

Commonwealth of Virginia

Enterprise Business Architecture

Version 2.0

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Commonwealth of Virginia Chief Information Officer
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Reviews

- This publication was reviewed and approved by the Director of the Policy, Practice and Architecture Division.
- Online review was provided for agencies and other interested parties via the VITA Online Review and Comment Application (ORCA).

Publication Version Control

Questions related to this publication should be directed to the Director of VITA's Policy, Practice, and Architecture (PPA) Division. PPA notifies Agency Information Technology Resources (AITRs) at all state agencies, institutions and other interested parties of proposed changes to this document.

The following table contains a history of the revisions to this publication.

Version	Date	Revision Description
1.0	4/13/2005	Base document
2.0	6/9/2010	The term "sub-function" used in the initial report has been changed to "sub-line of business" to avoid confusion with the Department of Planning and Budget's sub-function budget term. The Enterprise Business Model includes restructuring of the Human Resources Management line of business, the addition of several sub-lines of business, and some minor name changes in the model. The report contains updated FY 2011 funding and maximum employment levels and some organizational changes that have occurred over the last 5 years. The report also provides a reference to the EBA application to get current as-is business architecture information instead of providing dated static reports.

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Executive Summary

This revision is the first update to the Enterprise Business Architecture (EBA) Report since initial publication in 2005. Since then, VITA has put in place an Enterprise Business Architecture application that is used to update and maintain the as-is business architecture for Virginia executive branch agencies. Given the normal slow rate of change that occurs in the business architecture, revisions to the published EBA Report will be on a five year update cycle.

The EBA documents the business strategy, governance, organization, and business functions of Virginia state government, and identifies which organizations perform those functions. The EBA provides a look at the big picture of state government from a business perspective to define who we are, what we do, and where we want to go.

The Enterprise Business Model (EBM) was developed to define the “what we do” in terms of business functions independent of the organizations that perform those functions. The initial Virginia EBM was developed from the Federal Enterprise Architecture’s Business Reference Model and was validated through workshops of agency business leaders. These workshops mapped individual agency business functions to the EBM, thus creating the Commonwealth’s initial as-is business architecture for Executive Branch agencies.

After reviewing and evaluating federal agency progress in implementing the Federal Enterprise Architecture, VITA enterprise architecture staff determined that a major change to the *Human Resource Management* line of business and other selected small changes in the Federal Business Reference Model should be adopted and included in the Virginia EBM.

Section 2 of this report was developed to define “who we are” and has been updated to reflect changes that have occurred in the last 5 years. Organizational changes include: the Department of Charitable Gaming was merged into the Department of Agriculture and Consumer Services (DACCS), the Hampton School for the Deaf, Blind and Multi-Disabled was merged with Staunton School for the Deaf and the Blind; and the Department of Veteran Services was moved to the Public Safety Secretariat.

In addition, agency and Secretariat maximum employment levels (MEL) and appropriations were updated to reflect FY 2011 numbers. These 2 areas of the EBA report show the most dynamic changes from the initial report. It should be noted that these numbers normally change every fiscal year. Users or readers of this document that need current maximum employment level and appropriation information should use the information provided in the “Virginia’s Budget” section on the Department of Planning and Budget’s Website.

Enterprise Architecture as a management decision tool is only effective when technology selections are driven by business strategies. The initial report included the Council on Virginia’s Future high level discussion regarding vision, long-term goals, and their intent to establish “guiding principles for the Commonwealth”. The Enterprise Business Strategies and Intent section has been updated with progress to-date and provides a link to Virginia Performs so that interested parties can obtain the latest related progress information.

Section 1 - Introduction

Background

Enterprise architecture (EA) in the Commonwealth starts with a strategic framework that is driven by the business of the enterprise, and the corresponding business strategies, visions and goals. An effective EA establishes a process that is focused on building and maintaining an enterprise-wide business, information, solutions, and technical infrastructure and architecture that is adaptable and that best enables the business activities of state government in an ever-changing environment.

The goal of EA is to create a common and cohesive vision among business and technology leaders regarding:

- 1) The emerging technology trends and enterprise business strategies that will drive the architecture;
- 2) The IT requirements derived from enterprise business strategies;
- 3) The role and definition of the technical architecture that best enables the business needs of the enterprise; and,
- 4) The migration plan that will move the enterprise from the current to the future architecture.

The Commonwealth's EA contains four primary component architectures: Enterprise Business Architecture (EBA), Enterprise Information Architecture (EIA), Enterprise Solutions Architecture (ESA), and an Enterprise Technical Architecture (ETA). The ETA consists of technical domains for applications, databases, information, integration, platforms, network and telecommunications, security, and systems management. Information Technology Resource Management (ITRM) policies, standards, and guidelines provide direction for implementing the Commonwealth's EA.

Approval of the statewide EA and related set of ITRM standards was an assigned responsibility of the former Information Technology Investment Board (ITIB), the supervisory board of the Virginia Information Technologies Agency (VITA). In that role in 2004, the ITIB directed VITA to develop and maintain the EBA component of the Commonwealth's EA.

Enterprise Business Architecture Overview

The EBA provides a means to gain a better understanding of the business of the Commonwealth by looking at the business functions of individual agencies and the enterprise as a whole. That insight can assist in making informed decisions on information technology related initiatives, projects, and budget requests to ensure those investments effectively support the Commonwealth's business functions and are non-duplicative.

The EBA also provides a common reference model for citizens, businesses, members of the General Assembly, current and future administrations, and other interested parties that help define the business of state government.

The EBA documents the business strategy, governance, organization, and business functions of Virginia state government, and establishes a baseline that defines which organizations perform these functions. The EBA provides a look at the big picture of state

government from a business perspective to define who we are, what we do, and where we want to go.

This document provides valuable business insight to help ensure that Virginia's investments in information technology are aligned with the strategic direction of state government.

Components of the EBA

The EBA contains sections that address the organization, business strategies, business functions, and a summary of the current or as-is baseline business architectures of organizations that perform the various business functions of Virginia state government.

The EBA is the driving component behind the development of the ETA. Business components of the EBA are normally defined by state government's leadership, and not by an information technology agency such as VITA. Those components include the business strategies and intent, the to-be business architecture, and the gap analysis to determine those steps or initiatives required to move the as-is baseline enterprise business architecture to the to-be enterprise business architecture.

As such, the EBA defined in this document provides information on the business strategies and intents established by the Governor and the Council on Virginia's Future, and contains place holder sections for the to-be enterprise business architecture and corresponding gap analysis that need to be addressed by Virginia state government's business leadership.

Section 2 - Organizational Structure and Governance – Provides an overview of the organizational and governance structure of the Executive, Legislative, and Judicial branches of state government, and independent agencies.

Section 3 - Enterprise Business Strategies and Intent – Provides the vision and long-term objectives that were published by the Council on Virginia's Future and links to the Website that reports on the progress made to-date in achieving those objectives.

Section 4 - Enterprise Business Model (EBM) – Provides a comprehensive business model of Virginia state government that includes business functions and the deliveries of services to citizens independent of the agencies that perform those functions or provide those services.

Section 5 - As-is EBA – Provides the results and an analysis of the mapping of state government organizations to the Enterprise Business Model. This section defines which state government entities provide the services identified in the EBM.

Section 6 - To-be EBA – This is a placeholder section that will contain the to-be Enterprise Business Architecture once a business owner is found and the architecture component is developed.

Section 7 - Gap Analysis of the as-is EBA - This is a placeholder section that will contain the gap analysis that defines the steps and initiatives that are needed to move the as-is enterprise business architecture to the to-be Enterprise Business Architecture. This section will be completed by the business owner of the to-be enterprise business architecture once that architecture component is developed.

Section 8 – Maintenance and Publication of the EBA - This section describes how the EBA will be maintained and published.

Section 2 - State Government Organizational Structure

Introduction

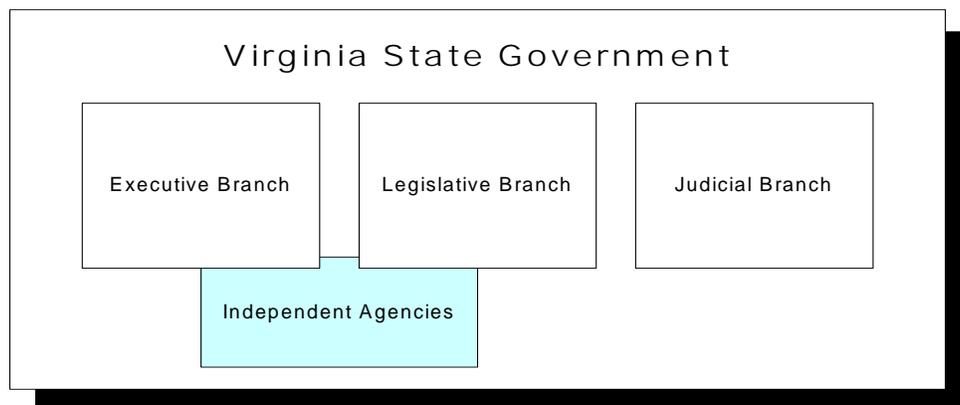
To meet the needs of the citizens and address the goals and mandates as specified by the *Constitution* and the *Code of Virginia*, the Commonwealth operates over 200 governing units (agencies, institutions of higher education, courts, commissions, authorities, boards, etc.) that employ over 100,000 citizens in full-time jobs.

This section provides an overview of the organizational units that make up the Executive, Legislative, and Judicial branches of Virginia's state government, and its independent agencies.

The Structure and Functions of Virginia's Government

Virginia has a tri-partite state government with judicial, legislative, and executive functions. The legislative branch makes the laws that govern the Commonwealth, the judicial branch interprets the laws, and the executive branch carries out the governance and service provision requirements of the laws.

Figure 1 - State Government Organization



Most state agencies are in the executive branch of government, but the *Code of Virginia* also creates agencies identified as "independent agencies". Table 1 provides a summary overview of the state government identifying the individual and agency members of each branch, and the number and types of entities in each. The maximum employee levels (MEL) and budget¹ information presented in the following tables are approximate numbers for FY 2011 and are presented as a means of providing relative size information about the organization being addressed.

¹ Source: Department of Planning and Budget.

Table 1 - Structure of State Government

Branch	Members	Number/Types of Entities
The Executive Branch	The Governor, the Lieutenant Governor, the Attorney General, the Governor's Cabinet, and most state agencies	<ul style="list-style-type: none"> • 11 Cabinet Secretaries • 72² agencies • 19 institutions of higher education
The Legislative Branch	The General Assembly heads this branch which is comprised of the Joint Legislative Audit and Review Commission (JLARC), the Auditor of Public Accounts, the Divisions of Legislative Services, Legislative Automated Services, Capital Police, and a host of other councils and commissions.	<ul style="list-style-type: none"> • Senate • House of Delegates • 6 Agencies, Divisions and Standing Committees • Commissions, Councils, Joint Committees, and Subcommittees
The Judicial Branch³	The Supreme Court of Virginia heads this branch, which includes the courts, the magistrate system, several commissions, the Board of Bar Examiners, and the Virginia State Bar.	<ul style="list-style-type: none"> • Supreme Court • Court of Appeals • Circuit Courts • General District Courts • Juvenile and Domestic Relations and District Courts • Commissions, Boards, and Agencies
Independent Agencies	State Corporation Commission, Virginia Retirement System, Lottery Department, Workers' Compensation Commission, Virginia College Savings Plan and the Virginia Office for Protection and Advocacy	<ul style="list-style-type: none"> • 6 state agencies

The Executive Branch

The Executive Branch is led by an elected Governor and contains an Attorney General and a Lieutenant Governor who are also elected on a statewide basis. Figure 2 shows the organizational structure of the leadership of the Executive Branch and Table 2 provides summary information on the three statewide elected officials.

² Department of Charitable Gaming merged with Department of Agriculture and Consumer Services; Hampton School for the Deaf, Blind, and Multi-Disabled merged with Staunton School for the Deaf and Blind in FY2009.

³ Source: 2009 VA Courts Strategic Plan

Figure 2 - Executive Branch Leadership

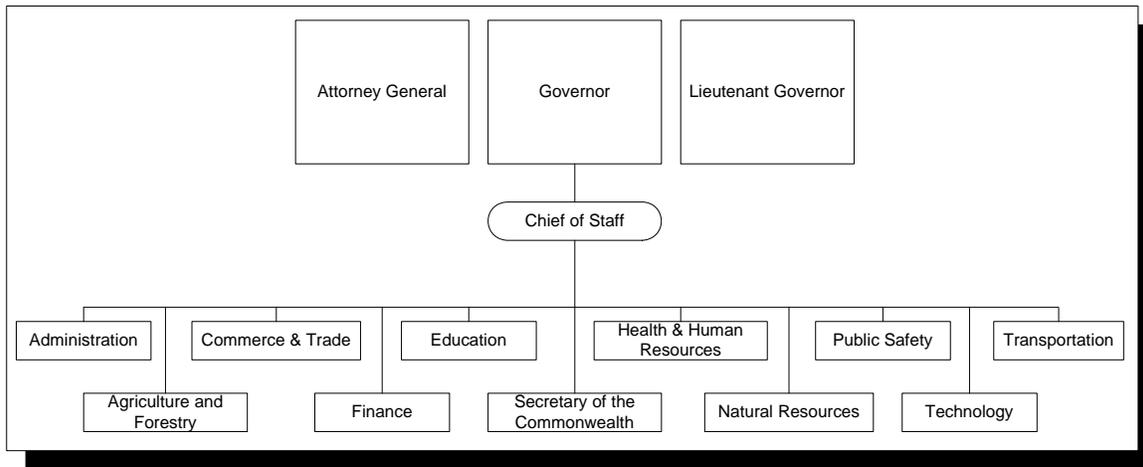


Table 2 - State Level Elected Officials

Official	Purview	FY 2011 MEL and Budget	Agencies
Governor	The Governor manages the executive branch of state government to meet the needs of Virginia's citizens.	<u>MEL</u> : 41 <u>Annual Budget</u> : \$6.3 million	Includes Office of Commonwealth Preparedness; Office of Substance Abuse Prevention; Interstate Organization Contributions
Lieutenant Governor	The Lieutenant Governor serves as president of the Virginia Senate, and votes only when necessary to break a tie vote. The Lieutenant Governor represents Virginia at ceremonial functions and responds to inquiries from citizens. The Lieutenant Governor becomes Governor if the Governor is removed from office due to disqualification, death, or resignation.	<u>MEL</u> : 4 <u>Annual Budget</u> : \$334,803	N/A

Official	Purview	FY 2011 MEL and Budget	Agencies
Attorney General and Department of Law	The Attorney General is the chief legal officer of the Commonwealth. With the assistance of a staff of lawyers and legal professionals, the Attorney General advises the Governor and executive branch agencies and boards, and represents them in state and federal court. The Office of the Attorney General represents the Commonwealth's position when criminal convictions are appealed, and defends the constitutionality of state laws when challenged. It enforces laws that protect businesses and consumers in utility matters, collects money owed to the state, and investigates Medicaid fraud. The Attorney General also renders legal opinions to state and local government officials.	<u>MEL:</u> 340.5 <u>Annual Budget:</u> \$36.8 million	Includes Division of Debt Collection

The Governor's cabinet includes a Chief of Staff and eleven Secretaries. Four of the Governor's secretariats have primarily government administration responsibilities, including the Secretary of the Commonwealth, and the Secretaries of Administration, Finance, and Technology. The remaining 7 secretariats have citizen services as their primary area of responsibility.

Each Cabinet Secretary, who has agencies which report to him/her, is responsible for providing overall supervision and direction to those agencies. By law they also have the power to resolve conflicts between their agencies, direct preparation of their budgets, and hold agency heads accountable for effective and efficient performance.

