

FY06 FEA Additional Instructions

“At-a-Glance”: A-11 and the FEA

- For the FY06 budget process, OMB Circular A-11, Exhibits 53 and 300 requirements have not changed from the FY05 budget process to improve data quality. These additional instructions are being issued to further improve data quality for the FEA-related A-11 requirements.
- Document organization has changed from last year, focusing on A-11 requirements instead of FEA reference models and implementing reference model changes for FY06 (refer to FY06 Reference Model Revision Summary document).
- Further instructions for the five LoB initiatives and related President’s Management Agenda (PMA) E-Government (E-Gov) initiatives will be issued around June 30, 2004 clarifying A-11 reporting requirements.
- The “Information Technology Budget Submissions for FY06” memo requires that agencies must demonstrate the linkage between investments, programs, and PART via an Information Resources Management (IRM) strategic plan addendum. This document provides further clarification and assistance.
- The updated XML schema includes the new values to reflect reference model changes but invalid values were not removed and are still in the schema. Agencies are not to use any invalid values when mapping to the reference models.
- Agencies must use the tables provided in this document to discuss IT investments in relation to the SRM and TRM.
- Each reference model has a set of “opportunities” presented to “enhance architectural data quality” use and value. Agencies are encouraged to participate in the limited application, due after the 9/13/04 Exhibit 300 submissions.
- For FY06, OMB Circular A-11 requires that:
 - Non-major IT investments must map to the BRM for inclusion in the Exhibit 53.
 - Agencies must use the PRM for any major IT investments requesting new development, modernization, and enhancement (DME) funding beginning in FY05 or beyond.

Table of Contents

- 1.0 INTRODUCTION 3**
- 1.1 Purpose.....3
- 1.2 Organization of the Document.....4
- 2.0 SUMMARY OF A-11 REQUIREMENTS RELATED TO THE FEA 5**
- 3.0 FEA-RELATED EXHIBIT 53 REQUIREMENTS..... 6**
- 3.1 **Primary BRM Mapping (Unique Project ID)6**
 - 3.1.1 Requirements and Key Concepts6
 - 3.1.2 Updates to the BRM7
 - 3.1.3 Recommended Steps.....8
- 3.2 Agency EA Submissions 11
- 4.0 IRM STRATEGIC PLAN ADDENDUM REQUIREMENTS 12**
- 5.0 FEA-RELATED EXHIBIT 300 REQUIREMENTS..... 13**
- 5.1 **Non-Primary BRM Mapping 13**
 - 5.1.1 Requirements and Key Concepts.....13
 - 5.1.2 Recommended Steps.....13
- 5.2 **PRM Mapping 14**
 - 5.2.1 Requirements and Key Concepts14
 - 5.2.2 Updates to the PRM15
 - 5.2.3 Recommended Steps.....15
 - 5.2.4 Enhancing Data Quality Opportunity: Improving Performance Linkage.....17
- 5.3 **SRM Mapping 18**
 - 5.3.1 Requirements and Key Concepts.....18
 - 5.3.2 Updates to the SRM18
 - 5.3.3 Recommended Steps.....19
- 5.4 **TRM Mapping..... 21**
 - 5.4.1 Requirements and Key Concepts21
 - 5.4.2 Updates to the TRM22
 - 5.4.3 Recommended Steps.....22
 - 5.4.4 Enhancing Data Quality Opportunity: Integrating the SRM -TRM24
- 6.0 APPENDIX: BRM NUMBERING SCHEME..... 25**
- 6.1 Graphical Display..... 25
- 6.2 Textual Display 31

1.0 Introduction

The Federal Enterprise Architecture (FEA) is a business and performance-based framework to support cross-agency collaboration, transformation, and government-wide improvement. It provides OMB and federal agencies with a common way of describing, analyzing, and improving the federal government and its ability to serve the citizen. The FEA is a common language and set of reference models. It is used to represent and correlate important business and performance elements of an organization with the supporting technology and data/information necessary to support the organization.

An organization reflects its use of the FEA (“aligns” to the FEA) when it consistently refers to this taxonomy as a means by which the investment’s contribution towards mission results is described as part of the agency’s IT investment decision-making process. The FEA was designed to improve the ability of agencies to identify opportunities for sharing/collaboration and performance metrics used in achieving program performance objectives.

OMB uses the information reported via Circular A-11, Exhibits 53 and 300, to assist with the budget decisions and draw conclusions about whether the agency’s planning, acquisition, management, and use of capital assets (investments) are consistent with OMB policy and guidance. Therefore, it is critical that agencies accurately map their IT investments to the FEA reference models to support federal agencies in identifying potential opportunities to collaborate and eliminate redundant spending.

1.1 Purpose

For the FY06 budget process, OMB Circular A-11 requirements have not changed from the FY05 budget process. The primary objective is to develop stability in the process and increase the quality of the data in agency budget submissions. To accomplish this, OMB issued the “Information Technology Budget Submissions for FY06” memo clarifying A-11 requirements and explaining how agencies can improve on data quality. In addition, OMB is also issuing this document to provide:

- Additional instructions and examples to help agencies complete the FEA-related A-11 requirements of the OMB Exhibits 53 and 300 for IT investments. Specifically this document will:
 - Promote increased data quality for agency FY06 budget Exhibits 53 and 300 for IT investments
 - Outline relevant changes to the FEA reference models
 - Assist agencies in linking investments to programs for the IRM addendum
- Agencies with opportunities to assist OMB in enhancing architectural data use and growth., specifically to:
 - Improve the linkage between investment and program performance
 - Improve the ability to identify and analyze collaborative opportunities

Over the past year, the FEA reference models were updated to reflect agency feedback and lessons learned from the FY05 budget process. The updates to the reference models impact the Business Reference Model (BRM), Service Component Reference Model (SRM), and Technical Reference Model (TRM). Significant clarifications were also made to the Performance Reference Model (PRM). While this does not alter the questions or requirements of Circular A-11, it does affect the value options agencies can choose from the “pick-lists.” The XML schema for FY06 will reflect any new value options. Through continual refinements to and use of the reference models, OMB is continuing to strengthen the concept that departmental enterprise architectures (EAs) are the basic building blocks of the FEA. The objectives for reference model changes include:

- Simplifying the FEA reference models

- Increasing usability of the FEA reference models
- Promoting greater use of enterprise architecture (EA) by agencies to improve investment decision-making and justification of investments

Agencies should familiarize themselves with this FEA Additional Instructions document as well as the FY06 Consolidated Reference Model document before attempting to map to the reference models in the Exhibits 53 and 300. The FY06 FEA Consolidated Reference Model document will be available at

www.feapmo.gov/fy06_fea_budget_formulation_docs.asp

While the goal for the FY06 budget process is to provide stability and improve data quality, OMB does recognize that there are areas in A-11 where structural and conceptual improvements need to be made in order to provide a clearer “line of sight” for the investment from a performance and technology perspective. Thus OMB is requesting agencies to assist in opportunities to enhance architectural data and growth *in addition* to completing the FY06 A-11 requirements.

These improvements will also further improve data quality and simplify the process agencies need to take to answer the FEA-related requirements. The details and instructions to these opportunities are provided in the appropriate sections of this document. While participation is optional, OMB does highly encourage agencies to participate in order to test the feasibility and demonstrate the effectiveness of these data enhancing opportunities.

1.2 Organization of the Document

The FEA Additional Instructions document provides an overview of key concepts, suggested process steps, and helpful hints for addressing the A-11 requirements. The document is organized according to the following sections:

Section 1: Introduction: provides an overview at a high level

Section 2: Summary of FEA-Related A-11 Requirements: describes the A-11 requirements that project managers and/or senior analysts must address when completing the OMB Exhibit 300 justification for major investments.

Section 3: FEA-Related Exhibit 53 Requirements: provides a step-by-step process for accurately identifying the primary BRM mapping and generating the Unique Project ID for investments. Also provides information on the A-11 reporting requirements for the five LoB initiatives and related PMA E-Gov initiatives. Also clarifies the requirements for agency EA submissions.

Section 4: Information Resources Management (IRM) Strategic Plan Addendum Requirements: assists agencies on demonstrating alignment between IT investments, agency programs, and PART for the IRM addendum as requested in the “Information Technology Budget Submissions for FY06” memo.

Section 5: FEA-Related Exhibit 300 Requirements: provides the A-11 requirements, key concepts, process steps, examples and helpful hints to support agencies in mapping IT investments to the FEA BRM, PRM, SRM, and TRM. This section also includes the data enhancing opportunities.

Appendix: FY06 BRM Values & Codes: provides the numbering schema for the Business Areas, Lines of Business and Sub-functions that agencies must use to complete the Unique Project ID for the FY06 budget process.

2.0 Summary of A-11 Requirements Related to the FEA

Below is a summary of the A-11 requirements explicitly related to the FEA. The table identifies the precise sections and/or questions from the Exhibits 53 and 300 that agencies must address. Where applicable, this table also provides a crosswalk between the section and the corresponding FEA reference model to which it applies.

<u>Section of A-11</u>	<u>FEA Reference Model</u>
• Exhibit 53, Agency EA Submission	---
• Exhibit 53, Unique Project ID	BRM
• Exhibit 300, Section I.C	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

3.0 FEA-Related Exhibit 53 Requirements

The FEA-related Exhibit 53 requirements relate to the following two areas:

- Primary BRM mapping (Unique Project ID)
- Agency EA

3.1 Primary BRM Mapping (Unique Project ID)

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 mapping to the BRM. For investments that support one of the five Line of Business (LoB) task force investments, agencies must use the codes designated by OMB as defined in section 3.1.3.4. In addition, the Unique Project ID on the Exhibit 300 should be the same as the one reported for the investment on the Exhibit 53.

