Federal Enterprise Architecture Program Management Office,
U.S. Office of Management and Budget

ADDITIONAL GUIDANCE ON THE FEA-RELATED REQUIREMENTS IN OMB CIRCULAR A-11

"At-a-Glance": A-11 and the FEA

- For FY 2005, A-11 requires agencies to align to three new FEA reference models: versions 1.0 of the PRM, SRM, and TRM. The requirement to align to the BRM continues from FY 2004; agencies should use version 2.0 of the BRM.
- Major IT investments must align to the BRM, PRM, SRM, and TRM. Non-major IT investments must align to the BRM. This guidance document includes appendices with the BRM numbering schema agencies should use in the Unique Project ID.
- Agencies should use the PRM only for new development, modernization, and enhancement major IT investments beginning in FY 2005.
- OMB prefers that agencies discuss major IT investments in relationship to the SRM and TRM using the tables provided in this guidance document.
- Agencies should align to each reference model in the most accurate and reasonable manner.

INTRODUCTION

This document provides detailed guidance and examples to help agencies complete the Federal Enterprise Architecture (FEA)-related requirements and questions in the OMB Exhibits 53 and 300 for IT investments. This document is intended for IT project managers or senior analysts completing these exhibits for submission to OMB.

This document is organized around each FEA reference model agencies are required to use in the FY 2005 OMB Circular A-11: the Business Reference Model (BRM), Performance Reference Model (PRM), Service Component Reference Model (SRM), and Technical Reference Model (TRM). For each reference model, an overview of the A-11 requirement, key concepts, suggested actions, and examples are provided. Appendices A and B provide a graphical and textual representation of the BRM numbering schema.

Agencies can find the most recent release documents for the PRM, BRM, SRM, and TRM at www.feapmo.gov.

SUMMARY OF THE FEA AND RELATED A-11 REQUIREMENTS

The four FEA reference models A-11 requires agencies to use for FY 2005 are:

- The PRM, which is a standardized framework to characterize the performance of IT initiatives and their contribution to program performance. The PRM can help produce enhanced IT performance information to improve strategic and daily decision-making; improve the alignment and contribution of IT to outputs and outcomes—creating a clear "line of sight" to results; and identify performance improvement opportunities across traditional agency boundaries.

- The BRM, which is a function-driven framework for describing the business operations of the Federal Government independent of the agencies that perform them. The BRM provides an organized, hierarchical construct for describing the day-to-day business operations of the federal government.

- The SRM, which is a business and performance-driven functional framework that classifies Service Components with respect to how they support business and/or performance objectives. The SRM is intended for use to support the discovery of government-wide business and application Service Components in IT investments and assets.

- The TRM, which is a component-driven, technical framework used to identify the standards, specifications, and technologies that support and enable the delivery of service components and capabilities. The TRM provides a foundation to support the construction, delivery, and exchange of business and application or service components that may be used and leveraged in a Component-Based or Service-Oriented Architecture.

The sections of A-11 that require these reference models are:

Section of A-11	FEA Reference Model
• Exhibit 53, Unique Project ID	BRM
• Exhibit 300, Section I.C, Table 2	PRM
• Exhibit 300, Question II.A.1.E	BRM
• Exhibit 300, Question II.A.3.A	SRM
• Exhibit 300, Question II.A.3.C	TRM

BUSINESS REFERENCE MODEL

Requirement	• Section 53.8 of A-11 requires agencies to create a Unique Project ID for each IT investment. The last 6 digits of this ID should reflect the IT investment's primary alignment to the BRM.
	• Section 53.8 of A-11 indicates agencies should contact OMB if they cannot identify a primary BRM alignment. If an alignment cannot be identified, agencies should use the numbering schema as discussed in Appendices A and B to this guidance document.
	• Section II.A.1.E of the Exhibit 300 requires agencies to identify both the primary and non-primary alignments to the BRM for major IT investments.
Key Concepts	• Though an IT investment can have any number of alignments to the BRM, the Line of Business and Sub-function it most directly supports should be the primary alignment.
	• A major IT investment that primarily aligns to the Service for Citizen Business Area must also identify a non-primary alignment to the Mode of Delivery Business Area.
	• Agencies should align to the BRM in the most accurate and reasonable manner.
	• The Business Reference Model is linked to the Budget Function Codes. This can serve as a useful starting point to align IT investments to the BRM. A BRM and Budget Function Code "crosswalk" document will be posted at www.feapmo.gov.
	• Business or program-representatives to the project can be valuable resources to identify how the IT investment aligns with the BRM.

Summary of Actions

Agencies should take the following four actions to meet the BRM-related requirements in A-11:

1. Identify the primary Business Area the IT investment supports; √

2. Identify the primary Line of Business / Internal Function and Sub-function the IT investment supports; √

3. Populate the last six digits of the Unique Project ID based on the primary BRM alignment; and √

4. List non-primary BRM alignments for the IT investment in Section II.A.1.E. √

1. Identify the Primary Business Area the IT Investment Supports

The first step to identify the primary BRM alignment is to determine what Business Area the IT investment most directly supports. If the IT investment:

- DIRECTLY automates one of the Services for Citizen Lines of Business or Sub-functions, its primary Business Area is Service for Citizens. Examples include weather forecasting systems, criminal surveillance systems, and air traffic monitoring systems.

- INDIRECTLY supports a Service for Citizen by automating the DELIVERY of that service through a Mode of Delivery Line of Business or Sub-function, its primary Business Area is Mode of Delivery. Examples include grants processing systems, permit issuance systems, and engineering / construction support systems.

- DIRECTLY automates or supports one of the Support Delivery of Services Lines of Business or Sub-functions, its primary Business Area is Support Delivery of Services. Examples include Enterprise Architecture investments and rulemaking systems.

- DIRECTLY automates or supports one of the Management of Government Resources Lines of Business or Sub-functions, its primary Business Area is Management of Government Resources. Examples include core accounting systems, IT infrastructure investments, procurement systems, and human resources systems.

Generally, mission-related IT investments will have a primary alignment to the Services for Citizens or Mode of Delivery Business Areas (however, agencies that provide services to other agencies will not have a primary alignment to Services for Citizens). On the other hand, internally focused or management-related IT investments will generally align with the Support Delivery or Management of Government Resources Business Area.

2. Identify the Primary Line of Business / Internal Function and Sub-function the IT investment Supports

The next step is to identify the appropriate Line of Business / Internal Function and Sub-function(s). Agencies should use the definitions of these in BRM Version 2.0—along with an understanding of the programs and processes the IT investment supports—to identify the appropriate BRM alignment(s).

For a grants-related IT investment, answers to the questions below provide the starting point to identify the investment's BRM alignment(s).

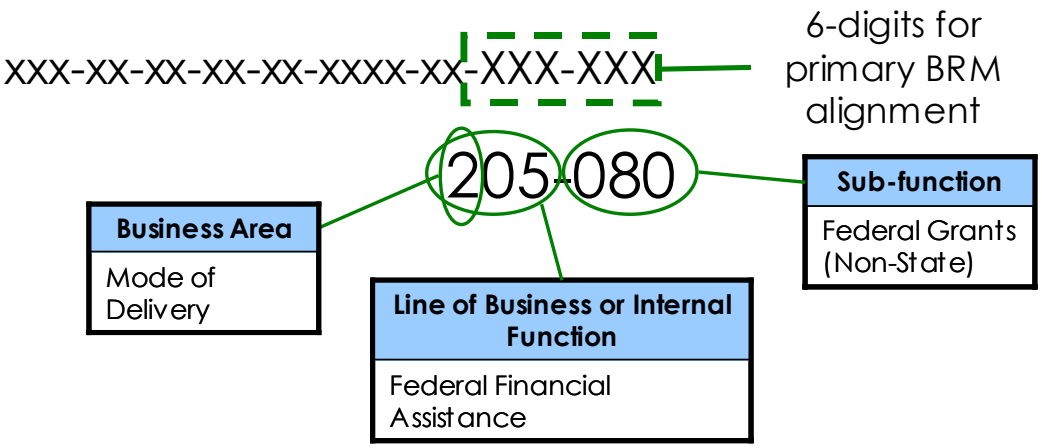
Question	Example Answers
What processes or program(s) does the IT investment support or automate?	The investment supports a process that administers federal grants provided to local schools.
What is the purpose of these processes or programs?	**A.** This process is part of a program to provide grants to elementary schools.
	B. Schools that receive these grants are in communities targeted for development.
What support does the IT investment provide to these processes or programs(s)?	**C.** Automates the process the federal government uses to provide grant-funding to the local schools.
	D. Transmits selected financial data to a core accounting system.
	E. Provides data that informs budget estimates for the grants program

BRM Sub-functions With Definitions that Correspond to Above Answers				
A	**B**	**C**	**D**	**E**
Elementary, Secondary, and Vocational Education	Community and Regional Development	Federal Grants (Non-State)	Accounting	Budget Formulation

Based on the above information, the example grants IT investment primarily exists to automate the grants process. The program designed to improve education would likely continue without the IT investment (though the IT investment supports it). Further, the accounting and budget formulation support is not purely driven by the grants system. While all of the above alignments are correct, **the PRIMARY alignment should be to Federal Grants (non-State).**

3. Populate the Last Six Digits of the Unique Project ID Based on the Primary BRM Alignment

Once the primary BRM alignment has been identified, agencies can use the Appendix of this document to put the appropriate digits into the Unique Project ID code. This is graphically shown for the grants example on the following page.



For the grants example shown above, the appropriate six digits would be "205-080." As another example, the code for the International Trade Process Streamlining E-Gov investment would be "114-043" because its primary BRM alignment is to the International Affairs and Commerce Line of Business and Global Trade Sub-function. The Appendices to this guidance documents includes the numbering schema for the entire BRM.

It is important to note that within the Support Delivery of Services and Management of Government Resources Business Areas there are different codes for agency-specific activities and cross-agency activities. Cross agency codes should be used when the IT investment automates internal processes at multiple agencies, or where the investment will be used by a single agency to support a service that they provide for other agencies.

Agencies should make all due efforts to identify a primary alignment for both major and non-major IT investments. Agencies that cannot identify a primary BRM Line of Business for a major IT investment should identify the appropriate Business Area ("1" for Services for Citizen, "2" for Mode of Delivery, "3" for Support Delivery of Services, and "4" for Management of Government Resources) followed by "00." Agencies that cannot identify a primary BRM Sub-function for a major IT investment should contact OMB for assistance and, if there is no agreement, use "999." Agencies that cannot identify a primary alignment for a non-major IT investment may contact their RMO/IPT analyst or use the same codes as above to indicate they cannot map to either a Line of Business or Sub-function.

4. List Non-Primary BRM Alignments for the IT Investment

Question II.A.1.E of the Exhibit 300 requires agencies to identify both primary and non-primary alignments to the BRM. Agencies should build from the work done to identify the primary BRM alignment for the Unique Project ID and list all relevant BRM Lines of Business / Internal Functions and Sub-functions the IT investment supports. It is important to underscore there is no correlation between how many Lines of Business an IT investment supports and how it is assessed.