Table 3 - Purview of the Governor's Secretariats

Secretariat	Purview	FY 2011 MEL and Budget	Agencies
Administration	Oversees general government operations to ensure efficient and effective management of the people's resources. There are seven state agencies within the Secretariat, with responsibilities for employee policies and benefits, purchasing, capital outlay, property management, warehousing, and laboratory services. In addition, Administration agencies supervise elections, channel state funds to constitutional officers and public broadcasting entities, advise and serve local governments, safeguard human rights, and encourage innovation and best practices in government.	<u>MEL</u> : 862.5 <u>Annual Budget</u> : \$927.7 million	Compensation Board; Elections; Employment Dispute Resolution; General Services; Human Resource Management; Council on Human Rights; Minority Business Enterprise
Agriculture and Forestry	Oversees agencies that promote and enhance statewide economic growth in the agricultural and forestry industries, protects forests, psromotes agricultural environmental stewardship, and protects consumers.	<u>MEL</u> : 794 <u>Annual Budget</u> : \$83.9 million	Agriculture and Consumer Services, Forestry
Commerce and Trade	Oversees the economic, community, and workforce development of the Commonwealth. Each of the Commerce and Trade agencies actively contributes to the Commonwealth's economic strength and high quality of life.	<u>MEL</u> : 1,657 <u>Annual Budget</u> : \$1.3 billion	Board of Accountancy; Business Assistance; Economic Development Partnership; Employment Commission; Housing and Community Development; The Virginia Housing Development Authority; Labor and Industry; Mines Minerals and Energy; Virginia Resources Authority; Professional and Occupational Regulations; Racing Commission; Tourism Authority

Secretariat	Purview	FY 2011 MEL and Budget	Agencies
Commonwealth	Assists the Governor with appointments of over 4,000 individuals to serve on Virginia's boards and commissions.	<u>MEL:</u> 19 <u>Annual Budget:</u> \$1.9 million	N/A
Education	Oversee the agencies and institutions that address the educational and cultural needs of the Commonwealth. These agencies support public education from kindergarten through grade 12; offer vocational and technical training; and provide instruction for Virginians pursuing undergraduate, graduate, or professional degrees. The secretariat also includes the Library of Virginia, museums and cultural attractions, and medical schools in Richmond, Charlottesville, and Hampton Roads.	<u>MEL:</u> 53,766 <u>Annual Budget:</u> \$14.7 billion	Community College System; Education; State Council on Higher Education; Commission for the Arts; Library of VA; Roanoke Higher Education Authority; Museum of Fine Arts, Science Museum; Frontier Culture Museum; Gunston Hall; Jamestown-Yorktown Foundation, Christopher Newport University; George Mason University; James Madison University; Longwood University; University of Mary Washington; Norfolk State University; Old Dominion University; Radford University; University of Virginia; Virginia Commonwealth University; Virginia Military Institute; Virginia Polytechnic Institute & State University; Virginia State University; The College of William & Mary; New College Institute; Eastern Virginia Medical School; Southwest Higher Education Center; Virginia School for the Deaf and the Blind; Richard Bland College; Virginia Institute of Marine Sciences

Secretariat	Purview	FY 2011 MEL and Budget	Agencies
Finance	<p>Provides guidance to the agencies within the Secretariat. These agencies handle all the financial transactions of the Commonwealth — from collecting taxes to paying bills to distributing aid to localities. Their responsibilities include:</p> <ul style="list-style-type: none"> • forecasting and collecting revenues • managing the Commonwealth's cash and investments • selling bonds • overseeing internal audits • making strategic financial plans • preparing & executing the Commonwealth's budget. 	<p><u>MEL</u>: 1,314.5</p> <p><u>Annual Budget</u>: \$780.2 million</p>	<p>Departments of Accounts; Planning and Budget; Taxation, Treasury; Treasury Board. Note: Data does not include \$1.0 billion for the Department of Accounts Transfer Payment</p>
Health and Human Resources	<p>Oversees state agencies which provide important and vital services to Virginians with mental retardation, mental illness, substance abuse, physical disabilities, and to low-income working families.</p> <p>Agencies provide services to the aging community, ensure safe drinking water in the Commonwealth, and license health practitioners.</p>	<p><u>MEL</u>: 16,495</p> <p><u>Annual Budget</u>: \$11.0 billion</p>	<p>Aging; Blind and Vision Impaired; Comprehensive Services for At Risk Youth and Families; Deaf and Hard of Hearing; Board of People with Disabilities; Health Professions; Health; Medical Assistance Services; Behavioral Health and Developmental Services; Rehabilitative Services; Social Services</p>
Natural Resources	<p>Upholds the provisions of Article 11 of the Virginia Constitution [which specifies the need to protect resources and the ability of citizens to use them].</p> <p>Oversees the Commonwealth's natural and historic resources.</p>	<p><u>MEL</u>: 2,170</p> <p><u>Annual Budget</u>: \$362.9 million</p>	<p>Conservation and Recreation; Environmental Quality; Game and Inland Fisheries; Historic Resources; Marine Resources Commission; Museum of Natural History</p>

Secretariat	Purview	FY 2011 MEL and Budget	Agencies
Public Safety ⁴	<p>Provides guidance to agencies, who:</p> <ul style="list-style-type: none"> • Enforce criminal, highway safety, and alcoholic beverage and tobacco laws; • Teach or train approximately 18,000 adults and 1,750 youths each year; • Protect public safety through confinement, treatment and re-entry preparation of more than 31,000 felons and through the supervision, treatment and monitoring of over 55,000 people on parole or probation; • Provide technical assistance, research and training for law enforcement agencies, community fire departments and prosecutors; • Plan and coordinate the state's emergency preparedness, response, recovery and mitigation efforts; • Train over 14,000 fire fighters; • Investigate crimes and test crime scene evidence; • Train more than 8,200 Army and Air National Guard members; and, • Provide services to Virginia's 740,000 veterans. 	<p><u>MEL:</u> 20,942</p> <p><u>Annual Budget:</u> \$2.55 billion</p>	<p>Alcoholic Beverage Control; Commonwealth Attorneys' Services Council; Correctional Education; Corrections (Includes all Adult Prisons); Criminal Justice Services; Emergency Management; Fire Programs; Forensic Science; Juvenile Justice (Includes all Juvenile Corrections); Military Affairs; Parole Board; State Police; Veteran Services</p>

⁴ Source: Secretariat Web Site retrieved 09/09/09

Secretariat	Purview	FY 2011 MEL and Budget	Agencies
Technology	Responsible for developing, monitoring and directing the technology strategy and for assisting in technology based innovation and economic development for the Commonwealth. The Secretary of Technology oversees two agencies.	<u>MEL</u> : 376 <u>Annual Budget</u> : \$53.8 million	Virginia Information Technologies Agency; Innovative Technology Authority
Transportation	Develops and implements Virginia's transportation program.	<u>MEL</u> : 9,797 <u>Annual Budget</u> : \$3.99 billion	Aviation; Motor Vehicle Dealer Board; Motor Vehicles; Port Authority; Rail and Public Transportation; Transportation
	Executive Branch Totals	<u>MEL</u> : 108,578.5 <u>Annual Budget</u> : \$35.8 billion	

The Legislative Branch

Virginia's General Assembly is the focal point of the Commonwealth's Legislative Branch of government. It is comprised of the Senate, made up of 40 Senators, and the House of Delegates, made up of 100 Delegates. These elected members represent Virginia's citizens in the state government and carry out the mandates of the Constitution of Virginia.

Table 4 - Purview of the Legislative Branch

Entity	Purview	FY 2011 MEL and Budget
The Senate	The General Assembly's chief responsibilities are to represent citizens in the formulation of public policy, enact laws of the Commonwealth, approve the budget, levy taxes, elect judges and confirm appointments by the Governor. The Virginia Constitution calls for a bicameral legislature, which consists of the House of Delegates and Senate of Virginia. The present state Constitution provides that the Senate shall consist of 33 to 40 members. All 40 current members are elected for four year terms by qualified voters within their respective Senate districts.	<u>MEL</u> : 77 <u>Annual Budget</u> : \$12.3 million

Entity	Purview	FY 2011 MEL and Budget
The House of Delegates	The General Assembly's chief responsibilities are to represent citizens in the formulation of public policy, enact laws of the Commonwealth, approve the budget, levy taxes, elect judges and confirm appointments by the Governor. The present state Constitution provides that the House of Delegates shall consist of 90 to 100 members. All 100 current members are elected for two year terms by qualified voters within their respective House districts.	<u>MEL:</u> 144 <u>Annual Budget:</u> \$21.5 million
Division of Legislative Services	Drafts legislation for members of the General Assembly and provides legal, research, administrative, and clerical support to all legislative study commissions and standing committees	<u>MEL:</u> 57 <u>Annual Budget:</u> \$6.0 million
Division of Legislative Automated Systems	Operates computer systems, including those for legislative bill status and reporting, for the General Assembly and other legislative agencies; and handles publications for the General Assembly.	<u>MEL:</u> 19 <u>Annual Budget:</u> \$3.4 million
Division of Capitol Police	Provides security for the buildings and grounds of the Capitol and state properties in the Capitol area; investigates all crimes that happen on these sites; and when assigned, protects the Governor, members of the Governor's family, the Lieutenant Governor, the Attorney General, and members of the General Assembly.	<u>MEL:</u> 108 <u>Annual Budget:</u> \$7.3 million
Auditor of Public Accounts	Audits financial records of all state and many local government agencies; approves accounting systems developed for state agencies, and recommends accounting systems for local government agencies; provides guidelines for certified public accounting firms that audit counties; and prepares an annual comparative cost report for counties and cities.	<u>MEL:</u> 130 <u>Annual Budget:</u> \$11.2 million
Joint Legislative Audit and Review Commission (JLARC)	Evaluates program performance and reviews the operations and administration of state agencies, programs, and functions.	<u>MEL:</u> 37 <u>Annual Budget:</u> \$3.4 million
Commission on the Virginia Alcohol Safety Action Program	Regulates, coordinates, and monitors the activities of 24 local programs to educate the public about drunk driving and boating; evaluate and help convicted people to recognize their alcohol and drug abuse problems, and provide intensive treatment for these problems, depending on the person's need.	<u>MEL:</u> 11.5 <u>Annual Budget:</u> \$1.6 million

Entity	Purview	FY 2011 MEL and Budget
Other Councils & Commissions	Includes the Capitol Square Preservation Council, Chesapeake Bay Commission, Virginia Disability Commission, Dr. Martin Luther King Jr. Memorial Commission, Joint Commission on Health Care, Joint Commission on Technology and Science, Commissioners for Promotion of Uniformity of Legislation in the United States, State Water Commission, Virginia Coal and Energy Commission, Virginia Commission on Intergovernmental Cooperation, Virginia Housing Commission, Virginia Freedom of Information Advisory Council, Virginia State Crime Commission, Virginia Commission on Youth, and the Virginia Code Commission, Virginia Sesquicentennial of the American, Civil War Commission, Commission on Unemployment Compensation, Small Business Commission, Brown V. Board of Education, Commission on Electric Utility Restructuring, Manufacturing Development Commission, Joint Commission on Administrative Rules, Commission on Prevention of Human Trafficking, Virginia Bicentennial of the American War of 1812 Commission, Commission on Energy and Environment.	<u>MEL:</u> 25 <u>Annual Budget:</u> \$5.9 million
	Legislative Branch Totals	<u>MEL:</u> 609 <u>Annual Budget:</u> \$72.6 million

The Judicial Branch

The Judicial Branch of the Commonwealth is comprised of a Supreme Court, the Court of Appeals, Circuit Courts, General District Courts, Juvenile and Domestic Relations Courts, Combined District Courts, the Magistrate System, the Public Defender Commission and several other entities whose primary function is to interpret the laws of the Commonwealth.

Table 5 - Purview of the Judicial Branch

Entity	Purview	FY 2011 MEL and Budget
Supreme Court	The Supreme Court consists of a Chief Justice and six justices, and is the state court of last resort. It hears cases and issues opinions in cases appealed from lower courts on whether laws are constitutional and properly applied. It also may determine whether persons are being held legally and hears cases of attorney and judicial misconduct. The Supreme Court, with the help of its support staff, administers other state courts and sets rules for legal practice and procedures.	<u>MEL:</u> 145 <u>Annual Budget:</u> \$41.4 million

Entity	Purview	FY 2011 MEL and Budget
Court of Appeals	This court consists of a Chief Judge and eleven judges, hears appeals in criminal (excluding death penalty) cases, domestic relations cases, and cases of most administrative agencies, such as those of the Virginia Workers' Compensation Commission.	<u>MEL:</u> 69 <u>Annual Budget:</u> \$8.2 million
Circuit Courts	Virginia has 31 judicial circuits with 120 separate circuit courts in various counties and cities in the State. All circuit courts have at least 2 judges with some larger circuits having as many as 15 judges. Circuit courts decide cases involving civil matters (including divorce, will, and property disputes), all felonies, and misdemeanors arising from grand jury indictments. Circuit Courts also hear appeals from cases decided in General District Courts, Juvenile and Domestic Relations District Courts, and administrative agencies.	<u>MEL:</u> 164 <u>Annual Budget:</u> \$101.3 million
General District Courts	Virginia has 32 districts. Each year hear over three million criminal misdemeanor cases, traffic violation cases, and civil cases involving small amounts of money. They also hold preliminary hearings on felony cases.	<u>MEL:</u> 1,018 <u>Annual Budget:</u> \$91.4 million
Juvenile and Domestic Relations Courts	Virginia's 32 districts hear more than 550,000 cases each year involving juvenile offenders and family issues such as child abuse, child support payments, and custody disputes.	<u>MEL:</u> 594 <u>Annual Budget:</u> \$75.2 million
Combined District Courts	Some areas of the Commonwealth do not have enough legal cases to require separate General District and Juvenile and Domestic Relations District Courts. In these localities, some activities for the two courts may be combined.	<u>MEL:</u> 204.5 <u>Annual Budget:</u> \$21.9 million
Magistrate System	Issue legal papers such as subpoenas, search warrants, civil warrants, and arrest warrants at the request of law enforcement officers and private citizens. Conduct bond hearings and accept payment for traffic violations and some misdemeanors.	<u>MEL:</u> 446 <u>Annual Budget:</u> \$28.2 million
Board of Bar Examiners	Empowered to prepare, administer and grade the Virginia Bar Examination and license those applicants who pass the exam and who are otherwise qualified to practice law in Virginia.	<u>MEL:</u> 8 <u>Annual Budget:</u> \$1.4 million
Judicial Inquiry and Review Commission	Investigates charges of judicial misconduct or serious mental or physical disability.	<u>MEL:</u> 3 <u>Annual Budget:</u> \$.56 million

Entity	Purview	FY 2011 MEL and Budget
Indigent Defense Commission	Protects the rights and liberties of all and ensures a fair and reliable criminal justice system by providing high quality defense to indigent persons accused of crime through zealous, client-centered advocacy. Public defenders, assistant public defenders, investigators, and sentencing specialists who serve 46 jurisdictions through 20 offices across the Commonwealth; provide legal defense, from pre-trial motions through appeals, for low-income people.	<u>MEL:</u> 540 <u>Annual Budget:</u> \$42.6 million
Virginia Criminal Sentencing Commission	Develops, implements, maintains, and continually updates a discretionary sentencing guidelines system to assist the judiciary in the imposition of felony sentences in the Commonwealth, <ul style="list-style-type: none"> • to establish rational and consistent sentencing standards which reduce unwarranted sentencing disparity, • to conduct criminological research on felony recidivism in order to develop, implement and maintain offender risk assessment instruments that are predictive of the future likelihood of a return to criminal conduct, • to integrate offender risk assessment instruments into the felony sentencing guidelines system, • to review proposed legislation and estimate the future correctional costs of new initiatives, • to maintain a felony sentencing guidelines system that emphasizes the accountability of the offender and of the criminal justice system to the citizens of the Commonwealth and fosters public confidence in Virginia's justice system 	<u>MEL:</u> 10 <u>Annual Budget:</u> \$1.0 million
Virginia State Bar	Regulates the legal profession of Virginia; advances the availability and quality of legal services provided to the people of Virginia; and assists in improving the legal profession and the judicial system.	<u>MEL:</u> 89 <u>Annual Budget:</u> \$22.7 million
	Judicial Branch Totals	<u>MEL:</u> 3,290 <u>Annual Budget:</u> *\$432.95 million

* Does not include \$3.02 million for Judicial Department Reversion Clearing Account.

