

# **SDC Consolidation Architecture Governing Principles**

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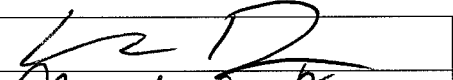
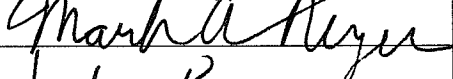
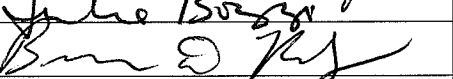

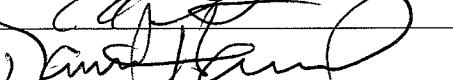
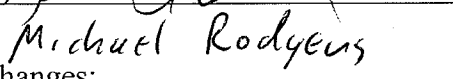

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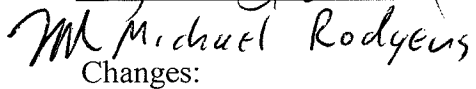
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## ***Executive Summary***

**Section 1** of this document introduces the concepts, scope and definition of Consolidation Architecture, addressing also the exception process and strategies identified in how CA will be utilized within the State Data Center.

**Section 2** defines the key principles associated with the primary Consolidation Architecture goals. These principles are as follows:

### **1. Common Services for the State Data Center**

The SDC will have a consistent set of services and responsibilities for all customers in order to provide maximum efficiency, value, and quality.

### **2. Cost Effectiveness**

The Consolidation Architecture will maximize the cost-effectiveness of its Information Technology efforts by adopting a common architecture that is flexible, reusable and cost effective across the infrastructure.

### **3. Reduced Complexity**

The SDC Consolidation Architecture will reduce the complexity of Oregon's Information Technology environment, simplifying integration to the greatest extent possible.

### **4. Ensure Security, Confidentiality and Privacy**

All SDC Consolidation Architecture infrastructure will be implemented in adherence with strict security, confidentiality, and privacy policies and applicable statutes.

### **5. Common Infrastructure Solutions**

The SDC Consolidation Architecture will facilitate common solutions for agency IT requirements and needs shared by multiple agencies.

### **6. Standard Set of Information Technology Tools and Services**

The SDC Consolidation Architecture will define standards for basic Information Technology tools and services (e.g., email, voicemail, internet access) that employees should have available to them, consistent with available resources and job functions.

### **7. Interoperability**

The SDC Consolidation Architecture will promote interoperability and integration across the state's technology infrastructure. Systems must be designed, acquired, developed, or enhanced such that data and processes can be shared and integrated across the organization and with Oregon's business partners.

### **8. Partitioning and Decoupling of Infrastructure Components**

The SDC Consolidation Architecture will develop and implement solutions that are highly partitioned, modular in design, that are comprised of components that are maximally decoupled, and that use standards-based protocols.

## **9. Common Operating Environment (COE)**

The SDC Consolidation Architecture will establish uniform standards for operating systems and infrastructure software.

## **10. Standard Configurations**

The Consolidation Architecture will define a small number of standardized, easily-reproducible system configurations for deployment in the State Data Center.

## **11. Statewide Network Backbone**

The State of Oregon Enterprise Network (SOEN) will be used as a statewide network backbone for enterprise applications and services.

## **12. Use of Industry-proven Technology**

Consolidation Architecture IT solution applications and infrastructure will use commercially-viable, industry-proven, mainstream technology to the maximum extent possible.

## **13. Open Standards**

The Consolidation Architecture will favor products and solutions that use open architecture and industry standards to facilitate interoperability of system, storage, security, and network components. Open standards are technology specifications that are publicly available and affirmed by an industry-recognized standards body.

## **14. Disaster Recovery / Business Continuity Planning**

Appropriate disaster recovery and business continuity planning, design and testing will be implemented to ensure the stability and integrity of the infrastructure supporting those agency applications and data deemed critical.