For the grants IT investment discussed earlier, the table for this question of the Exhibit 300 would be completed as shown on the following page. Note that the primary BRM alignment used for the Unique Project ID is listed first. Also note that the complementary Service for Citizen – Elementary, Secondary and Vocational Education – is listed second. If the investment represents a mission-related system, a Service for Citizen and a Mode of Delivery should always occupy the first two rows of this table.

Line of Business	Sub-function
Federal Financial Assistance	Federal Grants (Non-State)
Education	Elementary Secondary and Vocational Education
Community and Social Services	Community and Regional Development
Planning and Resource Allocation	Budget Formulation
Financial Management	Accounting

For the International Trade Process Streamlining E-Gov investment, the table would be completed as shown below.

Line of Business	Sub-function
International Affairs and Commerce	Global Trade
Economic Development	Business and Industry Development
Regulatory Compliance and Enforcement	Standard Setting / Reporting Guideline Development
Regulatory Compliance and Enforcement	Permits and Licensing

PERFORMANCE REFERENCE MODEL

Requirement	• Section I.C of the Exhibit 300 requires agencies to use Table 2 to align new development, modernization, or enhancement (DME) major IT investments with the PRM.
Key Concepts	• Only new development, modernization, or enhancement major IT investments requesting FY 2005 funding must use the PRM to report at least one indicator in four Measurement Areas.
	• IT investments that are requesting "steady state" funding for FY 2005 are not required to use the PRM.
	• The PRM provides examples, but will be populated by agencies' use of the PRM over time. Agencies do this by "operationalizing" the generic PRM Measurement Indicators to their own environment.
	• In addition to the PRM alignment, agencies should provide baseline, planned improvements to the baseline, and actual results where available.
	• Mission and Business Results, Customer Results, and selected Processes and Activities indicators will be informed and driven by the programmatic budget and strategic planning process.

Summary of Actions

Agencies can take the following actions to meet the PRM-related requirements in A-11:

1. Identify and define 4 Measurement Indicators; one for each of the Measurement Areas (Mission and Business Results, Customer Results, Process and Activities, and Technology) of the PRM. √

2. Determine the "Line of Sight" from the technology investment to outputs and outcomes as defined by the Measurement Areas in the PRM. √

The PRM Version 1.0 release document, "*Volume II: How to Use the PRM*," provides detail on how to identify IT performance measures and how to align those with the PRM when submitting an Exhibit 300. The PRM-related information that is to be reported in Section I.C should align with the PRM as shown in the example below for the International Trade Process Streamlining E-Gov investment. Note the Measurement Indicator provided is the agency-specific "Operationalized" Measurement Indicator tailored to the IT investment's environment.

Fiscal Year	Measurement Area	Measurement Category	Measurement Indicator	Baseline	Planned Improvements to the Baseline	Actual Results
2005	Mission and Business Results	International Affairs and Commerce	# of US exporters entering new market	5,386		
2005	Customer Results	Customer Benefit	# of trade leads accessed by Small or Medium Enterprises through Export.gov		10 % increase	
2005	Processes and Activities	Management & Innovation	# of registered businesses on Export.gov			
2005	Technology	Efficiency	Time to respond to queries			

Agencies should also provide FY 2006 information by repeating the sequence as necessary. Though limited information is shown in the example above, agencies are to include the appropriate information in the baseline, planned improvements to the baseline, and actual results columns. Because OMB Circular A-11 states the PRM is for new DME major IT investments, those that include "steady state" funding are not required to use the PRM and complete Table 2.

SERVICE COMPONENT REFERENCE MODEL

Requirement	• Question II.A.3.A of the Exhibit 300 requires agencies to discuss their major IT investments in relationship to the SRM.
Key Concepts	• OMB's preferred approach for agencies to discuss major IT investments is to use the table provided in step 2 in the SRM section of this guidance document.
	• The SRM does not contain an exhaustive list of components. Agencies will create a more comprehensive list of SRM components as they apply it to their major IT investments for FY 2005.
	• System or Solution Architects, developers, and Chief Architects should be engaged when aligning an IT investment with the SRM.
	• Agency's Enterprise Architecture (EA) efforts should provide a link that assists in the population of the reference model. Potentially, the Application layer of agencies' existing EAs can be a useful starting point to align with the SRM.
	• Functional requirements documents, configuration management plans, and statements of work can be useful resources.

Summary of Actions

Agencies can take the following actions to meet the SRM-related requirements in A-11:

1. Identify the functions and logical modules of the IT investment; and √

2. Align functions and modules to the SRM Service Domain, Service Type, and Component. √

1. Identify the Functions and Logical Modules of the IT Investment

The first step to aligning with the SRM is to answer some questions about exactly what comprises the IT investment. Identifying this information will make aligning with the SRM much easier. An example of possible answers to these questions is shown below for the International Trade Process Streamlining E-Gov investment.

Question	Example Answers
What functionality does the IT investment provide?	•The ability for exporters to register in a common database through multiple web entry points. •An online collaborative workplace tool designed to streamline the process of managing trade events. •To provide online guidance on the best way to determine the country of origin for a specific product. •The ability to effectively match US suppliers with foreign buyers and to forward current trade leads onto registered US companies.
What logical module or area of the IT investment supports the above functionality?	**A.** One-Stop, One Form (exporter registration). **B.** On-Line Collaborative Workspace (manages trade events). **C.** NAFTA Certificate of Origin Guidance (to determine product of origin). **D.** Incorporating Foreign Partner Matching and Trade Lead Generation into Export.gov (matching US suppliers with foreign buyers) .

SRM Components that Correspond to Above Answers			
A	**B**	**C**	**D**
Reservations / Registration	Shared Calendaring	Online Help	Information Sharing

2. Align Functions and Modules to the SRM Service Domain, Service Type, and Component

Building from the information gathered above, agencies can align their investment to the SRM. This is done by taking the answers to the above questions and finding the corresponding aspects at each of the layer of the SRM:

- Identify the Service Domain that is defined in a way that most accurately describes the functions and logical modules above;
- Within that Service Domain, identify the Service Type that most accurately describes the functions and logical modules; and
- Within that Service Type, identify the Component that most accurately describes the functions and logical modules.

Finally, agencies should briefly describe the Component. Below is an example of how the International Trade Process Streamlining E-Gov investment can be aligned with the SRM to answer question II.A.3.A of the Exhibit 300. Note that the last column "Component Description" is the specific, actual description of each component for this IT investment.

Service Domain	Service Type	Component	Component Description
Customer Services	Customer Initiated Assistance	Reservations / Registration	One-Stop, One-Form: Exporters can register in a common database through multiple web-entry points
Support Services	Collaboration	Shared Calendaring	On-Line Collaborative Workspace: An online collaborative workplace tool designed to streamline the process of managing trade events
Customer Services	Customer Initiated Assistance	Online Help	NAFTA Certificate of Origin Guidance: Online guidance to determine a product's country of origin
Digital Asset Services	Knowledge Management	Information Sharing	Incorporating Foreign Partner Matching and Trade Lead Generation into Export.gov: Currently, BuyUSA.com helps match suppliers with foreign buyers and forwards trade leads to registered US companies. This module integrates BuyUSA's functionality with Export.gov

Agencies that wish to identify a component not in the SRM Version 1.0 should put "New" or "Other" depending on if the component is a new one being developed or one that currently exists but is not in SRM Version 1.0. Newly proposed components will be assessed and added to the SRM as appropriate.

Complex IT investments that include integrated COTS or GOTS (such as an ERP system), should identify each individual component even though by definition this type of system will have integrated components. For example, a Financial Management ERP system may include a billing, accounting, and payroll component whereas another investment may include only a payroll component. Where appropriate, agencies should note this integration in the Component Description column of the table above. Agencies can also use other sections of the Exhibit 300, especially Section I.A "Project Description," to underscore the integrated nature of such investments and/or components.

TECHNICAL REFERENCE MODEL

Requirement	• Question II.A.3.C of the Exhibit 300 requires agencies to discuss their major IT investments in relationship to the TRM.
Key Concepts	• OMB's preferred approach for agencies to discuss major IT investments is to use the table provided in step 2 of the TRM section in this guidance document.
	• The TRM does not contain an exhaustive list of technologies. Agencies will create a more comprehensive list of TRM technologies as they apply it to their major IT investments for FY 2005.
	• System or Solution Architects, developers, and Chief Architects should be engaged when aligning an IT investment with the TRM.
	• Agency's Enterprise Architecture (EA) efforts should provide a link that assists in the population of the reference model. Potentially, the Technology layer of agencies' existing EAs can be a useful starting point to align with the TRM.
	• Functional requirements documents, configuration management plans, and statements of work can be useful resources.

Summary of Actions

Agencies can take the following two actions to meet the TRM-related requirements in A-11:

1. Identify the technologies that support the SRM Service Components of the IT investment; and √

2. Align technologies to the TRM Service Area, Service Category, Service Standard, and Service Specification. √

1. Identify the Technologies that Support the SRM Service Components of the IT Investment

The first step to align with the TRM is to answer the question of what technolgie(s) support each Service Component already identified when aligning with the SRM. Additional technologies that comprise the IT investment should also be identified. An example of the possible answer to this question is shown on the following page for the International Trade Process Streamlining E-Gov investment.

Question	Example Answer
What technologies support the components, infrastructure and compliance for this investment?	**A.** Internet Explorer, a web-browser **B.** Netscape Communicator, a web-browser **C.** HTTP, a service transport **D.** HTTPS, a service transport **E.** SSL, security and digital signature *NOTE: The above represent a subset of all the technologies for the investment.*

TRM Service Specifications that Correspond to Above Answers				
A	**B**	**C**	**D**	**E**
Internet Explorer	Netscape Communi-cator	HTTP	HTTPS	SSL

2. Align Technologies to the TRM Service Area, Service Category, Service Standard, and Service Specification

Building from the information gathered above, agencies can align their investment to the TRM. This is done by taking the answers to the above questions and finding the corresponding aspects at each of the layer of the TRM:

- Identify the Service Area that is defined in a way that most accurately describes the technology above;
- Within that Service Area, identify the Service Category that most accurately describes the technology;
- Within that Service Category, identify the Service Standard that most accurately describes the technology; and
- For that Service Standard, identify the specific Service Specification that is the appropriate technology.

Below is an example of how the International Trade Process Streamlining E-Gov investment can be aligned with the TRM to answer to question II.A.3.C of the Exhibit 300.