The BRM provides a framework that facilitates a functional (as opposed to organizational) view of the federal government’s lines of business (LoBs) -- including its internal operations and its service for citizens -- independent of the agencies, bureaus and offices that perform them. It describes the federal government around common business areas instead of through a stovepiped, agency-by-agency view. It thus promotes agency collaboration and serves as the underlying foundation for the FEA and E-Government strategies.

Helpful Hint: *Agencies must revisit their BRM mappings from the FY05 budget submissions to validate that they are accurate and consistent.*

3.1.1 Requirements and Key Concepts

Requirements	<ul style="list-style-type: none"> • 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 mapping to the BRM.
	<ul style="list-style-type: none"> • For investments supporting the LoB task force initiatives, use OMB assigned codes to generate the Unique Project ID.
Key Concepts	<ul style="list-style-type: none"> • Agencies must contact OMB before August 13, 2004 if they cannot identify a primary BRM mapping.
	<ul style="list-style-type: none"> • Agencies should revisit the primary BRM mappings for all IT investments to ensure proper mapping in the most accurate and defensible manner.
	<ul style="list-style-type: none"> • Agencies should map investments to the FEA BRM based on the function of the investment, <i>not</i> the function of the program or mission of the agency.
	<ul style="list-style-type: none"> • Though an IT investment can have any number of mappings to the BRM, the Line of Business and Sub-function it most directly supports should be the primary mapping.

	<ul style="list-style-type: none"> • "Mode of Delivery" is no longer a primary business area in the BRM, therefore agencies may no longer use the "2XX: Primary Mode of Delivery layer" <u>unless</u> an agency receives prior OMB approval by no later than August 13, 2004.
	<ul style="list-style-type: none"> • The "Information and Technology Management" Line of Business is limited to infrastructure-related investments only.
	<ul style="list-style-type: none"> • "Cross-agency" investments refer to joint investments at the <u>departmental-level</u> or investments that will be used by a single agency to support a service that they provide for other agencies.
	<ul style="list-style-type: none"> • A primary LoB mapping must be identified for <u>all</u> investments -- "100," "200," "300," and "400" <u>will not</u> be acceptable 3 digit codes for the 18th, 19th, and 20th digits of the unique ID number <u>unless</u> an agency receives prior OMB approval by no later than August 13, 2004.
	<ul style="list-style-type: none"> • A primary Sub-function mapping must be identified for ALL investments therefore, "999" <u>will not</u> be an acceptable 3 digit code for the 21st, 22nd, and 23rd digits of the unique ID number <u>unless</u> an agency receives prior OMB approval by no later than August 13, 2004.

3.1.2 Updates to the BRM

The following BRM revisions were made to reflect agency feedback and lessons learned and to provide further clarification to improve data quality:

- Sub-functions were added/deleted and to reflect agency feedback.
- Sub-function definitions for the Health, Human Resource Management, Intelligence Operations, and Natural Resources Sub-functions were updated for enhanced clarification and improved data quality.
- Clarified "Mode of Delivery: to include more information about the distinction and association between mission and purpose and the modes of delivery mechanisms used to achieve them.

The tables below highlight the additions and deletions to the Sub-functions. The full list of valid Sub-functions, definitions and BRM codes is located in the appendix. The updated XML schema includes the BRM codes for the added Sub-functions, but the BRM codes for the deleted Sub-functions *were not* removed and are still in the schema. **Do not map any investments to the deleted BRM Sub-functions . They are no longer valid.**

LoB Updates - Intelligence Operations	
Added Sub-functions	<ul style="list-style-type: none"> • Intelligence Planning and Direction/Needs • Intelligence Collection • Intelligence Analysis and Production • Dissemination

LoB Updates - Human Resources Management	
Existing Sub-functions	<ul style="list-style-type: none"> • Payroll Management and Expense Reimbursement • Security Clearance Management

LoB Updates - Human Resources Management	
Added Sub-functions	<ul style="list-style-type: none"> • Position Classification and Management • Vacancy Tracking • Applicant Intake and Recruiting • Pre employment (medical, testing, drug testing, etc.) • Training Management • Benefit Administration • Discipline and Grievance • Random Drug Testing • Labor Relations • Time and Labor Distributions • Evaluation • Personnel Action Processing • Reporting and Metrics
Deleted Sub-functions (no longer valid)	<ul style="list-style-type: none"> • Benefits Management • Personnel Management • Resource Training and Development • Staff Recruitment and Employment

LoB Updates - Health	
Existing Sub-functions	<ul style="list-style-type: none"> • Health Care Services • Consumer Health and Safety
Added Sub-functions	<ul style="list-style-type: none"> • Access to Care • Population Health Management • Health Advancement
Deleted Sub-functions	<ul style="list-style-type: none"> • Illness Prevention • Immunization Management • Public Health Monitoring

3.1.3 Recommended Steps

In order to meet this requirement, agencies can use their agency EA to identify the primary BRM mapping for the IT investment and populate the appropriate BRM code. This section also provides information on the A-11 reporting requirements for the five LoB initiatives and related PMA E-Gov initiatives.

Helpful Hint: Agencies cannot use any "TBD" BRM codes unless they have approval from OMB before August 13 2004

1. Identify the primary Business Area the IT investment supports. √
2. Identify the primary LoB and Sub-function the IT investment supports. √
3. Populate the last six digits of the Unique Project ID using the BRM codes identified in the appendix of this document. √
4. Identify LoB common solution initiatives (if applicable). √

3.1.3.1 Identify Primary Business Area

The first step to identify the primary BRM mapping is to determine what Business Area the IT investment most directly supports. Every investment will primarily map to one of the following Business Areas:

- **Services for Citizens** – The investment DIRECTLY automates or supports the purpose of government i.e., one of the “Services for Citizen” LoB or Sub-functions. Examples include weather forecasting systems, criminal surveillance systems, and air traffic monitoring systems. For investments mapped to this Business Area, a non-primary mapping to the “Mode of Delivery” Business Area is required.
- **Support Delivery of Services** – The investment DIRECTLY automates or supports a function necessary to conduct government operations i.e., one of the “Support Delivery of Services” LoB or Sub-functions. Examples include enterprise architecture investments and rulemaking systems.
- **Management of Government Resources** – The investment DIRECTLY automates or supports a resource management function that provides for all areas of the government’s business i.e., one of the “Management of Government Resources” LoB or Sub-functions. Examples include core accounting systems, IT infrastructure investments, procurement systems and human resources systems.

Helpful Hint: For FY06, IT investments can no longer map to “Mode of Delivery” as a primary Business Area.

Generally, “externally” focused, mission-related IT investments will have a primary mapping to “Services for Citizens,” while “internally” focused or management-related IT investments will generally map to “Support Delivery of Services” or “Management of Government Resources.”

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. To clarify, cross-agency means *across departments* not within. For example, an investment between the Department of Energy and the Department of the Interior is considered cross-agency, whereas an investment between the FBI and DEA (both are part of Department of Justice) is not.

3.1.3.2 Identify Primary Line of Business and Sub-function

The second step is to identify the appropriate primary LoB and Sub-function. Agencies should use the definitions of these elements in the BRM section of the FY06 Consolidated Reference Model document or in the appendix of this document, along with an understanding of the programs and processes the IT investment supports, to identify the appropriate primary BRM mapping(s).

Helpful Hint: The “Information and Technology Management” Line of Business is limited to infrastructure-related investments only.

Agency EAs should have their business activities defined, and agencies’ investments should be associated to them. With this information, agencies can use their EAs, strategic plans, IRMs, and other resources to answer the questions below, which will provide the starting point to identify the investment’s BRM mapping(s). For example, an agency with an investment that supports educational grants would answer the questions in the following manner:

Question	Example Answers	Purpose
Does the business activities associated with the investment	This investment supports an external, “Services for Citizens” program since the investment’s	Identify primary Business Area

Question	Example Answers	Purpose
predominantly support an external or internal program?	business process delivers a direct benefit to citizens.	
What business processes does this investment support and what is the purpose of the investment?	The investment supports programs focused on helping local schools (in communities targeted for development) through the administration of federal grants. The investment seeks to automate the process of managing grants to local schools.	Identifies Line of Business
Using the business processes and functions (aligned to the investment) identify the core BRM sub-functions that most closely map with the purpose of the investment.	A. Supports programs to improve local schools through the administration of educational grants.	Identifies Sub-function
	B. Supports the development of communities through the administration of educational grants for local schools.	Identifies Sub-function
What support does the investment provide to these processes or program(s)?	C. Automates the process the federal government uses to provide grant-funding to local schools.	Identifies the “Mode of Delivery” Sub-function
	D. Provides data that informs budget estimates for the grants program.	Identifies support Sub-functions

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

When determining the primary BRM mapping for an investment, agencies should map based on the function of the investment, not the mission of the agency.

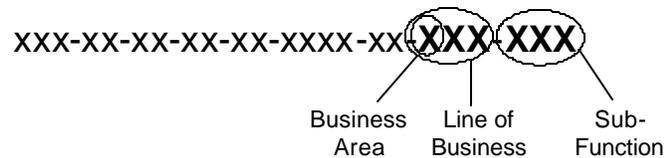
In the above example, the educational grants IT investment primarily exists to improve education through the administration of grants. Thus the **PRIMARY** BRM mapping is:

- LoB: “Education”
- Sub-function: “Elementary, Secondary and Vocational Education”

Helpful Hint: *There is a one-to-one relationship between Sub-function and LoB. Agencies must indicate the correct relationship.*

3.1.3.3 Populate the Last Six Digits of the Unique Project ID

Once the primary BRM mapping has been identified, agencies must identify the appropriate digits for the Unique Project ID code using the FY06 BRM codes located in the appendix of this document. The last six digits of the 23-digit unique ID (see below) represent the primary Business Area, LoB, and Sub-function that the investment best supports.