## **15. Evaluation of New Technologies**

The SDC Consolidation Architecture will continuously review and assess the potential impact, positive and negative, of advances in infrastructure technology and industry trends. The SDC will ensure the integrity of the architecture and the optimization of shared services when evaluating technology solutions.

## **16. Scalability**

The underlying technology infrastructure of the Consolidation Architecture must be scalable in size, capacity, and functionality to meet changing business and technical requirements.

**Section 3** addresses Architecture Governance which will be governed by the Technical Architecture Standards Board.

## **1 Introduction**

It is the responsibility of State Data Center to provide State Agencies and the citizens of Oregon with the highest quality technical services at the lowest possible cost. Every dollar saved in providing technical support to our customers without sacrificing quality is a dollar available to the citizens of Oregon.

As a result of the consolidation of IT infrastructure into a single State Data Center (SDC), the opportunity now exists to define infrastructure architecture and associated standards for the statewide enterprise, which has significant potential to enhance service quality and ultimately reduce customer cost.

### **1.1 Scope of this Document**

This document represents a first step in the definition of the Oregon State Data Center Information Technology Consolidation Architecture. The infrastructure architecture addresses the underlying enabling hardware, software and network that support Enterprise applications. It also addresses the communications between architecture layers and between systems.

The scope of this document and the architecture is limited only within the scope of the SDC's responsibilities. Specifically, the SDC has the responsibility for the installation, maintenance, and support of IT Infrastructure including network, security, platforms (servers, mid-range, and mainframe computers), Operating Systems, subsystems, and the licensed software products used by agency application developers and other Information System organizations in state agencies.

Within the technical responsibilities listed above the SDC architecture includes associated:

- **Standards**
- **Common Operating Environments (COE)**
- **Processes**
- **Procedures**
- **Governance**

#### **1.1.1 Exception Process**

Exceptions to the principles outlined within this document will be evaluated on a case-by-case basis and will only be considered when following the Exception Process, as follows:

A letter must be written to the SDC Administrator stating the exception and the environment in which it exists, as well as the rationale and implications of the exception within the SDC Consolidation Architecture.

## **1.2 Consolidation Architecture Defined**

Gartner provides a concise definition of Information Technology Consolidation Architecture. It is a framework that:

- Brings order into the otherwise chaotic world of information systems;
- Places restrictions on the design and implementation of IT systems, aiming to balance freedom and constraint for the benefit of the infrastructure as a whole;
- Takes the form of guidelines and preferred technical approaches that evolve over time as priorities change;
- Enables IT professionals to be more productive, and;
- Helps ensure that IT systems are flexible enough to adapt quickly to new agency requirements.

The benefits of Consolidation Architecture are considerable. Standardization and sharing of infrastructure platforms can:

- Decrease the amount of hardware and software necessary to operate the infrastructure, making possible further efficiencies in purchasing, maintenance, and licensing;
- Reduce the variety of skills required by IT professionals within the infrastructure, promoting greater flexibility of staff deployment and mitigating the effect of skills loss due to “aging-out” of the workforce, and;
- Facilitate greater resource sharing and interoperability within the infrastructure, leading to operational efficiency and improved service delivery.

## **1.3 How will the SDC Consolidation Architecture be used?**

There is a compelling case that can be made for setting and enforcing standards. IT Infrastructure and the associated operational functions are ubiquitous. Understandably, these assets and functions would benefit from having a similar set of standards to promote interoperability, increase usability and reduce IT maintenance costs.

Standards will help us achieve greater efficiencies internally which can then be passed directly on to the taxpayers. There is a widespread understanding among Oregon CIO’s what needs to be done on the enterprise level is what each agency has had to do for itself over the past decade or more. It was with this vision that the Computing and Network Infrastructure Consolidation (CNIC) initiative began.