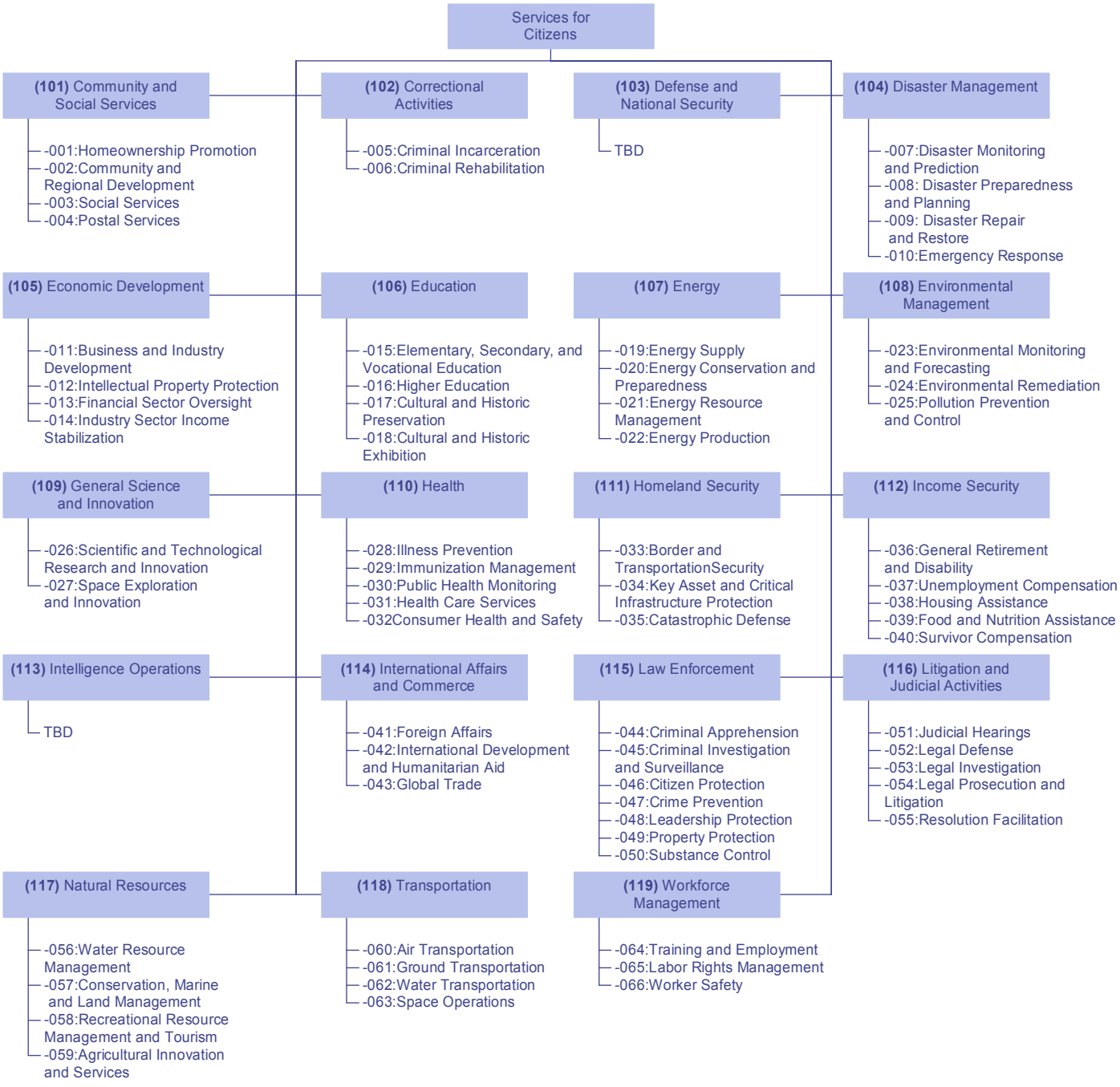
Service Area	Service Category	Service Standard	Service Specification
Service Access and Delivery Area	Access Channels	Web Browser	Internet Explorer
Service Access and Delivery Area	Access Channels	Web Browser	Netscape Communicator
Service Access and Delivery Area	Service Transport	Service Transport	HTTP
Service Access and Delivery Area	Service Transport	Service Transport	HTTPS
Component Framework	Security	Certificates / Digital Signature	SSL

Agencies that wish to identify a technology not in the TRM Version 1.0 should put "New" or "Other" depending on if the technology is a new one being developed or one that currently exists but is not in TRM Version 1.0. Newly proposed technologies will be assessed and added to the TRM as appropriate. IT investments, such as infrastucture efforts, should to the extent possible provide TRM information as shown above.

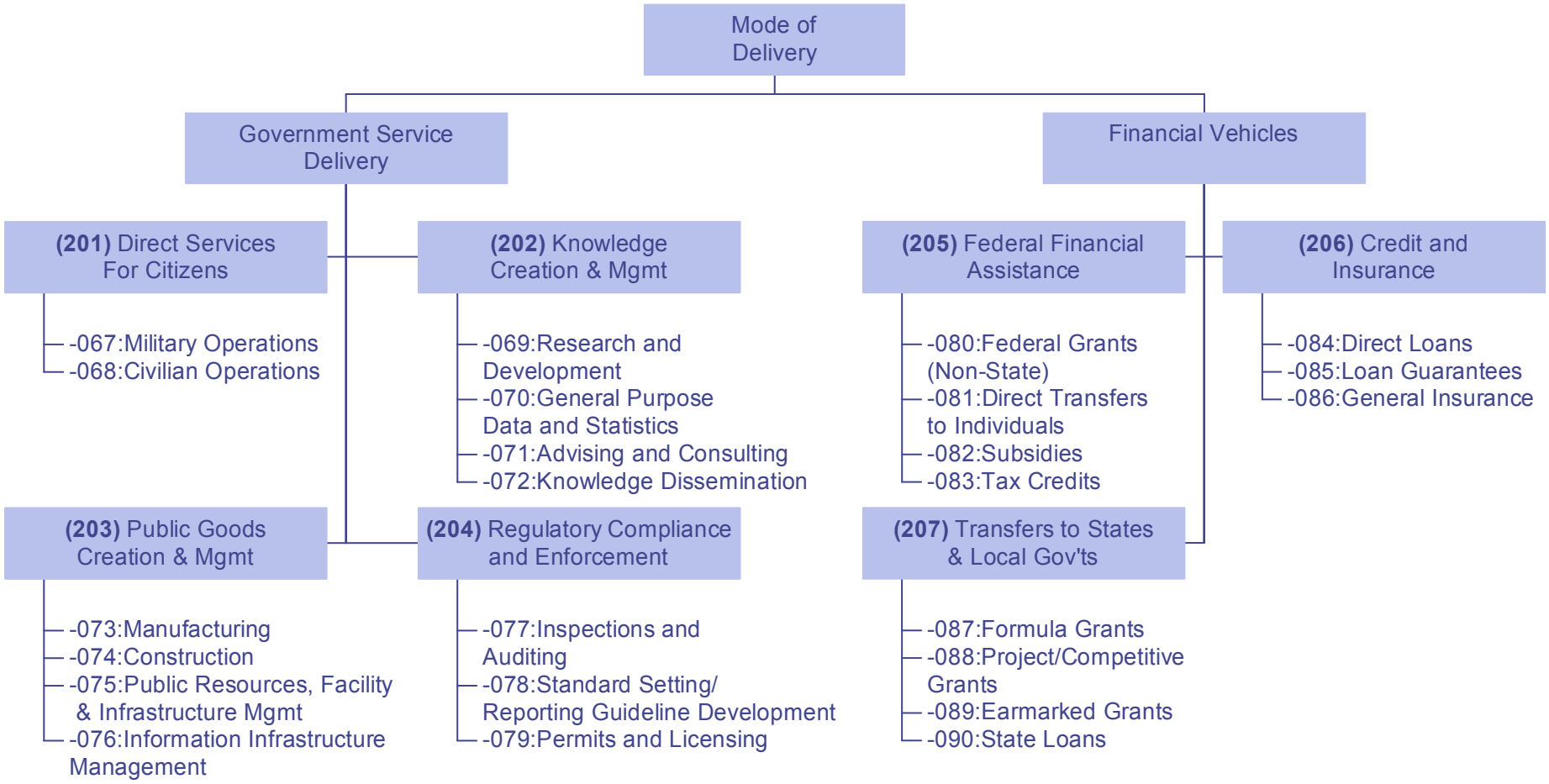
APPENDIX A: NUMBERING SCHEMA FOR BUSINESS REFERENCE MODEL (GRAPHICAL DISPLAY)

Agencies should use the numbering schema below to complete the BRM-related requirement to identify a primary alignment in the Unique Project ID.

