

THE BUSINESS REFERENCE MODEL VERSION 1.0

A Foundation for Government-wide Improvement



FEAPMO

FEDERAL ENTERPRISE ARCHITECTURE
PROGRAM MANAGEMENT OFFICE





E-Government is one of the five key components of the President's Management Agenda because of its importance in facilitating a more responsive and effective Government. To achieve the President's objectives, the federal government must derive more productivity from its IT spending, currently more than \$50 billion. A cornerstone to success is the development of a Federal enterprise architecture that enables agencies to derive maximum benefit from applying IT to their missions.

In February 2002, I directed the creation of a Federal Enterprise Architecture Program Management Office to begin developing a comprehensive, business-driven blueprint for modernizing the Federal government. The Federal EA will serve to inform executive-level decision-making and allow for increased collaboration and resource sharing across agencies.

I am pleased to unveil today the foundational layer of the Federal Enterprise Architecture – the Business Reference Model (version 1.0). The Model provides an integrated view of the Federal Government's business, detailing activities that agencies perform to achieve each mission and function. With this foundation, government executives can look strategically at Federal business operations and understand the gaps, overlaps, and opportunities. The Business Reference Model provides OMB and the Agencies with an invaluable new tool for improving the business of government – it is a quantum leap forward for the Federal Government.

The Federal Enterprise Architecture is being constructed through a series of "reference models" designed to facilitate cross-agency analysis and improvement. The Business Reference Model serves as the foundation for the other reference models that will be published in the future – the Performance Reference Model, Data Reference Model, Application-Capability Reference Model, and the Technical Reference Model. As the federal architecture effort continues to mature, we will be able to make significant progress across the President's Management Agenda and improve the government's investment in IT resources, human capital, and facilities, enabling performance-based budgeting decisions.

The Business Reference Model has been validated by Federal agencies and is being stored in an automated tool to ensure its accessibility, usability, and currency. Completion of the initial iteration of the Federal Enterprise Architecture will provide the foundation to ensure that the Federal Government is cost effective and responsive to the needs of its citizens. Agencies should take maximum advantage of this work in their strategic performance improvement efforts. I am proud of this significant first step, I thank the Agencies for their support, and I look forward to the finalization of related models of the Federal Enterprise Architecture in the upcoming months.

Mark A. Forman

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EXECUTIVE SUMMARY

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EXECUTIVE SUMMARY

Overview ...

To facilitate efforts to transform the Federal Government into one that is citizen-centered, results-oriented, and market-based, the Office of Management and Budget (OMB) is developing the Federal Enterprise Architecture (FEA), a business-based framework for Government-wide improvement. The FEA is being constructed through a collection of interrelated "reference models" designed to facilitate cross-agency analysis and the identification of duplicative investments, gaps, and opportunities for collaboration within and across Federal Agencies.

This Federal Enterprise Architecture and Business Reference Model is Intended for use in analyzing investment in IT and other capital assets. It will also serve as a pilot for the

development of a broader architecture that can serve as the foundation for a comprehensive budget and performance reporting system that supports the budget and performance integration initiative.

Summary of Version 1.0 ...

The Business Reference Model (BRM) presented in this document describes the Federal Government's Lines of Business and its services to the citizen – independent of the Agencies, bureaus, and offices that perform these business operations and provide these services. Developed with significant input from civilian Cabinet and other Federal Agencies (work is currently underway to validate those areas of the model relevant to the Department of Defense), the BRM identifies three *Business Areas* that provide a high-level view of the operations the Federal Government performs – Services to Citizens,

Support Delivery of Services, and Internal Operations/Infrastructure. The three Business Areas comprise a total of 35 external and internal *Lines of Business* – the services and products the Federal Government provides to its citizens; and 137 *Sub-Functions* – the lower level activities that Federal Agencies perform.

■ The *Services to Citizens* Business Area includes the delivery of citizen-focused, public, and collective goods and/or benefits as a service and/or obligation of the Federal Government to the benefit and protection of the nation's general population. This Business Area includes 22 Lines of Business and 82 Sub-Functions.

■ The *Support Delivery of Services* Business Area provides the critical policy, programmatic and managerial underpinnings that facilitate the Federal Government's delivery of services to citizens and other Federal, State and local agencies. This Business Area includes 9 Lines of Business and 32 Sub-Functions.

■ The *Internal Operations and Infrastructure* Business Area refers to the “back office” support activities that must be performed for the Federal Government to operate effectively. This Business Area includes 4 Lines of Business and 23 Sub-functions.

Other reference models ...

The BRM serves as the foundation for additional reference models that will be published in the upcoming months – the Performance Reference Model, Data and Information Reference Model, Application-Capability Reference Model and the Technical Reference Model.

■ The *Performance Reference Model* will identify a common set of general performance outcomes and metrics that Agencies use to achieve much broader program goals and objectives.

■ The *Data and Information Reference Model* will describe, at an aggregate level, the data and information that support program and business line operations. The model will aid in describing the types of interactions and information exchanges that occur between the Federal Government and its various customers, constituencies, and business partners.

■ The *Application-Capability Reference Model* will identify and classify horizontal and vertical IT capabilities that support Federal agencies. The model will aid in recommending applications to support the reuse of business components and services across the Federal Government.

■ The *Technical Reference Model* provides a hierarchical foundation to describe how technology is supporting the delivery of the application capability. The model will outline the technology elements that collectively support the adoption and implementation of component-based architectures.

Together, the Business and Performance Reference Models will define objectives for Federal Lines of Business, while the other reference models will define how to best allocate resources, technology, and services to meet those objectives.

Managing the Program ...

The Federal Enterprise Architecture effort will only be successful if a sustainable and repeatable process is established and the roles of all affected stakeholders are clearly defined and communicated. To manage and coordinate construction of the FEA, and provide a means of participation for all interested parties (e.g., senior Federal agency IT, budget, planning, and procurement officials), OMB established a FEA Program Management Office (PMO). Led by OMB's Chief Technology Officer and the FEA Program Manager, the PMO is driving the development of Component-Based Architectures to support the 24 Presidential

Priority E-Government initiatives, the development of the FEA reference models, and the identification of new opportunities for business process and system consolidation to improve the efficiency and effectiveness of the Federal Government. A prime means of communicating its accomplishments to its many stakeholders and customers is the PMO's Website, located at www.feapmo.gov.

complete with definitions of each Line of Business and Sub-Function.



The recently chartered Solution Architects Working Group (SAWG) is playing a key role in assisting Federal Agencies with the technical design, development, and deployment of their E-Government initiatives. Through close collaboration with the E-Government initiative teams, the SAWG is providing the leadership and guidance necessary to promote the principles of Component-Based Architectures.

Organization of the Document ...

The remainder of this document is organized according to the following chapters:

■ **Chapter 1: Business Reference Model: Overview of Concept** provides a high-level overview of the FEA reference models, with a particular focus on the purpose and use of the BRM.

■ **Chapter 2: Background** describes the information collection and validation process for the draft version of the BRM that was provided to Federal Agencies in late April 2002 for review and comment, and discusses the role of the FEAPMO.

■ **Chapter 3: Use, Management, and Maintenance** describes, at a high level, how the BRM should be used by the agencies in their EA and Capital Planning processes; how the BRM will be updated annually to support the budget process; and how an online repository will facilitate these efforts.

■ **Chapter 4: The Business Reference Model Version 1.0** provides a complete overview the first iteration of the Business Reference Model,

1.

BUSINESS REFERENCE MODEL: OVERVIEW OF CONCEPT

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BUSINESS REFERENCE MODEL: OVERVIEW OF CONCEPT

On February 6, 2002, the development of a Federal Enterprise Architecture (FEA) commenced. Led by OMB, the purpose of this effort is to identify opportunities to simplify processes and unify work across the agencies and within the lines of business of the Federal Government. The outcome of this effort will be a more citizen-centered, customer-focused government that maximizes technology investments to better achieve mission outcomes.

The FEA is a business-based framework for cross-agency, government-wide improvement. It provides OMB and the Federal agencies with a new way of describing, analyzing, and improving the

federal government and its ability to serve the citizen.

A Business Focused Approach ...

Drawing from lessons learned through unsuccessful architecture efforts in the past, the FEA is truly business-driven. As such, its foundation is a Business Reference Model (BRM), which describes the government's Lines of Business and its services to the citizen independent of the agencies and offices involved. This business-based foundation provides a common reference point and foundation for improvement in a variety of key areas, such as performance measurement, budget allocation, information technology (IT) redundancy elimination, cross-agency collaboration, and e-Government.

Benefits across the board...

FOR THE CITIZEN:

The true driver behind the FEA effort is the need to improve the government's delivery of services both to and for the public. The stovepiped, agency-centric processes that have previously characterized government must be replaced with integrated, citizen-centric processes. The FEA, through its support of the 24 Presidential Priority e-Government Initiatives, as well as other cross-agency, citizen-focused e-Government efforts, is a key component of the citizen-focused transformation in government.