Thus, Oregon’s SDC Consolidation Architecture for Information Technology will support the agency applications with high availability and low cost infrastructure. To achieve the dual goals of high quality/low cost the SDC has identified several key strategies:

- Consolidation of Technologies
- Architecture for Reliability, Availability, and Serviceability
- Standardize

- Reduce Complexity
- Establish Common Environments for OS, Storage and Services
- Use Virtualization Technologies
- Abstraction to allow component replacement with little impact
- Augment staff capabilities with automated tools
- Utilize Enterprise Management to create visibility to all layers of the environment

## **2 Consolidation Architecture Goals and Associated Principles for the State Data Center**

This section defines the principles associated with two primary goals – maximizing cost-effectiveness and reducing complexity - that are fundamental “business drivers” impelling us to implement Consolidation Architecture.

### **2.1 Common Services for the State Data Center**

The SDC will have a consistent set of services and responsibilities for all customers in order to provide maximum efficiency, value, and quality.

#### *Rationale*

- The Oregon State Data Center is in effect an in-sourced IT service delivery business.
- Appropriate investments in consolidation opportunities are lost without common services within the SDC.
- Consistency of quality, customer service, and cost effectiveness are compromised if services and the associated systems and personnel are highly customized, with silos of agency-specific services.

#### *Implications*

- Requires a well defined set of responsibilities, common processes, standards, and service levels.
- Requires governance mechanism to ensure that all customers receive the same portfolio of services at the same cost and the same levels of quality.
- Will require customers to adapt to service offerings or request an exception where warranted.

### **2.2 Cost Effectiveness**

The Consolidation Architecture will maximize the cost-effectiveness of its Information Technology efforts by adopting a common architecture that is flexible, reusable and cost effective across the infrastructure.

#### *Rationale*

- A common architecture will allow for reduced procurement, implementation, integration, and support costs associated with duplicative architectures and obsolete or unused technologies.
- Consideration of all costs associated with a system over its entire life span will result in significantly more cost effective system choices.
- Enables improved planning and budget decision-making.
- Reduces the IT skills required for support of obsolete systems or old standards.

- Simplifies the IT environment.
- Leads to higher quality solutions.

*Implications*

- Requires designers and developers to take a systemic view, leveraging Oregon's existing Infrastructure technology assets (e.g., SOEN, State Data Center) where available and applicable.
- Will require an awareness of the opportunities for additional cost savings and operational efficiencies through further centralization of IT resources and functions.
- Decisions concerning further centralization of resources should be based on the results of formal analyses and empirical data on Total Cost of Ownership and impact on the agencies included in the enterprise.
- Will require looking closely at technical and user training costs especially when making platform or major software upgrades during the lifetime of the system.
- Need to ensure coordinated retirements of systems.

## **2.3 Reduced Complexity**

The SDC Consolidation Architecture will reduce the complexity of Oregon's Information Technology environment, simplifying integration to the greatest extent possible.

*Rationale*

- Wildly diverse hardware platforms, networks, system software, and licensed software make changes especially difficult, if for no other reason than the fear of breaking delicate connections within the existing infrastructure by changing some small inter-related part of it.
- Increases the ability of the enterprise to adapt and change.
- Reduces the cost of licensed products and their support through the leverage of enterprise-wide buying power and the efficient use of skilled technical labor.
- Support efficiencies are gained by reducing the reliance on individual knowledge workers for customized infrastructure management, while at the same time quality of service improves.

*Implications*

- Requires the need to impose and maintain the discipline to reduce the number of platforms, configurations, vendors and products in the State's environment, thereby reducing training and support requirements.
- Need for the definition, migration, and compliance to enterprise-wide technical standards for the infrastructure.

## **2.4 Ensure Security, Confidentiality and Privacy**

All SDC Consolidation Architecture infrastructure will be implemented in adherence with strict security, confidentiality and privacy policies and applicable statutes.

### *Rationale*

- Helps to safeguard confidential and proprietary information.
- Enhances public trust.
- Enhances the proper stewardship over public information.
- Helps to ensure the integrity of the information.