Independent Agencies

The Commonwealth has six entities that are designated as "independent" in that they are not a part of the three branches of the state government. However, the Executive Branch (the Governor) and/or the Legislative Branch (the General Assembly) are directly involved in the election, appointment and/or confirmation of the board, court, commission, council and/or administrative head of each of these independent entities.

Table 6 - Purview of the Independent Agencies

Agency	Purview	FY 2011 MEL and Budget
State Corporation Commission	Protects the interests of consumers by regulating a variety of businesses. Regulates public utilities, railroads, financial institutions, payments to localities, and securities (stocks and bonds); and insurance companies. Charters and supervises foreign and domestic corporations, limited liability companies, and limited and general partnerships.	<u>MEL</u> : 665 <u>Annual Budget</u> : \$88.2 million
State Lottery	Operates the state lottery, which currently offers instant ticket and on-line lottery games. Proceeds from the sale of lottery tickets are used to fund public education after paying prize money and operating expenses.	<u>MEL</u> : 309 <u>Annual Budget</u> : \$79.9 million
Virginia Retirement System (VRS)	Administers a statewide multi-employer retirement system for public employees. Provides pension and related benefit services to state employees, judges, state police officers, teachers and non-professional employees of public school boards, and other employees of participating political subdivisions. Administers a group life insurance program, an optional life insurance program for employees participating in the group life insurance program, the Virginia Sickness and Disability Program, a deferred compensation program, and a retiree health insurance credit program for retirees of participating employers.	<u>MEL</u> : 301 <u>Annual Budget</u> : \$59.9 million
Workers' Compensation Commission	Administers the Virginia Workers' Compensation Act and the Crime Victim Compensation Program. A substantial portion of the agency's budget goes for processing, examining, and making rulings on claims from injured or ill workers. Provides judicial review for contested claims and issues written decisions at each level of adjudication. Provides money to victims of violent crimes from fees imposed on convicted criminals and from the federal crime victim compensation fund. Review and determine claims for entry into the Birth-Related Neurological Injury program, which may provide benefits to children who have sustained statutorily defined injuries at birth.	<u>MEL</u> : 232 <u>Annual Budget</u> : \$35.2 million

Agency	Purview	FY 2011 MEL and Budget
Virginia College Savings Plan	<p>Established to “enhance the accessibility and affordability of higher education for all citizens of the Commonwealth” through the creation of the Virginia Prepaid Education Program (VPEP), and the creation of the Virginia Education Savings Trust (VEST).</p> <p>VPEP offers an affordable, flexible savings plan that enables parents to prepare for their children’s higher educational expenses by locking in future tuition costs at today’s prices. Payments into the program are invested so that their steady growth will cover future college tuition and mandatory fees. Contracts may be purchased only during an annual enrollment period for children ages newborn to ninth grade.</p> <p>VEST provides a method to save for all college costs, including tuition, fees, room and board, textbooks, and computers. VEST participants have the opportunity to make an initial investment selection from among seven portfolios to target an investment mix that fits their individual investment goals. VEST will have continuous enrollment with no residency requirements or age limits.</p> <p>The agency’s revenue is derived solely from non-general fund sources, that is, investment earnings of the VPEP program and administrative fees charged to all VEST participants’ investment portfolios.</p>	<p><u>MEL:</u> 72</p> <p><u>Annual Budget:</u> \$247.6 million</p>
Office for Protection and Advocacy	<p>Protects and promotes the legal and human rights of people with disabilities. Enforces requirements that public and private entities provide accessibility for disabled persons. Works to ensure non-discrimination in care, treatment, and services in public education, public accommodation, employment, and in government services and programs. Provides legal services and investigates complaints of abuse, neglect, or violations of human rights.</p>	<p><u>MEL:</u> 33</p> <p><u>Annual Budget:</u> \$2.9 million</p>
	Independent Agencies Totals	<p><u>MEL:</u> 1,612</p> <p><u>Annual Budget:</u> \$513.9 million</p>

Locations of Virginia’s Government

The Commonwealth’s Executive, Legislative and Judicial Branches, and independent agencies have locations throughout the state. The primary function of these locations is to deliver state government services to its citizens or other governmental organizations.

Executive branch agencies have approximately 2,000 locations throughout the Commonwealth which are used to provide the public and other agencies with a full range of services. The top four agencies (the Departments of Transportation, Health, Motor Vehicles, and Alcoholic Beverage Control) account for over 900 of these locations.

In addition, the judicial branch is made up of one hundred and twenty (120) Circuit Courts, one hundred and thirty one (131) General District Courts, and one hundred and twenty four (124) Juvenile and Domestic Relations Courts⁵. It is worth noting that a few state programs such as Community Service Boards (mental health, mental retardation, and substance abuse services) that provide services to citizens are delivered through, and are considered a part of local government.

State government has a significant physical presence throughout the Commonwealth, with each location being a potential site for the delivery of services to citizens. This physical presence must be taken into account when defining the to-be Enterprise Business Architecture (EBA) for the Commonwealth and when performing the gap analysis to move the Commonwealth from the current as-is business environment to the desired to-be business environment of the future.

⁵ Source: VA Judicial System Web Site accessed 9/15/09.

Section 3 - Enterprise Business Strategies and Intent

The Council on Virginia's Future (CoVF)⁶, which is chaired by the Governor, was established in 2003 to develop a vision and long-term goals for Virginia's future. It was also tasked with developing a performance leadership and accountability system for state government that aligns with and supports achievement of the vision. The Council is tasked with providing a long-term focus on high priority issues, creating an environment for improved policy and budget decision-making, increasing government accountability and transparency, improving government performance, and engaging citizens in dialogue about Virginia's future.

The Council is an advisory board to the Governor and the General Assembly. It plays a leadership role for positive change by providing a forum where legislative, executive branch and citizen leaders can come together for work that transcends election cycles, partisanship, limited organizational boundaries, and short-term thinking.

The vision and long-term goals defined by the CoVF define specific aims that the Commonwealth will continually strive to achieve to improve the quality of life; they provide overarching guidance for the development of agency-level strategic plans and will continue to be refined by the Council.

Vision for Virginia

- Responsible Economic Growth
- Envable Quality of Life
- Educated Citizens Prepared for a Successful Life
- Best-Managed State Government

Long-Term Goals

- Be recognized as the best-managed state in the nation
- Be a national leader in the preservation and enhancement of our economy
- Elevate the levels of educational preparedness and attainment of our citizens
- Inspire and support Virginians toward healthy lives and strong and resilient families
- Protect, conserve, and wisely develop our natural, historical, and cultural resources
- Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds
- Ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy, and improves our quality of life

One of the COVF's roles is to assess the progress being made toward long-term goals for both Virginia and state government. To facilitate this assessment, the COVF has developed Virginia Performs, a performance leadership and accountability system who's most public face is the website, Virginia Performs. This "scorecard" for Virginia aligns agency-level outcomes with broader statewide goals.

⁶ We thank the CoVF for their review of this section and recommended changes to reflect the Council's progress to date.

The system's "architecture" has 3 levels. At the highest level, quality-of-life measures known as societal indicators provide a snapshot of how Virginia is doing on significant issues (e.g., water quality, educational attainment). Key measures – at the middle or “enterprise” level – help us understand whether we are achieving high-priority performance targets and improving the factors that influence these targets. At the foundation or agency detail level, service area measures are used to promote budget transparency and monitor whether state government programs and services are producing desired results. In 2009, productivity measures, which are tied to a key process or outcome, were added to help track agency-level progress toward efficiency improvement targets. In addition, new administrative measures were streamlined and added to help assess agency management practices.

The most current Virginia Performs information can be viewed at <http://vaperforms.virginia.gov/>. In addition to presenting a wide array of statewide, regional, and agency-level information, this site also provides access to agency strategic and budget service area plans. These comprehensive plans spell out each agency’s mission, vision, goals, and strategies, and provide extensive information about customers, services, budgets, and personnel.

Section 4 - Enterprise Business Model

The Enterprise Business Model (EBM) represents the business functions of Virginia state government independent of the organizations that perform those functions. It answers questions related to what state government does and how state government delivers services to citizens and to other governmental organizations.

Virginia Enterprise Business Model Background

The initial Virginia Enterprise Business Model started with the Federal Enterprise Architecture's Business Reference Model and was modified as needed to reflect Virginia state government's business functions and terminology. This included adjusting the language in the definitions and removing functions performed in the Federal government that were not applicable to Virginia such as Foreign Affairs, Postal Services, Space Operations, Survivor Compensation, Scientific and Technological Research and Innovation, and Space Exploration and Innovation. It also included adding functions and definitions performed at the state level that are not applicable to the Federal government such as Elections, Voter Registration, Historic Resource Preservation, and Unclaimed Property management.

VITA enterprise architects validated and finalized the initial EBM by working with agency business leaders to map business functions to the model. This mapping efforts created the Commonwealth's initial as-is business architecture for Executive Branch agencies. The Executive Branch institutions of higher education are not currently included in the as-is business architecture.

After reviewing and evaluating federal agency progress in implementing the Federal Enterprise Architecture, VITA enterprise architects determined that a major change to the *Human Resource Management* line of business and other selective small changes in the Federal Business Reference Model should be adopted and included in the Virginia EBM. Changes to the EBM include:

- The term "sub-function" that was used to define the components of a line of business has been changed to "sub-line of business." This change is being made to avoid any agency confusion with the budget term sub-function.
- New Sub-lines of Business:
 - "Make Laws" has been added as a sub-line of business under Legislative Representation.
 - "Budget and Performance Integration" has been added as a sub-line of business under Planning and Budgeting.
 - "Tax and Fiscal Policy" has been added as a sub-line of business under Planning and Budgeting
 - "Accounting/Performance Measurement" has been added as a sub-line of business under Financial Management
- Name Changes:
 - "Planning and Resource Allocation" line of business has been changed to "Planning and Budgeting"

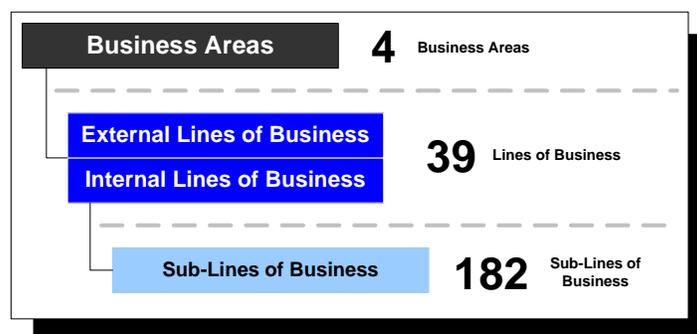
- "Budget and Finance" sub-line of business under Financial Management has been changed to "Funds Control"
- Line of Business Restructuring:
 - All the sub-lines of business under the Human Resource Management line of business except "Benefits Management" and "Labor Relations" have been changed.

The mapping of new sub-lines of business to agencies and validation of changes to the Human Resource Management lines of business will be validated and verified through agency business leaders. The revised Enterprise Business Model is included as Attachment A.

Structure of the Enterprise Business Model

The EBM uses a three-tiered hierarchy as shown in Figure 3 with *Business Areas* at the highest level followed by *Internal/External Lines of Business* and *Sub-Lines of Business*.

Figure 3 - EBM Structure



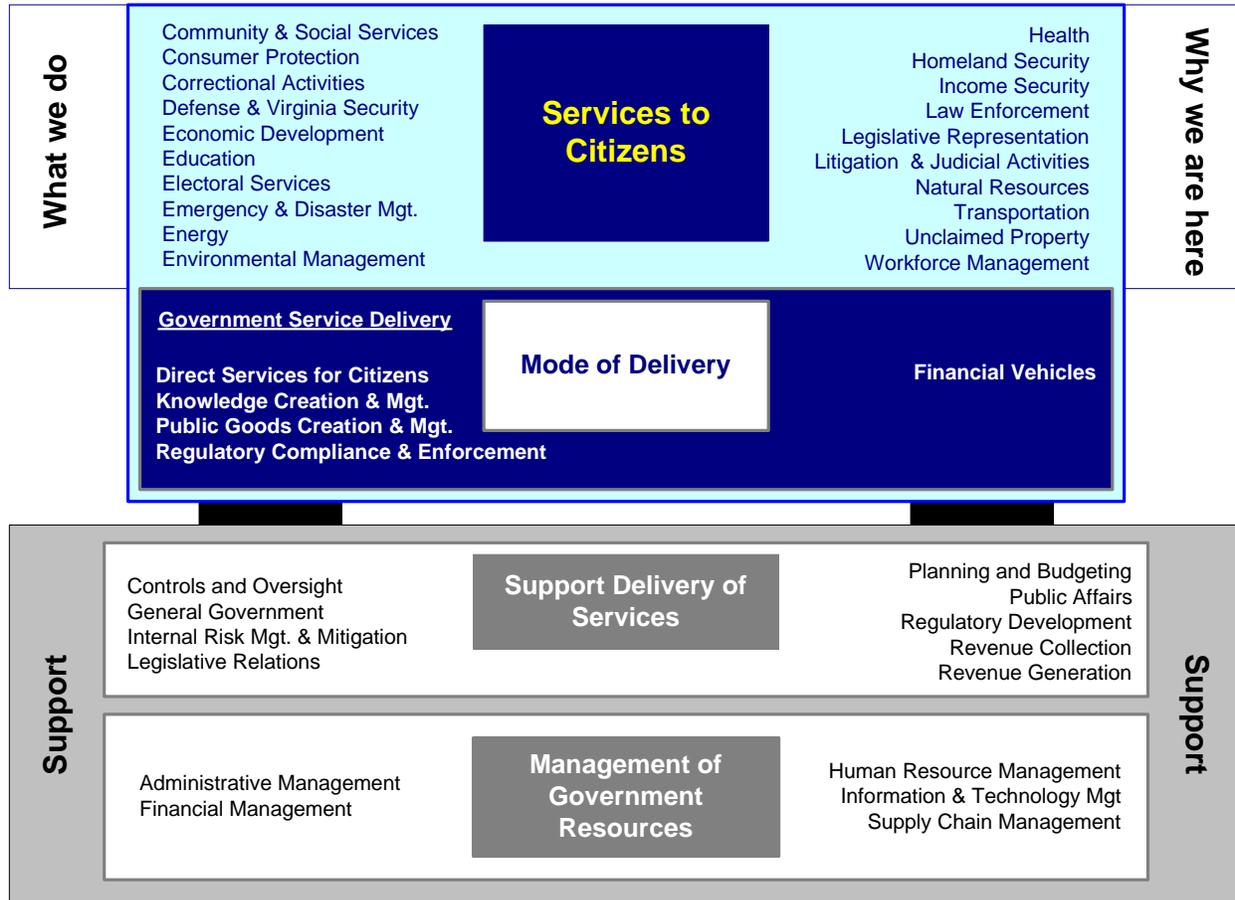
Four Business Areas separate government operations into high-level categories relating to the purpose of government (Services for Citizens), the mechanisms the government uses to achieve its purpose (Mode of Delivery), the support functions necessary to conduct government operations (Support Delivery of Services), and the resource management functions that support all areas of the government's business (Management of Government Resources).

These four **Business Areas** are comprised of **39 Lines of Business**. Twenty (20) of these lines of business are found in the Services for Citizens business area and describe the purpose of state government in functional terms. These lines of business are referred to as **External** lines of business. The remaining 19 **internal** lines of business describe the methods used to deliver services and the support functions the government performs in order to effectively deliver services for citizens.

Each line of business is comprised of **Sub-Lines of Business** that represents the lowest level of granularity in the EBM. The EBM contains **182 Sub-Lines of Business**.

The definitions for the four business areas of the EBM are presented below and Figure 4 provides a unique way to look at the business of the Commonwealth.

