

# ***Case Study: SOA at the National Park Service***

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## Phase one helps mature EA programs and leads business modernization initiatives

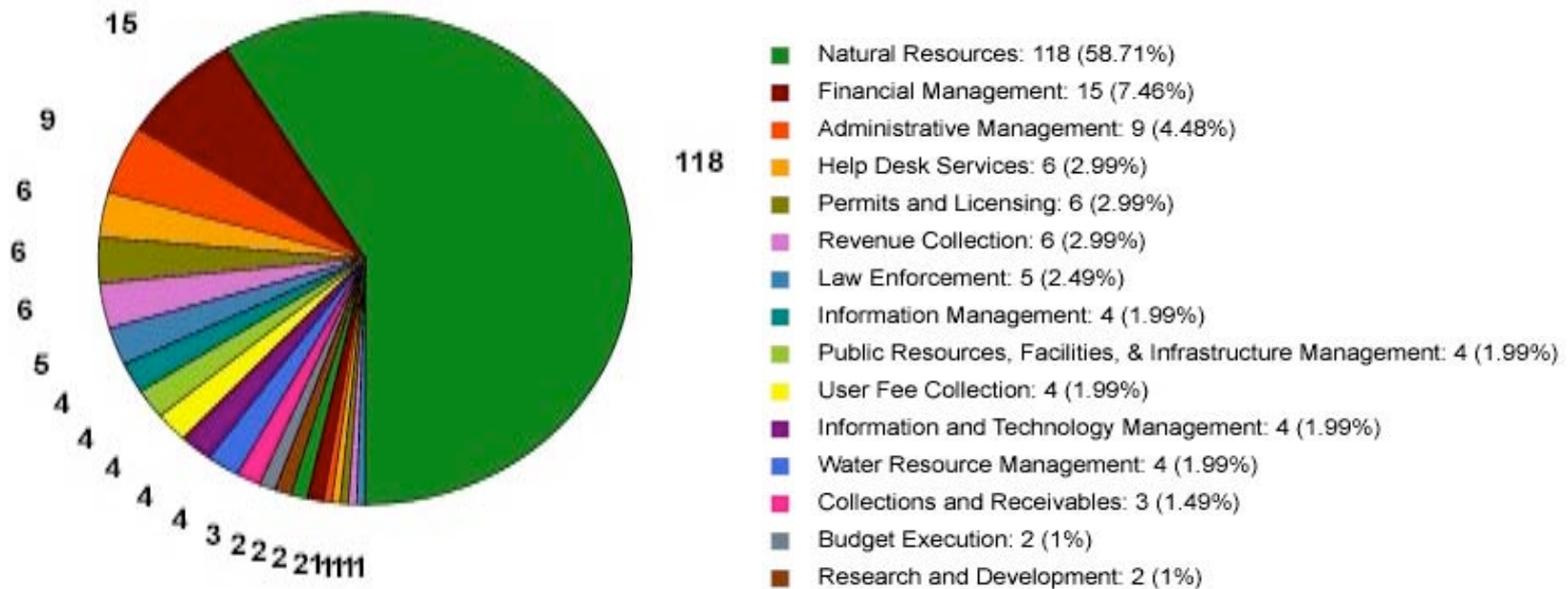




**DOI performs  
33 of 39 FEA  
BRM business  
functions**

**Largest Bureau  
in DOI**

# NPS number of systems supporting Services to Citizens



Source: DOI Enterprise Architecture Repository (DEAR)

# The classic problem

## Natural Resource Management

Challenges around data capture, storage, dissemination, sharing, awareness, synthesis, and use for scientific, operational, and strategic purposes