Services for Citizen

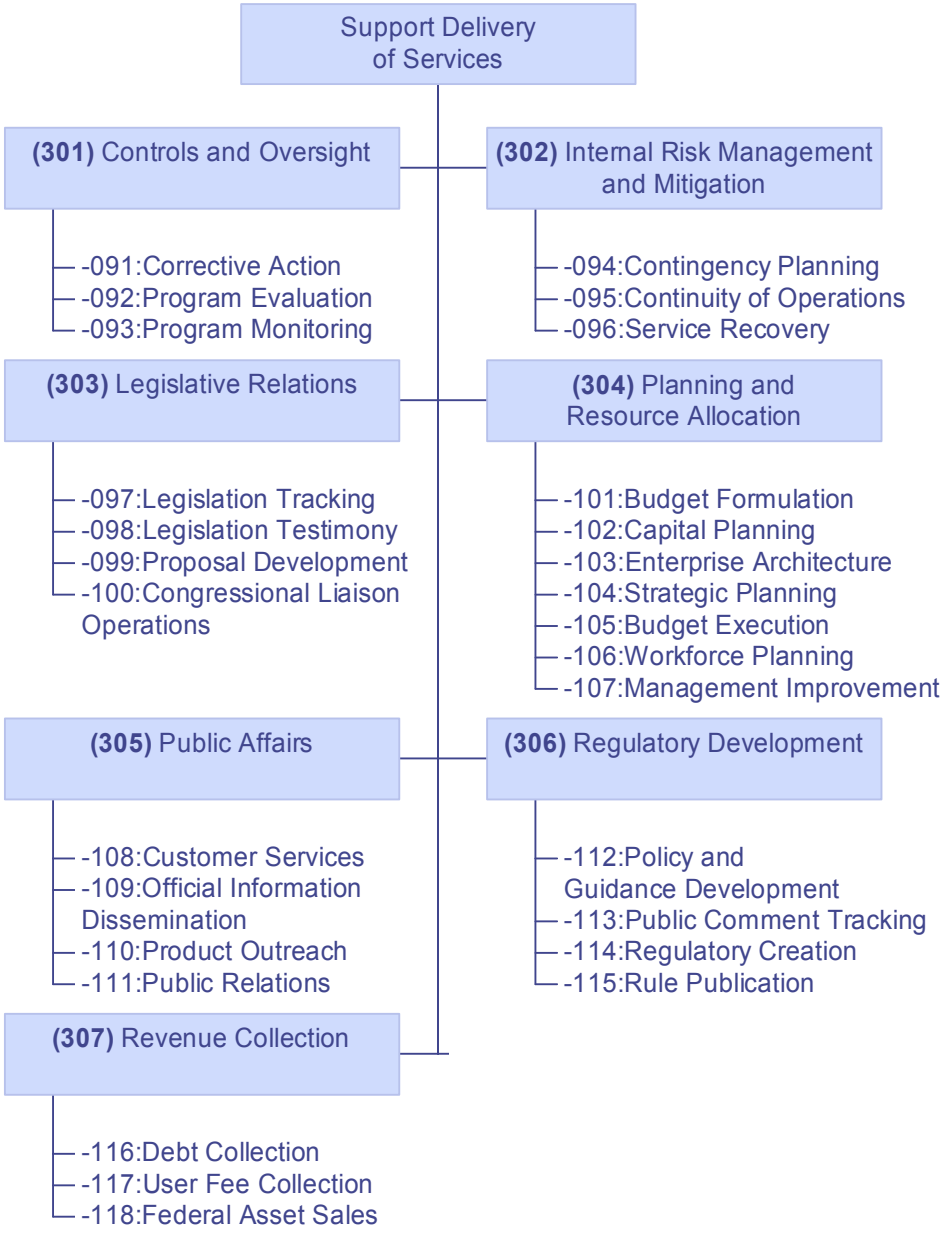


Mode of Delivery



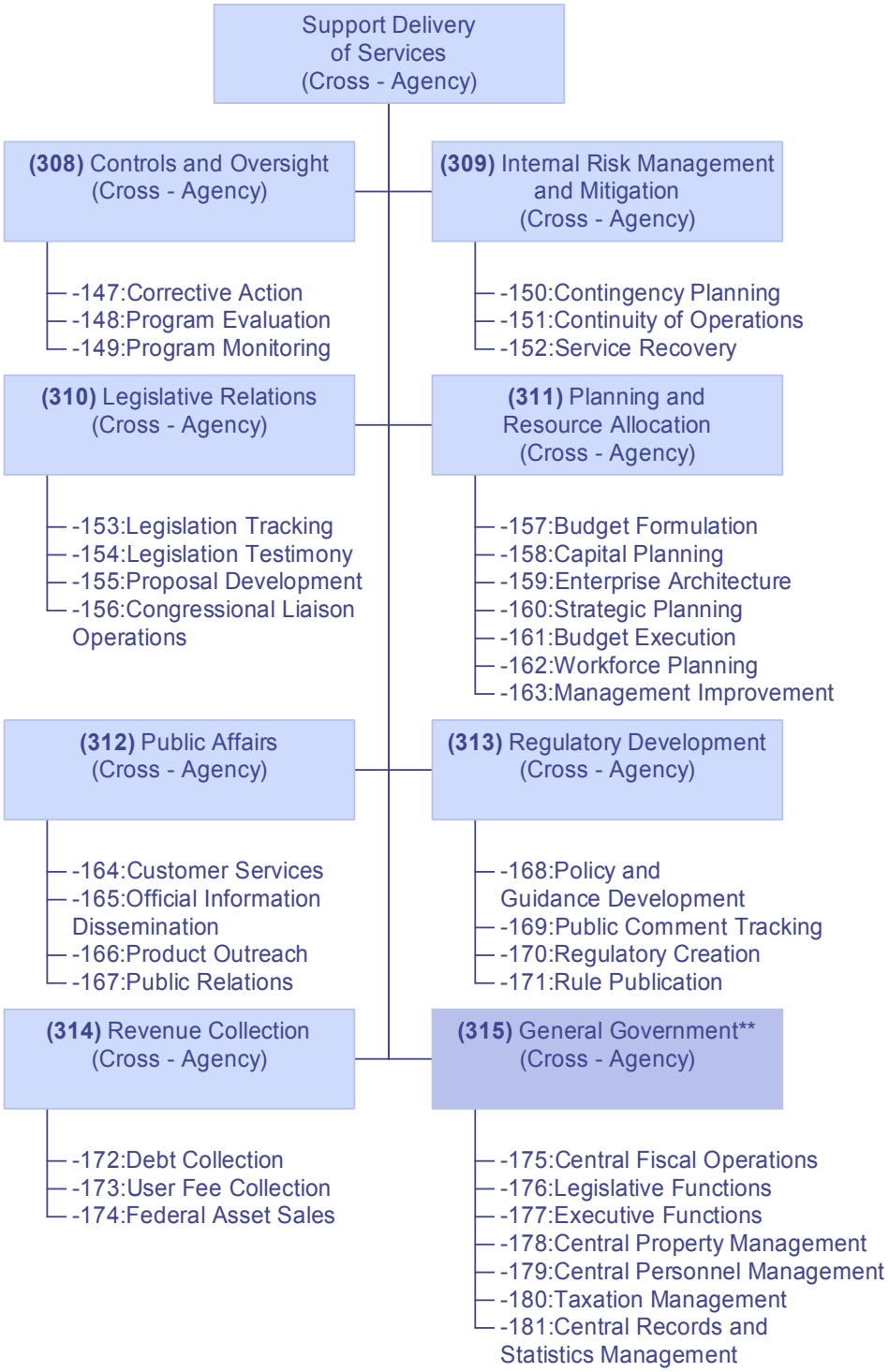
Support Delivery of Services

Use these codes only if the IT investment primarily supports this Business Area WITHIN YOUR OWN AGENCY.



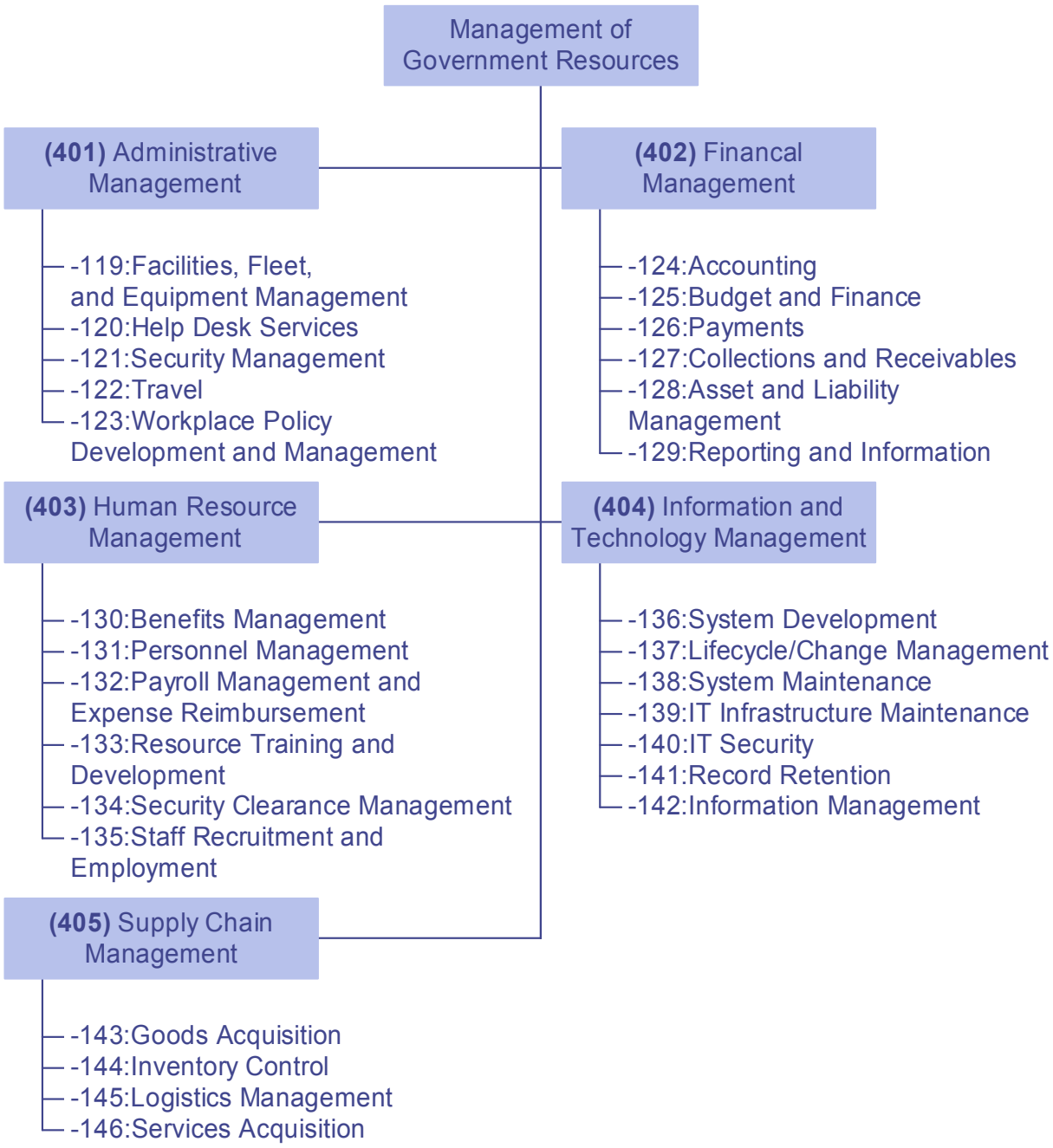
Support Delivery of Services (Cross-Agency)

Use these codes only if the IT investment primarily supports this Business Area OUTSIDE YOUR OWN AGENCY.