Figure 4 - Business of the Commonwealth



Services to Citizens - Describes the mission and purpose of Virginia government in terms of the services it provides both to and on behalf of its citizens. It includes the delivery of citizen-focused, public, and collective goods and/or benefits as a service and/or obligation of the Virginia government to the benefit and protection of the state's general population. This business area is reserved for those functions that describe the reason that the Virginia State Government exists. These are the services the citizen expects the government to deliver.

Mode of Delivery - Describes the mechanisms the Commonwealth uses to achieve the purpose of government or its services for citizens. It includes financial vehicles, direct government delivery, and indirect government delivery. Mode of delivery also is used to identify delivery mechanisms for the support delivery of services business area.

Support Delivery of Services - Provides the critical policy, programmatic and managerial underpinnings that facilitate the state government's delivery of services to citizens and to other state and local government agencies.

Management of Government Resources - Refers to the resource management activities that must be performed for the State Government to operate effectively on a day-to-day basis.

Section 5 - As-Is EBA

As-Is Enterprise Business Architecture Background

The Enterprise Business Model presented in Section 4 represents the business of the Commonwealth, independent of the organizations that perform the various lines of business defined in the model. The as-is enterprise business architecture identifies all the organizations in state government that currently perform some or all of each line of business defined in the model.

The as-is EBA also defines sub-lines of business that are applicable to an agency and that are provided substantially or wholly by an external provider for that agency. It also defines sub-lines of business that are applicable to an agency and that the agency makes available for other governmental organizations to use (cross agency). Examples of cross agency sub-lines of business include: IT Infrastructure and Telecommunications Services provided by VITA and Payroll Services provided by the Department of Accounts.

Scope of the As-Is Enterprise Business Architecture

VITA staff used information about executive, legislative, and judicial branch agencies and independent agencies to develop and validate the initial Enterprise Business Model for the Commonwealth. However, in creating the as-is enterprise business architecture, VITA staff only worked with the business staff from selected executive branch agencies to map their individual agencies to the business model.

This mapping served as an additional means of validating the Enterprise Business Model and created agency validated as-is enterprise business architectures for 72 executive branch agencies. The as-is EBA does not include the Governor's Office and Cabinet, the Lt. Governor's Office, the Office of the Attorney General, the Virginia Port Authority, the Community College System, and the eighteen (18) institutions of higher education.

Since the initial report was published in 2005, the as-is business architecture has been kept current using a Web enabled application. That application is used to maintain agency business architectures and provides ad hoc and other reporting capabilities.

Ideally, future updates to the as-is EBA will include the remaining Executive Branch agencies, the independent agencies, and agencies from the Judicial and Legislative Branches of state government.

As-Is Business Area Reports and Summaries

Enterprise wide and agency specific business architecture reports can be requested using the EBA application at <http://www.vita.virginia.gov/eba/library/>

Summary level information by business area is presented below. This includes key observations and agency mapping counts that show the number of agencies involved with each sub-line of business defined in the Enterprise Business Model. It should be noted that those sub-lines of business that have an agency count of zero mean that the organization(s) that perform those sub-lines of business are not currently included in the as-is EBA

Services to Citizens

- 17 agencies are involved with or are first responders in state level disaster or emergency responses
- 10 agencies provide various social services to citizens
- 14 agencies are involved with business and industry development efforts
- 12 agencies are involved with various aspects of elementary, secondary, and vocational education
- 18 agencies participate in resolution facilitation, many in the form of administrative hearings, as a means of resolving regulatory issues

Table 7 - Services to Citizens Agency Counts

Services to Citizens	# Agencies Mapped
101 Community and Social Services	
10 Community and Regional Development	<u>5</u>
20 Homeownership Promotion	<u>2</u>
30 Social Services	<u>10</u>
40 Veterans Services	<u>1</u>
102 Consumer Protection	
10 Consumer Affairs Protection Services	<u>7</u>
103 Correctional Activities	
10 Criminal Incarceration	<u>3</u>
20 Criminal Rehabilitation	<u>3</u>
104 Defense and Virginia Security	
10 Protect and Defend Citizens and Property	<u>2</u>
105 Economic Development	
10 Business and Industry Development	<u>14</u>
20 Industry Sector Income Stabilization	<u>5</u>
30 Intellectual Property	<u>3</u>
40 International Commerce	<u>2</u>
50 Sector Oversight	<u>8</u>
60 Tourism Promotion	<u>9</u>
106 Education	
10 Cultural and Historic Exhibition	<u>11</u>
20 Cultural and Historic Preservation	<u>10</u>
30 Elementary, Secondary, and Vocational Education	<u>12</u>
40 Higher Education	<u>1</u>
107 Electoral Services	
10 Elections	<u>1</u>
20 Voter Registration	<u>1</u>
108 Emergency and Disaster Management	
10 Disaster Emergency Response	<u>17</u>
20 Disaster Monitoring and Prediction	<u>8</u>
30 Disaster Preparedness and Planning	<u>12</u>
40 Disaster Repair and Restore	<u>6</u>

Table 7 (continued)

Services to Citizens		# Agencies Mapped
109	Energy	
10	Energy Conservation	<u>4</u>
20	Energy Resource Management	<u>2</u>
110	Environmental Management	
10	Environmental Monitoring and Forecasting	<u>4</u>
20	Environmental Remediation	<u>7</u>
30	Pollution Prevention and Control	<u>5</u>
111	Health	
10	Access to Care	<u>7</u>
20	Consumer Health and Safety	<u>5</u>
30	Health Advancement	<u>2</u>
40	Health Care Services	<u>7</u>
50	Medical Examiner Services	<u>2</u>
60	Population Health Management	<u>6</u>
112	Homeland Security	
10	Key Asset and Critical Infrastructure Protection	<u>9</u>
20	Transportation Security	<u>4</u>
113	Income Security	
10	Food and Nutrition Assistance	<u>6</u>
20	Housing Assistance	<u>2</u>
30	Unemployment Compensation	<u>2</u>
114	Law Enforcement	
10	Citizen Protection	<u>10</u>
20	Crime Prevention	<u>7</u>
30	Criminal Apprehension	<u>5</u>
40	Criminal Investigation, Surveillance and Intelligence Gathering	<u>13</u>
50	Leadership Protection	<u>2</u>
60	Property Protection	<u>7</u>
70	Substance Control	<u>7</u>
115	Legislative Representation	
10	Citizen Representation in Virginia Government	<u>0</u>
20	Make Laws	<u>0</u>
116	Litigation and Judicial Activities	
10	Judicial Hearings	<u>5</u>
20	Legal Defense	<u>1</u>
30	Legal Investigation	<u>12</u>
40	Legal Prosecution, Litigation and Sentencing	<u>6</u>
50	Resolution Facilitation	<u>18</u>
117	Natural Resources	
10	Agricultural Innovation and Services	<u>3</u>
20	Conservation, Marine and Land Management	<u>8</u>
30	Recreational Resource Management and Tourism	<u>6</u>
40	Water Resource Management	<u>5</u>
50	Historic Resource Preservation	<u>6</u>

Table 7 (continued)

Services to Citizens		# Agencies Mapped
118	Transportation	
10	Air Transportation	<u>1</u>
20	Ground Transportation	<u>3</u>
30	Water Transportation	<u>2</u>
119	Unclaimed Property	
10	Unclaimed Property Services	<u>1</u>
120	Workforce Management	
10	Labor Rights Management	<u>3</u>
20	Training and Employment	<u>9</u>
30	Worker Safety	<u>3</u>
40	Workers Compensation Services	<u>0</u>
Services to Citizens Total		370

Mode of Delivery

- 28 agencies are involved with issuing regulatory licenses and permits
- 64 agencies deliver services directly to citizens and 52 agencies provide services to other governmental organizations
- More than 30 agencies use the Knowledge Creation and Management sub-lines of business as a primary means of delivering services to citizens or other governmental organizations
- 39 agencies administer one or more grants

Table 8 - Mode of Delivery Agency Counts

Mode of Delivery		# Agencies Mapped
221	Direct Services For Citizens	
10	Agency Operations	<u>52</u>
20	Citizen Operations	<u>64</u>
221	Direct Services For Citizens	
30	Military Operations	<u>1</u>
222	Knowledge Creation and Management	
10	Advising and Consulting	<u>37</u>
20	General Purpose Data and Statistics	<u>34</u>
30	Knowledge Dissemination	<u>37</u>
40	Research and Development	<u>28</u>
223	Public Goods Creation and Management	
10	Construction	<u>12</u>
20	Information Infrastructure Management	<u>20</u>
30	Manufacturing	<u>4</u>
40	Public Resources, Facilities, & Infrastructure Management	<u>22</u>

Table 8 (continued)

Mode of Delivery	# Agencies Mapped
224 Regulatory Compliance and Enforcement	
10 Inspections & Auditing	<u>32</u>
20 Permits and Licensing	<u>28</u>
30 Standard Setting / Reporting Guideline Development	<u>26</u>
225 Financial Vehicles	
10 College Savings Plan	<u>0</u>
20 Direct Payments	<u>23</u>
30 Formula Transfer of Funds	<u>22</u>
40 General Insurance	<u>4</u>
50 Grants	<u>39</u>
60 Loans	<u>12</u>
70 Loan Guarantees	<u>5</u>
80 Subsidies	<u>4</u>
90 Tax Credits	<u>9</u>
Mode of Delivery Total	515

Support Delivery of Services

- More than 46 agencies are involved in ongoing monitoring and evaluation activities for various state and federal programs
- 6 agencies are involved with administering and/or collecting state taxes.
- 42 organizations collect user fees
- 18 organizations have retail sales operations
- 44 organizations are involved with developing and publishing policies and guidelines to implement laws and regulations
- Functions in the Internal Risk Management and Mitigation, Legislative Relations, and Public Affairs lines of business are applicable to almost all organizations
- 72 organizations perform the budget execution, budget formulation, and strategic planning
- 9 organizations are permitted to perform fund raising activities, or have others perform fund raising activities on their behalf

Table 9 - Support Delivery of Services Agency Counts

Support Delivery of Services	# Agencies Mapped
328 Controls and Oversight	
10 Corrective Action	<u>42</u>
20 Program Evaluation	<u>46</u>
30 Program Monitoring	<u>47</u>
329 General Government	
10 Central Analytical Lab Services	<u>3</u>
15 Central Distribution Warehouse	<u>1</u>
20 Central Facilities, Fleet and Property Management	<u>1</u>
25 Central Fiscal Operations	<u>3</u>
30 Central Graphic Design Services	<u>1</u>

Table 9 (continued)

Support Delivery of Services		# Agencies Mapped
329	General Government (continued)	
35	Central Human Resources Management	4
40	Central Interagency Mail Services	1
45	Central IT Infrastructure Management	1
50	Central IT Procurement Management	1
55	Central Non-IT Procurement Management	1
60	Central Records and Statistics Management	9
65	Central Telecommunications Management	1
70	Executive Functions	2
75	Legal Advice and Services	1
80	Legislative Functions	2
85	Taxation Management	6
330	Internal Risk Management and Mitigation	
10	Contingency Planning	70
20	Continuity Of Operations	71
30	Service Recovery	70
40	Self Insurance	5
331	Legislative Relations	
10	Legislative Liaison Operations	71
20	Legislation Testimony	71
30	Legislation Tracking	71
40	Proposal Development	70
332	Planning and Budgeting	
10	Budget Execution	72
20	Budget Formulation	72
30	Capital Planning	47
40	Enterprise Architecture	11
50	Management Improvement	56
60	Strategic Planning	72
70	Workforce Planning	67
80	Budgeting and Performance Integration	0 ⁷
85	Tax and Fiscal Policy	0 ⁷
333	Public Affairs	
10	Customer Services	71
20	Official Information Dissemination	71
30	Product Outreach	65
40	Public Relations	66
334	Regulatory Development	
10	Policy and Guidance Development	44
20	Public Comment Tracking	40
30	Regulatory Creation	42
40	Regulatory Publication	43

⁷ New sub-line of business that has not been mapped to executive branch agencies

Table 9 (continued)

Support Delivery of Services		# Agencies Mapped
335	Revenue Collection	
10	Debt Collection	<u>22</u>
20	Forfeited Asset Sharing	<u>4</u>
30	Asset Sales	<u>5</u>
40	User Fee Collection	<u>42</u>
336	Revenue Generation	
10	Alcoholic Beverages	<u>1</u>
20	Correctional Enterprises	<u>1</u>
30	Gambling	<u>0</u>
40	Prison Space Rental	<u>2</u>
50	Retail Sales	<u>18</u>
60	Virginia Industries for the Blind	<u>1</u>
70	Fund Raising	<u>9</u>
Support Delivery of Services Total		1,616

Management of Government Resources

The EBA will be re-validated with those agencies involved with IT Infrastructure Services (72) and Help Desk Services (40) after the current Infrastructure Technology Partnership (ITP) transformation has been completed.

- With exception of the Collections and Receivables (64 organizations), the sub-lines of business in the Financial Management line of business are applicable to all organizations
- Most sub-lines of business in the Supply Chain Management, Administrative Management, Human Resource Management, and Information and Technology Management lines of business are applicable to all organizations
- 72 organizations specified VITA as the external provider for IT infrastructure
- 71 organizations specified VITA as the external provider for telecommunications
- 40 organizations are operating some form of help desk

Table 10 - Management of Government Resources Agency Counts

Management of Government Resources		# Agencies Mapped
437	Administrative Management	
10	Equipment Management	<u>67</u>
20	Facilities Management	<u>52</u>
30	Fleet Management	<u>42</u>
40	Help Desk Services	<u>40</u>
50	Physical Security Management	<u>72</u>
60	Travel	<u>72</u>
70	Workplace Policy Development And Management	<u>72</u>
438	Financial Management	
10	Accounting	<u>72</u>
20	Asset and Liability Management	<u>72</u>

Table 10 (continued)

Management of Government Resources		# Agencies Mapped
438	Financial Management	
30	Funds Control	<u>72</u>
40	Collections and Receivables	<u>64</u>
50	Payments	<u>72</u>
60	Reporting and Information	<u>72</u>
70	Cost Accounting/Performance Management	<u>69</u>
439	Human Resource Management	
10	Benefit Administration	<u>71</u>
30	Labor Relations	<u>0</u>
76	Human Resources Strategy	<u>55</u>
77	Staff Acquisition	<u>72</u>
78	Organization and Position Management	<u>72</u>
79	Compensation Management	<u>72</u>
80	Employee Performance Management	<u>71</u>
81	Employee Relations	<u>72</u>
82	Separation Management	<u>70</u>
83	Human Resources Development	<u>59</u>
440	Information and Technology Management	
10	Information Management	<u>72</u>
20	IT Infrastructure Services	<u>72</u>
30	Information Systems Security	<u>71</u>
40	Lifecycle/Change Management	<u>62</u>
50	Record Retention	<u>72</u>
60	System Development	<u>63</u>
70	System Maintenance	<u>65</u>
80	Telecommunications/Network Management	<u>71</u>
90	Video Services	<u>27</u>
441	Supply Chain Management	
10	Goods Acquisition	<u>71</u>
20	Inventory Control	<u>72</u>
30	Logistics Management	<u>61</u>
40	Services Acquisition	<u>71</u>
Management of Government Resources Total		2,374

Section 6 - To-Be EBA

This is a placeholder section that will contain the to-be Enterprise Business Architecture once a business owner is found and the architecture component is completed. It is anticipated that the to-be enterprise business architecture should define the services to be delivered by state government organizations and how state government should be organized to effectively and efficiently deliver those services.

Section 7 - EBA Gap Analysis

This is a placeholder section that will contain the gap analysis that defines the steps and initiatives that are needed to move the as-is EBA to the to-be EBA. This section is reserved and will be completed by the business owner of the to-be EBA once that architecture component is completed.

Typically the gap analysis will identify a set of detailed steps or initiatives that must be accomplished to move the Commonwealth from the as-is environment to the desired to-be environment.

Section 8 - Maintenance and Publication of the EBA

Maintaining the Enterprise Business Architecture

The EBA report will be updated and published on a five year cycle.

The Enterprise Business Model component of the EBA represents the business functions of the Commonwealth, independent of the organizations that perform those functions, and is expected to change very slowly over time. VITA recognizes that changes to the business model will require communication and interactions with all organizations included in the as-is EBA to ascertain the impact of the changes on each agency's business architecture and as appropriate update the as-is component of the EBA.