FOR THE OFFICE OF MANAGEMENT AND BUDGET:

The FEA provides both the policy and budget sides of OMB with a greatly enhanced cross-agency analytical capability. OMB is no longer solely dependent on the agency-by-agency analyses that have characterized the planning and budget activities in the past. Through the line-of-business perspective the FEA provides, OMB will be able to see redundancies, gaps, and opportunities for collaboration across the federal agencies. Examples of the benefits to OMB include:

- Elimination of investments in redundant IT capabilities, business processes, or other capital assets
- Identification of common business functions across agencies
- Integration of performance measurement with the budget process along the key business lines of the government

FOR FEDERAL AGENCIES:

The FEA is not just for OMB, nor is it for any single Federal agency. The FEA is exactly what its name suggests – a high-level architecture for the Federal government as whole. As such, agencies have played a key role in the definition of Version 1.0 of the BRM and they will continue to play a role in its

maturation. To simplify agencies' involvement, all information pertaining to the FEA – including the BRM – will be available online. A variety of means will be made available for agencies to leverage, and more importantly, contribute to the FEA. This "vision" into the federal-wide architecture gives each agency a collection of new capabilities for defining and implementing their own target environments. Agencies will now be able to:

- Save time and money by leveraging reusable business processes, data, and IT-components in other agencies
- Leverage FEA work products as a catalyst for agency-specific EA efforts
- Ensure proposed investments are not duplicative with those of other agencies – prior to developing business cases and submitting them to OMB
- Suggest modifications to the BRM to ensure future versions accurately portray the business of the U.S. government, including the role specific agencies play

FOR CONGRESS:

Application of the Federal Enterprise Architecture will yield a wealth of information on Federal business lines, programs and capital investments; and the performance of those business lines, programs and capital investments. This information will be made available to Congress as it considers the authorization of and appropriation of funding for Federal programs, and as it fulfills its oversight responsibilities on behalf of the citizen.

THE BUSINESS REFERENCE MODEL APPROACH

Definition

BUSINESS REFERENCE MODEL DEFINITION

THE FEA BRM IS A FUNCTION-DRIVEN FRAMEWORK FOR DESCRIBING THE BUSINESS OPERATIONS OF THE FEDERAL GOVERNMENT INDEPENDENT OF THE AGENCIES THAT PERFORM THEM

The Business Reference Model provides an organized, hierarchical construct for describing the day-to-day business operations of the Federal government. While many models exist for describing organizations – org charts, location maps, etc. – this model presents the business using a functionally driven approach. The Lines of Business and Sub-Functions that comprise the BRM represent a departure from previous models of the Federal government that use antiquated, stovepiped, agency-oriented frameworks. As the first layer of the FEA, the BRM will serve as the main viewpoint for the analysis of data, applications, and technology.

Purpose

The purpose of the BRM is to define and communicate, for all interested stakeholders, a high-level view of how – in business terms – the Federal government achieves its various missions. It enables users to identify how processes are being supported, where they are being supported, where there are opportunities to reduce redundancies, and how to build more cost-effective solutions in the future.

A new perspective ...

Agencies and oversight bodies have struggled for years to develop a concrete

means of identifying and communicating opportunities for cross-agency collaboration and simplification. The BRM takes a huge first step in providing the government with that capability.

The functional perspective of the BRM facilitates identification of common business processes, information requirements, and opportunities for reengineering across the Federal government rather than within the confines of organizational stovepipes. It is an analytical tool that provides a detailed process map to help agencies and OMB identify processes, programs, and systems that can be made more efficient through cross-agency collaboration.

A common foundation ...

The BRM serves as the foundation from which the other layers of the Federal Enterprise Architecture can be developed. It is not, as its name might suggest, an attempt to describe business for business' sake. Rather, it provides an organizing construct with which to describe all the key elements of the Federal environment, including stakeholders, expected performance outcomes, capital assets, applications, data, and underlying technology.

A common understanding ...

Perhaps most importantly, the reference model approach facilitates the communication of architectural ideas within and across the organizations that comprise the Federal government. The BRM provides a common understanding of the entire Government's business for agencies, oversight bodies, IT decision makers, business partners, vendors, and even citizens. This single point of reference also provides a valuable information resource and repository for the 24 Presidential Priority E-Government Initiatives.

As these initiatives are developed, and their technical designs are communicated through the constructs of the FEA, more and more agencies will begin to integrate these reusable components into their own architectures.

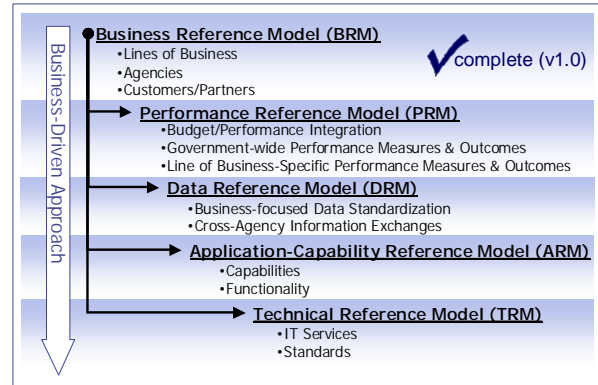
RELATIONSHIP TO OTHER FEA REFERENCE MODELS

The FEA is actually much broader than the BRM outlined in this document. The architecture is being constructed through a series of interrelated reference models (Business, Performance, Data and Information, Application-Capability, and Technical), each of which enables cross-agency analysis and improvement in its respective area.

Performance Reference Model (PRM)

The PRM is a framework for performance measurement that provides common outcome and output measures throughout the Federal government. It allows agencies to better manage the business of Government at a strategic level while providing a means for gauging progress towards the target FEA. The PRM accomplishes these goals by establishing a common set of general performance outputs and measures that agencies use to achieve much broader program and business goals and objectives. The model articulates the linkage between internal business components and the achievement of business and customer-centric outcomes. Most importantly, it facilitates resource allocation decisions based on comparative determinations of which programs/organizations are more efficient and effective.

The PRM will be designed to integrate with and complement OMB's development of the Program Assessment Rating Tool (PART) and Common Measures Initiative. By defining outcome and output measures for Lines of



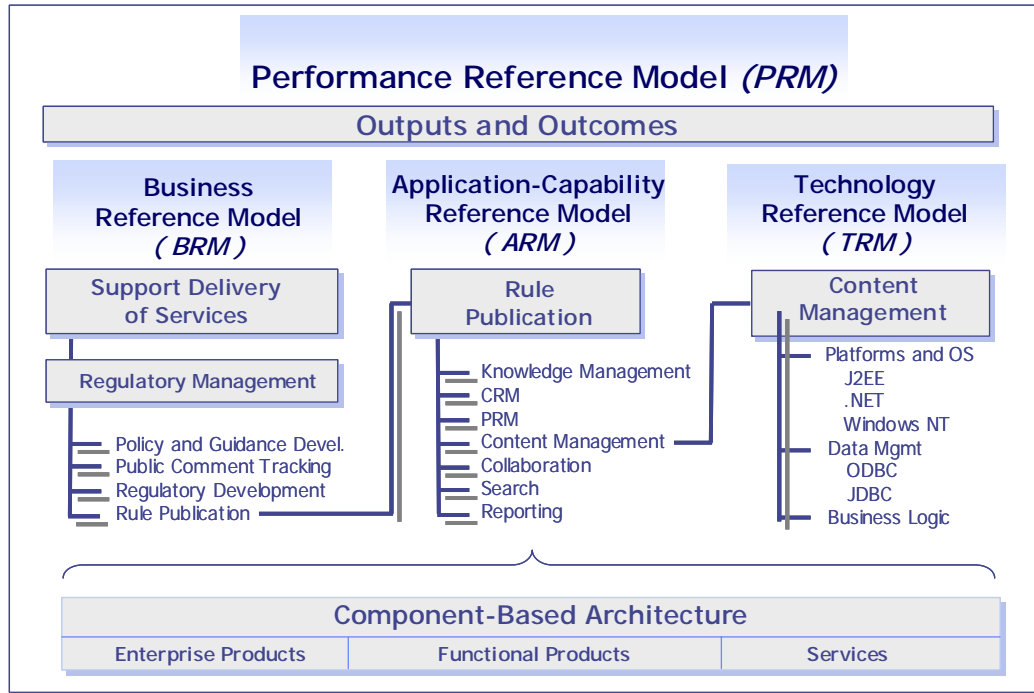
The FEA Reference Models

Business and Sub-Functions, the PRM will provide the tools necessary to measure cross-agency initiatives at the federal enterprise level. Additional guidance on both the PRM and PART will be provided as the linkages between these two initiatives are clearly established.

Data and Information Reference Model (DRM)

The Data and Information Reference Model (DRM) will describe, at an aggregate level, the data and information that support program and business line operations. The model will aid in describing the types of interactions and information exchanges that occur between the Federal Government and its various customers, constituencies, and business partners. It will categorize the government's information along general content areas and decompose those content areas into greater levels of detail. The DRM will establish a commonly understood classification for Federal data and lead to the identification of duplicative data resources. A common data model will streamline the processes associated with information exchange both within the Federal government and between the government and its external stakeholders.

The DRM will be produced on a business line by business line basis, as opposed to a single cumulative effort. This allows for the identification of and concentration on key



A conceptual depiction of the interrelationships between the FEA Reference Models. This integrated approach will serve as the foundation of Component-Based Architecture design.

improvement areas, producing clearly identified and measurable results. The FEAPMO will oversee the focused DRM efforts to ensure all appropriate points of integration are identified.

Application-Capability Reference Model (ARM)

The ARM is a business-driven, functional framework that classifies application capabilities with respect to how they support business and/or performance objectives. The ARM is envisioned being structured across horizontal service areas that, independent of the business functions, can provide a leveragable foundation for reuse of applications, application capabilities, components, and business service.

Technical Reference Model (TRM)

The TRM is a hierarchical foundation used to describe how technology is supporting the delivery of application capabilities. The TRM will outline the technology elements that collectively support the adoption and implementation of component-based architectures, as well as the identification of proven products and toolsets that are embraced by government-wide initiatives such as FirstGov, Pay.Gov, and the 24 Presidential Priority E-Government Initiatives.



2.

BACKGROUND

FEAPMO

BACKGROUND

THE FEAP PROGRAM MANAGEMENT OFFICE

The "Practical Guide to Enterprise Architecture Planning," released by the Federal CIO Council in February 2001, states the following in regards to the creation of an EA management office:

"An EA Program Management Office should be established to manage, monitor, and control the development and maintenance of the EA. The EAPMO staff includes experienced architects. The EAPMO is also charged with determining needed resources and securing funding and resource commitments. A primary goal of the EAPMO and the EAESC is to ensure success of the EA program."