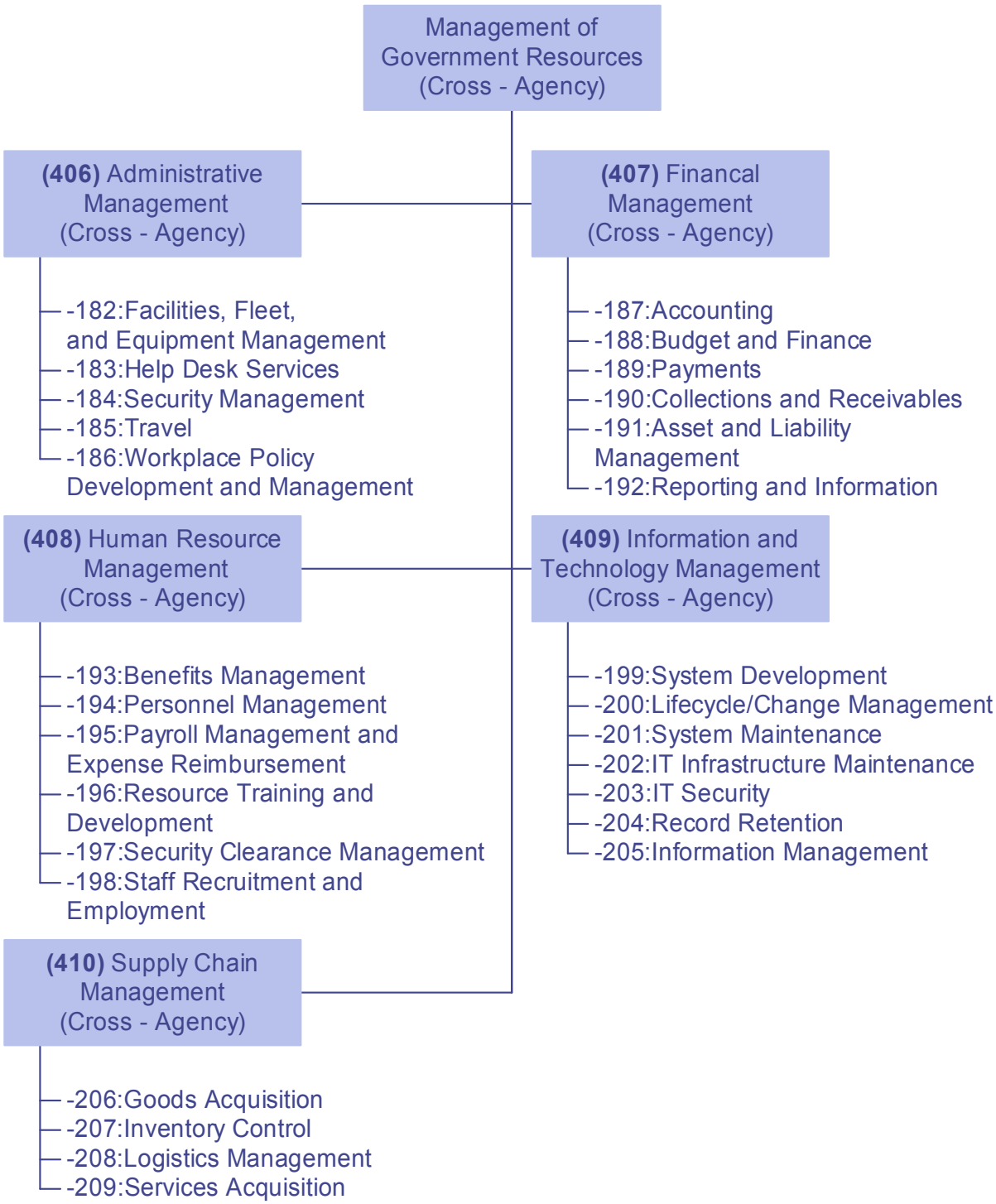
Management of Government Resources

Use these codes only if the IT investment primarily supports this Business Area WITHIN YOUR OWN AGENCY.



Management of Government Resources (Cross-Agency)

Use these codes only if the IT investment primarily supports this Business Area OUTSIDE YOUR OWN AGENCY.



APPENDIX B: NUMBERING SCHEMA FOR BUSINESS REFERENCE MODEL (TEXT DISPLAY)

NOTE: This is the same information and codes provided in Appendix A, only with a textual presentation that includes the definition of each Business Area, Line of Business and Sub-function of the BRM.

Business Area

Below are the Business Areas of the BRM and the codes to be used for each:

Business Area	Code
The Services For Citizens Business Area describes the mission and purpose of the United States government in terms of the services it provides both to and on behalf of the American citizen. It 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.	**1**
The Mode of Delivery Business Area describes the mechanisms the government uses to achieve the purpose of government, or its Services For Citizens. It includes Financial Vehicles, Direct Government Delivery, and Indirect Government Delivery.	**2**
Support Delivery of Services provides the critical policy, programmatic and managerial Foundation to support federal government operations.	**3**
Management of Government Resources refers to the back office support activities that enable the government to operate effectively	**4**

Lines of Business

Below are the Lines of Business (LOB) of the BRM and the codes to be used for each. Note the first digit of each three-digit code is the Business Area (BA) code described above.

Line of Business	Code	
	BA	LOB
Community and Social Services- Community and Social Services includes all activities aimed at creating, expanding, or improving community and social development, social relationships, and social services in the United States. This includes all activities aimed at locality-specific or nationwide social development and general social services. This Line of Business includes general community development and social services programs, as well as earned and unearned benefit programs that promote these objectives.	**1**	**01**
Correctional Activities- Correctional Activities involves all Federal activities that ensure the effective incarceration and rehabilitation of convicted criminals.	**1**	**02**
Defense and National Security –TBD	**1**	**03**
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.	**1**	**04**
Economic Development- Economic Development includes the activities required to promote commercial/industrial development and to regulate the American financial industry to protect investors. It also includes the management and control of the domestic economy and the money supply, and the protection of intellectual property and innovation.	**1**	**05**

Line of Business	Code	
	BA	LOB
Education – Education refers to those activities that impart knowledge or understanding of a particular subject to the public. Education can take place at a formal school, college, university or other training program. This Line of Business includes all government programs that promote the education of the public, including both earned and unearned benefit programs.	1	06
Energy - Energy refers to all actions performed by the government to ensure the procurement and management of energy resources, including the production, sale and distribution of energy, as well as 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.	1	07
Environmental Management - Environmental Management includes all functions required to monitor the environment and weather, determine proper environmental standards and ensure their compliance, and address environmental hazards and contamination.	1	08
General Science and Innovation - General Science and Innovation includes all Federal activities to meet the national need to advance knowledge in this area. This includes general research and technology programs, space exploration activities, and other research and technology programs that have diverse goals and cannot be readily classified into another Line of Business or Sub-function.	1	09
Health - Health involves Federal programs and activities to ensure and provide for the health and well being of the public. This includes the direct provision of health care services and immunizations as well as the monitoring and tracking of public health indicators for the detection of trends and identification of widespread illnesses/diseases. It also includes both earned and unearned health care benefit programs.	1	10
Homeland Security- Homeland Security involves protecting the nation against terrorist attacks. This includes analyzing threats and intelligence, guarding borders and airports, protecting critical infrastructure, and coordinating the response emergencies. The Homeland Security Line of Business is defined by the President's Strategy on Homeland Security. Note: Some of the Critical Mission Areas from the President's strategy have already been identified in other Lines of Business in the BRM.	1	11
Income Security – Income Security includes activities designed to ensure that members of the public are provided with the necessary means – both financial and otherwise – to sustain an adequate level of existence. This includes all benefit programs, both earned and unearned, that promote these goals for members of the public.	1	12
Intelligence Operations- TBD	1	13
International Affairs and Commerce- International Affairs and Commerce involves the non-military activities that promote U.S. policies and interests beyond our national borders, including the negotiation of conflict resolution, treaties, and agreements. In addition, this function includes: foreign economic development and social/political development; diplomatic relations with other Nations; humanitarian, technical and other developmental assistance to key Nations; and global trade.	1	14
Law Enforcement - Law Enforcement involves activities to protect 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.	1	15
Litigation and Judicial Activities - Litigation and Judicial Activities refers to those activities relating to the administration of justice.	1	16
Natural Resources - Natural Resources includes all activities involved in conservation planning, land management, and national park/monument 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.	1	17
Transportation - Transportation involves all federally supported activities related to the safe passage, conveyance, or transportation of goods and/or people.	1	18
Workforce Management – Workforce Management includes those activities that promote the welfare of the Nation's workforce by improving their working conditions, advancing	1	19

Line of Business	Code	
	BA	LOB
opportunities for profitable employment, and strengthening free collective bargaining.		
Undefined	**1**	**00**
Direct Services for Citizens–The delivery of a good or service to (or on behalf of) the citizenry by the Federal Government with no other intervening persons, conditions, or organizations.	**2**	**01**
Knowledge Creation and Management – Knowledge Creation and Management involves the programs and activities in which the Federal Government creates or develops a body or set of knowledge, the manipulation and analysis of which can provide inherent benefits for both the Federal and private sector.	**2**	**02**
Public Goods creation & Management – The construction, manufacturing, administration, and/or management of goods, structures, facilities, common resources, etc. used for the general well being of the American public or society at large.	**2**	**03**
Regulatory Compliance and Enforcement- Regulatory Compliance and Enforcement involves the direct monitoring and oversight of a specific individual, group, industry, or community participating in a regulated activity via market mechanisms, command and control features, or other means to control or govern conduct or behavior.	**2**	**04**
Federal Financial Assistance- The provision of earned and unearned financial or monetary-like benefits to individuals, groups, or corporations	**2**	**05**
Credit and Insurance – Credit and Insurance involves the use of government funds to cover the subsidy cost of a direct loan or loan guarantee or to protect/indemnify members of the public from financial losses.	**2**	**06**
Transfers to States and Local Governments- Transfers to States and Local Governments involves the transfer of funds or financial assistance from the Federal government to State and Local governments and Indian tribes.	**2**	**07**
Undefined	**2**	**00**
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.	**3**	**01**
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.	**3**	**02**
Legislative Relations - Legislative Relations involves activities aimed at the development, tracking, and amendment of public laws through the legislative branch of the Federal Government.	**3**	**03**
Planning and Resource Allocation - Planning and Resource Allocation involves the activities of determining strategic direction, identifying and establishing programs and processes, and allocating resources (capital and labor) among those programs and processes.	**3**	**04**
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.	**3**	**05**
Regulatory Development - Regulatory Development involves activities associated developing regulations, policies, and guidance to implement laws.	**3**	**06**
Revenue Collection - Revenue Collection includes the collection of Government income from all sources. Note: Tax collection is accounted for in Tax Collection Sub-Function in the General Government Line of Business.	**3**	**07**
Cross Agency		
Controls and Oversight (CA) - 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.	**3**	**08**

Line of Business	Code	
	BA	LOB
Internal Risk Management and Mitigation (CA) - Internal Risk Management and Mitigation involves all activities relating to the processes of analyzing exposure to risk and determining appropriate counter-measures.	3	09
Legislative Relations (CA) - Legislative Relations involves activities aimed at the development, tracking, and amendment of public laws through the legislative branch of the Federal Government.	3	10
Planning and Resource Allocation (CA) - Planning and Resource Allocation involves the activities of determining strategic direction, identifying and establishing programs and processes, and allocating resources (capital and labor) among those programs and processes.	3	11
Public Affairs (CA) - 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.	3	12
Regulatory Development (CA) - Regulatory Development involves activities associated developing regulations, policies, and guidance to implement laws.	3	13
Revenue Collection (CA) - Revenue Collection includes the collection of Government income from all sources. Note: Tax collection is accounted for in Tax Collection Sub-Function in the General Government Line of Business.	3	14
General Government (CA) - General Government involves the general overhead costs of the Federal Government, including legislative and executive activities; provision of central fiscal, personnel, and property activities; and the provision of services that cannot reasonably be classified in any other Line of Business. As a normal rule, all activities reasonably or closely associated with other Lines of Business or Sub-Functions shall be included in those Lines of Business or Sub-Functions rather than listed as a part of general government. This Line of Business is reserved for central government management operations; agency-specific management activities would not be included here.	3	15
Undefined	3	00
Administrative Management – Administrative Management involves the day-to-day management and maintenance of the internal infrastructure.	4	01
Financial Management – The use of financial information to measure, operate and predict the effectiveness and efficiency of an entity's activities in relation to its objectives. The ability to obtain and use such information is usually characterized by having in place policies, practices, standards, and a system of controls that reliably capture and report activity in a consistent manner.	4	02
Human Resource Management - Human Resource Management involves all activities associated with the recruitment and management of personnel.	4	03
Information and Technology Management – Information and Technology Management involves the coordination of information technology resources and systems required to support or provide a citizen service.	4	04
Supply Chain Management - Supply Chain Management involves the purchasing, tracking, and overall management of goods and services.	4	05
Cross Agency		
Administrative Management (CA) – Administrative Management involves the day-to-day management and maintenance of the internal infrastructure.	4	06
Financial Management (CA) – The use of financial information to measure, operate and predict the effectiveness and efficiency of an entity's activities in relation to its objectives. The ability to obtain and use such information is usually characterized by having in place policies, practices, standards, and a system of controls that reliably capture and report activity in a consistent manner.	4	07
Human Resource Management (CA) - Human Resource Management involves all activities associated with the recruitment and management of personnel.	4	08
Information and Technology Management (CA) – Information and Technology Management involves the coordination of information technology resources and systems required	4	09