Organizational restructuring is another primary source of changes that will require updates to the EBA. Consolidating or merging agencies, breaking an organization into multiple agencies, consolidating functions into one organization, or outsourcing a function to an external provider are all ongoing possibilities as state government seeks to become more efficient and effective in the delivery of services to citizens.

Agency changes to their as-is business architecture will be accommodated on an as needed basis using the Web based EBA application and are not considered material changes to the EBA. These changes could include correcting errors, enhancing comments, changing external provider information, or adding or removing a sub-line of business.

As appropriate, VITA will work with state business leaders to facilitate the development of the to-be component of the enterprise business architecture and the corresponding gap analysis component. When completed, VITA will make these components available over the Internet in a similar manner to the other components of the EBA.

Publication of the Enterprise Business Architecture

The EBA will be published as a document and as a database that can be used for viewing and extracting information over the Internet. Static reports by business area or by agency are available and the database can be used to provide ad hoc reports based on requestor defined criteria. Reports are available in PDF format only.

Attachment A - Enterprise Business Model

Commonwealth of Virginia

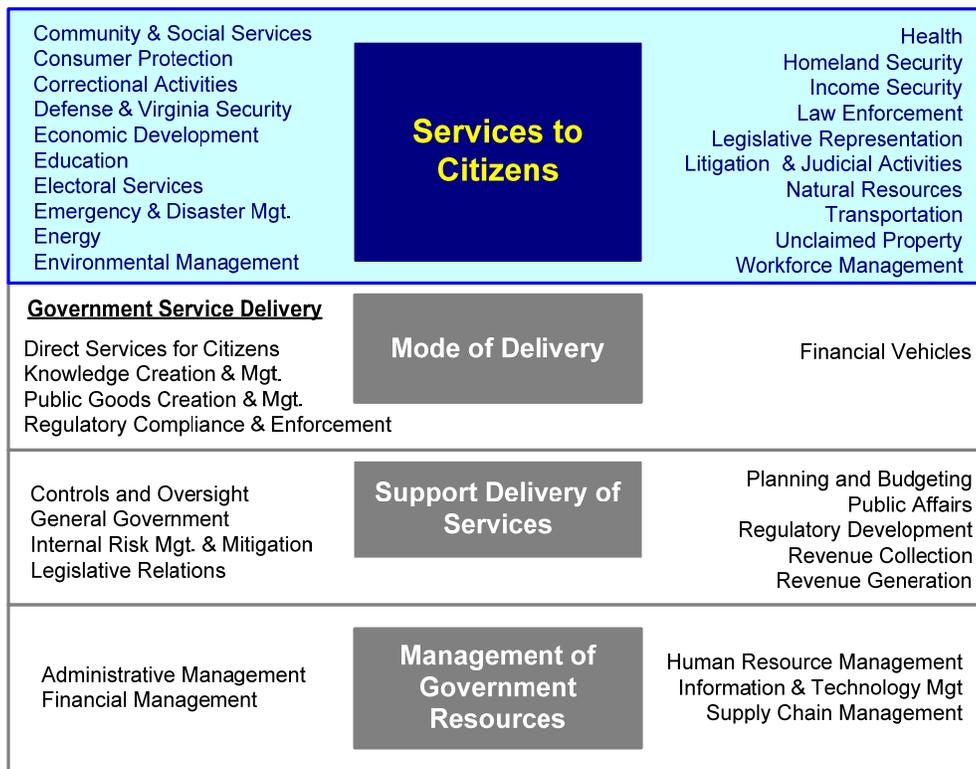
Enterprise Business Model

Version 2.0

Introduction

The Enterprise Business Model (EBM) serves as the foundation for defining Virginia State Government business functions and the delivery of services to citizens. The EBM describes the State Government’s Lines of Business (LOB), including operations and services for the citizen, independent of the organizations that perform them.

Figure 1 – Enterprise Business Model (EBM)



The EBM was modeled after the Federal Enterprise Architecture’s Business Reference Model. It is a component of the Commonwealth’s Enterprise Business Architecture, and as such, its maintenance is an iterative and continuous process. State agency business functions are mapped to the EBM as part of defining the as-is EBA for the Commonwealth. The creation of the as-is EBA provides a tool to improve the understanding of the business of the Commonwealth and assist management in making informed decisions on information technology (IT) related initiatives, projects, and budget requests to ensure those investments efficiently and effectively utilize IT to support the business of the Commonwealth.

Structure of the Enterprise Business Model

The EBM uses a three-tiered hierarchy as shown in Figure 2 with *Business Areas* at the highest level followed by *Internal/External Lines of Business (LOB)* and *Sub-Lines of Business (SUB-LOB)*.

Figure 2 – EBM Structure



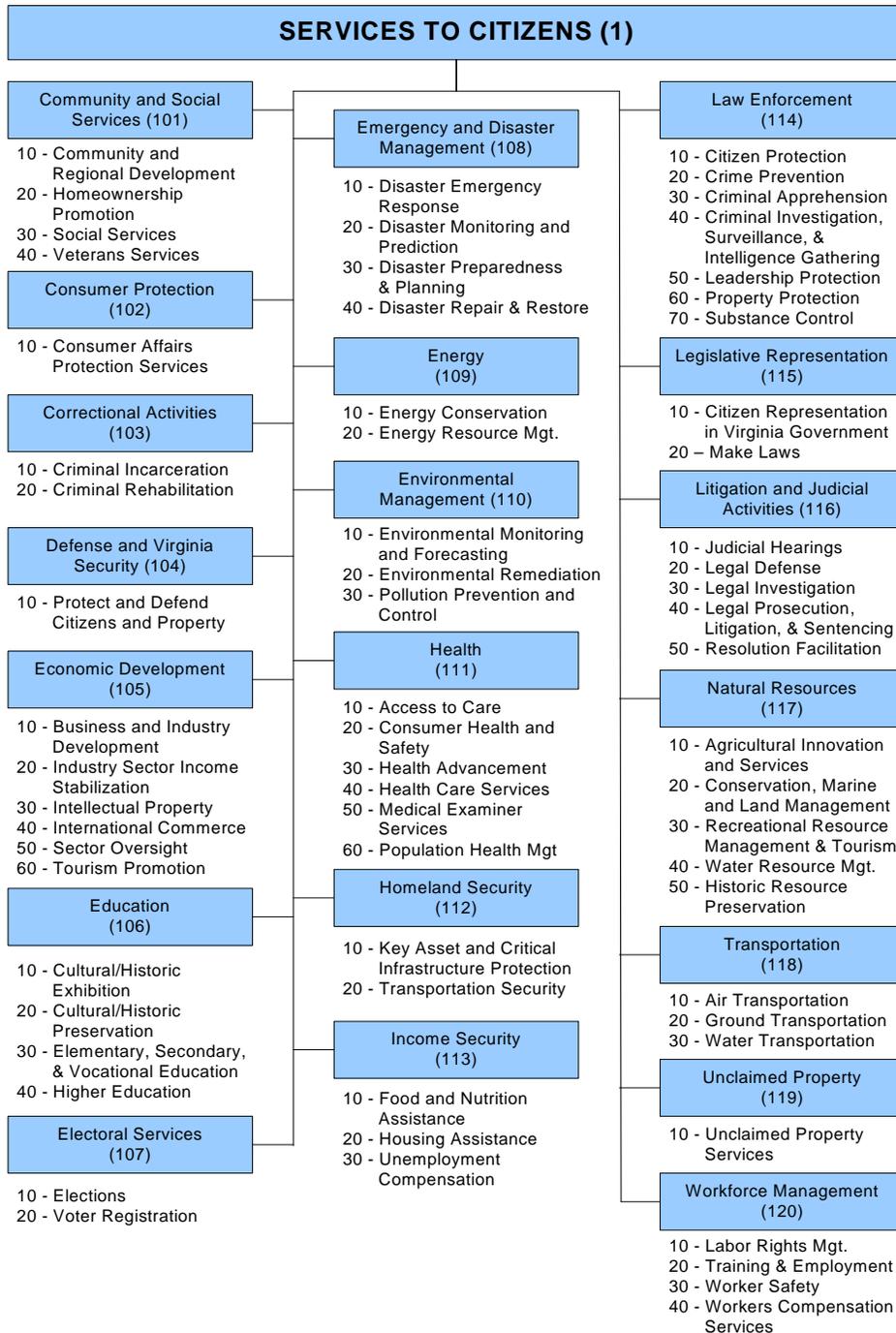
Four Business Areas separate government operations into high-level categories relating to the purpose of government (Services for Citizens), the mechanisms the government uses to achieve its purpose (Mode of Delivery), the support functions necessary to conduct government operations (Support Delivery of Services), and the resource management activities that support all areas of the government’s business (Management of Government Resources).

These four Business Areas are comprised of **39 Lines of Business**. Twenty of these Lines of Business are found in the Services for Citizens layer and describe the *purpose* of state government in functional terms. These Lines of Business are referred to as *External* Lines of Business. The remaining 19 *Internal* Lines of Business describe the support functions the government conducts in order to effectively deliver services for citizens. For the sake of simplicity, the generic term “Line of Business” will be used to refer to both internal and external business lines.

Each Line of Business is comprised of a collection of business functions called Sub-Lines of Business that represent the lowest level of granularity in the EBM. The EBM contains **182 Sub-Lines of Business**. The following sections define the Business Areas, and their corresponding Lines of Business and Sub-Lines of Business and are presented as follows:

LINE OF BUSINESS - Definition of Line of Business
■ Sub-Line of Business 1 - Definition of Sub-Line of Business 1
■ Sub-Line of Business 2 - Definition of Sub-Line of Business 2
■ ETC.

1 - SERVICES TO CITIZENS - Describes the mission and purpose of Virginia government in terms of the services it provides both to and on behalf of its citizens. It includes the delivery of citizen-focused, public and collective goods and/or benefits as a service and/or obligation of the Virginia government to the benefit and protection of the state's general population. This business area is reserved for those functions that describe the reason that the Virginia State Government exists. These are the services the citizen expects the government to deliver.



101 - Community and Social Services - Includes all activities aimed at creating, expanding, or improving community and social development, social relationships, and social services in Virginia. This includes all activities aimed at locality-specific or social development and general social services. This Line of Business includes general community development and social services programs, as well as earned and unearned benefit programs that promote these objectives.

- ❑ **10 - Community and Regional Development** - Involves activities designed to assist communities in preventing and eliminating blight and deterioration, assist economically distressed communities, encourage and foster economic development through improved public facilities and resources, and support regional cooperation.
- ❑ **20 - Homeownership Promotion** - Includes activities devoted to assisting citizens interested in buying homes and educating the public as to the benefits of homeownership. Note: Activities devoted to the provision of housing to low-income members of the public are located in the Housing Assistance sub-line of business in the Income Security line of business.
- ❑ **30 - Social Services** - Designed to provide meaningful opportunities for social and economic growth of the disadvantaged sector of the population in order to develop individuals into productive and self-reliant citizens and promote social equity. Included in this category are social welfare services extended to children and adults with special needs, such as the orphaned, neglected, abandoned, abused, disabled, etc. Also included in this category are the aging, vision impaired, blind, deaf, and hard-of-hearing. Services may include family life education and counseling, legal representation, adoption, guardianship, foster family care, rehabilitation services, education, assistive technology, etc. Note: This Sub-Line of Business does not include services that are primarily for income support (Income Security) or are an integral part of some other Line of Business (e.g., Health, Workforce Management, etc.).
- ❑ **40 - Veterans Services** - Includes all activities related to ensuring qualified military veterans and/or their dependents are aware of and have access to federal and state veterans benefits to which they may be entitled.

102 - Consumer Protection - Involves state activities that address consumer complaints and assure consumer goods are properly labeled, weighed and/or measured.

- ❑ **10 - Consumer Affairs Protection Services** - Includes activities that address consumer complaints related to fraudulent, deceptive, or illegal practices. Also includes activities related to ensuring accurate and valid weights and measures are being used in dispensing consumer products.

103 - Correctional Activities - Involves all state activities that ensure the effective incarceration and rehabilitation of convicted criminals.

- ❑ **10 - Criminal Incarceration** - Includes activities associated with the housing, custody and general care of criminals serving time in state penal facilities. This includes adult and juvenile facilities and non-detention programs (parole, etc.), and

other activities required to support detained criminals (health, dental, agribusiness, etc.).

- ❑ **20 - Criminal Rehabilitation** - Includes all government activities devoted to providing convicted criminals with the educational resources, training, and life skills necessary to rejoin society as responsible and contributing members.

104 - Defense and Virginia Security - Includes those activities related to responsibilities, establishment, management, administration, and control of the Virginia National Guard and associated organizations.

- ❑ **10 - Protect and Defend Citizens and Property** - Includes all activities related to protecting and defending Virginia and other state citizens and property as required and as called upon by the Governor.

105 - Economic Development - Includes the activities required to promote commercial/industrial development and to regulate private sector firms to protect citizens and investors.

- ❑ **10 - Business and Industry Development** - Supports activities related to the creation of economic and business opportunities and stimulus, and the promotion of financial and economic stability for corporations and citizens involved in different types of business.
- ❑ **20 - Industry Sector Income Stabilization** - Involves all programs and activities devoted to assisting adversely impacted industrial sectors (farming, etc.) to ensure the continued availability of their services and the long-term economic stability of these sectors.
- ❑ **30 - Intellectual Property** - Involves all activities to protect and promote the ownership of ideas and control over the tangible or virtual representation of those ideas, including inventions and discoveries; literary and artistic works; and symbols, names, images, and designs developed by state government organizations.
- ❑ **40 - International Commerce** - Involves the activities that promote Virginia economic interests beyond the U.S. borders, including marketing and sale of Virginia goods and services.
- ❑ **50 - Sector Oversight** - Involves the regulation of private sector firms (corporations, etc.) to protect citizens and investors from fraud, monopolies, and illegal behavior.
- ❑ **60 - Tourism Promotion** - Involves all activities related to promoting tourism in Virginia.

106 - Education - Refers to those activities that impart knowledge or understanding of a particular subject to the public. Education can take place at a formal school, college, university or other training program. This Line of Business includes all government programs that promote the education of the public, including both earned and unearned benefit programs.

- ❑ **10 - Cultural and Historic Exhibition** - Includes all activities undertaken by the Virginia government to promote education through the exhibition of cultural, historical, and other information, archives, art, etc.
 - ❑ **20 - Cultural and Historic Preservation** - Involves all activities performed by the Virginia Government to collect and preserve information and artifacts important to the culture and history of Virginia, the United States, and its citizenry and the education of citizens and the world.
 - ❑ **30 - Elementary, Secondary, and Vocational Education** - Refers to the provision of education in elementary subjects (reading and writing and arithmetic); education provided by a high school or college preparatory school; and vocational and technical education and training. This includes those education services provided to juvenile and adult inmates at Virginia correction facilities.
 - ❑ **40 - Higher Education** - Refers to education beyond the secondary level; specifically, education provided by a college or university.
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107 - Electoral Services - Involves all activities related to registering citizens that are eligible to vote and conducting federal, state, and local elections in Virginia.

- ❑ **10 - Elections** - Includes all activities related to establishing election areas, registering candidates for election, creating election ballots, conducting elections, and certifying election results.
 - ❑ **20 - Voter Registration** - Includes all activities related to registering and maintaining files for Virginia residents eligible to vote in federal, state, and local elections.
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108 - Emergency and Disaster Management - Involves all activities related to emergency responses and that are required to prepare for, mitigate, respond to, and repair the effects of state level emergencies and disasters, whether natural or man-made.