The Federal Enterprise Architecture Program Management Office (FEAPMO) was established on February 6, 2002, in accordance with direction issued by the Associate Director for IT and E-Government, OMB. The lack of an FEA was cited by the 2001 Quicksilver E-Government Task Force as a key barrier to the success of the 24 Presidential Priority E-Government initiatives approved by the President's Management Council in October 2001.

Key responsibilities

The FEAPMO manages and coordinates activities surrounding:

- Development of a core set of standardized Component-Based Architecture models to facilitate technology solutions and the development of a complete architecture (baseline, target, and transition) for each of

the 24 Presidential Priority E-Government initiatives.

- Definition of the FEA through a set of Government-wide reference models focusing on business, performance, application-capabilities, technologies and standards, and data and information.

- Assessment and identification – through high-level architectural, critical success factor, and Line of Business performance information – of new opportunities for business process and system consolidation to improve government efficiency and effectiveness.

The Solution Architects Working Group

To support development and implementation of the Presidential Priority E-Gov Initiatives, the FEAPMO has established a Solution Architects Working Group (“SAWG”). The goal of the SAWG is to help Federal Agencies with activities surrounding the technical design of their initiatives and to promote and communicate the principles of Component-Based Architecture and reuse. Specifically, the SAWG is responsible for:

- Providing E-Government initiative teams with solution architects who will assist in defining initiative blueprints and validate system architectures to support the planning and implementation of the Presidential Priority E-Government initiatives.

- Establishing linkages between relevant Government-wide entities to ensure that standards, best practices, and lessons learned are leveraged across the entire government.

- Selecting, recommending, and assisting in the deployment of technologies that are proven, stable, interoperable, portable, secure, and scalable.

- Facilitating the migration and transition of E-Government initiatives from legacy and “inward-driven” architectures, to

architectures that embrace component-driven methodologies and technology reuse.

- Identifying and capitalizing on opportunities to leverage, share, and reuse technologies to support common business requirements, activities, and operations across the Federal Government.

- Championing the creation and propagation of intellectual capital that can assist in E-Government transformation.

FEAPMO Governance Structure

OMB’s Chief Technology Officer (CTO) and the FEA Program Manager provide leadership for the FEAPMO and SAWG. The CTO is responsible for ensuring the overall success of the Program, overseeing the completion of program tasks, and securing the approval of program deliverables by senior OMB officials and the Program’s external stakeholders (e.g., CIO Council, CFO Council, Procurement Executives Council, and senior Federal IT, planning, budget, and procurement staff). The Program Manager provides day-to-day guidance on specific tasks, approves all work products and deliverables, and secures sufficient resources to carry the Program forward. Both the CTO and Program Manager communicate with the Program’s stakeholders, both formally and informally, on a regular basis.

The Program Manager also serves as the Chief Architect for the SAWG. In this capacity, the Program Manager is responsible for determining the appropriate technical architecture to be used by the Presidential Priority E-Government initiatives, and providing the necessary technical oversight of the project to ensure that the technical architecture is designed, developed, tested, and deployed properly and according to plan. The Chief Architect works closely with the Solutions Architect(s) assigned to each E-Government initiative to ensure that all technical architecture requirements are adequately addressed.

OMB's IT/E-Gov Working Group provides overall guidance to the work of the FEA-PMO. This Working Group is comprised of the IT leads within the Resource Management Offices and officials within the Information Policy and Technology Branch. Established in February 2002, the ultimate goal of the Working Group is to leverage Agency management, investments, and processes to achieve effectiveness and efficiency goals for programs and business lines. The Working Group played a key role in developing and implementing IT policy in preparation for the Fiscal year 2004 budget process, and participated in development of the Business Reference Model. The Working Group is also playing a key role in development of the FEA Performance Reference Model.

Finally, the FEAPMO Support Team was established to execute program tasks in accordance with the FEAPMO Work Plan. The Support Team is responsible for delivering draft work products – for example, the FEA reference models – to Federal agencies for review and comment; and analyzing and incorporating comments, as appropriate, to produce a final product. The FEAPMO has created and maintains a Website, www.feapmo.gov, to help ensure that Program information is shared with as wide an audience as possible.

DEVELOPMENT OF THE BUSINESS REFERENCE MODEL

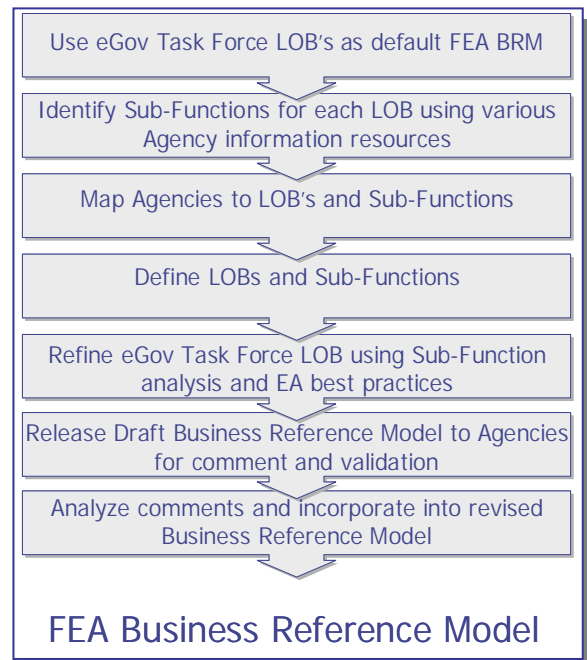
References

In developing the BRM, the FEAPMO leveraged previous Federal architecture efforts, in particular the business architecture designed as a part of the 2001 e-Government Task Force's effort, as starting points for designing the government-wide model. Using this architecture as a point of departure, the FEAPMO then performed extensive research on the agencies and the business functions they perform to flesh out all the functions of the Federal government.

The primary research was conducted using each Agency's Enterprise Architecture documents. The information contained within these architectures provides a concise and thorough documentation of all the lines of business that a particular agency performs. Where the Enterprise Architecture reports were not available, the FEAPMO used other reports or information that might describe an Agency's functions, including Strategic Plans, Performance Reports, and Agency website materials. The FEAPMO used this detailed agency information to increase the granularity of the Task Force model by identifying "Sub-Functions" for the Lines of Business. These lines of business and sub-functions were then normalized to produce an exhaustive list of mutually exclusive functions performed by the Federal Government.

Once a finite list of Lines of Business and Sub-Functions was developed, work began to assign definitions to each line of business and sub-function to ensure that there was a common understanding by all who used the BRM. Additionally, Lines of Business and Sub-Functions were aligned to the Agencies that

Key Steps in the Development of the FEA Business Reference Model



performed them as well as to the Agency's major IT initiatives. Each round of mappings illustrated holes in the model, and it was substantially modified. Final revisions were made to the model and detailed reports were prepared to send to agencies for validation and comments.

All of the information (the draft BRM and its relationship to the Federal Agencies and their major IT initiatives) was stored in a web-enabled, relational database – the Federal Enterprise Architecture Management System (FEAMS). For more discussion on FEAMS, see Chapter 3 of this document.

Validation Process

Validation reports were sent out by the CTO to civilian Federal agencies on April 25 and 26, 2002, for review and comment on the draft BRM and the alignment of the proposed business lines to agencies' major IT initiatives. Agency comments were received from May 10 through May 24, 2002 and were organized according to their area (i.e. business model, agency mappings, initiative mappings). These comments serve as the basis for a comprehensive Response to Comments Document released in unison with this BRM Release document.

Defense-related functions are still being validated with the Department of Defense. Future versions of the BRM will include revised versions of these important Lines of Business and Sub-Functions to ensure the FEA is mutually beneficial for DOD, OMB, and other Federal agencies.

During the month of June 2002, the FEAPMO analyzed all comments on the BRM and revised the model where appropriate. The revised model was vetted with the IT/E-Gov Working Group to ensure it truly reflected an enterprise-wide view of each agency. Once the initial version of the BRM was finalized, the data in FEAMS was updated to reflect the revisions in the new version of the BRM.

3.

USE, MANAGEMENT, AND MAINTENANCE

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USE, MANAGEMENT, AND MAINTENANCE

RELATIONSHIP TO AGENCY EA EFFORTS

Enterprise architectures submitted by Agencies to OMB for the FY 2003 budget development process were used as the primary information source for the creation of the BRM. The President's annual budget development process will remain the primary method through which the FEA is updated, although maintenance and further development and analysis of the FEA will continue throughout the year. OMB is in discussions considering the revision of Agency EA submission requirements to take advantage of the Federal Enterprise Architecture Management System (FEAMS), an automated tool being used to store and analyze the FEA. Using the tool will reduce paper, allow Agencies to submit EA revisions

electronically, and reduce work efforts to manually enter Agency EA information in the automated FEA tool.

As with any architecture effort, the development of an FEA is an iterative and continuous process. Since many agencies are still in the process of developing their EAs, OMB expects that the BRM will initially require more frequent revisions and the number and frequency of version changes will stabilize over time. The current BRM is just the first iteration and will be modified periodically as conditions evolve and additional agency architecture information is provided. Changes to the FEA will continue to be verified through Federal Agencies and will be published to the FEAPMO Website.