Line of Business	Code	
	BA	LOB
ment involves the coordination of information technology resources and systems required to support or provide a citizen service.		
Supply Chain Management (CA) - Supply Chain Management involves the purchasing, tracking, and overall management of goods and services.	**4**	**10**
Undefined	**4**	**00**

Sub-functions

Below are the Sub-functions of the BRM and the codes to be used for each:

Sub-Function	Code
Homeownership Promotion- Homeownership promotion includes activities devoted to assisting citizens interested in buying homes and educating the public as to the benefits of homeownership. NOTE: Activities devoted to the provision of housing to low-income members of the public are located in the Housing Assistance Sub-Function.	**001**
Community and Regional Development - Community and Regional Development involves activities designed to assist communities in preventing and eliminating blight and deterioration, assist economically distressed communities, and encourage and foster economic development through improved public facilities and resources.	**002**
Social Services- Social Services are designed to provide meaningful opportunities for social and economic growth of the disadvantaged sector of the population in order to develop individuals into productive and self-reliant citizens and promote social equity. Included in this category are social welfare services extended to children and adults with special needs, such as the orphaned, neglected, abandoned, disabled, etc. Such services include family life education and counseling, adoption, guardianship, foster family care, rehabilitation services, etc.	**003**
Postal Services- Postal Services provide for the timely and consistent exchange and delivery of mail and packages between businesses, organizations, and residents of the United States or between businesses, organizations, and residents of the United States and the rest of the world. It also includes the nation-wide retail infrastructure required to make Postal Services easily accessible to customers. (Note: The commercial function of mail is more closely aligned with the "Business and Industry Development" Sub-Function in the "Economic Development Line of Business." The international commercial function of mail is more closely aligned with the "Global Trade" Sub-Function in the "International Affairs" Line of Business).	**004**
Criminal Incarceration - Criminal Incarceration includes activities associated with the housing, custody and general care of criminals serving time in penitentiaries.	**005**
Criminal Rehabilitation - Criminal Rehabilitation includes all government activities devoted to providing convicted criminals with the educational resources and life skills necessary to rejoin society as responsible and contributing members.	**006**
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. Note: Weather forecasting, while central to Disaster Monitoring and Prediction, is more closely aligned with the "Environmental Monitoring and Forecasting" Sub-Function in the Environmental Management Line of Business.	**007**
Disaster Preparedness and Planning- Disaster Preparedness and Planning involves the development of response programs to be used in case of a disaster as well as pre-disaster mitigation efforts to minimize the potential for loss of life and property. This involves the development of emergency management programs and activities as well as staffing and equipping regional response centers, and mitigation-focused construction and preparation.	**008**
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 homes, buildings, roads, environmental resources, or infrastructure that may be damaged due to a disas-	**009**

Sub-Function	Code
ter.	
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.	**010**
Business and Industry Development – Business and Industry Development supports activities related to the creation of economic and business opportunities and stimulus, and the promotion of financial and economic stability for corporations and citizens involved in different types of business.	**011**
Intellectual Property Protection - Intellectual Property Protection involves all activities to protect and promote the ownership of ideas and control over the tangible or virtual representation of those ideas, including inventions and discoveries; literary and artistic works; and symbols, names, images, and designs used in commerce.	**012**
Financial Sector Oversight- Financial Sector Oversight involves the regulation of private sector firms and markets (stock exchanges, corporations, etc.) to protect investors from fraud, monopolies, and illegal behavior. This also includes deposit protection.	**013**
Industry Sector Income Stabilization – Industry Sector Income Stabilization involves all programs and activities devoted to assisting adversely impacted industrial sectors (farming, commercial transportation, etc.) to ensure the continued availability of their services for the American public and the long-term economic stability of these sectors.	**014**
Elementary, Secondary, and Vocational Education- Elementary, secondary, and vocational education refers to the provision of education in elementary subjects (reading and writing and arithmetic); education provided by a high school or college preparatory school; and vocational and technical education and training.	**015**
Higher Education- Higher Education refers to education beyond the secondary level; specifically, education provided by a college or university.	**016**
Cultural and Historic Preservation - Cultural and Historic Preservation involves all activities performed by the Federal Government to collect and preserve information and artifacts important to the culture and history of the United States and its citizenry and the education of U.S. citizens and the world.	**017**
Cultural and Historic Exhibition - Cultural and Historic Exhibition includes all activities undertaken by the U.S. government to promote education through the exhibition of cultural, historical, and other information, archives, art, etc.	**018**
Energy Supply- Energy Supply involves all activities devoted to ensuring the availability of an adequate supply of energy for the United States and its citizens.	**019**
Energy Conservation and Preparedness- Energy Conservation and Preparedness involves protection of energy resources from over-consumption to ensure the continued availability of fuel resources and to promote environmental protection. This Line of Business also includes measures taken to ensure the provision of energy in the event of an emergency.	**020**
Energy Resource Management - Energy Resource Management involves the management and oversight of energy producing resources including facilities, dams, land, and offshore resources.	**021**
Energy Production- Energy Production involves the transformation of raw energy resources into useable, deliverable energy.	**022**
Environmental Monitoring and Forecasting - Environmental Monitoring and Forecasting involves the observation and prediction of environmental conditions. This includes but is not limited to the monitoring and forecasting of water quality, water levels, ice sheets, air quality, regulated and non-regulated emissions, as well as the observation and prediction of weather patterns and conditions.	**023**
Environmental Remediation - Environmental Remediation supports the immediate and long-term activities associated with the correcting and offsetting of environmental deficiencies or imbalances, including restoration activities.	**024**
Pollution Prevention and Control – Pollution Prevention and Control includes activities associated with identifying appropriate pollution standards and controlling levels of harmful substances emitted into the soil, water and atmosphere from man-made sources. Environmental mitigation projects are also included in this business line.	**025**

Sub-Function	Code
Scientific and Technological Research and Innovation - Scientific Innovation includes all federal activities whose goal is the creation of new scientific and/or technological knowledge as a goal in itself, without a specific link to the other Lines of Business or Sub-Functions of the BRM. NOTE: Research and development programs that directly support another Service for Citizen should not be included here.	**026**
Space Exploration and Innovation– Space Exploration and Innovation includes all activities devoted to innovations directed at human and robotic space flight and the development and operation of space launch and transportation systems, and the general research and exploration of outer space.	**027**
Illness Prevention - Illness Prevention supports activities associated with the prevention and mitigation of illness and disease.	**028**
Immunization Management - Immunization Management includes all activities associated with the preparation, storage, and use of inoculations and vaccinations.	**029**
Public Health Monitoring - Public Health Monitoring involves activities associated with monitoring the public health and tracking the spread of disease.	**030**
Health Care Services - Health Care Services involves programs and activities that directly provide health and medical care to the American public, including both earned and unearned health care benefit programs.	**031**
Consumer Health and Safety- Consumer Health and Safety supports activities associated with the inspection, education, and evaluation of consumer products to assess the potential risks and dangers they may present to the consumer (both humans and animals), (i.e. food, cosmetics, pharmaceuticals, and other consumer products).	**032**
Border and Transportation Security – Border and Transportation Security includes appropriately facilitating or deterring entry and exit of people, goods, and conveyances at and between U.S. ports of entry, as well as ensuring the security of transportation and infrastructure networks, facilities, vehicles, and personnel within the United States.	**033**
Key Asset and Critical Infrastructure Protection – Key Asset and Critical Infrastructure Protection involves assessing key asset and critical infrastructure vulnerabilities and taking direct action to mitigate vulnerabilities, enhance security, and ensure continuity and necessary redundancy in government operations and personnel.	**034**
Catastrophic Defense – Catastrophic Defense involves the development of technological countermeasures (chemical, biological, radiological and nuclear [CBRN]) to terrorist threats, conducting laboratory testing on new and promising devices, and conducting basic and applied science that can lead to the development of countermeasures.	**035**
General Retirement and Disability- General Retirement and Disability involves the development and management of retirement benefits, pensions, and income security for those who are retired or disabled.	**036**
Unemployment Compensation - Unemployment Compensation provides income security to those who are no longer employed, while they seek new employment.	**037**
Housing Assistance - Housing Assistance involves the development and management programs that provide housing to those who are unable to provide housing for themselves including the rental of single-family or multifamily properties, and the management and operation of federally supported housing properties.	**038**
Food and Nutrition Assistance- Food and Nutrition Assistance involves the development and management of programs that provide food and nutrition assistance to those members of the public who are unable to provide for these needs themselves.	**039**
Survivor Compensation- Survivor Compensation provides compensation to the survivors of individuals currently receiving or eligible to receive benefits from the Federal Government. This includes, but is not limited to, survivors such as spouses or children of veterans or wage earners eligible for social security payments.	**040**
Foreign Affairs - Foreign Affairs refers to those activities associated with the implementation of foreign policy and diplomatic relations, including the operation of embassies, consulates, and other posts; ongoing membership in international organizations; the development of cooperative frameworks to improve relations with other Nations; and the development of treaties and agreements.	**041**