- ❑ **10 - Disaster Emergency Response** - Involves the immediate actions taken to respond to a disaster or state level emergency. These actions include, but are not limited to, providing mobile telecommunications, operational support, power generation, search and rescue, and medical life saving actions.
 - ❑ **20 - Disaster Monitoring and Prediction** - Involves the actions taken to predict when and where a disaster may take place and communicate that information to affected parties. Note: Weather forecasting, while central to Disaster Monitoring and Prediction, is more closely aligned with the "Environmental Monitoring and Forecasting" Sub-lines of Business in the Environmental Management Line of Business.
 - ❑ **30 - Disaster Preparedness and Planning** - Involves the development of response programs to be used in case of a disaster as well as pre-disaster mitigation efforts to minimize the potential for loss of life and property. This involves the development of emergency management programs and activities as well as staffing and equipping regional response centers, and mitigation-focused construction and preparation.
 - ❑ **40 - Disaster Repair and Restore** - Involves the cleanup and restoration activities that take place after a disaster. This involves the cleanup and rebuilding of homes, buildings, roads, environmental resources, or infrastructure that may be damaged due to a disaster.
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109 - Energy - Refers to all actions performed by the state to conserve and manage energy resources.

- ❑ **10 - Energy Conservation** - Involves all activities related to conserving Virginia's energy resources including promoting energy conservation.
- ❑ **20 - Energy Resource Management** - Involves the management and oversight of energy producing resources including facilities, dams, and land.

110 - Environmental Management - Includes all functions required to monitor the environment, determine proper environmental standards and ensure their compliance and address environmental hazards and contamination.

- ❑ **10 - Environmental Monitoring and Forecasting** - Involves the observation and prediction of environmental conditions. This includes but is not limited to the monitoring and forecasting of water quality, water levels, air quality, and regulated and non-regulated emissions.
- ❑ **20 - Environmental Remediation** - Supports the immediate and long-term activities associated with the correcting and offsetting of environmental deficiencies or imbalances, including restoration activities.
- ❑ **30 - Pollution Prevention and Control** - Includes activities associated with identifying appropriate pollution standards and controlling levels of harmful substances emitted into the soil, water and atmosphere from man-made sources. Environmental mitigation projects are also included in this business line.

111 - Health - Involves state programs and activities to ensure and provide for the health and well being of the public. This includes the direct provision of health care services and immunizations as well as the monitoring and tracking of public health indicators for the detection of trends and identification of widespread illnesses/diseases. It also includes both earned and unearned health care benefit programs.

- ❑ **10 - Access to Care** – Involves activities focused on the population, including the under-served, receiving care and ensuring the care received is appropriate in terms of types of care. A successful implementation of these processes will result in the population receiving the appropriate guidance to care/appropriate care, at the right location for the most appropriate cost.
- ❑ **20 - Consumer Health and Safety** - Supports activities associated with the inspection, education, and evaluation of facilities and consumer products (both consumable and non consumable) to ensure compliance with law and regulation and assess the potential risks and dangers they may present to the consumer (both humans and animals), (food, other consumer products, health care facilities and providers, etc.) in either the pre or post market environments. Includes the investigation and adjudication of allegations of violations of professional standards made against regulated health care providers.
- ❑ **30 - Health Advancement** – Addresses the evolutionary process in healthcare, quality improvements, and delivery of services, methods, decision models and practices. These cover all aspects of health.

- ❑ **40 - Health Care Services** - Involves programs and activities that provide delivery of health and medical care (inpatient and outpatient) to the public, including health care benefit programs.
 - ❑ **50 - Medical Examiner Services** - Involves all activities related to conducting a thorough medical investigation of murders, suicides, accidents, and unexplained deaths that occur in the Commonwealth and providing the results of those investigations to the courts on an as needed basis.
 - ❑ **60 - Population Health Management** – Involves activities associated with the management and monitoring of health, health planning, and health management of humans, animals, animal products, and plants, as well as tracking the spread of diseases and pests. It promotes a focus on population monitoring, health promotion, disease and injury prevention and wellness. As a result of these efforts, the services are delivered under Health Care Services.
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112 - Homeland Security - Involves protecting Virginia against terrorist attacks. This includes analyzing threats and intelligence, protecting critical infrastructure, and coordinating the response to emergencies.

- ❑ **10 - Key Asset and Critical Infrastructure Protection** - Involves assessing key asset and critical infrastructure vulnerabilities and taking direct action to mitigate vulnerabilities, enhance security, and ensure continuity and necessary redundancy in government operations and personnel.
 - ❑ **20 - Transportation Security** – Includes ensuring the security of transportation and related infrastructure networks, facilities, vehicles, and personnel.
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113 - Income Security - Includes all activities designed to ensure that members of the public are provided with the necessary means – both financial and otherwise – to sustain an adequate level of existence. This includes all benefit programs, both earned and unearned, that promote these goals for members of the public.

- ❑ **10 - Food and Nutrition Assistance** - Involves the development and management of programs that provide food and nutrition assistance to those members of the public who are unable to provide for these needs themselves.
 - ❑ **20 - Housing Assistance** - Involves the development and management programs that provide housing to those who are unable to provide housing for themselves including the rental of single-family or multifamily properties, and the management and operation of federally supported housing properties.
 - ❑ **30 - Unemployment Compensation** - Provides income security to those who are no longer employed, while they seek new employment.
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114 - Law Enforcement - Involves activities to protect people, places, and things from criminal activity resulting from non-compliance with laws or for enforcing related court orders. This includes patrols, undercover operations, gathering intelligence, responses to emergency calls, as well as arrests, raids, and seizures of property.

- ❑ **10 - Citizen Protection** - Involves all activities performed to protect the general population from criminal activity or to enforce related court orders.
 - ❑ **20 - Crime Prevention** - Entails all efforts designed to create safer communities through the control and reduction of crime by addressing the causes of crime and reducing opportunities for crimes to occur.
 - ❑ **30 - Criminal Apprehension** - Involves activities associated with the tracking, arrest, detention, and transportation of groups or individuals believed to be responsible for committing crimes or violating court orders when an arrest warrant has been issued.
 - ❑ **40 - Criminal Investigation, Surveillance, and Intelligence Gathering** - Includes gathering intelligence, collecting evidence required to determine responsibility for a crime, evaluating and analyzing evidence, and/or monitoring and questioning affected parties.
 - ❑ **50 - Leadership Protection** - Involves all activities performed to protect the health and well being of the governor, the governor's family, and other high-level government officials.
 - ❑ **60 - Property Protection** - Entails all activities performed to ensure the security of Virginia citizens and government property.
 - ❑ **70 - Substance Control** - Supports activities associated with the enforcement of laws regarding legal substances (i.e., alcohol and tobacco) and illegal narcotics including trafficking, possession, sale, distribution, and other related activities.
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115 - Legislative Representation - Refers to those activities performed by members of the Virginia General Assembly in representing the legislative interests of their constituents in Virginia Government.

- ❑ **10 - Citizen Representation in Virginia Government** - Involves all activities related to legislative members representing the interests of their constituents in the Virginia General Assembly.
 - ❑ **20 - Make Laws** - Involves all activities related to developing, finalizing, and getting legislative approvals for laws for the Commonwealth.
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116 - Litigation and Judicial Activities - Refers to those activities relating to the administration of justice.

- ❑ **10 - Judicial Hearings** - Includes activities associated with proceedings (usually by a court of law) where evidence is taken for the purpose of determining an issue of fact and reaching a decision based on that evidence.
 - ❑ **20 - Legal Defense** - Includes those activities associated with the representation of a defendant in a criminal or civil proceeding.
 - ❑ **30 - Legal Investigation** - Includes activities associated with gathering information about a given party (government agency, citizen, corporation) that would be admissible in a court of law in an attempt to determine a legal question or matter.
 - ❑ **40 - Legal Prosecution, Litigation, and Sentencing** - Includes all activities involved with presenting a case in a legal proceeding both in a criminal or civil court of law in an attempt to prove guilt/responsibility. Also includes all activities associated with and including sentencing convicted criminals.
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- ❑ **50 - Resolution Facilitation** - Refers to those activities outside a court of law, such as mediation and arbitration, which may be used to settle a dispute between two or more parties (government agency, citizen, corporation).
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117 - Natural Resources - Includes all activities involved in conservation planning, land management, and state park/monument tourism that affect the state's natural, historic, and recreational resources, both private and state.

- ❑ **10 - Agricultural Innovation and Services** - Involves the creation of better methods for farming, the dissemination of those methods to farmers, and the development of better and healthier crops.
 - ❑ **20 - Conservation, Marine and Land Management** - Involves the responsibilities of surveying, maintaining, and operating public lands and monuments, as well as activities devoted to ensuring the preservation of land, water, wildlife, and natural resources. It also includes the sustainable stewardship of natural resources on state owned/controlled lands for commercial use (mineral mining, grazing, forestry, fishing, etc.).
 - ❑ **30 - Recreational Resource Management and Tourism** - Involves the management of state parks, monuments, and tourist attractions as well as visitor centers, rest areas, campsites, and park service facilities.
 - ❑ **40 - Water Resource Management** - Includes all activities that promote the effective use and management of the state's water resources. Notes: Environmental protection of water resources is included in the Environmental Management Line of Business.
 - ❑ **50 - Historic Resource Preservation** - Involves all activities that promote the identification, evaluation, registration, protection, rehabilitation and use of archaeological and historic resources, including sites, buildings, districts, structures, objects, lands, and landscapes for the economic, tourism, educational or cultural benefit of citizens and communities.
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118 - Transportation - Involves all state supported activities related to the safe passage, conveyance, or transportation of goods and/or people.

- ❑ **10 - Air Transportation** - Involves the activities related to providing safe airports used for moving passengers or goods through the air.
 - ❑ **20 - Ground Transportation** - Involves the activities related to ensuring the availability of transit and the safe passage of passengers and goods over land. Note: The protection of ground transportation from deliberate attack is included in the Transportation Security Sub-line of Business in the Homeland Security Line of Business.
 - ❑ **30 - Water Transportation** - Involves the activities related to ensuring the availability of transit and the safe passage of passengers and goods over in-land waterways and Virginia ports. Note: The protection of maritime transportation from deliberate attack is included in the Transportation Security Sub-line of Business in the Homeland Security Line of Business.
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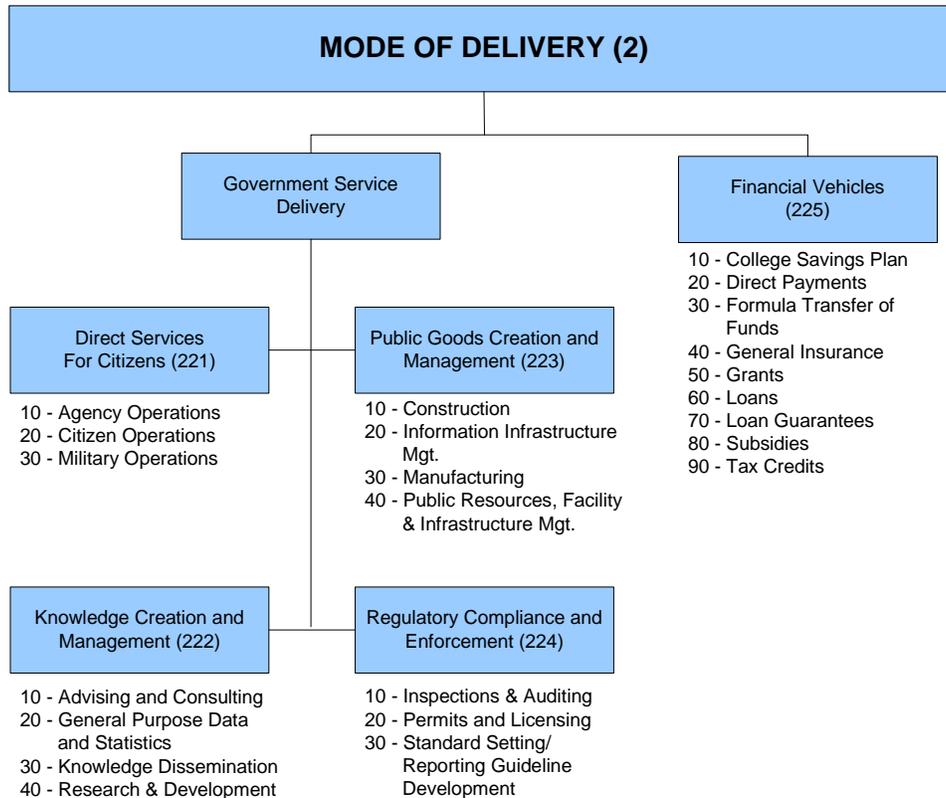
119 - Unclaimed Property - Refers to administering the Commonwealth's Unclaimed Property Act.

- **10 - Unclaimed Property Services** - Involves all activities related to administering the Commonwealth's Unclaimed Property Act, including serving as the custodian of certain personal properties (both intangible and tangible) until the owners of the properties can be located.
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120 - Workforce Management - Includes those activities that promote the welfare of Virginia's workforce by improving their working conditions and advancing opportunities for profitable employment.

- **10 - Labor Rights Management** - Refers to those activities undertaken to ensure that employees and employers are aware of and comply with all statutes and regulations concerning labor rights, including those pertaining to wages, benefits, safety and health, whistleblower, and nondiscrimination policies.
- **20 - Training and Employment** - Includes programs of job or skill training, employment services and placement, rehabilitation transition services, and programs to promote the hiring of marginal, unemployed, or low-income workers.
- **30 - Worker Safety** - Refers to those activities undertaken to save lives, prevent injuries, and protect the health of Virginia's workers.
- **40 - Workers Compensation Services** - Includes those activities related to administering and carrying out the provisions of the Virginia Workers' Compensation Act.

2 - MODE OF DELIVERY - *Describes the mechanisms the Commonwealth uses to achieve the purpose of government or its services for citizens. It includes financial vehicles, direct government delivery, and indirect government delivery. Mode of delivery also is used to identify delivery mechanisms for the support delivery of services business area.*



Government Service Delivery - *Includes all modes of delivery in which government employees (or contracted employees) perform tasks that directly support the improvement of a service for citizens or services to agencies providing support delivery of services. This does not include the management of processes in which state or federal funds are distributed or state credit programs are leveraged to promote Services for Citizens (these are included in the Financial Vehicles mode of delivery).*

221 - Direct Services for Citizens - The delivery of a good or service to (or on behalf of) the citizenry or other governmental organizations by the state government with no other intervening persons, conditions, or organizations.

- ❑ **10 - Agency Operations** – Describes the direct provision of a service by government employees (or contractors) to other agencies that provide services to citizens or that provide support services.

- ❑ **20 - Citizen Operations** - Describes the direct provision of a service for the citizen by government employees (or contractors).
 - ❑ **30 - Military Operations** - Describes the direct provision of a service for the citizen by the Virginia National Guard and/or associated organizations.
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222 - Knowledge Creation and Management - Involves the programs and activities where a state government entity undertakes a specific effort to create, develop, and/or maintain a body or set of knowledge, the presentation, manipulation or analysis of which can provide inherent benefits for both the state and private sector. Examples include institutions of higher education, state economic and employment information, census data, etc. Programmatic information collected by state government entities that is a by-product of a specific program should be included with the program's line of business.

- ❑ **10 - Advising and Consulting** - Involves the guidance and consultative services provided by the state government to support the implementation of a specific Service for Citizens or to support other governmental organizations.
 - ❑ **20 - General Purpose Data and Statistics** - Includes activities performed in providing empirical, numerical, and related data and information pertaining to the current state of the state in areas such as the economy, education, labor, weather, global trade, etc.
 - ❑ **30 - Knowledge Dissemination** - Addresses those instances where the primary method used in delivering a service is through the presentation, publishing, or broadcasting of information. It is not intended to address circumstances where the presentation or publication of information is a by-product of the actual mode of delivery.
 - ❑ **40 - Research and Development** - Involves the gathering and analysis of data, dissemination of results, and development of new products, methodologies, and ideas.
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223 - Public Goods Creation and Management - The construction, manufacturing, administration, and/or management of goods, structures, facilities, common resources, etc. used for the general well being of the public or society at large.

