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OMB Releases New Business Reference Model to Improve Agency Management
Early Application Critical to Citizen Service

WASHINGTON, D.C. **–** The Office of Management and Budget (OMB) Federal Enterprise
Architecture Program Management Office today launched the Federal Enterprise Architecture
Business Reference Model, the first component of the Architecture, an analytical tool that will
help federal agencies responsibly and accurately plan and budget for their capital investments,
initially for information technology (IT). The Business Reference Model provides a common
understanding of the federal Government's business operations. A background summary
follows, as does a high-level representation of the model.

"The Federal Enterprise Architecture, as the name suggests, provides a foundation for the
effective implementation of the President's agenda," said Mark Forman, Associate Director for
Information Technology and E-Government. At its core, E-Government will make the
government more cost effective and responsive to citizens' needs. Its applications are
widespread and important, and include support for homeland security and other critical business
areas of the government.

"This is a quantum leap for the federal government's ability to focus investments on delivering
better results for the citizen, and to avoid the overlap and duplication found by last year's E-
Government Task Force. For the first time, this tool provides us with the capability to look
across agencies and identify high-payoff opportunities for applying IT and management reforms,
and for taxpayers to get the best return on their money."

The Business Reference Model provides a common understanding of the federal government's
business operations and outlines three main business areas: citizen services, supporting delivery
of these services, and internal operations. The Model sets standard business functions that allow
agencies to facilitate their own process of achieving program goals and objectives, and that
identify potential opportunities for cross-agency collaboration. It will also assist the agencies
and OMB in making IT investment decisions in the Fiscal Year 2004 budget, according to the
OMB Circular A-11 Guidance. The Business Reference Model will evolve over time from this
initial release (Version 1.0) through use and comment.

OMB will release the full Federal Enterprise Architecture to agencies in a two-phase process
through the website, http://www.feapmo.gov.

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Background on Federal Enterprise Architecture

The Federal Enterprise Architecture is being constructed through a framework of "reference models" designed to facilitate cross-agency analysis and improvement. The Business Reference Model serves as the foundation for the reference models that will be published this fall – the Performance Reference Model, Data and Information Reference Model, Application-Capabilities Reference Model and the Technical Reference Model.

Together, the Business and Performance Reference Models will define objectives for each of the government's business lines, while the other reference models will define how to best allocate resources, technology and services to meet those objectives. In addition, OMB is collaborating closely with government-wide working groups to enhance federal guidance and best practices surrounding the adoption and implementation of component-based architectures. These architectures will embrace industry standards to promote the reuse of technology across vertical and agency boundaries.

The Business Reference Model 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 services to citizens category includes two sub-areas, program administration and compliance.

The three business areas comprise a total of 35 external and internal lines of business. The external lines of business more specifically describe the services and products the government provides to its customers and stakeholders, while the internal lines of business describe the inter- and intra-agency "back office" and support activities that enable the government to operate. The lines of business break down into a total of 137 sub-functions, which details specific agency activities.

The Federal Enterprise Architecture and Business Reference Model will be released to federal agencies in two phases through the newly established FEA-PMO website, http://www.feapmo.gov. Phase I provides agencies with downloadable access to the Business Reference Model in multiple electronic formats – PDF, Word, and XML. Phase II will be launched later this year, and will advance these capabilities by providing secure access to the FEAMS. This will allow designated agency representatives to search across Federal Enterprise Architecture reference models to check the availability of services and components they may be able to reuse.

Figure 1. Federal Enterprise Architecture Business Reference Model

Services to Citizens

Program Admin ← → Compliance

Public Asset Management
Marketable Asset Management
Defense & Nat'l Security Ops
Diplomacy & Foreign Relations
Disaster Management
Domestic Economy
Education
Energy Management
Insurance
Public Health
Recreation & National Resources
Social Services
R&D & Science

Regulated Activity Approval
Consumer Safety
Environmental Management
Law Enforcement
Legal
Revenue Collection
Trade (Import/Export)
Transportation
Workforce Management

Support Delivery of Services

Legislative Management
Business Management of Information
IT Management
Planning and Resource Allocation
Regulatory Management

Controls and Oversight
Public Affairs
Internal Risk Management and Mitigation
Federal Financial Assistance

Internal Operations/Infrastructure

Inter-Agency · Intra-Agency

Human Resources **Financial Management**
Admin **Supply Chain Management**

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