For the educational grants investment example above, the appropriate six digits would be “**106-015**.”

For FY06 budget submissions, a primary BRM mapping must be identified for all investments. LoB mappings to “100,” “200,” “300,” and “400” and Sub-function mappings to “999” will not be accepted unless an agency receives prior OMB approval by no later than August 13, 2004.

3.1.3.4 Identify LoB Common Solution Initiatives

Additional mandatory reporting instructions will be issued around June 30, 2004 for the five LoB initiatives (Financial Management, Human Resources Management, Grants Management, Federal Health Architecture, and Case Management) and related PMA E-Gov initiatives. These instructions will include:

- Coding requirements to generate the Unique Project ID for Exhibits 53 and 300
- List of the related E-Gov initiatives
- Content required for the LoB common solution joint business case (Exhibit 300)
- Content required for the agency business cases (Exhibit 300s) for the investments that are implementing, migrating, and/or transitioning to the LoB common solution

3.2 Agency EA Submissions

For the FY06 budget process, agencies need to submit all of their most up-to-date EA artifacts (e.g., baseline architecture, target architecture, transition plan, etc.) to OMB in **electronic** format with their budget submissions. In addition, agencies must submit an Exhibit 300 to represent the investment in their departmental EA, and this investment must be reflected as a line item on the agency’s Exhibit 53 (refer to section 53.8 for coding instructions).

4.0 IRM Strategic Plan Addendum Requirements

In the “Information Technology Budget Submissions for FY06” memo to agency CIOs, OMB stated:

“...we will evaluate the extent to which each agency’s IT portfolio is aligned with agency programs evaluated under performance and results criteria (PART). To assist us in these efforts, please...submit, as an addendum to your information resources management (IRM) strategic plan, a brief document (2 pages) summarizing the impact of your agency IT Portfolio management process.

- Discuss how the management of your agency IT portfolio has enhanced the quality of IT investments, resulting in improved program performance and more efficient use of all IT assets.
- Demonstrate how your agency IT portfolio aligns and integrates with agency programs evaluated using the OMB’s Program Assessment Rating Tool (PART).”

To assist agencies in demonstrating the alignment between IT investments, agency programs, and PART, OMB is providing a spreadsheet for agencies to complete and submit. Agencies must complete their portion of an accompanying spreadsheet (FY06 A-11 Attachment v1 (Draft).xls). It is pre-populated with the Exhibit 300 information from the FY05 budget process as a starting point. Agencies need to review and update the inventory of investments on the Exhibit 300 (e.g., provide updated unique ID, remove investments, add investments, etc.) and complete the blank columns. Below is a description of each field:

Agency	Agency abbreviation, which will be provided by OMB.
FY06 Unique Project ID	FY06 unique project ID for the investment. This could be the same or different from the FY05 unique project ID.
FY05 Unique Project ID	FY05 unique project ID for the investment.
Investment Name	Name of the investment.
OMB Account Number	9-digit OMB account code, as described in the “Information Technology Budget Submissions for FY06” memo attachment.
Reviewed via PART	Yes or no answer to the question “was this investment included in a PART review?” Populate “Y” for yes and “N” for no.
Program Name	Name of the agency program (that is funded through appropriations) this investment supports.
Agency & IT Metric	Provide the agency metric and the IT metric that this investment supports/impacts.

This spreadsheet, along with the IRM strategic plan and other requirements for the IRM addendum, must be submitted with the IT budget request for FY06 on September 13, 2004.

5.0 FEA-related Exhibit 300 Requirements

5.1 Non-Primary BRM Mapping

5.1.1 Requirements and Key Concepts

Requirements	<ul style="list-style-type: none"> Section II.A.1.E of the Exhibit 300 requires agencies to identify up to 3 non-primary mappings to the BRM for major IT investments.
Key Concepts	<ul style="list-style-type: none"> A major IT investment that primarily aligns to the “Services for Citizens” Business Area must also identify a non-primary mapping to the “Mode of Delivery” Business Area.

5.1.2 Recommended Steps

Agencies can take the following action to meet the remaining BRM-related requirement in A-11:

1. List up to 3 non-primary BRM mappings for the IT investment.

√

5.1.2.1 Identify Non-primary BRM Mappings

For question II.A.1.E of the Exhibit 300, agencies can identify up to three (3) non-primary mappings to the BRM. Do not reenter the primary LoB and Sub-function. Instead, agencies should build from the work done to determine the primary BRM mapping and identify additional LoBs and Sub-functions that the investment supports. Non-primary Sub-functions are determined from the agency EA and Sub-functions that are supported by the investment but are not the primary business function. Non-primary Sub-functions are derived from agency EA’s, strategic plans, IRMs, and program descriptions and represent additional business functions that are supported by the investment.

Helpful Hint: *IT investments that primarily mapped to “Services for Citizens” must map to a “Mode of Delivery” LoB and Sub-function as a non-primary BRM mapping.*

For the educational grants investment example discussed earlier, the non-primary BRM mappings are listed in the table below. Because this investment mapped primarily to the “Services for Citizens” Business Area, a “Mode of Delivery” LoB and Sub-function must be one of the non-primary BRM mappings provided. A “Mode of Delivery” LoB and Sub-function supports “Services for Citizens” by automating the DELIVERY of that service.

Identify Up To Three (3) Non-Primary BRM Mappings	
Line of Business	Sub-function
Community and Social Services	Community and Regional Development
Federal Financial Assistance*	Federal Grants (Non-State)
Planning and Resource Allocation	Budget Formulation

* “Mode of Delivery” Business Area

The full list of valid Sub-functions, definitions and BRM codes is located in the appendix. The updated XML schema includes the BRM codes for the added Sub-functions, but the BRM codes for the deleted Sub-functions *were not* removed and are still in the schema. **Do not map any investments to the deleted BRM Sub-functions. They are no longer valid.**

5.2 PRM Mapping

An agency’s strategic and performance planning process establishes specific mission and program objectives that the agency will implement to meet the needs of its citizen stakeholders and fulfill legislative, regulatory and executive mandates. Programs that support these objectives are required to articulate and measure their accomplishment of performance objectives. The agency’s EA, at the layer of the PRM, allows the linkage of IT investments back to this infrastructure of program performance at the agency level. As such, it is critical to the creation of a “line of sight” from IT investments back to the mission of the agency, and justification of resource expenditures.

The strategic planning process establishes the relationships between specific programs that the agency will implement and the mission-based objectives those programs support. The PRM provides a common language by which the agency EA can connect IT investments to the agency’s ability to achieve agency and program performance objectives.

5.2.1 Requirements and Key Concepts

Requirements	<ul style="list-style-type: none"> Section I.C of the Exhibit 300 requires that all new major IT investments that are development, modernization, or enhancement (DME) for FY05 and beyond must use Table 2 to map to the PRM.
Key Concepts	<ul style="list-style-type: none"> Agencies must use the PRM for any major IT investments requesting new development, modernization, and enhancement dollars beginning in FY05 or beyond.
	<ul style="list-style-type: none"> 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.
	<ul style="list-style-type: none"> In addition to the PRM mapping, agencies should provide baseline, planned improvements to the baseline, and actual results where available.

	<ul style="list-style-type: none"> • 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.
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5.2.2 Updates to the PRM

Revisions were made to the PRM to better reflect the relationship between performance measures, IT portfolios, and agency strategic planning. The updates helped agencies improve performance data quality by clarifying the process of determining Measurement Areas and the relationship between Measurement Areas, outcomes, and agency strategic plans. The updates also improved the process description for linking EA with program performance goals and objectives.

5.2.3 Recommended Steps

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

1. Determine the “Line of Sight” from IT investment to agency strategy. ✓
2. Identify and define the PRM Measurement Indicators. ✓

5.2.3.1 Determine the “Line of Sight” from Outcomes to Inputs

The development of the “line of sight” and the PRM measurement indicators should be done in consultation with the program managers whose activities are supported by the investment. Use the outcome goals of those programs as a starting point for the “line of sight” and trace it back through to the specific value created by the IT investment.

Helpful Hint: *The strategic and annual goals and measures identified in an agency’s GPRA plans should be the drivers when identifying relevant outcomes that an IT initiative contributes to.*

Continuing with the educational grants example described earlier, this investment supports a program that provides grants to improve education at local schools in developing communities. An example of such a program could be a program to improve reading at the elementary school level. The stated purpose of the grants program may be to “increase 3rd grade literacy levels among low-income students.” This mission statement and the measures used by the program would be found in the PART review for the program or the agency strategic documents if the program has not yet had a PART review.

The “line of sight” logic connecting the IT investment to the program might look something like this:

- By providing grants to communities and schools the program provides additional resources to assist in reading instruction for the target population of low-income students.
- Studies have shown that greater availability of technical assistance from agency grants administrators helps grantees achieve better results with limited grant money.
- Studies have also shown that grantees feel excessively burdened by the paperwork requirements of the current grant process. They feel that this decreases the amount of time they can spend on program activities that deliver results, and decreases the amount of technical assistance they receive.

- The planned investment will increase administrative productivity for grants administrators and for grantees. By reducing the administrative burden, it will make more time available for technical assistance and for program activities, improving program results.

5.2.3.2 Identify and Define the PRM Measurement Indicators

Once the “line of sight” has been determined, all major IT investments requesting new DME funding for FY05 and beyond must identify at least one indicator in each of the four Measurement Areas: (1) Mission and Business Results (2) Customer Results, (3) Processes and Activities, and (4) Technology Measurement Areas. Do not submit the generic indicators provided in FEAMS as the final agency indicators; they are provided as a guide to the types of measures that are appropriate in each Measurement Area. The PRM section in the FY06 Consolidated Reference Model document provides more detail on how to identify IT performance measures and how to map those with the PRM when submitting an Exhibit 300.