- ❑ **10 - Construction** - Involves all programs and activities in which the state Government builds or constructs facilities, roads, etc.
 - ❑ **20 - Information Infrastructure Management** - Involves the management and stewardship of a type of information by the state Government and/or the creation of physical communication infrastructures on behalf of the public in order to facilitate communication. This includes the management of large amounts of information (e.g., environmental and weather data, criminal records, etc.), the creation of information and data standards relating to a specific type of information (patient records), and the creation and management of physical communication infrastructures (networks) on behalf of the public. Note: Information infrastructures for government use are not included here.
 - ❑ **30 - Manufacturing** - Involves all programs and activities in which the state Government produces both marketable and non-marketable goods.
 - ❑ **40 - Public Resources, Facilities, & Infrastructure Management** - Involves the management and maintenance of Government-owned capital goods and resources (natural or otherwise) on behalf of the public, usually with benefits to the community
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at large as well as to the direct user. Examples of facilities and infrastructure include schools, roads, bridges, dams, harbors, and public buildings. Examples of resources include parks, cultural artifacts and art, endangered species, etc.

224 - Regulatory Compliance and Enforcement - Involves the direct monitoring and oversight of a specific individual, group, industry, or community participating in a regulated activity via market mechanisms, command and control features, or other means to control or govern conduct or behavior.

- ❑ **10 - Inspections & Auditing** - Involves the methodical examination and review of regulated activities and facilities to ensure compliance with standards for regulated activity.
 - ❑ **20 - Permits and Licensing** - Involves activities associated with granting, revoking, and the overall management of the documented authority necessary to perform a regulated task or function.
 - ❑ **30 - Standard Setting / Reporting Guideline Development** - Involves the establishment of allowable limits associated with a regulated activity and the development of reporting requirements necessary to monitor and control compliance with allowable limits. This includes the development of requirements for product sampling and testing, emissions monitoring and control, incident reporting, financial filings, etc.
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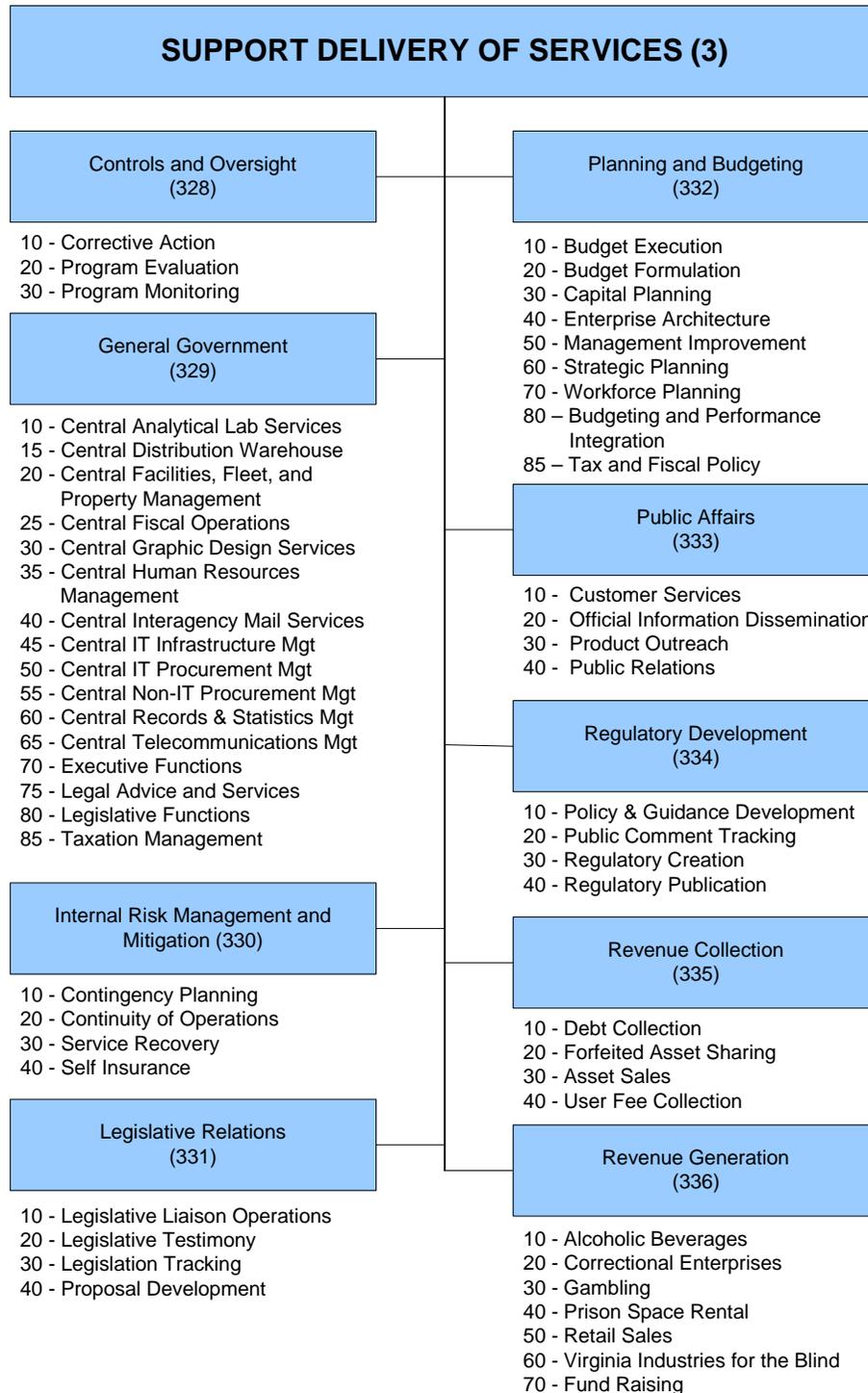
225 - Financial Vehicles - Involves those monetary exchanges or transactions between government entities as well as between the state government and non-government entities as a means to accomplishing a State or Federal goal or objective.

- ❑ **10 - College Savings Plan** - Involves all activities associated with plan enrollment, receiving funds, investing funds, and disbursing funds related to the Virginia College Savings Plan. Program is self-funded through fees charged for related services.
 - ❑ **20 - Direct Payments** - Involves the disbursement of funds from or through the state Government directly to beneficiaries (individuals or organizations) who satisfy eligibility requirements. Direct Payments include both earned and unearned Federal Entitlement and state programs such as Medicare, emergency assistance, food stamps, unemployment benefits, etc.
 - ❑ **30 - Formula Transfer of Funds** - Involves the transfer of funds to local government entities or constitutional officers (Sheriffs, Commissioners of the Revenue, Treasurers, Circuit Court Clerks, and Commonwealth Attorneys) in accordance with the requirements of distribution formulas as prescribed by law or administrative regulation.
 - ❑ **40 - General Insurance** - Involves providing protection to individuals or entities against specified risks. This includes self-insurance and insurance coverage procured from external providers.
 - ❑ **50 - Grants** - Involves the administration and disbursement of grant funds by the state Government. Grants include but are not limited to, named purpose or service grants, fellowships, scholarships, research grants, training grants, traineeships, experimental and demonstration grants, evaluation grants, planning grants, technical assistance grants, survey grants, and construction grants. Any processes associated with grant administration, including the publication of funds availability notices, development of the grant application guidance, determination of grantee eligibility,
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coordination of the peer review/evaluation process for competitive grants, and the transfer of funds are included. Grant monitoring, oversight, and reporting should be included in the Controls and Oversight line of business.

- ❑ **60 - Loans** - Involves a disbursement of funds by the state Government to a borrower (individual, corporation, government entity, etc.) under a contract that requires the repayment of such funds with or without interest.
- ❑ **70 - Loan Guarantees** - Involves any guarantee, insurance, or other pledge with respect to the payment of all or a part of the principal or interest on any debt obligation of a borrower to a lender.
- ❑ **80 - Subsidies** - Involves state Government financial transfers (credits) that reduce costs and/or increase revenues of producers.
- ❑ **90 - Tax Credits** - Allows a special exclusion, exemption, or deduction from gross income or which provide a special credit, a preferential rate of tax, or a deferral of tax liability designed to encourage certain kinds of activities or to aid taxpayers in special circumstances.

3 - SUPPORT DELIVERY OF SERVICES - Provides the critical policy, programmatic and managerial underpinnings that facilitate the state government's delivery of services to citizens and to other state and local government agencies. All the Sub-lines of Business in this business area can be used to identify agency specific and/or cross-agency activities.



328 - Controls and Oversight - Ensures that the operations and programs of the state government and its external business partners comply with applicable laws and regulations and prevent waste, fraud, and abuse.

- ❑ **10 - Corrective Action** - Involves the enforcement of activities to remedy internal or external programs that have been found non-compliant with a given law, regulation, or policy.
- ❑ **20 - Program Evaluation** - Involves the analysis of internal and external program effectiveness and the determination of corrective actions as appropriate.
- ❑ **30 - Program Monitoring** - Involves the data-gathering activities required to determine the effectiveness of internal and external programs and the extent to which they comply with related laws, regulations, and policies.

329 - General Government - Involves the general overhead costs of the state government including legislative and executive activities; provision of central fiscal, personnel, IT infrastructure, and property activities; and the provision of services that cannot reasonably be classified in any other line of business. As a normal rule, all activities reasonably or closely associated with other lines of business or sub-lines of business shall be included in those lines of business or sub-lines of business. This line of business is reserved for central government management operations; agency-specific management activities would not be included here.

- ❑ **10 - Central Analytical Lab Services** - Involves all activities related to providing analytical lab testing, training, quality assurance, certification and research for Virginia and other states and federal agencies.
- ❑ **15 - Central Distribution Warehouse** - Involves all activities related to purchasing and providing food items and janitorial supplies to state agencies and institutions, and providing testing services on purchased products.
- ❑ **20 - Central Facilities, Fleet and Property Management** - Involves all activities related to providing facilities for state agencies at the seat of government, a central vehicle fleet for use by state government organizations, and centralized property management. This is a central agency business function and includes all related policy, standard, guideline, procedure, and regulation development, program monitoring, and associated central files, records, and systems.
- ❑ **25 - Central Fiscal Operations** - Includes the fiscal operations performed on behalf of the State Government by central agencies. Fiscal operations includes, but is not limited to developing the state budget, centralized accounting, fixed asset accounting, state financial reporting, payroll processing, payment processing, management of state funds, risk management, banking, debt management, investments, cash management, check processing, and maintaining the local government investment pool. This is a central agency business function and includes all related policy, standard, guideline, procedure, and regulation development and use, program monitoring, and associated central files, records, and systems. Note: Tax-related functions are included within the Taxation Management Sub-line of Business.
- ❑ **30 - Central Graphic Design Services** - Involves all activities related to providing graphic design services for state agencies and institutions. This includes desktop publishing, preparation of artwork including applicable research, design for print, web graphics, exhibit design, writing, and editing.
- ❑ **35 - Central Human Resources Management** - Includes all activities associated with centralized human resource management that includes, but is not limited to

workforce planning, employee development, determining health insurance benefits, administering the group health and workers compensation insurance programs, and developing and maintaining position, compensation, worker safety, and equal employment opportunity programs. This also includes state retirement benefits administration and management, and setting agency maximum employment levels. This is a central agency business function and includes all related policy, standard, guideline, procedure, and regulation development and use, program monitoring, and associated central files, records, and systems.

- ❑ **40 - Central Interagency Mail Services** - Involves all activities related to providing interagency mail services to state agencies and institutions within and in close proximity to the seat of government in Richmond.
- ❑ **45 - Central IT Infrastructure Management** - Includes all activities associated with providing information technology strategic direction, IT project oversight, and a centralized information technology infrastructure and associated services to support customer agency business requirements. This is a central agency business function and includes all related policy, standard, guideline, procedure, and regulation development and use, program monitoring, and associated central files, records, and systems.
- ❑ **50 - Central IT Procurement Management** - Includes all activities associated with information technology procurement of goods and services. This is a central agency business function and includes all related policy, standard, guideline, procedure, and regulation development and use, program monitoring, and associated central files, records, and systems.
- ❑ **55 - Central Non-IT Procurement Management** - Includes all activities associated with non-information technology procurement of goods and services. This is a central agency business function and includes all related policy, standard, guideline, procedure, and regulation development and use, program monitoring, and associated central files, records, and systems.
- ❑ **60 - Central Records and Statistics Management** - Involves the operations surrounding the management of official documents, statistics, and records for the entire state government. This Sub-line of Business is intended to include the management of records and statistics for the state government as a whole, such as the records management performed by the Library of Virginia or the statistics and data collection performed by the Virginia Employment Commission. Note: Many agencies perform records and statistics management for a particular business function and as such should be mapped to that line of business. The Central Records and Statistics Management is intended for business functions performed on behalf of the entire state government.
- ❑ **65 - Central Telecommunications Management** – Includes all activities associated with the central provision of telecommunications services. This is a central agency business function and includes all related policy, standard, guideline, procedure, and regulation development and use, program monitoring, and associated central files, records, and systems.
- ❑ **70 - Executive Functions** - Involves all activities related directly to the Office of the Governor, the Lt. Governor, the Governor's Cabinet, and other organizations operating out of the Office of the Governor.
- ❑ **75 - Legal Advice and Services** - Includes all activities involved with providing legal representation, legal services and/or legal advice to state agencies, institutions of higher education, state boards, the General Assembly, and local government.
- ❑ **80 - Legislative Functions** - Includes all activities associated with operating the Legislative Branch of Virginia Government and supporting the Virginia General Assembly.

- ❑ **85 - Taxation Management** - Includes all activities associated with the administration, management, and implementation of the Virginia Income Tax Code and other state imposed taxes, including the associated collection of such taxes.
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330 - Internal Risk Management and Mitigation - Involves all activities relating to the processes of analyzing exposure to risk and determining appropriate countermeasures.

- ❑ **10 - Contingency Planning** - Involves the actions required to plan for, respond to, and mitigate damaging events.
 - ❑ **20 - Continuity Of Operations** - Involves the activities associated with the identification of critical systems and processes, and the planning and preparation required to ensure that these systems and processes will be available in the event of a catastrophic event.
 - ❑ **30 - Service Recovery** - Involves the internal actions necessary to develop a plan for resuming operations after a catastrophic event occurs.
 - ❑ **40 - Self Insurance** - Involves activities related to the Commonwealth's self-insurance program for state organizations and constitutional officers.
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331 - Legislative Relations - Involves activities aimed at the development, tracking, and amendment of public laws through the legislative branch of the state government.

- ❑ **10 - Legislative Liaison Operations** - Involves all activities associated with supporting the formal relationship between a state government entity and the Virginia General Assembly.
 - ❑ **20 - Legislation Testimony** - Involves activities associated with providing testimony/evidence in support of, or opposition to, legislation.
 - ❑ **30 - Legislation Tracking** - Involves monitoring legislation from introduction to enactment.
 - ❑ **40 - Proposal Development** - Involves drafting proposed legislation that creates or amends laws subject to legislative action.
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332 - Planning and Budgeting - Involves the activities of determining strategic direction, identifying and establishing programs and processes, and allocating resources (capital and labor) among those programs and processes.

- ❑ **10 - Budget Execution** - Involves the legal (apportionment) and managerial (allotment and sub-allotment) distribution of budget authority to achieve results consistent with the formulated budget.
 - ❑ **20 - Budget Formulation** - Involves all activities undertaken to determine priorities for future spending and to develop an itemized forecast of future funding and expenditures during a targeted period of time. This includes the collection and use of performance information to assess the effectiveness of programs and develop budget priorities.
 - ❑ **30 - Capital Planning** - Involves the processes for ensuring that appropriate investments are selected for capital expenditures.
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- ❑ **40 - Enterprise Architecture** - Is an established process for describing the current state and defining the target state and transition strategy for an organization's people, processes, and technology.
 - ❑ **50 - Management Improvement** - Includes all efforts to gauge the ongoing efficiency of business processes and identify opportunities for reengineering or restructuring.
 - ❑ **60 - Strategic Planning** - Entails the determination of annual and long-term goals and the identification of the best approach for achieving those goals.
 - ❑ **70 - Workforce Planning** - Involves the processes for identifying the workforce competencies required to meet the agency's strategic goals and for developing the strategies to meet these requirements.
 - ❑ **80 - Budget and Performance Integration** - involves activities that align State resources allocated through budget formulation, execution, and management actions with examinations of program objectives, performance, and demonstrated results.
 - ❑ **85 - Tax and Fiscal Policy** - encompasses analysis of the implications for economic growth and stability in Virginia of state tax and spending policies. This includes assessing the sustainability of current programs and policies, the best means of raising revenues, the distribution of tax liabilities, and the appropriate limits on debt.
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333 - Public Affairs - Involves the exchange of information and communication between the state government, citizens and stakeholders in direct support of citizen services, public policy, and/or state interests.