EFFECT OF THE BRM ON CAPITAL PLANNING AND BUDGET PROCESSES

Under OMB Circular A-130, Management of Federal Information Resources, all agencies

are required to document and provide their EAs to OMB as significant changes are incorporated. In addition, under the President's FY 2004 Budget Preparation process outlined in the revised OMB Circular A-11, agencies must align their budget justifications with the President's Management Agenda, Federal E-Government initiatives, and the Federal enterprise architecture. Specifically relating to architecture, agencies must map their major IT capital investments to the business lines identified in the BRM, and describe how their initiatives support the BRM Lines of Business and Sub-Functions.

This FEA and BRM are intended for use in analyzing investment in IT and other capital assets. It will also serve as a pilot for the development of a broader architecture that can serve as the foundation for a comprehensive budget and performance reporting system that supports the budget and performance integration initiative.

When the first iteration of the complete FEA is released next fiscal year, as Agencies plan for their capital assets, they will be able to access the FEA, look across their lines of business and identify:

- Agencies that are building or have already built similar application capabilities,
- Agencies that are already collecting or plan to collect similar data, and
- Suitable technologies already being used elsewhere in the Federal government.

In this manner, the FEA will provide agencies with a powerful tool to investigate alternatives to costly (and potentially duplicative) IT investments *up front* and before a significant expenditure of resources. On the other end, OMB will also be using the FEA to ensure that proposed Agency IT investments are not duplicative and to analyze the architecture throughout the year to identify opportunities for cross-agency collaboration. As such, the FEA will help ensure that the Federal Government eliminates duplicative and redundant

investments, and that Agencies save time and money by leveraging re-usable business processes, data, and IT components.

UPDATES TO THE BRM

As the FEA – and the BRM – become institutionalized, the maintenance and upkeep will be the responsibility of both agencies and OMB. Agencies will provide the high-level information – often through the annual budget preparation process – required to maintain (and mature) the FEA. However, comments on the BRM may be made throughout the year through the FEAPMO website as new issues arise.

This is truly version 1.0 of the BRM; OMB and the FEAPMO look forward to a process of consistent improvement to all aspects of the FEA, and certainly, Federal Agencies must play a primary role in the process. OMB will receive, compile, normalize, and validate comments on the BRM throughout the year. A process is being established to integrate the BRM revision process with Agencies' capital planning efforts and OMB's budget review and allocation processes to ensure that updated versions of the model are issued before agencies initiate their annual planning processes.

In summary, OMB envisions a collaborative and mutually beneficial management plan for the FEA that will result in positive outcomes for all stakeholders. OMB will work over the coming months to develop and publish a formalized FEA Management and Maintenance Plan that will provide explicit instructions to Agencies on the roles, responsibilities, standards, and expectations for the management and upkeep of the FEA. The high-level information contained herein is intended to provide the general concepts of current thinking in this area, and is subject to modification. OMB commits to obtaining Agency comments and feedback on the FEA Management and Maintenance Plan.

FEDERAL ENTERPRISE ARCHITECTURE MANAGEMENT SYSTEM

The FEA maintenance and upkeep process is greatly facilitated through the use of an Internet-based automated EA repository and analysis tool – the Federal Enterprise Architecture Management System (FEAMS). Agencies will be given access to FEAMS and can use it in both capital planning and architecture development efforts.

The FEA reference models and related information are being stored in FEAMS. FEAMS currently includes general information on Agencies' major IT initiatives, and aligns the initiatives to the BRM Lines of Business they support. It is OMB's goal that the FEAMS eventually include information on all of the capital assets in which Federal Agencies invest.

The FEA, including the BRM, will be released to Federal Agencies in two phases through the newly established FEAPMO Website, <http://www.feapmo.gov>. Phase I provides Agencies with downloadable access to the BRM in multiple electronic formats – PDF, Word, and XML. Phase II will be launched within 60-days and will advance these capabilities by providing secure access to FEAMS. This will allow designated Agency representatives to search across FEA reference models to determine the availability of services and components they may be able to reuse.



4.

THE BUSINESS REFERENCE MODEL VERSION 1.0

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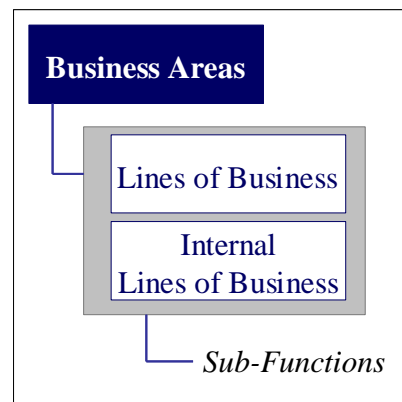
THE BUSINESS REFERENCE MODEL VERSION 1.0

agencies. The next, and final, layer of the BRM is the Sub-Function level. These 137 categories are organized according to lower-level functional activities each assigned, or housed, within a particular Line of Business.

HIGH-LEVEL OVERVIEW

The Federal Enterprise Architecture Business Reference Model Version 1.0 is organized as a functional hierarchy with *Business Areas* at the highest level followed by *Lines of Business/Internal Lines of Business* and *Business Sub-Functions*. There are three Business Areas that provide a high-level view of the types of operations the Federal Government performs. These three Business Areas are comprised of 35 Lines of Business and Internal Lines of Business defined by functional and common activities. The Lines of Business are the cornerstone of defining the services of the federal government and how it delivers these services to the public and/or other federal

Relationship between Business Areas, Lines of Business/Internal Lines of Business, and Sub-Functions





The Federal Enterprise Architecture Business Reference Model Version 1.0

The three Business Areas are each differentiated by the service being provided.

■ The *Services to Citizens* Business Area includes the delivery of citizen-focused, public, and collective goods and/or benefits as a service and/or obligation of the Federal Government to the benefit and protection of the nation's general population. This Business Area includes 22 Lines of Business and 82 Sub-Functions.

■ The second Business Area, *Support Delivery of Services*, aids the cause, policies and interests that facilitate the Federal Government's delivery of its services both to citizens and other federal agencies. This Business Area includes 9 Lines of Business and 32 Sub-Functions.

■ The final business area, *Internal Operations and Infrastructure*, refers to the "back office" support activities that must be performed in order for the Federal Government to operate. This Business Area

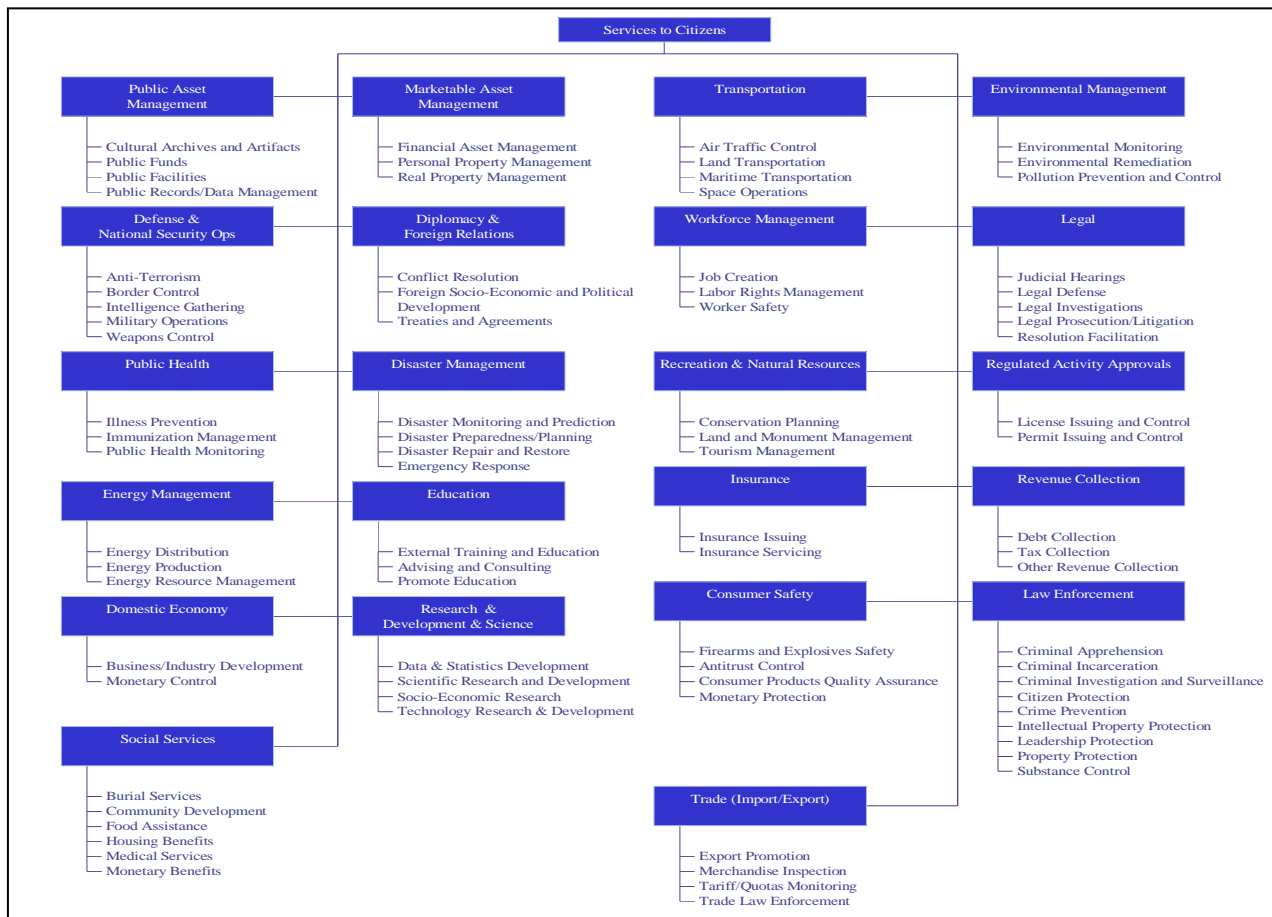
includes 4 Lines of Business and 23 Sub-functions. This business area is further divided into two sub-areas: Inter- and Intra-Agency Internal Operations. Whereas most agencies' back office activities support their citizen-focused Lines of Business (*Intra-Agency*), there are agencies that provide services for or leverage services from other federal agencies. These activities are distinguished within the *Inter-Agency* Internal Operations Business Area.