Using the “line of sight,” develop a list of potential performance measures for each of the four Measurement Areas. In the example, “Mission and Business Results” indicators might include “average 3rd grade reading scores for students in grant assisted schools.” Another potential measure in this Measurement Area might be “grantee effectiveness score as rated by the agency’s annual assessment.” Do not include terms like “increased” or “improved” in the measure. The measure is a neutral indicator of investment impact; the goals and targets should reflect the desired change in the measure, and the change in the results should demonstrate performance.

In Table 2 of Section 1.C of the Exhibit 300, identify at least one indicator for each of the measurement areas specified in the PRM (Mission and Business Results, Customer Results, etc.). Use the same indicators for each year that the investment will affect, demonstrating the intended value of the investment over time. Multiple indicators can be used to refer back to the same goal in the Agency Strategic Plan, Annual Performance Plan, and/or the Annual Performance Report. Utilize the measures presented by the agency in the PART measures as Measurement Indicators wherever possible and appropriate.

Helpful Hint: Use the same indicators for each year that the investment will affect, demonstrating the intended value of the investment over time.

OMB Circular A-11 states the PRM (and the completion of Table 2) is required for any major IT investments requesting new DME funding in FY05 and beyond. This includes any new DME investments being reported to OMB (e.g., for the first time) or any steady state investments requesting new DME funds (e.g., for the first time). In other words, investments that are requesting only steady state funding or began requesting DME funding prior to FY05 do not have to complete Table 2.

When completing this table, agencies also need to note the following:

- The columns “Baseline,” “Planned Improvement to Baseline,” and “Actual Results” should contain *numerical data* showing the status of the indicator at the beginning of the fiscal year, the desired target level, and the indicator at the end of the fiscal year, respectively.
- If there is no data for the measure, indicate in the data field why the data is not yet collected, and explain how the data will be collected over the course of the upcoming fiscal year.

Fiscal Year	Measurement Area	Measurement Category	Measurement Indicator	Baseline	Planned Improvements to Baseline	Actual Results
2006	Mission and Business Results	Education	Average “Elementary School Reading” grantee DoEd performance assessment score (1-5 scale)	2.5	3.0	
2006	Customer Results	Customer Benefit	Percent of grantees satisfied with amount and quality of agency technical assistance	40%	60%	
2006	Processes and Activities	Productivity and Efficiency	Percent of grant administrator time available for technical assistance to grantees	25%	35%	
2006	Technology	Reliability and Availability	Percentage of target users with access to application	1% (test group)	95%	
2006	Technology	Reliability and Availability	System uptime	75% (test phase)	99.99%	

5.2.4 Enhancing Data Quality Opportunity: Improving Performance Linkage

The purpose of this data quality enhancing opportunity is to capture performance data such that a clearer linkage can be established between investment performance, agency mission/program goals, and the PART review. This linkage will provide insight on how investments are contributing to agency performance, and it also incorporates the objectives of the Budget and Performance Integration initiative on the President’s Management Agenda (PMA).

The goal is to improve performance reporting by revising the way performance data is currently being captured on the Exhibit 300. For FY06, depending on the type of investment, an agency completes one of two tables to submit its performance data. The shortcoming to this method is that it does not clearly link agency goal to investment. In addition the existence of two tables has been confusing and cumbersome.

For this opportunity, OMB has developed a different table to collect performance data by combining elements of the current “Table 1” and “Table 2” (in Exhibit 300) into one and by tightening the linkage between agency and investment performance. Agencies are encouraged to complete this exercise for either seven (7) major investments or 10% of their FY05 Exhibit 300 submissions (whichever is lower). If an agency had less than ten (10) FY05 Exhibit 300 submissions, complete this opportunity for just one (1) investment. A web interface is being developed

to gather this data and will be leveraging the current FEAMS infrastructure. Agencies are to submit their information by September 30, 2004.

For each major IT investment, agencies are to report the following information (over several fiscal years):

- Agency goal or objectives from the Annual Performance Plan submitted with the budget; since A-11, Schedule V will connect PART measures to the goals and indicators of the Agency Performance Plans and Performance Reports, using Schedule V measures as a starting point for IT measures will create a clear “line of sight” connection between the investment, the account, and the agency strategy.
- Measurement area and category from the PRM (values will be provided via a pick list to minimize data entry).
- Metric/indicator, baseline, planned performance goal, and actual results.

5.3 SRM Mapping

The SRM is a business driven, functional framework that classifies Service Components with respect to how they support business and performance objectives. It serves to identify and classify horizontal and vertical service components that support federal agencies and their IT investments and assets. The model aids in recommending service capabilities to support the reuse of business components and services across the federal government.

5.3.1 Requirements and Key Concepts

Requirements	<ul style="list-style-type: none"> • Question II.A.3.A of the Exhibit 300 requires agencies to discuss their major IT investments in relationship to the SRM.
Key Concepts	<ul style="list-style-type: none"> • Agencies must use the table provided in this document to discuss IT investments in relation to the SRM.
	<ul style="list-style-type: none"> • The SRM does not contain an exhaustive list of components. Agencies may provide additional SRM components as they apply it to their major IT investments for FY06. <i>Note: Prior to providing a new component please refer to the new component instructions provided below.</i>
	<ul style="list-style-type: none"> • System or solution architects, developers, and chief architects can use agency EAs, technical architectures, IRMs, etc. to map IT investments with the SRM.
	<ul style="list-style-type: none"> • The application layer of agencies’ EAs may provide the ability to identify SRM components. In cases where an EA does not exist, technical architectures and IRMs may be used to identify SRM components.

5.3.2 Updates to the SRM

The following SRM revisions were made to reflect agency feedback and to further clarify and improve the quality of data provided during the Exhibit 300 submission process:

- Introduced a new Service Type – Knowledge Discovery
- Incorporated six new components, mainly within these service types: Customer Relationship Management, Supply Chain Management and Knowledge Discovery
- Deleted and/or moved several components (i.e., from one Service Type to another)

The table below highlights the SRM changes. The updated XML schema includes the SRM values for the added Service Type and Service Components, but the deleted elements *were not* removed and are still in the schema. **Do not map any investments to the deleted Service Components. They are no longer valid.**

Service Type Updates	
Added Service Type	<ul style="list-style-type: none"> • Knowledge Discovery

Service Component Updates	
Added Service Components	<ul style="list-style-type: none"> • Inventory Management • Logistics and Transportation • Warehouse Management • Smart Documents • Internal Controls • Contact and Profile Management
Moved Service Components to “Knowledge Discovery”	<ul style="list-style-type: none"> • Modeling • Simulation • Data Mining
Deleted Service components	<ul style="list-style-type: none"> • Profile Management • Scheduling • Predictive • Financial Reporting • Computer/Telephony Integration

5.3.3 Recommended Steps

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

1. Using the agency EA identify the components that support the investment. √
2. Align the components that support the investment (from the EA) with the SRM √

5.3.3.1 Identify the Functions and Logical Modules of the IT investment

The first step to mapping with the SRM is to identify the components used to support the investment. The following questions provide some sample questions and answers for the educational grants example described earlier.

Question	Example Answer
What applications, systems, or logical modules support the investment?	An application called the grant application that supports the investment.

Question	Example Answer
<p>What functionalities or components are identified as being provided by the application?</p>	<p>The applications or logical modules provide the following functionalities:</p> <ul style="list-style-type: none"> • The ability for grant applicants to register in a common database through multiple web entry points. • An online collaborative workplace tool designed to streamline the process of grant applications • Online guidance on the best way to apply for and receive a grant • Match grant seekers with grant suppliers
<p>Describe the capabilities required to meet each of the functionalities.</p>	<p>A. One-Stop, One Form (grant search/ registration) B. On-line Collaborative Workspace (grant applications) C. Grant guidelines - help D. Grant matching</p>
<p>Using the capabilities identified above select, the SRM component(s) that most closely fit. <i>Note: In many cases an agency EA will already map applications to SRM components thereby making this step unnecessary.</i></p>	<p>A. One-Stop, one form aligns with reservations/registration B. On-line collaborative workspace aligns with shared calendaring C. Grant guidelines align with online help D. Grant matching aligns with information sharing</p>

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

5.3.3.2 Alignment with the SRM

Building from the information gathered above, agencies can map their investment to the SRM. This is done by taking the answers to the above questions and finding the corresponding Service Domain, Service Type, and Components described in the FY06 Consolidated Reference Model release document.

Agencies must revisit all their SRM mappings from the FY05 submissions to confirm mappings are correct. Once again, it is important that agencies pick the most current and valid names for the Service Components. Also when picking the Service Domain, Type, and Component, agencies must follow the hierarchy and relationships as depicted in the SRM. There is a one-to-one relationship between the Service Component, Type, and Domain.

Helpful Hint: *Agencies must revisit all their SRM mappings from the FY05 submissions to confirm mappings are correct. Renamed components and components deleted from the SRM are no longer valid.*

Below is an example of how the educational grants investment can be mapped with the SRM to answer question II.A.3.A of the Exhibit 300. The information contained within this example is the same information provided in section 5.3.3.1.