### *Implications*

- Need to identify, publish and keep the applicable policies current.
- Need to monitor compliance to policies.
- Must make the requirements for security, confidentiality and privacy clear to everyone.
- Education on issues of privacy and confidentiality must become a routine part of normal business processes.
- Security must be enforced to prevent unauthorized access the system.

## **2.5 Common Infrastructure Solutions**

The SDC Consolidation Architecture will facilitate common infrastructure solutions for agency IT requirements and needs shared by multiple agencies.

### *Rationale*

- Good change requires collaboration and collective planning across the enterprise, in contrast to the traditional process of merely converting a set of physical requirements, without further analysis, into a delivered (silo) solutions.

### *Implications*

- Requires an inventory of common products and components in order to establish methodologies for maintenance of these components.
- Staff must watch for customer requests that could be applicable to other customers.

## **2.6 Standard Set of Information Technology Tools and Services**

The SDC Consolidation Architecture will define standards for basic Information Technology tools and services (e.g., email, voicemail, internet access) that employees should have available to them, consistent with available resources and job functions.

### *Rationale*

- Greater volume product discounts will be realized by the entire enterprise.

- Larger pool of similarly trained technical employees will be established, more efficiently utilizing their knowledge and support.
- Allow easier integration of new employees into the SDC.

*Implications*

- Employees across the State who perform relevant job functions will be given access to training tools and/or facilities to all system services, to the extent permitted by available resources.

## **2.7 Interoperability**

The SDC Consolidation Architecture will promote interoperability and integration across the state's technology infrastructure. Systems must be designed, acquired, developed, or enhanced such that data and processes can be shared and integrated across the organization and with Oregon's business partners.

*Rationale*

- Interoperability enhances integration across the architecture, thus enabling the SDC to provide better, more coordinated services to the agencies.
- Increased efficiency while better serving our customers (e.g., the public, agencies, etc.).
- Increased response in flexibility and cost effectiveness to new agency requirements.
- Redundant systems cause higher support costs.
- Ensures more accurate information, with a more familiar look and feel.
- Integration leads to better decision making and accountability.

*Implications*

- IT staff will need to consider the impacts on an enterprise-wide scale when designing applications.
- We will need new tools and training for their proper use.
- Will need a method for identifying data and processes that need integration, when integration should take place, whom should have access to the data, and cost rationale for integration.
- Will need a process that can maintain and arbitrate a common set of domain tables, data definitions, and processes across the organization.

## **2.8 Partitioning and Decoupling of Infrastructure Components**

The SDC Consolidation Architecture will develop and implement solutions that are highly partitioned, modular in design, that are comprised of components that are maximally decoupled, and that use standards-based protocols.

*Rationale*

- An essential part of the strategy to reduce complexity and enhance flexibility in a Consolidation Architecture is to break down the traditional monolithic systems and to reduce the coupling of different components.
- Modular implementation will allow for the upgrade, exchange, and reuse of licensed products with minimal retooling or disruption to the overall environment.
- Scalability is enhanced and optimized with modular and interoperable components.
- Modularity will reduce the complexity and upgrade time of IT assets while providing the Enterprise with business application independence, skill-leveraging, and improved functionality.

*Implications*

- Abstracting enterprise computing, networking, storage, and security infrastructure.
- Infrastructure-wide component management will become a core competency.
- Virtualization will be a key technology to manage components as a single utility to maximize efficiency, quality, and supportability.
- Modular components will be shared across agency boundaries, to the maximum extent permissible.

## **2.9 Common Operating Environment (COE)**

The SDC Consolidation Architecture will establish uniform standards for operating systems and infrastructure software.

*Rationale*

- Standardization will facilitate consistency and uniformity across systems.
- Simplifies system operations and management, improves system maintenance and support, and thus reduces Total Cost of Ownership.