Sub-Function	Code
International Development and Humanitarian Aid - International Development and Humanitarian Aid refers to those activities related to the implementation of development and humanitarian assistance programs to developing and transitioning countries throughout the world. Development and aid may include technical assistance (the transfer of knowledge and expertise), and the delivery of equipment, commodities and urgent humanitarian assistance including food aid.	**042**
Global Trade- Global Trade refers to those activities the Federal Government undertakes to advance worldwide economic prosperity by increasing trade through the opening of overseas markets and freeing the flow of goods, services, and capital.	**043**
Criminal Apprehension - Criminal apprehension involves activities associated with the tracking, arrest, detention, and transportation of groups or individuals believed to be responsible for committing Federal crimes.	**044**
Criminal Investigation and Surveillance - Criminal Investigation and Surveillance includes collecting evidence required to determine responsibility for a crime and monitoring and questioning affected parties.	**045**
Citizen Protection - Citizen Protection involves all activities performed to protect the general population of the United States from criminal activity.	**046**
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 opportunities for crimes to occur.	**047**
Leadership Protection - Leadership Protection involves all activities performed to protect the health and well being of the president, vice-president, their families, foreign leaders and dignitaries, and other high-level government officials.	**048**
Property Protection - Property Protection entails all activities performed to ensure the security of civilian and government property as well as foreign diplomatic missions.	**049**
Substance Control - Substance Control supports activities associated with the enforcement of laws regarding legal substances (i.e., alcohol and tobacco) and illegal narcotics including trafficking, possession, sale, distribution, and other related activities.	**050**
Judicial Hearings – Judicial Hearings includes activities associated with proceedings (usually by a court of law) where evidence is taken for the purpose of determining an issue of fact and reaching a decision based on that evidence.	**051**
Legal Defense- Legal Defense includes those activities associated with the representation of a defendant in a criminal or civil proceeding.	**052**
Legal Investigation- Legal Investigation includes activities associated with gathering information about a given party (government agency, citizen, corporation) that would be admissible in a court of law in an attempt to determine a legal question or matter.	**053**
Legal Prosecution and Litigation- Legal Prosecution and 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.	**054**
Resolution Facilitation – Resolution Facilitation refers to those activities outside a court of law, such as mediation and arbitration, that may be used in an attempt to settle a dispute between two or more parties (government agency, citizen, corporation).	**055**
Water Resource Management- Water Resource Management includes all activities that promote the effective use and management of the nation's water resources. Notes: Environmental protection of water resources is included in the Environmental Management Line of Business. Hydroelectric energy production is included in the Energy Production Sub-Function.	**056**
Conservation, Marine and Land Management- Conservation, Marine and Land Management involves the responsibilities of surveying, maintaining, and operating public lands and monuments, as well as activities devoted to ensuring the preservation of land, water, wildlife, and natural resources, both domestically and internationally. It also includes the sustainable stewardship of natural resources on federally owned/controlled lands for commercial use (mineral mining, grazing, forestry, fishing, etc.).	**057**
Recreational Resource Management and Tourism- Recreational Resource Management and Tourism involves the management of national parks, monuments, and tourist attractions as well as visitor centers, campsites, and park service facilities.	**058**

Sub-Function	Code
Agricultural Innovation and Services- Agricultural Innovation and Services involves the creation and dissemination of better methods for farming and the development of better and healthier crops.	**059**
Air transportation - Air Transportation involves the activities related to the safe passage of passengers or goods through the air. It also includes command and control activities related to the safe movement of aircraft through all phases of flight for commercial and military operations. Note: The protection of air transportation from deliberate attack is included in the Transportation Security Sub-Function in the Homeland Security Line of Business.	**060**
Ground Transportation - Ground Transportation involves the activities related to ensuring the availability of transit and the safe passage of passengers and goods over land. Note: The protection of ground transportation from deliberate attack is included in the Transportation Security Sub-Function in the Homeland Security Line of Business.	**061**
Water Transportation - Water Transportation involves the activities related to ensuring the availability of transit and the safe passage of passengers and goods over sea and water. Note: The protection of maritime transportation from deliberate attack is included in the Transportation Security Sub-Function in the Homeland Security Line of Business.	**062**
Space Operations - Space Operations involves the activities related to the safe launches/missions of passengers or goods into aerospace and includes commercial, scientific, and military operations.	**063**
Training and Employment - Training and Employment includes programs of job or skill training, employment services and placement, and programs to promote the hiring of marginal, unemployed, or low-income workers.	**064**
Labor Rights Management - Labor Rights Management refers to those activities undertaken to ensure that employees and employers are aware of and comply with all statutes and regulations concerning labor rights, including those pertaining to wages, benefits, safety and health, whistleblower, and nondiscrimination policies.	**065**
Worker Safety- Worker Safety refers to those activities undertaken to save lives, prevent injuries, and protect the health of America's workers.	**066**
Military Operations- TBD	**067**
Civilian Operations- Civilian Operations describes the direct provision of a non-military service for the citizen by government employees.	**068**
Research and Development- Research and Development involves the gathering and analysis of data, dissemination of results, and development of new products, methodologies, and ideas.	**069**
General Purpose Data and Statistics – General Purpose Data and Statistics includes activities performed in providing empirical, numerical, and related data and information pertaining to the current state of the nation in areas such as the economy, labor, weather, international trade, etc.	**070**
Advising and Consulting- Advising and Consulting involves the guidance and consultative services provided by the Federal Government to support the implementation of a specific Service for Citizen.	**071**
Knowledge Dissemination – Knowledge Dissemination addresses those instances where the primary method used in delivering a service is through the publishing or broadcasting of information, such as the Voice of America or web-based museums maintained by the Smithsonian. It is not intended to address circumstances where the publication of information is a by-product of the actual mode of delivery. For example, an agency might perform research (the mode of delivery) addressing a particular service for citizen (for example environmental management) and as a result publish a report on the findings. In this instance, the research would be the mode of delivery and publishing the report would be a Support Delivery of Service.	**072**
Manufacturing- Manufacturing involves all programs and activities in which the Federal Government produces both marketable and non-marketable goods.	**073**
Construction- Construction involves all programs and activities in which the Federal Government builds or constructs facilities, roads, dams, etc.	**074**
Public Resources, Facilities, & Infrastructure Management- Public Resources, Facilities & Infrastructure Management involves the management and maintenance of Government-owned capital goods and resources (natural or otherwise) on behalf of the public, usually with benefits to the community at large as well as to the direct user. Examples of facilities and infrastructure include	**075**

Sub-Function	Code
schools, roads, bridges, dams, harbors, and public buildings. Examples of resources include parks, cultural artifacts and art, endangered species, oil reserves, etc.	
Information Infrastructure Management- Information Infrastructure Management involves the management and stewardship of a type of information by the Federal Government and/or the creation of physical communication infrastructures on behalf of the public in order to facilitate communication. This includes the management of large amounts of information (e.g., environmental and weather data, criminal records, etc.), the creation of information and data standards relating to a specific type of information (patient records), and the creation and management of physical communication infrastructures (networks) on behalf of the public. Note: Information infrastructures for government use are not included here.	**076**
Inspections & Auditing – Inspections and Auditing involves the methodical examination and review of regulated activities to ensure compliance with standards for regulated activity.	**077**
Standard Setting / Reporting Guideline Development – Standard Setting/Reporting Guideline Development involves the establishment of allowable limits associated with a regulated activity and the development of reporting requirements necessary to monitor and control compliance with allowable limits. This includes the development of requirements for product sampling and testing, emissions monitoring and control, incident reporting, financial filings, etc.	**078**
Permits and Licensing – Permits and Licensing involves activities associated with granting, revoking, and the overall management of the documented authority necessary to perform a regulated task or function.	**079**
Federal Grants (Non-State)- Federal Grants involve the disbursement of funds by the Federal Government to a non-Federal entity to help fund projects or activities. This includes the processes associated with grant administration, including the publication of funds availability notices, development of the grant application guidance, determination of grantee eligibility, coordination of the peer review/evaluation process for competitive grants, the transfer of funds, and the monitoring/oversight as appropriate.	**080**
Direct Transfers to Individuals- Direct Transfers to Individuals involves the disbursement of funds from the Federal Government directly to beneficiaries (individuals or organizations) who satisfy Federal eligibility requirements with no restrictions imposed on the recipient as to how the money is spent. Direct Transfers include both earned and unearned Federal Entitlement programs such as Medicare, Social Security, welfare, unemployment benefits, etc.	**081**
Subsidies- Subsidies involve Federal Government financial transfers that reduce costs and/or increase revenues of producers.	**082**
Tax Credits -Tax Credits allow a special exclusion, exemption, or deduction from gross income or which provide a special credit, a preferential rate of tax, or a deferral of tax liability designed to encourage certain kinds of activities or to aid taxpayers in special circumstances.	**083**
Direct Loans- Direct loans involve a disbursement of funds by the Government to a non-Federal borrower under a contract that requires the repayment of such funds with or without interest.	**084**
Loan Guarantees- Loan guarantees involve any guarantee, insurance, or other pledge with respect to the payment of all or a part of the principal or interest on any debt obligation of a non-Federal borrower to a non-Federal lender, but does not include the insurance of deposits, shares, or other withdrawable accounts in financial institutions.	**085**
General Insurance- General Insurance involves providing protection to individuals or entities against specified risks. The specified protection generally involves risks that private sector entities are unable or unwilling to assume or subsidize and where the provision of insurance is necessary to achieve social objectives.	**086**
Formula Grants - Formula Grants involves the allocation of money to States or their subdivisions in accordance with distribution formulas prescribed by law or administrative regulation, for activities of a continuing nature.	**087**
Project/Competitive Grants - Project/Competitive Grants involves the funding, for fixed or known periods, of projects. Project/Competitive grants can include fellowships, scholarships, research grants, training grants, traineeships, experimental and demonstration grants, evaluation grants, planning grants, technical assistance grants, survey grants, and construction grants.	**088**

Sub-Function	Code
Earmarked Grants - Earmarked Grants involves the distribution of money to State and Local Governments for a named purpose or service usually specifically noted by Congress in appropriations language, or other program authorizing language.	**089**
State Loans- State Loans involve all disbursement of funds by the Government to a State or Local Government (or Indian Tribe) entity under a contract that requires the repayment of such funds with or without interest.	**090**
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.	**091**
Program Evaluation – Program Evaluation involves the analysis of internal and external program effectiveness and the determination of corrective actions as appropriate.	**092**
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.	**093**
Contingency Planning - Contingency Planning involves the actions required to plan for, respond to, and mitigate damaging events.	**094**
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.	**095**
Service Recovery - Service Recovery involves the internal actions necessary to develop a plan for resuming operations after a catastrophic event occurs.	**096**
Legislation Tracking – Legislation Tracking involves monitoring legislation from introduction to enactment.	**097**
Legislation Testimony - Legislation Testimony involves activities associated with providing testimony/evidence in support of, or opposition to, legislation.	**098**
Proposal Development – Proposal Development involves drafting proposed legislation that creates or amends laws subject to Congressional action.	**099**
Congressional Liaison Operations- Congressional Liaison Operations involves all activities associated with supporting the formal relationship between a Federal Agency and the U.S. Congress.	**100**
Budget Formulation - Budget Formulation involves involves all activities undertaken to determine priorities for future spending and to develop an itemized forecast of future funding and expenditures during a targeted period of time. This includes the collection and use of performance information to assess the effectiveness of programs and develop budget priorities.	**101**
Capital Planning - Capital Planning involves the processes for ensuring that appropriate investments are selected for capital expenditures.	**102**
Enterprise Architecture - Enterprise Architecture is an established process for describing the current state and defining the target state and transition strategy for an organization's people, processes, and technology.	**103**
Strategic Planning - Strategic Planning entails the determination of annual and long-term goals and the identification of the best approach for achieving those goals.	**104**
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.	**105**
Workforce Planning- Workforce Planning involves the processes for identifying the workforce competencies required to meet the agency's strategic goals and for developing the strategies to meet these requirements	**106**
Management Improvement - Management Improvement includes all efforts to gauge the ongoing efficiency of business processes and identify opportunities for reengineering or restructuring.	**107**
Customer Services - Customer Services supports activities associated with providing an agency's customers with information regarding the agency's service offerings and managing the interactions and relationships with those customers.	**108**
Official Information Dissemination – Official Information Dissemination includes all efforts to provide official government information to external stakeholders through the use of various types of media, such as video, paper, web, etc.	**109**
Product Outreach - Product Outreach relates to the marketing of government services products, and programs to the general public in an attempt to promote awareness and increase the num-	**110**