Relation to SRM (i.e., Component Description)	Service Domain	Service Type	Component	New Component? (Yes or No)
One-Stop, One Form: Grant seekers can register in a common database through multiple web-entry points	Customer Services	Customer Initiated Assistance	Reservations/Registration	No
On-Line Collaborative Workspace: An online collaborative workplace tool designed to streamline the process of grant applications	Support Services	Collaboration	Shared Calendaring	No
Grant content guidance: Online guidance to determine grant application requirements	Customer Services	Customer Initiated Assistance	Online Help	No
Matching and grant applicants with grant suppliers	Digital Asset Services	Knowledge Management	Information Sharing	No

Note that in the column “Relation to SRM,” agencies are to provide a description for the component. The description is the specific, actual description of each component for this IT investment. This information is mandatory, especially for any “new component.” Agencies that wish to add a new component should follow the following guidelines:

- If the component exists within the SRM but is new to the agency, then the component is not new.
- Is the proposed new component a large system? If yes, then it is not a new component. Components must meet the definition as described in the SRM.
- Does the proposed new component meet the definition contained within the SRM? And there is not an existing component that has a similar definition? If yes then this can be a new component.

Valid values for the “New Components” field are “Yes” or “No.” Newly proposed components will be assessed and added to the SRM as appropriate. Complex IT investments, such as an Enterprise Resource Planning effort, should identify the relevant components even though by definition this type of system will have many components.

5.4 TRM Mapping

The TRM provides a framework to describe how technology supports the secure delivery, exchange, and construction of Service Components. The TRM outlines the technology elements that collectively support the adoption and implementation of component-based architectures. It also outlines the standards and technologies that collectively support the secure delivery, exchange, and construction of business and application components (Service Components) that may be used and leveraged in a Component-Based or Service-Oriented Architecture.

5.4.1 Requirements and Key Concepts

Requirements	<ul style="list-style-type: none"> • Question II.A.3.C of the Exhibit 300 requires agencies to discuss their major IT investments in relationship to the TRM.
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Key Concepts	<ul style="list-style-type: none"> • The TRM Service Specification layer has been removed. Agencies do not need to map to this layer in their FY06 Exhibit 300 submissions.
	<ul style="list-style-type: none"> • Agencies must use the table provided in this document to discuss IT investments in relation to the TRM.
	<ul style="list-style-type: none"> • System or solution architects, developers, and chief architects should use the agency EA, IRMs, strategic plans, technical inventories and other technical documents to map IT investments with the TRM.
	<ul style="list-style-type: none"> • 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 map with the TRM. If no EA exists the investments program managers should have the technical standards required to support the component.

5.4.2 Updates to the TRM

The service specification layer was removed from the TRM in order to establish the FEA TRM as a standards catalog. OMB recognized that the TRM should be more standards based and less vendor-specific. Detailed technical service specifications are expected to be part of an agency’s EA and its associated technical architecture. Granularity at the Service Standards level is sufficient to facilitate cross-agency analysis and identification of duplicative investments, gaps, and opportunities for collaboration within and across federal agencies. To that end, the OMB removed the service specification layer.

As a practical matter, each department and agency will continue to use its EA to maintain an inventory of technology at the vendor, product and specification level. Specific technical specifications will continue to be managed by the agency EA.

The Service Specifications *were not* removed from the updated XML. **Do not map any investments to the Service Specifications. They are no longer valid.**

5.4.3 Recommended Steps

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

1. Identify the technologies that support the SRM Service Components of the IT investment. √
2. Align the technical standards to the TRM and to its associated SRM component. √

5.4.3.1 Identify Technologies that Support the Service Components of the Investment

The first step to map with the TRM is to answer the question of what standards support each service component already identified within the investment. Additional technologies that support the investment but are not directly related to a particular component should also be identified. An example is provided below for the educational grants management system.

Question	Example Answer
What components were identified for this investment?	A. Reservations/ Registration B. Shared Calendaring C. Online Help D. Information Sharing
What standards support the components?	A. Delivery Channel – Internet (i.e. web browser) B. Service Transport – Transport (i.e. Https) C. Service Requirements – Legislative/Compliance – (i.e. 508 compliance) D. Security – Certificates/Digital Signatures Note: The above represent a subset of all technical standards used to support the investment (example only)
Determine which standards are used by all components (i.e., not specific to one component)?	A. Reporting and analysis B. Supporting security services C. WAN/LAN

TRM Service Standards that Correspond to Above Answers			
A	B	C	D
Delivery channel – Internet	Service Transport – Transport	Service Requirements – Legislative/Compliance	Security – Certificates/Digital Signature

5.4.3.2 Align Technologies to the TRM

Building from the information gathered above, agencies can map their investment to the TRM. Agencies should use the TRM to identify the Service Area, Service Category, and Service Standard of the IT investment.

Please note: The “Relation to the TRM” field (in the Exhibit 300), should have said “Relation to the SRM.” Agencies need to populate this field with the SRM component that the technical standard is linked to. This is a free form text, so please type in the component name EXACTLY how it is in the SRM. Do not abbreviate or annotate anything else. In addition when picking the Service Area, Category, and Standard, agencies need to follow the hierarchy and relationships as depicted in the TRM. There is a one-to-one relationship between the Service Standard, Category, and Area.

Helpful Hint: For FY06, Agencies are no longer required to populate the “Service Specification” or the “New Specification” columns of the TRM table.

Below is an example of how the educational grants management investment can be mapped with the TRM to answer question II.A.3.C of the OMB Exhibit 300.

Relation to "SRM"	Service Area	Service Category	Service Standard
Reservations/ Registration	Service Access and Delivery Area	Access Channels	Web Browser
Reservations/ Registration	Service Access and Delivery Area	Service Transport	Service Transport
Reservations/ Registration	Service Access and Delivery Area	Service Requirements	Legislative/Compliance
Reservations/ Registration	Component Framework	Security	Certificate / Digital Signature

5.4.4 Enhancing Data Quality Opportunity: Integrating the SRM-TRM

5.4.4.1 Objective

In previous budget submittals OMB has requested inventories of SRM and TRM elements separately within a given investment. To improve the effectiveness and ease of use of the Exhibit 300 the FEA is seeking to better understand the relationship between the SRM components that are used to support an investment and the technologies used to support them. The FEA is seeking agencies participation in the clarification and definition of the linkage between an investment's SRM components and the component's underlying TRM standards. Reporting on an investment's SRM and TRM elements in an integrated manner will not only simplify data capture, but will also provide the data needed to better understand where collaboration opportunities may exist.

5.4.4.2 Description

The integrated SRM-TRM reporting is designed to link SRM components with their associated TRM standards to obtain a closer view of the types of technologies used to implement the SRM components within investments. Agencies are encouraged to complete this data enhancing opportunity for either seven (7) major investments or 10% of their FY05 Exhibit 300 submissions (whichever is lower). If an agency had less than ten (10) FY05 Exhibit 300 submissions, complete this opportunity for just one (1) investment. A web interface is being developed to gather this data and will be leveraging the current FEAMS infrastructure.

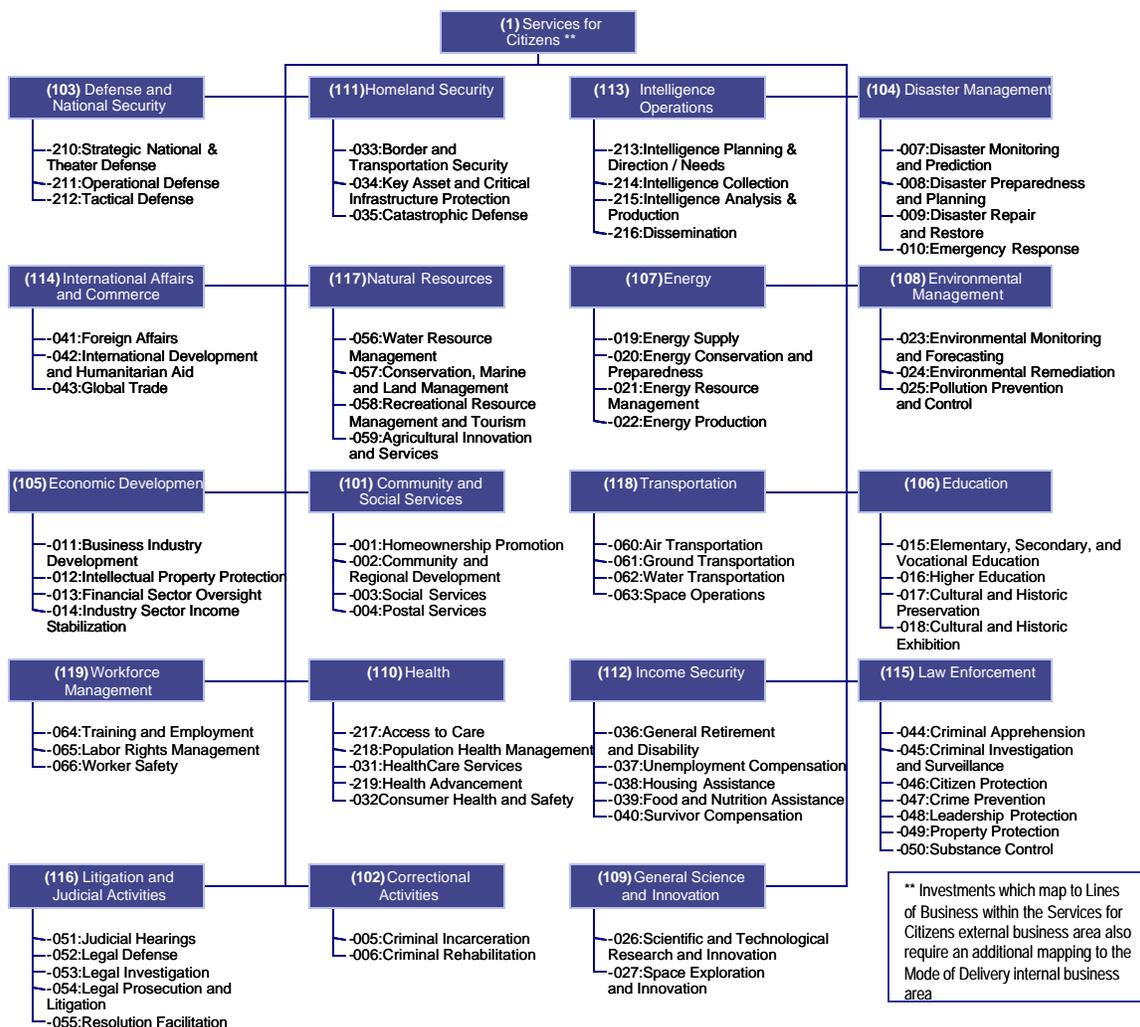
This opportunity requires an agency to associate *each* of the components within its investment to all of the TRM standards. The association may require the agency to choose the most applicable standard for its component (from a pick list) or may allow the agency to select from a set of standards for the component. All SRM and TRM values will be provided in a pick/drop down list or with selection boxes to minimize data entry. The rules regarding the relationships will be built into the web interface. Agencies are to submit their information by September 30, 2004.