*Implications*

- Existing IT platforms must be identified and documented and compared to architecture-wide configuration standards, which in turn must be established.
- A review process must be developed for setting standards, reviewing and revising them periodically, and granting exceptions where appropriate.

## **2.10 Standard Configurations**

The Consolidation Architecture will define a small number of standardized, easily-reproducible system configurations for deployment in the State Data Center.

*Rationale*

- Establishing configurations that are easily reproduced, therefore reducing uniqueness in product selection and standardization, will cut down on costs associated with support and maintenance as well as simplifying training and knowledge transfer.

- This principle also makes possible the end-to-end systems management that is a necessary part of reliable delivery of technology services to our customer agencies.
- The cost of IT personnel is increasing and the cost of hardware is decreasing rapidly.
- Training on standard platforms and tool sets is enhanced, broadening the knowledge base of all support personnel.
- This is the most efficient approach to enterprise-wide infrastructure configuration and maintenance.
- By constantly ‘tweaking’ the performance of an individual server, a multitude of unique configurations are created, thus increasing support and maintenance costs.

*Implications*

- Requires that any proposed changes must function correctly and consistently throughout the entire organization.
- Increased initial capital investment.
- Deploying applications on uniformly configured servers or in application hosting environments requires a change in some decision-making standards.
- Plan to replace multiple, non-standard, configurations with a small number of consistent configurations.
- Plan for the regular replacement of platform components to ensure the retirement of obsolete and unique configurations.
- Limits product choice and vendor selection when developing new applications.
- Licensed software products used in standardized system configurations will be maintained at vendor-supported version levels.

## **2.11 Statewide Network Backbone**

The State of Oregon Enterprise Network (SOEN) will be used as a statewide network backbone for enterprise applications and services.

*Rationale*

- Creating optimal routing and connectivity will maximize throughput and minimize costs.

*Implications*

- Need to implement a robust, fault tolerant, low cost backbone network for the State of Oregon
- Need to standardize network devices and management software.
- Need to replace old legacy hardware with devices supporting current protocols and strategic requirements.

## **2.12 Use of Industry-proven Technology**

Consolidation Architecture IT solution applications and infrastructure will use commercially-viable, industry-proven, mainstream technology to the maximum extent possible.

### *Rationale*

- The SDC would be using dependable enterprise technologies with proven track records from usage in large scale enterprise-class data centers.
- Allows for easier access to widely used technologies and affordable technical support & skills.
- Avoids dependence on weak vendors.
- Reduces the quantity and dependency on small point solutions. Limited functionality in tools leads to a large tool set often impossible to integrate into an enterprise solution.
- Reduces risk.
- Ensures robust product support.

### *Implications*

- Wherever practical, the infrastructure should strive to implement commercial-off-the-shelf technology as a first preference.
- Need to establish criteria for vendor selection and performance measurement.
- Need to establish criteria to identify the weak vendors and poor technology solutions.
- Requires migration away from existing weak products in the technology portfolio.

## **2.13 Open Standards**

The Consolidation Architecture will favor products and solutions that use open architecture and industry standards to facilitate interoperability of system, storage, security, and network components. Open standards are technology specifications that are publicly available and affirmed by an industry-recognized standards body.

### *Rationale*

- Processes should follow ITSM, FC APS, and/or ITIL frameworks.
- Management tools should be compliant with industry standards.
- Avoids dependence on weak vendors.
- Reduces risks.
- Ensures robust product support.
- Enables greater use of off-the-Shelf solutions (open source or commercial).
- Allows flexibility and adaptability in product replacement.

### *Implications*

- Requires a culture shift.
- Need to establish criteria to identify standards and the products using them.
- IT organizations will need to determine how they will transition to this mode.

- Migration away from systems and products with fading market share and viability.
- Currently open and industry standards conflict and care must be taken to remain flexible and avoid being locked into proprietary solution during this period of rapid change in the IT field.

## **2.14 Disaster Recovery / Business Continuity Planning**

Appropriate disaster recovery and business continuity planning, design and testing will be implemented to ensure the stability and integrity of the infrastructure supporting those agency applications and data deemed critical.