The following sections outline and define the detailed Lines of Business and Sub-Functions that comprise the three high-level Business Areas. The list is ordered alphabetically by Line of Business and is presented in the following manner ...

LINE OF BUSINESS – Definition of Line of Business

- **SUB-FUNCTION 1** – Definition of Sub-Function 1
- **SUB-FUNCTION 2** – Definition of Sub-Function 2
- **ETC...**

SERVICES TO CITIZENS BUSINESS AREA



The Lines of Business and Sub-Functions of the Services to Citizens Business Area

SERVICES TO CITIZENS DEFINITION

THE SERVICES TO CITIZENS BUSINESS AREA INCLUDES THE DELIVERY OF CITIZEN-FOCUSED, PUBLIC, AND COLLECTIVE GOODS AND/OR BENEFITS AS A SERVICE AND/OR OBLIGATION OF THE FEDERAL GOVERNMENT TO THE BENEFIT AND PROTECTION OF THE NATION'S GENERAL POPULATION.

The Services to Citizens Business Area recognizes a distinction between two types of services the federal government provides. Many functions of the federal government involve the development and enforcement of regulations and laws (*Compliance*) while others involve direct services or obligations the federal government provides to and for its

constituents (*Program Administration*). Because the activities that support these types of service are at times inherently different, the lines of business within Services to Citizens are arranged on a scale with two sub-areas: *Compliance* and *Program Administration*. For example, the line of business, Law Enforcement, is placed on the right hand side of the diagram representing a *Compliance* sub-area, whereas Insurance is placed on the left hand side of the diagram representing a *Program Administration* sub-area. This distinction, however, is not absolute. Many lines of business, such as Environmental Management, have aspects of both *Compliance* and *Program Administration* because they involve the provision of a service alongside an

enforcement activity. Their graphical representation, on the right or the left, indicates which sub-area they are most affiliated with, but should not preclude any or all mappings that may not appear as an absolute *Compliance* or *Program Administration* sub-area.

The *Services to Citizens* Lines of Business and Sub-Functions are defined below:

CONSUMER SAFETY - Consumer Safety includes all activities associated with the monitoring and enforcement of laws and regulations addressing the safety and well being of the consumer.

■ **ANTITRUST CONTROL** - Antitrust Control involves the prevention of anti-competitive business mergers and practices as well as regulation of fair market practices.

■ **CONSUMER PRODUCTS QUALITY ASSURANCE** - Consumer Products Quality Assurance supports activities associated with the inspection, education and evaluation of food, pharmaceuticals and other consumer products.

■ **FIREARMS AND EXPLOSIVES PROTECTION** - Firearms and Explosives Protection involves the education, safety, and protection of citizens from firearms, and explosives.

■ **MONETARY PROTECTION** - Monetary Protection includes the activities involved in supervising and ensuring the integrity of the commercial financial industry and the services it delivers.

DEFENSE AND NATIONAL SECURITY OPERATIONS - Defense & National Security Operations encompasses all activities associated with protecting U.S. citizens and property, as well as foreign allies from enemy aggression. This includes but is not limited to military operations, border protection, and intelligence gathering activities.

■ **ANTI-TERRORISM** - Anti-terrorism involves all actions taken in the monitoring and assessment of the leadership, motivations, plans, and intentions of foreign and domestic terrorist groups and their state and non-state sponsors.

■ **BORDER CONTROL** - Border Control involves enforcing the laws regulating the admission of foreign-born persons (i.e., aliens) to the United States. This involves the patrolling and monitoring of borders as well as deportation of illegal aliens.

■ **INTELLIGENCE GATHERING** - Intelligence Gathering involves the development and management of accurate, comprehensive, and timely foreign intelligence on national security topics.

■ **MILITARY OPERATIONS** - Military Operations involve the activities that take place during base trainings, military conflicts, and peacekeeping missions.

■ **WEAPONS CONTROL** - Weapons Control involves the actions taken to monitor and protect U.S. weaponry, as well as the oversight and control of arms in other countries. Weapons Control applies to conventional, biological, chemical, and nuclear weaponry.

DIPLOMACY & FOREIGN RELATIONS - Diplomacy & Foreign Relations involves the activities that promote U.S. policies and interests beyond our national borders. This includes the negotiation of conflict resolution, treaties, and agreements. In addition, this function includes the promotion of foreign economic development and social/political development.

■ **CONFLICT RESOLUTION** - Conflict Resolution involves the mitigation and prevention of disputes stemming from inter and intra-state disagreements.

■ **FOREIGN SOCIO-ECONOMIC AND POLITICAL DEVELOPMENT** - Foreign Socio-Economic and Political Development refers to the implementation of programs relating to debt relief, foreign investments, poverty alleviation and food relief, foreign market expansion, and donations, as well

as the establishment of policies and procedures to facilitate economic development.

■ **TREATIES AND AGREEMENTS** - Treaties and Agreements involves the negotiation and implementation of accords with foreign governments and organizations in efforts related to arms reduction and regulation, trade matters, criminal investigations and extraditions, and other various types of foreign policy.

DISASTER MANAGEMENT - Disaster Management involves the activities required to prepare for, mitigate, respond to, and repair the effects of all disasters whether natural or man-made.

■ **DISASTER MONITORING AND PREDICTION** - 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.

■ **DISASTER PREPAREDNESS AND PLANNING** - Disaster Preparedness and Planning involves the development of response programs to be used in case of a disaster. This involves the development of emergency management programs and activities as well as staffing and equipping regional response centers.

■ **DISASTER REPAIR AND RESTORE** - Disaster Repair and Restore involves the cleanup and restoration activities that take place after a disaster. This involves the cleanup and rebuilding of any homes, buildings, roads, environmental resources, or infrastructure that may be damaged due to a disaster.

■ **EMERGENCY RESPONSE** - Emergency Response involves the immediate actions taken to respond to a disaster. These actions include, but are not limited to, providing mobile telecommunications, operational support, power generation, search and rescue, and medical life saving actions.

DOMESTIC ECONOMY - Domestic Economy captures the activities required to promote both private sector/industry development and sustainable monetary controls. Note: The promotion of U.S. business overseas is captured in the function, "Diplomacy and Foreign Relations."

■ **BUSINESS/INDUSTRY DEVELOPMENT** - Business/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.

■ **FISCAL/MONETARY CONTROL** - Monetary Control is any activity relating to the creation, regulation, and control of the nation's currency and coinage supply and demand.

EDUCATION - Education involves the actual instruction of the American public. This includes formal education, training, advising, and consulting.

■ **ADVISING AND CONSULTING** - Advising and Consulting involves the guidance and consultative services provided by the federal government.

■ **EXTERNAL TRAINING AND EDUCATION** - External Training and Education supports all training and formal educational activities performed by the government for the general public's use and edification (e.g., Military Academies, ROTC, and USDA Graduate School).

■ **PROMOTE EDUCATION** - Promote Education involves marketing and advancing educational services and outcomes.

ENERGY MANAGEMENT - Energy Management involves the procurement and management of energy resources and production, the sale and distribution of energy, and the management of spent fuel resources. Energy management includes all types of mass-produced energy (e.g., hydroelectric, nuclear, wind, solar, or fossil fuels).

Also included in this Line of Business is the oversight of private industry.

■ **ENERGY DISTRIBUTION** - Energy Distribution involves the sale and transportation of commodity fuels such as coal, oil, natural gas, and radioactive materials. This function also includes distributing and transferring power, electric generation, and/or storage located near the point of use.

■ **ENERGY PRODUCTION** - Energy Production involves the transformation of raw energy resources into useable, deliverable energy.

■ **ENERGY RESOURCE MANAGEMENT** - Energy Resource Management involves the management of energy producing resources including facilities, land, and offshore resources.

ENVIRONMENTAL MANAGEMENT - Environmental Management includes all functions required to determine proper environmental standards and ensure their compliance.

■ **ENVIRONMENTAL MONITORING** - Environmental Monitoring involves the observation of environmental conditions including regulated and non-regulated emissions.

■ **ENVIRONMENTAL REMEDIATION** - Environmental Remediation supports the immediate and long-term activities associated with the correcting and offsetting of environmental deficiencies or imbalances.

■ **POLLUTION PREVENTION AND CONTROL** - Pollution Prevention and Control includes activities associated with the establishment of environmental standards to control the levels of harmful substances emitted into the soil, water and atmosphere.

INSURANCE - Insurance involves the issuing and servicing of insurance products.

■ **INSURANCE ISSUING** - Insurance Issuing is any activity required of the provision of insurance such as Provider Approval, Underwriting, and Endorsements.

■ **INSURANCE SERVICING** - Insurance Servicing supports activities associated with administering and processing insurance. These activities include Payment Processing, Initial and Final Closings, Loss Mitigation, Claims Management, and Retiring Insurance.

LAW ENFORCEMENT - Law Enforcement involves the protection of people, places, and things from criminal activity resulting from non-compliance with U.S. laws. This includes patrols, undercover operations, response to emergency calls, as well as arrests, raids, and seizures of property.

■ **CRIMINAL APPREHENSION** - Criminal Apprehension supports activities associated with the tracking and capture of groups or individuals believed to be responsible of committing federal crimes.

■ **CRIMINAL INCARCERATION** - Criminal Incarceration includes activities associated with the housing, custody and general care of criminals sentenced to serve time in a Federal penitentiary.