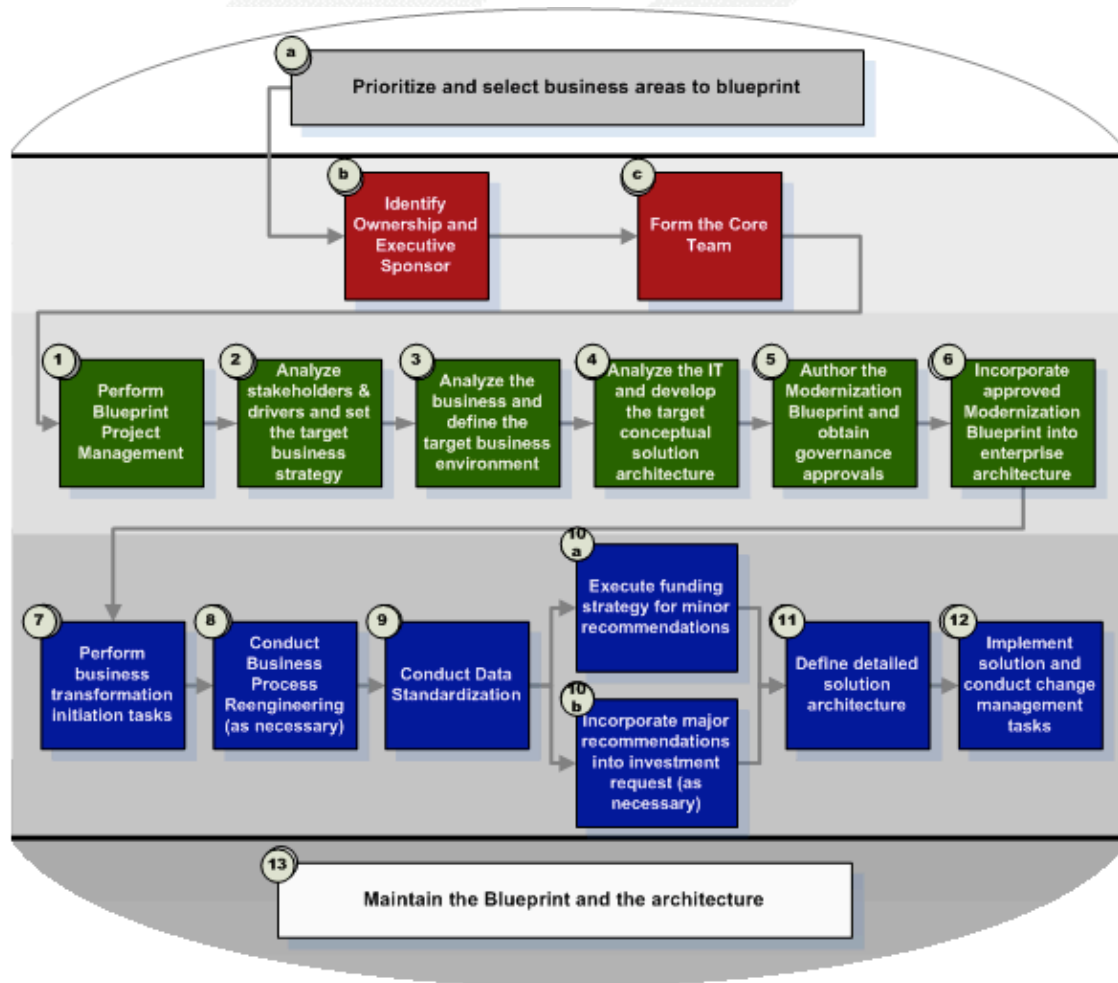
- *“I don’t know what information is out there”*
- *“The systems are too hard to use”*
- *“When employees retire, the information goes with them, since no one knows what was on their machines”*
- *“The information is not in a format or synthesized for me to use for my purposes”*
- *“We don’t have the time or resources to enter all this data in a system for others to use”*
- *... As well as many others that seasoned Enterprise Architects have heard before.*

# **Build it and they won't come**

**Without EA guidance authoritative data sources were created**

- **Examples: NPSpecies, NatureBib, NRData**
- **Separate funding, governance, SDLC – Stove Pipes were born**
- **Classic issues around alignment with business needs, maintainability, flexibility, usability, interoperability**
- **More insidiously: information relationships weakened or destroyed**
- **Users avoid systems – can't reach critical mass of data**

# Study of Natural Resource Management



## Methodology for Business Transformation (MBT)

# **SOA to the rescue?**

**NR Team begins to explore SOA as their cure-all**

**Policy: all new development must be “SOA”**

**Same teams**

**Same SDLC**

**No Enterprise approach**

**No holistic study of the business area**

**Immediate need to modernize to placate users**

**EA team is just beginning NR Management MBT study**

**Unfortunate timing**

# How EA saved SOA

**Is organization mature enough to handle SOA?**

**Is it organized correctly?**

**EA team mobilized quickly – needed to improvise**

- **Interviewed execs, system owners, developers to assess maturity**
- **Made recommendations on governance, SDLC, team make-up**
- **Assisted in identifying leader for SOA rollout**
- **Piggy-backed requirements analysis with MBT study – leveraged stakeholders, focus groups, interim analysis**
- **Assisted with change management – significant effort**
- **“In the trenches work” – initial rollout had to succeed**
- **Coordinated with DOI to help shape departmental SOA strategy**

# Results

**Services were created that support the real business processes**

**Applications were created that provide information that is useful and related**

**Reinvigorated user community**

**Lessons learned being incorporated in Department SOA strategy**

**Organizational and information management challenges are very representative of the greater enterprise**

**Blueprint will provide 5 year SOA rollout strategy – tight coordination with business**

# **Lessons Learned**

**Significant change management effort – governance and SDLC maturity are paramount**

**“Just in time” blueprinting for segments**

**Blueprint recommendations need service orientation – define services**

**Need the Enterprise purview to drive the architecture and requirements for business areas**

**Blueprint process needed improvement to support hand off to solutions architecture space. Earlier involvement of key solutions team members.**

# **Lessons Learned**

**Now more than ever**

**Keep it simple!**

# Questions and Answers

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