### *Rationale*

- Customers and partners have heightened awareness of systems availability.
- The pressure to maintain availability will increase in importance. Any significant visible loss of system stability could negatively impact our image.
- Continuation of business activities without IT is becoming harder.
- Application systems and data are valuable State assets that must be protected.

### *Implications*

- An assessment of business recovery requirements within the SDC Consolidation Architecture is mandatory.
- Systems will need to be categorized according to business recovery needs (e.g. business critical, non-critical, not required).
- Alternate computing capabilities need to be in place.
- Systems should be designed with fault tolerance and recovery in mind.
- Plans for work site recovery will need to be in place.
- Costs may be higher.

## **2.15 Evaluation of New Technologies**

The SDC Consolidation Architecture will continuously review and assess the potential impact, positive and negative, of advances in infrastructure technology and industry trends. The SDC will ensure the integrity of the architecture and the optimization of shared services when evaluating technology solutions.

### *Rationale*

- Customer agencies will not be content to stay with current technology if they see benefit to new offerings.
- Equipment wears out and has to be replaced, but cannot always be replaced in kind.

### *Implications*

- New technologies have to be evaluated for long term applications.
- Vendors of new technologies have to be evaluated for financial stability and long term support capabilities.

## **2.16 Scalability**

The underlying technology infrastructure of the Consolidation Architecture must be scalable in size, capacity, and functionality to meet changing business and technical requirements.

### *Rationale*

- Reduces Total Cost of Ownership by reducing the amount of platform changes needed to respond to increasing or decreasing demand on the system.
- Encourages reuse.
- Leverages the continuing decline in hardware costs.

### *Implications*

- Scalability must be reviewed for both “upward” and “downward” capability.
- May increase initial costs of development and deployment.
- Will reduce some solution choices.

## **3 Architecture Governance**

Architecture Governance includes the decision-making structures and processes needed to govern enterprise shared IT services provided by the State Data Center. This section describes the governing structure to achieve the goals and principles for shared services and the SDC.

### **3.1 Consolidation Architecture Management**

The SDC Consolidation Architecture must be unified and have a planned evolution that is governed across the enterprise, facilitating common solutions for agency IT requirements and needs shared by multiple agencies.

#### *Rationale*

- Without a unified approach, there will be multiple, and possibly conflicting, architectures.
- Architecture must be well thought out, allowing for foreseeable developments in the future.
- Governance will be simplified.

#### *Implications*

- Normal evolution will require prioritization and re-prioritization across all platform and operating systems initiatives.
- Dependencies must be maintained.
- The architecture must be continually re-examined and refreshed.
- Short-term results vs. long term impact must be constantly considered.
- Establishing Consolidation Architecture takes time and involves a lot of change.

### **3.2 Consolidation Architecture Compliance**

Consolidation Architecture support and review structures shall be used to ensure that the integrity of the architecture is maintained as systems and infrastructure are acquired, developed and enhanced.

#### *Rationale*

- To realize the benefits of standards-based architecture, all Information Technology investments must ensure compliance with the established IT architecture.
- For maximum impact, review should begin as early in the solution planning process as possible

#### *Implications*

- A structured project level review process will be needed to ensure that information systems comply with the IT architecture and related standards.

- This compliance process must allow for the introduction of new technology and standards.
- Conceptual architecture and technical domain principles should be used as customer evaluation criteria for purchasing as well as developing software.

### ***3.3 Technical Architecture Standards Board***

A Technical Architecture Standards Board (TASB) will be chartered to review requests for new services, determining the architecturally appropriate solution. This review board will also be involved in assessing new technologies and determining future architectural decisions.

An architect will chair this board and membership will be appointed by SDC management. Customers will be represented on this board by three member positions that rotate each year. Participation on the Architecture Standards Board is in addition to regular duties.