6.0 Appendix: BRM Numbering Scheme

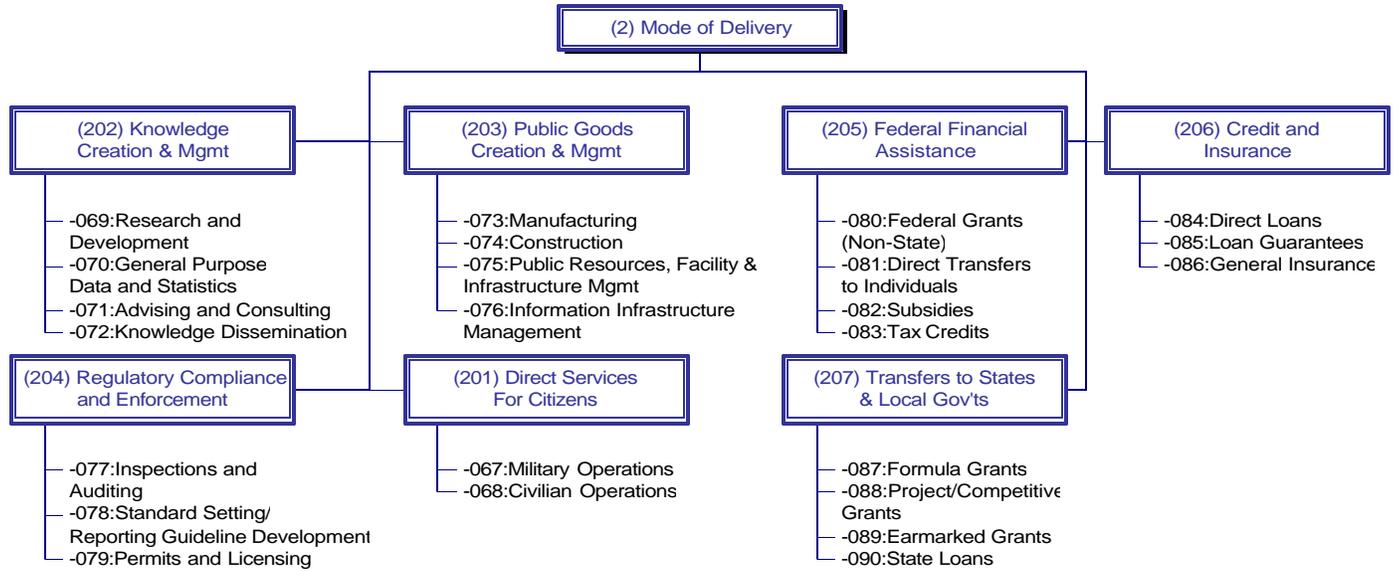
6.1 Graphical Display

Agencies should use the numbering schema below to complete the BRM-related requirements to identify the primary (for the Unique Project ID) and non-primary mappings.