■ **CRIMINAL INVESTIGATION AND SURVEILLANCE** - Criminal Investigation and Surveillance includes the collection of evidence required to determine responsibility for a crime and the monitoring and questioning of affected parties.

■ **CITIZEN PROTECTION** - Citizen Protection involves all activities performed to protect the general population of the United States from criminal activity.

■ **CRIME PREVENTION** - 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 the opportunities of crime.

■ **INTELLECTUAL PROPERTY PROTECTION** - Intellectual Property Protection involves law enforcement activities involving the

enforcement of intellectual property including inventions, literary and artistic works, and symbols, names, images, and designs used in commerce.

■ **LEADERSHIP PROTECTION** - Leadership protection involves all activities performed to protect the health and well being of the president, vice-president, their families, and other high-level government officials.

■ **PROPERTY PROTECTION** - Property protection entails all activities performed to ensure the security of civilian and government property.

■ **SUBSTANCE CONTROL** - Substance Control supports activities associated with the enforcement of legal substances (i.e., alcohol and tobacco) and illegal narcotics laws including trafficking, possession, sale, distribution, and other related activities.

LEGAL - Legal involves all activities necessary for the development and oversight of Federal programs.

■ **JUDICIAL HEARINGS** - Judicial Hearings includes activities associated with conducting a hearing in a court of law to settle a dispute.

■ **LEGAL DEFENSE** - Legal Defense refers to the representation of a defendant in a criminal/civil court of law in an attempt to provide constitutional guarantees to legal representation.

■ **LEGAL INVESTIGATION** - Legal Investigation supports 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 prove guilt or innocence.

■ **LEGAL PROSECUTION/LITIGATION** - Legal Prosecution/Litigation 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.

■ **RESOLUTION FACILITATION** - Resolution Facilitation involves all activities outside of a court of law that may be used in an attempt to settle a dispute between two or more parties (government, citizen, corporation).

MARKETABLE ASSET MANAGEMENT - Marketable Asset Management encompasses the activities associated with the acquisition, oversight, tracking, and sale of non-internal assets managed by the federal government with a commercial value and sold to the private sector.

■ **REAL PROPERTY MANAGEMENT** - Real Property Management involves the actions of storing, marketing, sale, and delivery of houses, land, apartments, commercial buildings etc. owned by the Federal Government to the private citizen.

■ **PERSONAL PROPERTY MANAGEMENT** - Personal Property Management involves the actions of storing, marketing sale and delivery of boats, cars, planes, jewelry, mineral rights, etc. owned by the Federal Government to the private citizen.

■ **FINANCIAL ASSET MANAGEMENT** - Financial Asset Management involves the actions of marketing, sale, and delivery of mortgages, securitized loans, savings bonds, securities etc. owned by the Federal Government to the private citizen.

PUBLIC ASSET MANAGEMENT - Asset Management encompasses the activities associated with the acquisition, oversight, and tracking of non-internal assets managed by the Federal Government and considered a public good without a commercial value.

■ **CULTURAL ARCHIVES AND ARTIFACTS** - Cultural Archives and Artifacts involves the storage and management of records, documents, memorabilia, art, and other materials of national, historical, archaeological, or cultural interest.

■ **PUBLIC FACILITIES** - Public Facilities involves the construction, maintenance, and management of facilities used to

provide services and access to the public (ex. dams, cemeteries, etc.).

■ **PUBLIC FUNDS** - Public Funds involves the monitoring and management of public financial instruments for citizens such as treasury bonds and trust funds (ex. Indian Trust Fund).

■ **PUBLIC RECORDS/DATA MANAGEMENT** - Public Records/Data Management involves the management of federal records, registers and documents on behalf of the citizen including, but not limited to, historical documents, patent, trademark, and copyright information, and other citizen-focused records.

PUBLIC HEALTH - Public Health involves the protection and improvement of the health of the nation by such means as preventive medicine and immunizations, control of communicable diseases, application of sanitary measures, and monitoring of public health hazards.

■ **ILLNESS PREVENTION** - Illness Prevention supports activities associated with the prevention and mitigation of illness and diseases.

■ **IMMUNIZATION MANAGEMENT** - Immunization Management includes all activities associated with the preparation, storage, and use of inoculations and vaccinations.

■ **PUBLIC HEALTH MONITORING** - Public Health Monitoring involves activities associated with monitoring the public health and tracking the spread of disease.

RECREATION AND NATURAL RESOURCES - Recreation and Natural Resources includes all activities involved in conservation planning, land management, forecasting, and tourism that affect the nation's natural and recreational resources both private and federal. Note: Energy-related natural resources are covered in the Energy Management line of business.

■ **CONSERVATION PLANNING** - Conservation Planning manages activities to preserve land, water, wildlife, and

natural resources both domestically and internationally.

■ **PUBLIC LAND AND MONUMENT MANAGEMENT** - Public Land and Monument Management involves the responsibilities of surveying, maintaining, and operating public lands and monuments.

■ **TOURISM MANAGEMENT** - Tourism Management involves the management of national parks, monuments, and tourist attractions as well as visitor centers, campsites, and park service facilities.

REGULATED ACTIVITY APPROVALS - Regulated Activity Approvals involves granting permission to conduct a regulated activity within the United States.

■ **LICENSE ISSUANCE AND CONTROL** - License Issuance and Control supports activities associated with granting, revoking, and the overall management of licenses necessary to perform a task or function. Note: Licenses are generally easy to obtain and do not require rigorous oversight by the issuing body.

■ **PERMIT ISSUANCE AND CONTROL** - Permit Issuance and Control supports activities associated with granting, revoking, and the overall management of permits necessary to perform a task or function. Note: Permits can be very difficult to obtain and generally require rigorous oversight by the issuing body.

RESEARCH & DEVELOPMENT AND SCIENCE - Research & Development and Science involves the creation of new knowledge or understanding, the gathering and analysis of data, dissemination of results, and development of new products, methodologies, and ideas. This also includes the development of equipment/tools/facilities to support research and development activities.

■ **DATA & STATISTICS DEVELOPMENT** - Data & Statistical Development includes activities performed in providing data and information pertaining to the current state of the nation in areas such as the

economy, labor, weather, international trade, etc.

■ **SCIENTIFIC RESEARCH AND DEVELOPMENT** - Scientific Research and Development supports activities associated with research and development performed in the biological and physical sciences such as physics, chemistry, and genetics.

■ **SOCIO-ECONOMIC RESEARCH AND DEVELOPMENT** - Socio-Economic Research and Development supports activities associated with the research and development in the social and economic areas such as sociology, anthropology, and economics.

■ **TECHNOLOGY RESEARCH AND DEVELOPMENT** - Technology Research and Development includes research and development in the high-tech areas such as electronics, aeronautics, and software.

REVENUE COLLECTION - Revenue Collection includes the collection of government income from all sources.

■ **DEBT COLLECTION** - Debt Collection supports activities associated with the collection of money owed to the United States government from both foreign and domestic sources.

■ **TAX COLLECTION** - Tax Collection includes activities associated with the implementation of the Internal Revenue Code and the collection of taxes in the United States and abroad.

■ **OTHER REVENUE COLLECTION** - Other Revenue Collection includes activities associated with the collection of revenue owed to the United States government for distinct, special purpose, or unconventional means.

SOCIAL SERVICES - Social Services involves all activities associated with the provision of goods, services, and benefits in kind to enhance the social welfare of the U.S. public. This includes earned and entitled assistance programs that

provide services such as medical care, housing, and welfare.

■ **BURIAL SERVICES** - Burial Services involves all ceremonies and procedures performed to bury former or current U.S. Servicemen.

■ **COMMUNITY DEVELOPMENT** - Community Development involves implementing programs aimed at social development such as job creation, community service programs, and the resolution of racial and ethnic tensions.

■ **FOOD ASSISTANCE** - Food assistance involves providing food or food vouchers for underprivileged individuals as well as providing these services to victims of disasters.

■ **HOUSING BENEFITS** - Housing Benefits involves the provision of housing, both temporary and permanent, for underprivileged individuals as well as the victims of disasters. It also includes the implementation of programs that promote home ownership or provide rental assistance.

■ **MEDICAL SERVICES** - Medical Services involve the direct delivery of medical services, including providing checkups, emergency medical services, regular medical services, medical treatment, and pharmaceuticals.

■ **MONETARY BENEFITS** - Monetary Benefits involves the allocation of money to members of the public for retirement (e.g., Social Security), welfare, unemployment, medical services (e.g., Medicare, Medicaid), and other related services.

TRADE (IMPORT/EXPORT) - Trade encompasses all activities associated with the importing and exporting of goods to and from the United States. This includes goods declaration, fee payments, and delivery/shipment authorization.

■ **EXPORT PROMOTION** - Export Promotion involves the development of opportunities for the expansion of U.S. exports.

■ **MERCHANDISE INSPECTION** -

Merchandise Inspection refers to the verification of goods and merchandise as well as the surveillance, interdiction, and investigation of imports/exports in violation of various Customs laws.

■ **TARIFFS/QUOTAS MONITORING** -

Tariffs/Quotas Monitoring refers to the monitoring and modification of the schedules of items imported and exported to and from the United States.

■ **TRADE LAW ENFORCEMENT** -

Trade Law Enforcement refers to the enforcement of anti-boycott, international loan, and general trade laws.

TRANSPORTATION - Transportation involves all federally supported activities related to the safe passage, conveyance, or transportation of goods and/or people.

■ **AIR TRAFFIC CONTROL** -

Air Traffic Control supports all activities related to the safe separation and movement of aircraft departing, landing, and maneuvering in the airport environment as well as providing aircraft instructions, air traffic clearances, and advice regarding flight conditions during the en route portions of flights.

■ **LAND TRANSPORTATION** -

Land Transportation supports the activities related to the safe passage of passengers or goods over land.

