide their decision making. Alfabet adapts to a number of business and government models and empowers stakeholders to collaborate on strategic decisions around portfolio management.

Alfabet can be configured for different stakeholders so each sees the data, roadmaps, reports, and workflows relevant to their role.

With Alfabet, agencies have an enterprise architecture and IT portfolio management solution that guides strategic decision making across the organization, helps forecast and optimize budget, and enables quick responses to crises and mandates.

To learn more about how Alfabet can help your agency modernize on time and on budget, visit: softwareag.com