Services for Citizens

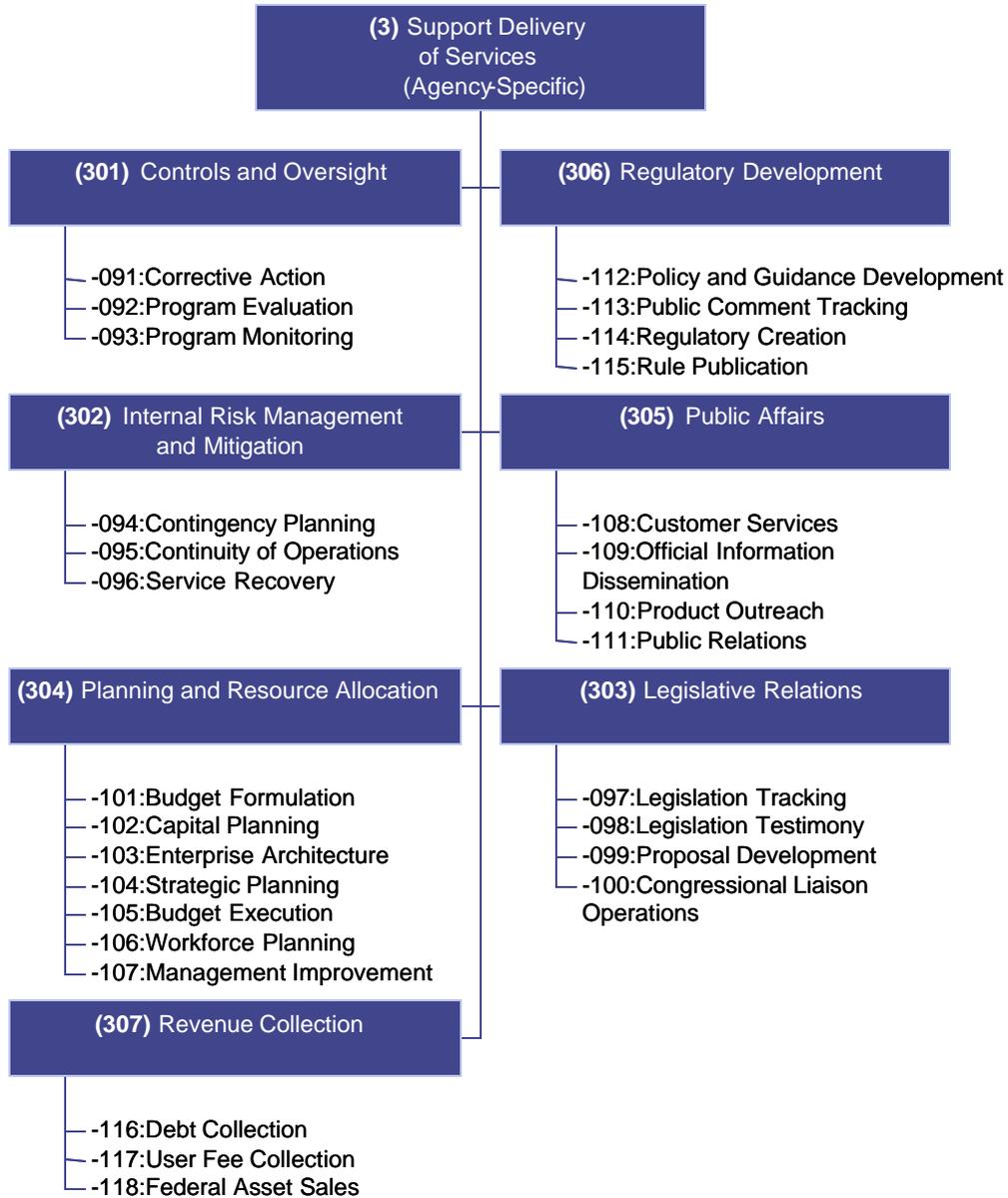


Mode of Delivery



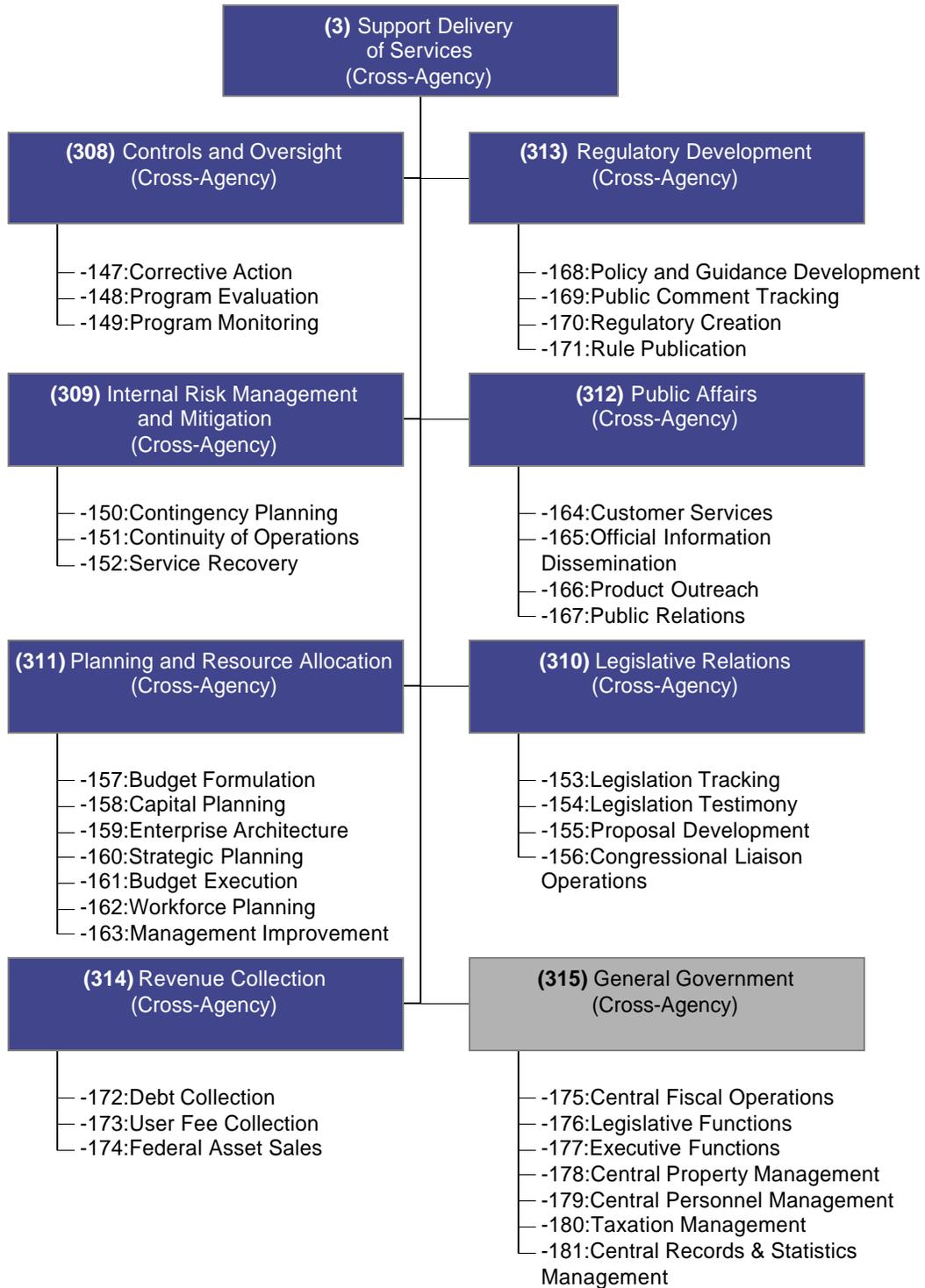
Support Delivery of Services

Use these codes only if the IT investment supports this Business Area WITHIN THE AGENCY.



Support Delivery of Services (Cross-Agency)

Use these codes only if the IT investment supports this Business Area ACROSS AGENCIES.



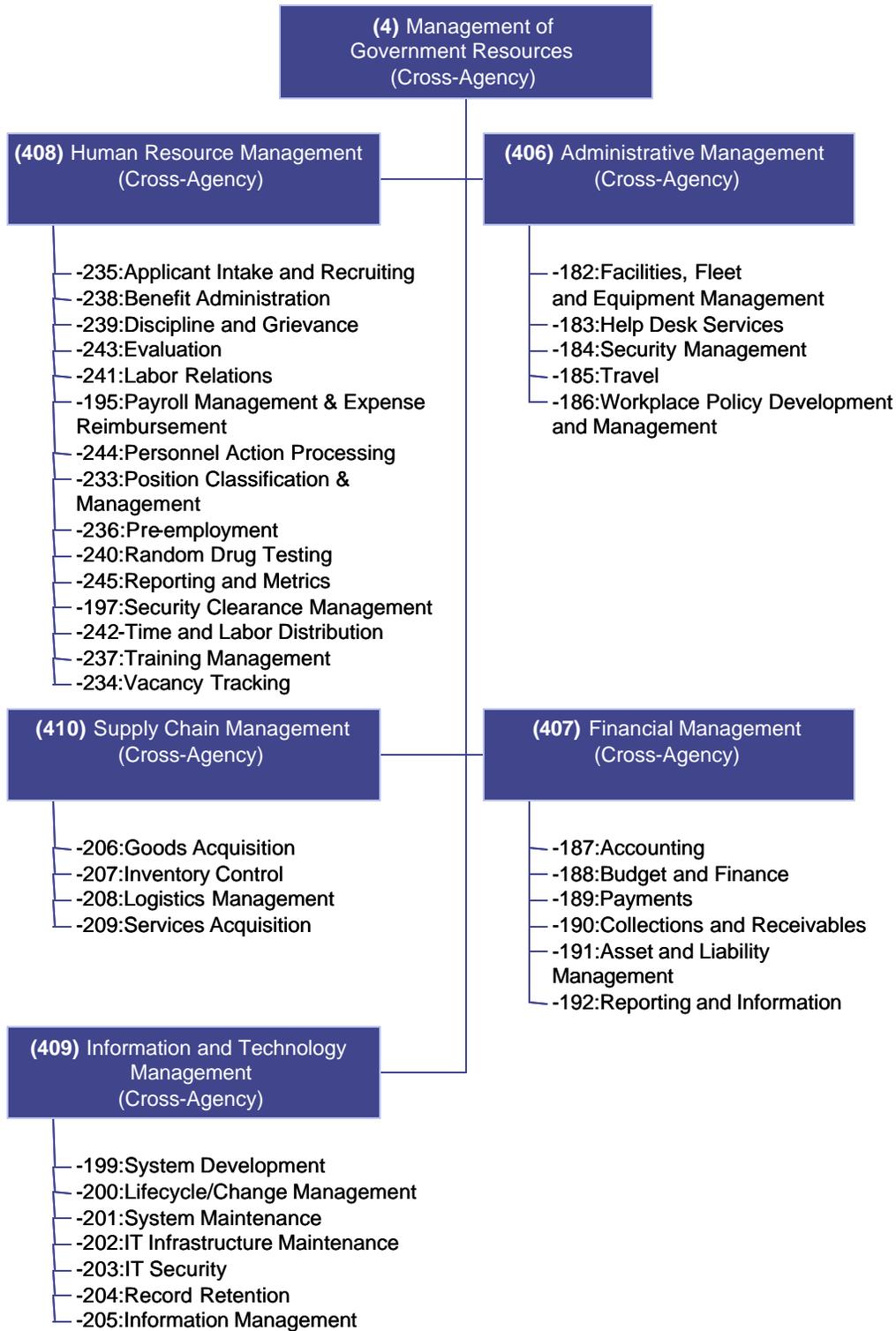
Management of Government Resources

Use these codes only if the IT investment supports this Business Area WITHIN THE AGENCY.



Management of Government Resources (Cross-Agency)

Use these codes only if the IT investment supports this Business Area ACROSS AGENCIES.



6.2 Textual Display

NOTE: This is the same information and codes provided in section 6.1, only with a textual presentation that includes the definition of each Business Area, Line of Business, and Sub-function of the BRM.

Business Areas

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

Business Area	Code
Services for Citizens – 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
Mode of Delivery – 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. Note: For FY06, IT investments can no longer map to “Mode of Delivery” as a primary Business Area.	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 (LoBs) 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.

<i>Services For Citizens Lines of Business</i>	BA	LoB
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 – involves all federal activities that ensure the effective incarceration and rehabilitation of convicted criminals.	1	02
Defense and National Security – Defense and National Security involves protecting and advancing U.S. national interests and, if deterrence fails, decisively defeating threats to those interests.	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 – 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
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

<i>Services For Citizens Lines of Business</i>	BA	LoB
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 – 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 – 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 – 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 to 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 – 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 – Intelligence Operations involves collecting and analyzing information to meet the national security challenges of the U.S. by processing reliable, accurate foreign intelligence and disseminating intelligence products to policymakers, military commanders, and other consumers.	1	13
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 – 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 –refers to those activities relating to the administration of justice.	1	16
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 – involves all federally supported activities related to the safe passage, conveyance, or transportation of goods and/or people.	1	18
Workforce Management – includes those activities that promote the welfare of the nation’s workforce by improving their working conditions, advancing opportunities for profitable employment, and strengthening free collective bargaining.	1	19

Mode of Delivery Lines of Business	BA	LoB
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 & Mgmt – 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 & Mgmt – 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 – 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 – involves the use of government funds to cover the subsidy cost of a direct loan or loan guarantee to protect/indemnify members of the public from financial losses.	2	06
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

Support Delivery of Service (Agency-Specific) Lines of Business	BA	LoB
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 – involves all activities relating to the processes of analyzing exposure to risk and determining appropriate counter-measures.	3	02
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 – 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 – 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 – involves activities associated with developing regulations, policies, and guidance to implement laws.	3	06
Revenue Collection – includes the collection of government income from all sources. Note Tax collection is accounted for in the Tax Collection Sub-function in the General Government Line of Business.	3	07

Support Delivery of Service (Cross-Agency) Lines of Business	BA	LoB
Controls and Oversight (CA) – 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
Internal Risk Management and Mitigation (CA) – involves all activities relating to the processes of analyzing exposure to risk and determining appropriate counter-measures.	3	09
Legislative Relations (CA) – 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) – involves the activities of determining strategic direction,	3	11

<i>Support Delivery of Service (Cross-Agency) Lines of Business</i>	BA	LoB
identifying and establishing programs and processes, and allocating resources (capital and labor) among those programs and processes.		
Public Affairs (CA) – 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) – involves activities associated with developing regulations, policies, and guidance to implement laws.	3	13
Revenue Collection (CA) – includes the collection of government income from all sources. Note Tax collection is accounted for in the Tax Collection Sub-function in the General Government Line of Business.	3	14
General Government (CA) – 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

<i>Management of Government Resources (Agency-Specific) Lines of Business</i>	BA	LoB
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 – involves all activities associated with the recruitment and management of personnel.	4	03
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 – involves the purchasing, tracking, and overall management of goods and services.	4	05

<i>Management of Government Resources (Cross-Agency) Lines of Business</i>	BA	LoB
Administrative Management (CA) – 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) – involves all activities associated with the recruitment and management of personnel.	4	08
Information and Technology Management (CA) – involves the coordination of information technology resources and systems required to support or provide a citizen service.	4	09
Supply Chain Management (CA) – involves the purchasing, tracking, and overall management of goods and services.	4	10