- ❑ **10 - Customer Services** - Supports activities associated with providing an agency's customers with information regarding the agency's service offerings and managing the interactions and relationships with those customers.
 - ❑ **20 - Official Information Dissemination** - Includes all efforts to provide official government information to external stakeholders through the use of various types of media, such as video, paper, web, etc.
 - ❑ **30 - Product Outreach** - Relates to the marketing of government services products, and programs to the general public in an attempt to promote awareness and increase the number of customers/beneficiaries of those services and programs.
 - ❑ **40 - Public Relations** - Involves the efforts to promote an organization's image through the effective handling of citizen concerns.
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334 - Regulatory Development - Involves activities associated with developing regulations, policies, and guidance to implement laws.

- ❑ **10 - Policy and Guidance Development** - Involves the creation and dissemination of guidelines to assist in the interpretation and implementation of regulations.
 - ❑ **20 - Public Comment Tracking** - Involves the activities of soliciting, maintaining, and responding to public comments regarding proposed regulations.
 - ❑ **30 - Regulatory Creation** - Involves the activities of researching and drafting proposed and final regulations.
 - ❑ **40 - Regulatory Publication** - Includes all activities associated with the publication of a proposed or final regulation, policy or standard.
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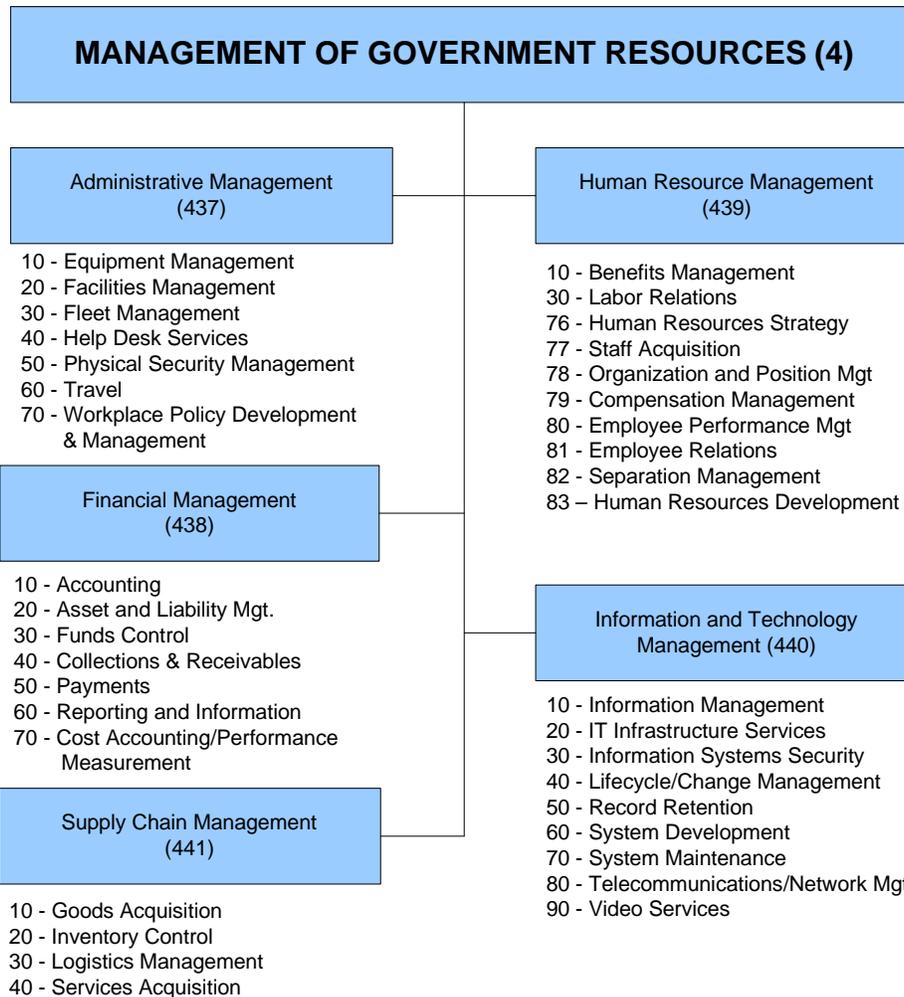
335 - Revenue Collection - Includes the collection of government income from all sources. Note: Tax collection is accounted for in the Taxation Management Sub-line of Business in the General Government Line of Business.

- ❑ **10 - Debt Collection** - Supports activities associated with the collection of money owed to the state government from both foreign and domestic sources.
- ❑ **20 - Forfeited Asset Sharing** - Involves all activities associated with managing and administering assets seized under the Virginia Forfeited Asset Sharing Program. Seized assets can include money and property used in substantial connection with the manufacture, sale, or distribution of an illegal narcotic or alcohol.
- ❑ **30 - Asset Sales** - Encompasses the activities associated with the acquisition, oversight, tracking, and sale of state owned assets managed by the state government, or federal owned assets acquired by the state, with a commercial value and sold to non-state entities or the public.
- ❑ **40 - User Fee Collection** - Involves the collection of fees assessed on individuals or organizations for the provision of government services and for the use of government goods or resources (i.e. State Parks).

336 - Revenue Generation - Includes business ventures the Commonwealth uses to generate revenue for the general fund, as a self-funding mechanism, or as a mechanism to provide funding that is earmarked for a specific service or set of services for citizens. This line of business does not include licensing or user fees. Business ventures also include fund raising efforts or campaigns.

- ❑ **10 - Alcoholic Beverages** - Includes all activities involved in the procurement, warehousing, and distribution of alcoholic beverages to the public through state owned or leased outlets.
- ❑ **20 - Correctional Enterprises** - Includes all activities related to running a business enterprise at each state prison that provides products and services that can be purchased by taxpayer supported and nonprofit organizations only.
- ❑ **30 - Gambling** - Includes all activities related to creating, managing, and administering the Virginia lottery system.
- ❑ **40 - Prison Space Rental** - Includes all activities related to renting/leasing excess prison space (housing criminals for a fee) to other governmental entities.
- ❑ **50 - Retail Sales** - Includes all activities related to the retail sale of merchandise to the general public.
- ❑ **60 - Virginia Industries for the Blind** - Includes all activities related to running a business enterprise that provides an employment option for blind Virginians at its two plant locations in Charlottesville and Richmond, its satellite store operations and administrative service positions across the Commonwealth.
- ❑ **70 - Fund Raising** - Includes all activities related to a campaign or drive to raise funds for a specific purpose from non-state government sources. This Sub-line of Business does not include pursuing any grants.

4 - MANAGEMENT OF GOVERNMENT RESOURCES - Refers to the resource management activities that must be performed for the State Government to operate effectively on a day-to-day basis. With the exception of "Logistics Management", the Sub-lines of business in this business area can be used to identify agency specific and/or cross-agency activities. The "Logistics Management" Sub-line of Business can only be used to identify agency specific activities. The model recognizes that those agencies that pay a fee to have another agency (cross-agency activities) provide a resource management activity will perform some degree of coordination in support of the service provider.



437 - Administrative Management - Involves the day-to-day management and maintenance of the internal infrastructure.

- ❑ **10 - Equipment Management** - Involves the maintenance, administration, and operation of machinery and other capital assets that are possessions of the state government (excluding information technology assets).
- ❑ **20 - Facilities Management** - Involves the maintenance, administration, and operation of office buildings, other buildings, and parking facilities that are owned or leased by state government.

- ❑ **30 - Fleet Management** - Involves the maintenance, administration, and operation of fleets (cars, trucks, aircraft, watercraft, etc.) that are owned or leased by state government.
- ❑ **40 - Help Desk Services** - Involves the management of a service center to respond to government and contract employees' technical and administrative questions, as well as external customer questions.
- ❑ **50 - Physical Security Management** - Involves the physical protection of an organization's personnel, assets, and facilities.
- ❑ **60 - Travel** - Involves the activities associated with planning, preparing, and monitoring of business related travel for an organization's employees.
- ❑ **70 - Workplace Policy Development And Management** - Includes all activities required to develop and disseminate workplace policies such as dress codes, time reporting requirements, telecommuting, etc.

438 - Financial Management - The use of financial information to measure, operate and predict the effectiveness and efficiency of an entity's activities in relation to its objectives. The ability to obtain and use such information is usually characterized by having in place policies, practices, standards, and a system of controls that reliably capture and report activity in a consistent manner.

- ❑ **10 - Accounting** - Entails accounting for assets, liabilities, fund balances, revenues and expenses associated with the maintenance of funds and expenditure of state appropriations (Salaries and Expenses, Operation and Maintenance, Procurement, Working Capital, Trust Funds, etc.), in accordance with applicable state standards.
- ❑ **20 - Asset and Liability Management** - Provides accounting support for the management of assets and liabilities of the state government.
- ❑ **30 - Funds Control** - Includes the management of the state budget process including the development of plans and programs, budgets, and performance outputs and outcomes as well as financing state programs and operations through appropriation and apportionment of direct and reimbursable spending authority, fund transfers, investments and other financing mechanisms.
- ❑ **40 - Collections and Receivables** - Includes deposits, fund transfers, and receipts for sales or services.
- ❑ **50 - Payments** - Includes disbursements of state funds, via a variety of mechanisms, to private individuals, state agencies, local governments, and the private sector, to effect payment for goods and services, or distribute entitlements, benefits, grants, subsidies, loans, or claims.
- ❑ **60 - Reporting and Information** - Includes providing financial information, reporting and analysis of financial transactions.
- ❑ **70 - Cost Accounting/Performance Measurement** - Includes the process of accumulating, measuring, analyzing, interpreting, and reporting cost information useful to both internal and external groups concerned with the way in which an organization uses, accounts for, safeguards, and controls its resources to meet its objectives. Cost accounting information is necessary in establishing strategic goals, measuring service efforts and accomplishments, and relating efforts to accomplishments. Also, cost accounting, financial accounting, and budgetary accounting all draw information from common data sources.

439 - Human Resource Management - Involves all activities associated with the recruitment and management of personnel.

- ❑ **10 - Benefits Management** - Designs, develops, and implements benefit programs that attract, retain and support current and former agency employees. This includes: establishing and communicating benefits programs; processing benefits actions; and interacting as necessary with third party benefits providers.
- ❑ **30 - Labor Relations** - Manages the relationship between the agency and its unions and bargaining units. This includes negotiating and administering labor contracts and collective bargaining agreements; managing negotiated grievances; and participating in negotiated third party proceedings.
- ❑ **76 - Human Resources Strategy** - Develops effective human capital management strategies to ensure state organizations are able to recruit, select, develop, train, and manage a high-quality, productive workforce. This includes: conducting both internal and external environmental scans; developing human resources and human capital strategies and plans; establishing human resources policy and practices; managing current and future workforce competencies; developing workforce plans; developing succession plans; managing the human resources budget; providing human resources and human capital consultative support; and measuring and improving human resources performance.
- ❑ **77 - Staff Acquisition** - Establishes procedures for recruiting and selecting high-quality, productive employees with the right skills and competencies. This includes: developing a staffing strategy and plan; establishing an applicant evaluation approach; announcing the vacancy, sourcing and evaluating candidates against the competency requirements for the position; initiating pre-employment activities; and hiring employees.
- ❑ **78 - Organization and Position Management** - Designs, develops, and implements organizational and position structures that create a high-performance, competency-driven framework that both advances the agency mission and serves agency human capital needs.
- ❑ **79 - Compensation Management** - Designs, develops, and implements compensation programs that attract, retain and fairly compensate agency employees. In addition, designs, develops, and implements pay for performance compensation programs to recognize and reward high performance, with both base pay increases and performance bonus payments. This includes: developing and implementing discretionary, alternative, and non-discretionary compensation programs; administering bonus and monetary awards programs; administering pay changes; managing time, attendance, leave and pay; and managing payroll.
- ❑ **80 - Employee Performance Management** - Designs, develops, and implements a comprehensive performance management approach to ensure agency employees are demonstrating competencies required of their work assignments. Design, develop and implement a comprehensive performance management strategy that enables managers to make distinctions in performance and links individual performance to agency goal and mission accomplishment. This sub-line of business also includes managing employee performance at the individual level and evaluating the overall effectiveness of the agency's employee development approach.
- ❑ **81 - Employee Relations** - Designs, develops, and implements programs that strive to maintain an effective employer-employee relationship that balance the agency's needs against its employees' rights. This sub-line of business includes: addressing employee misconduct; addressing employee performance problems; managing administrative grievances; providing employee accommodation; administering employees assistance programs; participating in administrative third party proceedings; and determining candidate/employee suitability based on

information collected outside of the HR process (e.g., background investigation, drug testing, etc.).

- ❑ **82 - Separation Management** - Conducts efficient and effective employee separation programs that assist employees in transitioning to non-state employment; facilitates the removal of unproductive, non-performing employees; and assists employees in transitioning to retirement.
- ❑ **83 - Human Resources Development** - Designs, develops, and implements a comprehensive employee development approach to ensure that agency employees have the right competencies and skills for current and future work assignments. This includes conducting employee development needs assessments; designing employee development programs; administering and delivering employee development; and evaluating the overall effectiveness of the agency's employee development approach.

440 - Information and Technology Management - Involves the coordination of information and information technology resources and systems required to support or provide a citizen service.

- ❑ **10 - Information Management** - Involves the coordination of information collection, storage, and dissemination, and destruction as well as managing the policies, guidelines, and standards regarding information management.
- ❑ **20 - IT Infrastructure Services** - Involves the planning, design, and maintenance of an IT Infrastructure to effectively support automated needs (i.e. platforms, servers, printers, etc.).
- ❑ **30 - Information Systems Security** - Involves all functions pertaining to the protection of state information and information systems from unauthorized access, use, disclosure, disruptions, modification, or destruction, as well as the creation and implementation of security policies, procedures and controls.
- ❑ **40 - Lifecycle/Change Management** - Involves the processes that facilitate a smooth evolution, composition, and workforce transition of the design and implementation of changes to agency resources such as assets, methodologies, systems, or procedures.
- ❑ **50 - Record Retention** - Involves the operations surrounding the management of the official documents and records for an agency.
- ❑ **60 - System Development** - Supports all activities associated with the in-house design, development, and implementation of software applications or commercial off-the-shelf software application packages. This includes identifying and documenting associated IT infrastructure requirements.
- ❑ **70 - System Maintenance** - Supports all activities associated with the maintenance of in-house designed software applications or commercial off-the-shelf software application packages. This includes identifying and documenting associated IT infrastructure requirements.
- ❑ **80 - Telecommunications/Network Management** - Involves activities related to managing premises (including building, campus, metropolitan, or statewide) cabling or equipment that provides voice, video, or data services. Equipment management includes gathering of requirements for acquisition, setup, use, service quality monitoring, maintenance, replacement/upgrading and/or charge back.
- ❑ **90 - Video Services** - Involves activities associated with video conferencing, video broadcasting, and video production.

441 - Supply Chain Management - Involves the purchasing, tracking, and overall management of goods and services.

- ❑ **10 - Goods Acquisition** - Involves all activities related to the procurement of physical goods, products, and capital assets to be used by state government.
- ❑ **20 - Inventory Control** - Involves all activities related to tracking procured assets and resources, including maintaining information that identifies the quantity, quality, and location on procured assets and resources.
- ❑ **30 - Logistics Management** - Involves the planning and tracking of personnel and their resources in relation to their availability and location (agency specific activity only).
- ❑ **40 - Services Acquisition** - Involves all activities related to the procurement of services, and the oversight and/or management of contractors and service providers.