Sub-Function	Code
ber of customers/beneficiaries of those services and programs.	
Public Relations - Public Relations involves the efforts to promote an organization's image through the effective handling of citizen concerns.	**111**
Policy and Guidance Development - Policy and Guidance Development involves the creation and dissemination of guidelines to assist in the interpretation and implementation of regulations.	**112**
Public Comment Tracking - Public Comment Tracking involves the activities of soliciting, maintaining, and responding to public comments regarding proposed regulations.	**113**
Regulatory Creation - Regulatory Creation involves the activities of researching and drafting proposed and final regulations.	**114**
Rule Publication - Rule Publication includes all activities associated with the publication of a proposed or final rule in the Federal Register and Code of Federal Regulations.	**115**
Debt Collection - Debt Collection supports activities associated with the collection of money owed to the U.S. government from both foreign and domestic sources.	**116**
User Fee Collection -User fee collection involves the collection of fees assessed on individuals or organizations for the provision of Government services and for the use of Government goods or resources (i.e. National Parks).	**117**
Federal Asset Sales - Federal Asset Sales 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.	**118**
Facilities, Fleet, And Equipment Management – Facilities, Fleet, and Equipment Management involves the maintenance, administration, and operation of office buildings, fleets, machinery, and other capital assets that are possessions of the Federal Government.	**119**
Help Desk Services - Help Desk Services involves the management of a service center to respond to government and contract employees' technical and administrative questions.	**120**
Security Management - Security Management involves the physical protection of an organization's personnel, assets, and facilities.	**121**
Travel - Travel involves the activities associated with planning, preparing, and monitoring of business related travel for an organization's employees.	**122**
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.	**123**
Accounting- Accounting entails accounting for assets, liabilities, fund balances, revenues and expenses associated with the maintenance of Federal funds and expenditure of Federal appropriations (Salaries and Expenses, Operation and Maintenance, Procurement, Working Capital, Trust Funds, etc.), in accordance with applicable Federal standards (FASAB, Treasury, OMB, GAO, etc.)	**124**
Budget and Finance - Budget and Finance includes the management of the Federal budget process including the development of plans and programs, budgets, and performance outputs and outcomes as well as financing Federal programs and operations through appropriation and apportionment of direct and reimbursable spending authority, fund transfers, investments and other financing mechanisms.	**125**
Payments - Payments include disbursements of Federal funds, via a variety of mechanisms, to Federal and private individuals, Federal agencies, state, local and international Governments, and the private sector, to effect payment for goods and services, or distribute entitlements, benefits, grants, subsidies, loans, or claims.	**126**
Collections and Receivables - Collections and Receivables includes deposits, fund transfers, and receipts for sales or service.	**127**
Asset and Liability Management - Asset and Liability Management provide accounting support for the management of assets and liabilities of the Federal government.	**128**
Reporting and Information- Reporting and Information includes providing financial information, reporting and analysis of financial transactions.	**129**
Benefits Management - Benefits Management involves the administration of entitled benefits for Federal personnel such as retirement, medical, disability, and insurance.	**130**

Sub-Function	Code
Personnel Management – Personnel Management involves the general management of the federal workforce, including but not limited to functions such as personnel action processing, employee tracking, position classification and management, discipline/grievance, advancement and awards, labor relations, etc.	**131**
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.	**132**
Resource Training And Development - Resource Training and Development refers to the active building of competencies in staff members through formal, technical, or other means of education.	**133**
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.	**134**
Staff Recruitment And Employment - Staff Recruitment and Employment refers to the active marketing and hiring of personnel to capitalize on opportunities and fill vacancies within an organization as well as the activities focused on retaining staff.	**135**
System Development - System Development supports all activities associated with the in-house design and development of software applications.	**136**
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.	**137**
System Maintenance - System Maintenance supports all activities associated with the maintenance of in-house designed software applications.	**138**
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.).	**139**
IT Security- IT Security involves all functions pertaining to the securing of Federal data and systems through the creation and definition of security policies, procedures and controls covering such services as identification, authentication, and non-repudiation.	**140**
Record Retention - Record Retention involves the operations surrounding the management of the official documents and records for an agency.	**141**
Information Management – Information Management involves the coordination of information collection, storage, and dissemination, and destruction as well as managing the policies, guidelines, and standards regarding information management.	**142**
Goods Acquisition - Goods Acquisition involves the procurement of physical goods, products, and capital assets to be used by the Federal government.	**143**
Inventory Control - Inventory Control refers to the tracking of information related to procured assets and resources with regard to quantity, quality, and location.	**144**
Logistics Management - Logistics Management involves the planning and tracking of personnel and their resources in relation to their availability and location.	**145**
Services Acquisition - Services Acquisition involves the oversight and/or management of contractors and service providers from the private sector.	**146**
Cross-Agency	
Corrective Action (CA) - 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.	**147**
Program Evaluation (CA) – Program Evaluation involves the analysis of internal and external program effectiveness and the determination of corrective actions as appropriate.	**148**
Program Monitoring (CA) - 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.	**149**
Contingency Planning (CA) - Contingency Planning involves the actions required to plan for, respond to, and mitigate damaging events.	**150**

Sub-Function	Code
Continuity Of Operations (CA) - 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.	**151**
Service Recovery (CA) - Service Recovery involves the internal actions necessary to develop a plan for resuming operations after a catastrophic event occurs.	**152**
Legislation Tracking (CA) – Legislation Tracking involves monitoring legislation from introduction to enactment.	**153**
Legislation Testimony (CA) - Legislation Testimony involves activities associated with providing testimony/evidence in support of, or opposition to, legislation.	**154**
Proposal Development (CA) – Proposal Development involves drafting proposed legislation that creates or amends laws subject to Congressional action.	**155**
Congressional Liaison Operations (CA) - Congressional Liaison Operations involves all activities associated with supporting the formal relationship between a Federal Agency and the U.S. Congress.	**156**
Budget Formulation (CA) - Budget Formulation involves involves all activities undertaken to determine priorities for future spending and to develop an itemized forecast of future funding and expenditures during a targeted period of time. This includes the collection and use of performance information to assess the effectiveness of programs and develop budget priorities.	**157**
Capital Planning (CA) - Capital Planning involves the processes for ensuring that appropriate investments are selected for capital expenditures.	**158**
Enterprise Architecture (CA) - Enterprise Architecture is an established process for describing the current state and defining the target state and transition strategy for an organization's people, processes, and technology.	**159**
Strategic Planning (CA) - Strategic Planning entails the determination of annual and long-term goals and the identification of the best approach for achieving those goals.	**160**
Budget Execution (CA) – 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.	**161**
Workforce Planning (CA) - Workforce Planning involves the processes for identifying the workforce competencies required to meet the agency's strategic goals and for developing the strategies to meet these requirements	**162**
Management Improvement (CA) - Management Improvement includes all efforts to gauge the ongoing efficiency of business processes and identify opportunities for reengineering or restructuring.	**163**
Customer Services (CA) - Customer Services supports activities associated with providing an agency's customers with information regarding the agency's service offerings and managing the interactions and relationships with those customers.	**164**
Official Information Dissemination (CA) – Official Information Dissemination includes all efforts to provide official government information to external stakeholders through the use of various types of media, such as video, paper, web, etc.	**165**
Product Outreach (CA) - Product Outreach relates to the marketing of government services products, and programs to the general public in an attempt to promote awareness and increase the number of customers/beneficiaries of those services and programs.	**166**
Public Relations (CA) - Public Relations involves the efforts to promote an organization's image through the effective handling of citizen concerns.	**167**
Policy and Guidance Development (CA) - Policy and Guidance Development involves the creation and dissemination of guidelines to assist in the interpretation and implementation of regulations.	**168**
Public Comment Tracking (CA) - Public Comment Tracking involves the activities of soliciting, maintaining, and responding to public comments regarding proposed regulations.	**169**
Regulatory Creation (CA) - Regulatory Creation involves the activities of researching and drafting proposed and final regulations.	**170**
Rule Publication (CA) - Rule Publication includes all activities associated with the publication of a proposed or final rule in the Federal Register and Code of Federal Regulations.	**171**

Sub-Function	Code
Debt Collection (CA) - Debt Collection supports activities associated with the collection of money owed to the U.S. government from both foreign and domestic sources.	**172**
User Fee Collection (CA) -User fee collection involves the collection of fees assessed on individuals or organizations for the provision of Government services and for the use of Government goods or resources (i.e. National Parks).	**173**
Federal Asset Sales (CA) - Federal Asset Sales 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.	**174**
Central Fiscal Operations (CA) - Central Fiscal Operations includes the fiscal operations that the Department of Treasury performs on behalf of the Government. Note: Tax Collection is included within the Tax Collection Sub-Function.	**175**
Legislative Functions (CA) - Legislative functions include the costs of the Legislative Branch except for the Tax Court, the Library of Congress, and the Government Printing Office revolving fund.	**176**
Executive Functions (CA) - Executive Functions involve the Executive Office of the President.	**177**
Central Property Management (CA) - General Property Management involves most of the operations of the General Services Administration.	**178**
Central Personnel Management (CA) - Central Personnel Management involves most of the operating costs of the Office of Personnel Management and related agencies.	**179**
Taxation Management (CA) – Taxation Management includes activities associated with the implementation of the Internal Revenue Code and the collection of taxes in the United States and abroad.	**180**
Central Records and Statistics Management (CA)- Central Records and Statistics Management involves the operations surrounding the management of official documents, statistics, and records for the entire Federal Government. This Sub-Function is intended to include the management of records and statistics for the Federal government as a whole, such as the records management performed by NARA or the statistics and data collection performed by the Bureau of the Census. Note: Many agencies perform records and statistics management for a particular business function and as such should be mapped to that line of business. The Central Records and Statistics Management is intended for functions performed on behalf of the entire Federal government.	**181**
Facilities, Fleet, And Equipment Management (CA) – Facilities, Fleet, and Equipment Management involves the maintenance, administration, and operation of office buildings, fleets, machinery, and other capital assets that are possessions of the Federal Government.	**182**
Help Desk Services (CA) - Help Desk Services involves the management of a service center to respond to government and contract employees' technical and administrative questions.	**183**
Security Management (CA) - Security Management involves the physical protection of an organization's personnel, assets, and facilities.	**184**
Travel (CA) - Travel involves the activities associated with planning, preparing, and monitoring of business related travel for an organization's employees.	**185**
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TBD	**999**