■ **MARITIME TRANSPORTATION** -

Maritime Transportation supports the activities related to the safe passage of passengers or goods over sea and water.

■ **SPACE OPERATIONS** -

Space Operations includes all activities associated with the oversight and control of commercial, NASA, and military space launches/missions.

employment opportunities, workplace safety, and disability related issues, etc. Note: Labor statistics are developed in the Research and Development Line of Business and disseminated in the Communications and Outreach Sub-Function within the Public Affairs Line of Business.

■ **JOB CREATION** -

Job Creation involves activities designed to promote job growth and increase employment opportunities for the general public of the United States.

■ **LABOR RIGHTS MANAGEMENT** -

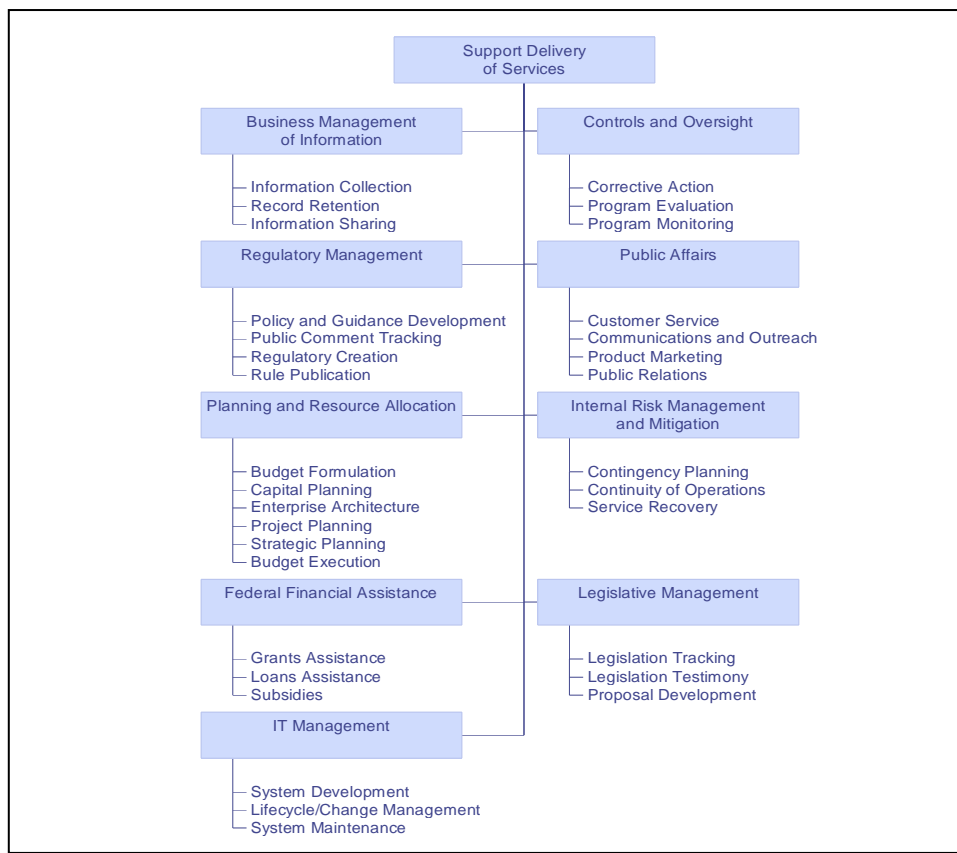
Labor Rights Management supports activities to ensure employees and employers are aware of and abide by all laws and regulations concerning labor rights.

■ **WORKER SAFETY** -

Worker Safety involves all activities designed to ensure workplace and worker health and safety.

WORKFORCE MANAGEMENT - Workforce Management includes the development and enforcement of regulations and the implementation of programs to promote equal

SUPPORT DELIVERY OF SERVICES BUSINESS AREA



Lines of Business and Sub-Functions of the Support Delivery of Services Business Area

SUPPORT DELIVERY OF SERVICES DEFINITION

SUPPORT DELIVERY OF SERVICES PROVIDES THE CRITICAL POLICY, PROGRAMMATIC AND MANAGERIAL UNDERPINNINGS THAT FACILITATE THE FEDERAL GOVERNMENT'S DELIVERY OF CITIZEN SERVICES.

The *Support Delivery of Services* Lines of Business and Sub-Functions are defined below:

BUSINESS MANAGEMENT OF INFORMATION – Business Management of Information involves the coordination of information collection processes, information storage, and information

dissemination, as well as managing the policies, guidelines, and standards regarding information management.

■ **INFORMATION COLLECTION** - Information Collection involves the day-to-day processes of gathering data from agency programs, partners, and stakeholders.

■ **RECORD RETENTION** - Record Retention involves managing the policies, standards, storage, and security involved with the maintenance of agency records and data.

■ **INFORMATION SHARING** - Information Sharing involves managing the permissions and connections required to share data both inside and outside of an agency.

CONTROLS AND OVERSIGHT - Controls and Oversight ensures that the operations and programs of the Federal government and its external business partners comply with applicable laws and regulations and prevent waste, fraud, and abuse.

■ **CORRECTIVE ACTION** - 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.

■ **PROGRAM EVALUATION** - Program Evaluation involves the analysis of internal and external program effectiveness and the determination of corrective actions as appropriate.

■ **PROGRAM MONITORING** - 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.

FEDERAL FINANCIAL ASSISTANCE - Federal Financial Assistance involves the management of instruments that provide direct monetary assistance to the recipient intended to carry out a public purpose (e.g. education, research & development).

■ **GRANTS ASSISTANCE** - Grants Assistance entails the awarding of money for the implementation of programs to support public services. Grants are not repayable and are used in many areas such as research and education.

■ **LOAN ASSISTANCE** - Loan Assistance entails the awarding of Federal funds with set terms for payback such as educational loans.

■ **SUBSIDIES** - Subsidies include the payment of funds from the government to affect the production or prices of various goods to benefit the public.

IT MANAGEMENT - IT Management involves the coordination of information technology resources and systems required to support or enable a citizen service.

■ **LIFECYCLE/CHANGE MANAGEMENT** - 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.

■ **SYSTEM DEVELOPMENT** - System Development supports all activities associated with the in-house design and development of software applications.

■ **SYSTEM MAINTENANCE** - System Maintenance supports all activities associated with the maintenance of in-house designed software applications.

INTERNAL RISK MANAGEMENT AND MITIGATION - Internal Risk Management and Mitigation involves all activities relating to the processes of analyzing exposure to risk and determining appropriate counter-measures.

■ **CONTINGENCY PLANNING** - Contingency Planning involves the actions required to plan for, respond to, and mitigate damaging events.

■ **CONTINUITY OF OPERATIONS** - 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.

■ **SERVICE RECOVERY** - Service Recovery involves the internal actions necessary to develop a plan for reinstating operations after a catastrophe occurs, such as a fire or earthquake.

LEGISLATIVE MANAGEMENT - Legislative Management involves activities aimed at the development, tracking, and amendment of public laws through the legislative branch of the Federal Government.

■ **LEGISLATION TRACKING** - Legislation Tracking involves following legislation from conception to adoption.

■ **LEGISLATION TESTIMONY** - Legislation Testimony involves activities associated with providing testimony/evidence in support or, or opposition to, legislation from conception to adoption.

■ **PROPOSAL DEVELOPMENT** - Proposal Development involves drafting proposed legislation that creates or amends laws subject to Congressional legislative action.

REGULATORY MANAGEMENT - Regulatory Management involves activities associated with providing input to the lawmaking process in developing regulations, policies, and guidance to implement laws.

■ **POLICY AND GUIDANCE DEVELOPMENT** - Policy and Guidance Development involves the creation and dissemination of guidelines to assist in the interpretation and implementation of regulations.

■ **PUBLIC COMMENT TRACKING** - Public Comment Tracking involves the activities of soliciting, maintaining, and responding to public comments regarding proposed regulations.

■ **REGULATORY CREATION** - Regulatory Creation involves the activities of researching and drafting proposed and final regulations.

■ **RULE PUBLICATION** - Rule Publication includes the all activities associated with the publication of a proposed or final rule in the Federal Register and Code of Federal Regulations.

PLANNING AND RESOURCE ALLOCATION - Planning and Resource Allocation involves the activities of

determining strategic direction, identifying and establishing programs and processes to enable change, and allocating resources (capital and labor) among those programs and processes.

■ **BUDGET FORMULATION** - Budget Formulation involves the development of an itemized forecast of future funding and expenditures during a targeted period of time.

■ **CAPITAL PLANNING** - Capital Planning involves the processes for ensuring that appropriate investments are selected for capital expenditures.

■ **ENTERPRISE ARCHITECTURE** - Enterprise Architecture is an established process for describing the current state and defining the target state and transition strategy for an organizations people, processes, and technology.

■ **PROJECT PLANNING** - Project Planning activities ensure that projects are effectively planned and implemented accounting for scheduling and budgeting constraints.

■ **STRATEGIC PLANNING** - Strategic Planning entails the determination of long-term goals and the identification of the best approach for achieving those goals.

■ **BUDGET EXECUTION** - Budget Execution involves day-to-day requisitions and obligations for agency expenditures, invoices, billing dispute resolution, reconciliation, service level agreements, and distributions of shared expenses.

PUBLIC AFFAIRS - Public Affairs involves the exchange of information and communication between the Federal Government, citizens and stakeholders in direct support of citizen services, public policy, and/or national interest.

■ **CUSTOMER SERVICES** - Customer Services supports activities associated with providing and managing the delivery of information and support to the government's customers.

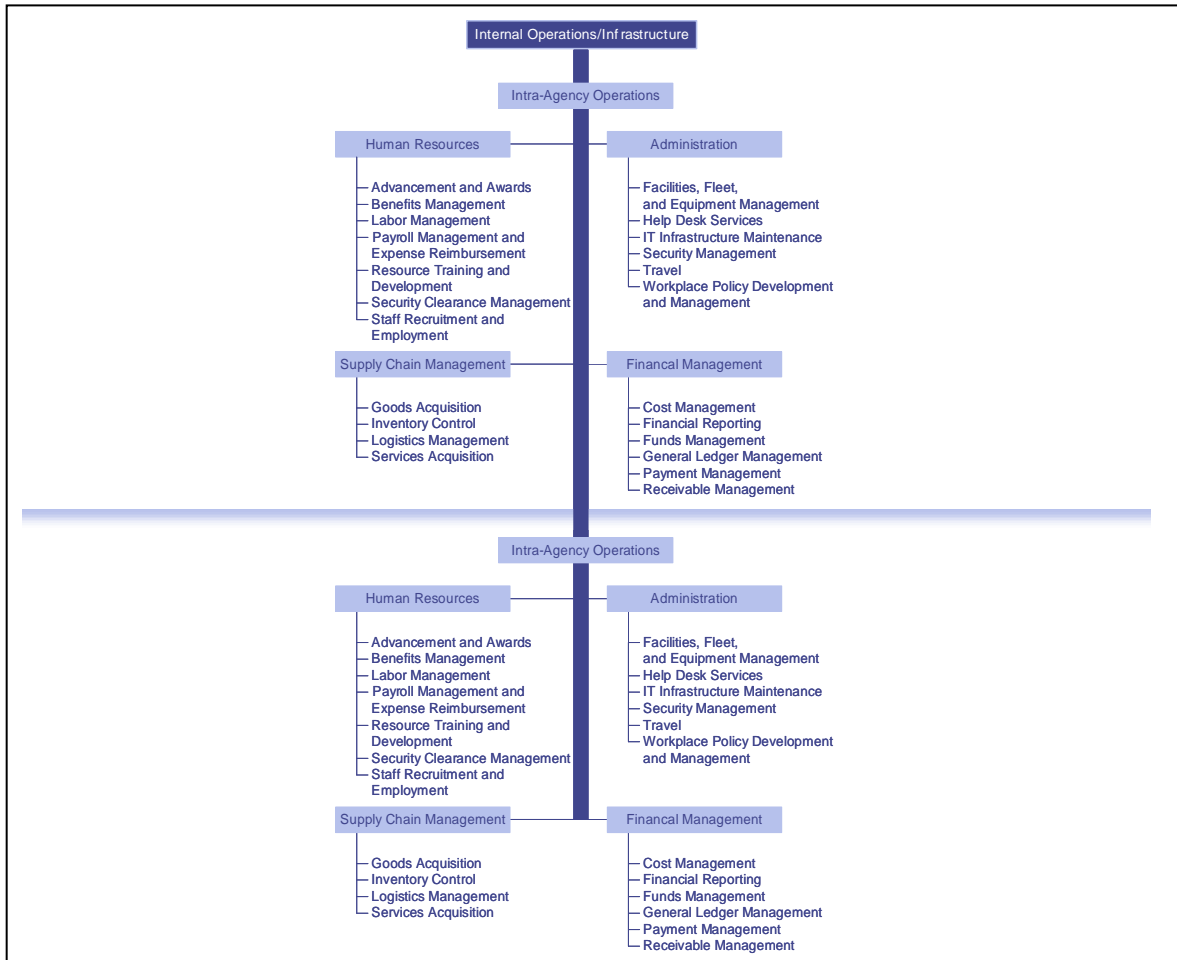
■ **COMMUNICATIONS AND OUTREACH** - Communications and Outreach includes

all efforts to provide information the external stakeholders through the use of various types of media, such as video, paper, web, etc...

■ **PRODUCT MARKETING** - Product Marketing relates to the broadcast of services and programs to the general public in an attempt to increase the number of customers/beneficiaries of those services and programs.

■ **PUBLIC RELATIONS** - Public Relations involves the efforts to promote an organizations image through the effective handling of citizen concerns.

INTERNAL OPERATIONS AND INFRASTRUCTURE BUSINESS AREA



The Lines of Business and Sub-Functions of the Internal Operations and Infrastructure Business Area

INTERNAL OPERATIONS AND INFRASTRUCTURE DEFINITION

INTERNAL OPERATIONS AND INFRASTRUCTURE REFERS TO THE BACK OFFICE SUPPORT ACTIVITIES THAT ENABLE THE GOVERNMENT TO OPERATE EFFECTIVE

INTER-AGENCY OPERATIONS - Inter-Agency Operations includes all processes associated with the provision of back office or infrastructure support between two or more agencies.

INTRA-AGENCY OPERATIONS - Intra-Agency Operations includes all processes associated with the provision of back office or infrastructure support within a single agency.

The *Internal Operations and Infrastructure* Lines of Business and Sub-Functions are defined below:

ADMINISTRATION - Administration involves the day-to-day management and maintenance of the internal infrastructure.

■ **FACILITIES, FLEET, AND EQUIPMENT MANAGEMENT** - Facilities, Fleet, and Equipment Management involves the maintenance, administration, and operation of offices buildings, fleets, machinery, and other capital assets considered as possessions of the federal government.

■ **HELP DESK SERVICES** - Help Desk Services involves the management of a service center to respond to government employees' technical and administrative questions.

■ **IT INFRASTRUCTURE MAINTENANCE** - IT Infrastructure Maintenance involves the planning, design, and maintenance of an IT Infrastructure to effectively support automated needs (i.e. platforms, networks, servers, printers, etc.).

■ **SECURITY MANAGEMENT** - Security Management involves the physical protection of an organization's personnel, assets, and facilities.

■ **TRAVEL** - Travel involves the activities associated with planning, preparing, and monitoring of business related travel for an organization's employees.

■ **WORKPLACE POLICY DEVELOPMENT AND MANAGEMENT** - Workplace Policy Development and Management includes all activities required to develop and disseminate workplace policies such as dress codes, time reporting requirements, telecommuting, etc.

FINANCIAL MANAGEMENT - Financial Management involves the aggregate set of accounting practices and procedures that allow for the accurate, efficient, transparent, and effective handling of all government revenues, funding, and expenditures.

■ **COST MANAGEMENT** - Cost Management measures the total cost and revenue of Federal programs, and their various elements, activities and outputs. Cost Management is essential for providing accurate program measurement information, performance measures, and financial statements with verifiable reporting of the cost of activities.

■ **FINANCIAL REPORTING** - Financial Reporting includes the activities necessary to support: management's fiduciary role; budget formulation and execution functions; fiscal management of program delivery and program decision making; and internal and external reporting requirements.

■ **FUNDS MANAGEMENT** - Funds Management entails the establishment of a system for ensuring an organization does not obligate or disburse funds in excess of those appropriated or authorized.

■ **GENERAL LEDGER MANAGEMENT** - General Ledger Management is the central sub-function of financial management. The general ledger is the highest level of summarization and must maintain account balances by the accounting classification elements established in the Core Financial System Management function.

■ **PAYMENT MANAGEMENT** - Payment Management provides appropriate control over all payments made by or on behalf of an organization, including but not limited to payments made to: vendors in accordance with contracts, purchase orders and other obligating documents; state governments under a variety of programs; employees for salaries and expense reimbursements; other Federal agencies for reimbursable work performed; individual citizens receiving Federal benefits; and recipients of Federal loans.

■ **RECEIVABLE MANAGEMENT** - Receivable Management supports activities associated with recognizing and recording debts due to the Government, performing follow-up actions to collect on these debts, and recording cash receipts.

■ **STAFF RECRUITMENT AND EMPLOYMENT** - Staff Recruitment and Employment refers to the active marketing and hiring of personnel to fill opportunities and vacancies within an organization.

HUMAN RESOURCES - Human Resources involves all activities associated with the recruitment and management of personnel.

SUPPLY CHAIN MANAGEMENT - Supply Chain Management involves the purchasing, tracking, and overall management of goods and services.

■ **ADVANCEMENT AND AWARDS** - Advancement and Awards includes all activities necessary to assess employee performance and determine appropriate promotions, recognitions, or awards.

■ **GOODS ACQUISITION** - Goods Acquisition involves the procurement of physical goods, products, and capital assets to be used by the Federal government.

■ **BENEFITS MANAGEMENT** - Benefits Management involves the administration of entitled benefits for federal personnel such as retirement, medical, disability, and insurance.

■ **INVENTORY CONTROL** - Inventory Control refers to the tracking of information related to procured assets and resources with regards to quantity, quality, and location.

■ **LABOR MANAGEMENT** - Labor Management involves the administration and oversight of federal personnel labor rights and grievances and collective bargaining negotiations.

■ **LOGISTICS MANAGEMENT** - Logistics Management involves the planning and tracking of personnel and their resources in relation to their availability and location.

■ **PAYROLL MANAGEMENT AND EXPENSE REIMBURSEMENT** - Payroll Management and Expense Reimbursement involves the administration and determination of federal employee compensation. Note: See Payment Management sub-function for the actual payment of salary and expenses.

■ **SERVICES ACQUISITION** - Services Acquisition involves the oversight and/or management of contractors and service providers from the private sector.

■ **RESOURCE TRAINING AND DEVELOPMENT** - Resource Training and Development refers to the active building of capacities in staff members through formal, technical, or other means of education.

■ **SECURITY CLEARANCE MANAGEMENT** - Security Clearance Management refers to the processes associated with ensuring employees, contractors, and others have been approved to enter Federal buildings, utilize Federal services, and access sensitive information. This includes eligibility determination, badge issuance, clearance tracking, and security verification services.