Sub-functions

Below are the **Sub-functions of the BRM Services for Citizens Business Area.**

Sub-functions by LoB	
Community and Social Services (101) Sub-functions	Code
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 – 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 – 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. Note: This Sub-function does not include services that are primarily for income support (Income Security) or are an integral part of some other Line of Business (e.g., Health, Workforce Management, etc.). For mapping purposes, this category should only include IT systems that support programs mapped to the “Social Services” budget functional classification.	003
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 nationwide 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
Correctional Activities (102) Sub-functions	Code
Criminal Incarceration – includes activities associated with the housing, custody and general care of criminals serving time in penitentiaries.	005
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
Defense and National Security (103) Sub-functions	Code
Strategic National and Theater Defense – involves establishing national and multinational military objectives; sequencing initiatives; defining limits and assessing risks for the use of military and other instruments of national power; developing global plans or theater war plans to achieve these objectives; and providing military forces and other capabilities in accordance with strategic plans.	210
Operational Defense – involves linking tactics and strategy by establishing operational objectives needed to accomplish the strategic objectives, sequencing events to achieve the operational objectives, initiating actions, and applying resources to bring about and sustain these events.	211
Tactical Defense – involves focusing on the ordered arrangement and maneuver of combat elements in relation to each other and to the enemy to achieve combat objectives.	212
Disaster Management (104) Sub-functions	Code
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

Sub-functions by LoB	
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 – 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 disaster.	009
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
Economic Development (105) Sub-functions	
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 – 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 – 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 – 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
Education (106) Sub-functions	
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 – refers to education beyond the secondary level; specifically, education provided by a college or university.	016
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 – 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 (107) Sub-functions	
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 – 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 – involves the management and oversight of energy producing resources including facilities, dams, land, and offshore resources.	021
Energy Production – involves the transformation of raw energy resources into useable, deliverable energy.	022
Environmental Management (108) Sub-functions	
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

Sub-functions by LoB	
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 – includes activities associated with identifying appropriate pollution standards and controlling levels of harmful substances emitted into the soil, water and atmosphere from manmade sources. Environmental mitigation projects are also included in this business line.	025
General Science and Innovation (109) Sub-functions	
Scientific and Technological Research and 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 – 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
Health (110) Sub-functions	
Access to Care – processes focus on the beneficiary population, including the underserved, receiving care and ensuring the care received is appropriate in terms of types of care. A successful implementation of these processes will result in the population receiving the appropriate guidance to care/appropriate care, at the right location for the most appropriate cost.	217
Population Health Management – involves activities associated with the management and monitoring of health, health planning, and health management of humans, animals, animal products, and plants, as well as tracking the spread of diseases and pests. It promotes a focus on population monitoring, health promotion, disease and injury prevention and wellness. As a result of these efforts, the services are delivered under Health Care Services.	218
Health Care Services – involves programs and activities that provide the direct delivery of health and medical care (inpatient and outpatient) to the American public, including health care benefit programs.	031
Health Advancement – addresses the evolutionary process in healthcare, quality improvements, and delivery of services, methods, decision models and practices. These processes cover all aspects of health.	219
Consumer Health and Safety – supports activities associated with the inspection, education, and evaluation of consumer products (both consumable and non consumable) 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) in either the pre- or post-market environments.	032
Homeland Security (111) Sub-functions	
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 – 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 – 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
Income Security (112) Sub-functions	
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 – provides income security to those who are no longer employed, while they seek new employment.	037
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

Sub-functions by LoB	
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 – 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
Intelligence Operations (113) Sub-functions	
Intelligence Planning and Direction/Needs – establishes the intelligence requirements of the policymakers, the President, the NSC, military commanders, and other officials in major departments and governmental agencies.	213
Intelligence Collection – involves the gathering of raw data from multiple sources from which finished intelligence is produced.	214
Intelligence Analysis and Production – converts large amounts of data to a form suitable for the production of finished intelligence to include translation, decryption, and interpretation of information stored on film and magnetic media through the use of highly refined photographic and electronic processes.	215
Dissemination – consists of delivering the intelligence products to consumers.	216
International Affairs and Commerce (114) Sub-functions	
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
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 – 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
Law Enforcement (115) Sub-functions	
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 – includes collecting evidence required to determine responsibility for a crime and monitoring and questioning affected parties.	045
Citizen Protection – involves all activities performed to protect the general population of the United States from criminal activity.	046
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 – 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 – entails all activities performed to ensure the security of civilian and government property as well as foreign diplomatic missions.	049
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
Litigation and Judicial Activities (116) Sub-functions	
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 – includes those activities associated with the representation of a defendant in a criminal or civil proceeding.	052

Sub-functions by LoB	
Legal Investigation – includes activities associated with gathering information about a given party (government agency, citizen or 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 – 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 – 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, or corporation).	055
Natural Resources (117) Sub-functions	
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 – 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 – involves the management of national parks, monuments, and tourist attractions as well as visitor centers, campsites, and park service facilities.	058
Agricultural Innovation and Services – involves the creation of better methods for farming, the dissemination of those methods to farmers, and the development of better and healthier crops.	059
Transportation (118) Sub-functions	
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 – 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 – 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 – involves the activities related to the safe launches/missions of passengers or goods into aerospace and includes commercial, scientific, and military operations.	063
Workforce Management (119) Sub-functions	
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 – 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 – refers to those activities undertaken to save lives, prevent injuries, and protect the health of America's workers.	066

Below are the **Sub-functions of the BRM Mode of Delivery Business Area.**

Sub-functions by LoB	
Direct Services For Citizens (201) Sub-functions	
	Code
Military Operations – TBD	067
Civilian Operations – describes the direct provision of a nonmilitary service for the citizen by government employees.	068
Knowledge Creation & Mgmt (202) Sub-functions	
	Code
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 – 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 – involves the guidance and consultative services provided by the federal government to support the implementation of a specific Service for Citizen.	071
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 byproduct 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
Public Goods Creation & Mgmt (203) Sub-functions	
	Code
Manufacturing – involves all programs and activities in which the federal government produces both marketable and non-marketable goods.	073
Construction – involves all programs and activities in which the federal government builds or constructs facilities, roads, dams, etc.	074
Public Resources, Facility, & 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 schools, roads, bridges, dams, harbors, and public buildings. Examples of resources include parks, cultural artifacts and art, endangered species, oil reserves, etc.	075
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
Regulatory Compliance and Enforcement (204) Sub-functions	
	Code
Inspections & Auditing – involves the methodical examination and review of regulated activities to ensure compliance with standards for regulated activity.	077
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 – involves activities associated with granting, revoking, and the overall management of the documented authority necessary to perform a regulated task or function.	079

Sub-functions by LoB	
Federal Financial Assistance (205) Sub-functions	Code
Federal Grants (Non-State) – involves 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 – 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, unemployment benefits, etc.	081
Subsidies – involve federal government financial transfers that reduce costs and/or increase revenues of producers.	082
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
Credit and Insurance (206) Sub-functions	Code
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 – 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 withdraw able accounts in financial institutions.	085
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
Transfers to States & Local Gov'ts (207) Sub-functions	Code
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 – 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
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 – 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

Below are the **Sub-functions of the BRM Support Delivery of Services (Agency-Specific) Business Area**

Sub-functions by LoB	
Controls and Oversight (301) Sub-functions	Code
Corrective Action – involves the enforcement of activities to remedy internal or external programs that have been found noncompliant with a given law, regulation, or policy.	091
Program Evaluation – involves the analysis of internal and external program effectiveness and the determination of corrective actions as appropriate.	092
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	093

Sub-functions by LoB	
policies.	
Internal Risk Management and Mitigation (302) Sub-functions	
Contingency Planning – involves the actions required to plan for, respond to, and mitigate damaging events.	094
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 – involves the internal actions necessary to develop a plan for resuming operations after a catastrophic event occurs.	096
Legislative Relations (303) Sub-functions	
Legislation Tracking – involves monitoring legislation from introduction to enactment.	097
Legislation Testimony – involves activities associated with providing testimony/evidence in support of, or opposition to, legislation.	098
Proposal Development – involves drafting proposed legislation that creates or amends laws subject to Congressional action.	099
Congressional Liaison Operations – involves all activities associated with supporting the formal relationship between a federal agency and the U.S. Congress.	100
Planning and Resource Allocation (304) Sub-functions	
Budget Formulation – 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 – involves the processes for ensuring that appropriate investments are selected for capital expenditures.	102
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 – entails the determination of annual and long-term goals and the identification of the best approach for achieving those goals.	104
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 – 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 – includes all efforts to gauge the ongoing efficiency of business processes and identify opportunities for reengineering or restructuring.	107
Public Affairs (305) Sub-functions	
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 – 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 – 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.	110
Public Relations – involves the efforts to promote an organization’s image through the effective handling of citizen concerns.	111
Regulatory Development (306) Sub-functions	
	Code

Sub-functions by LoB	
Policy and Guidance Development – involves the creation and dissemination of guidelines to assist in the interpretation and implementation of regulations.	112
Public Comment Tracking – involves the activities of soliciting, maintaining, and responding to public comments regarding proposed regulations.	113
Regulatory Creation – involves the activities of researching and drafting proposed and final regulations.	114
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
Revenue Collection (307) Sub-functions	
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 – 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 – 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

Below are the **Sub-functions of the BRM Support Delivery of Services (Cross-Agency) Business Area**

Sub-functions by LoB	
Controls and Oversight (CA) (308) Sub-functions	
Corrective Action – involves the enforcement of activities to remedy internal or external programs that have been found noncompliant with a given law, regulation, or policy.	147
Program Evaluation – involves the analysis of internal and external program effectiveness and the determination of corrective actions as appropriate.	148
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
Internal Risk Management and Mitigation (CA) (309) Sub-functions	
Contingency Planning – involves the actions required to plan for, respond to, and mitigate damaging events.	150
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 – involves the internal actions necessary to develop a plan for resuming operations after a catastrophic event occurs.	152
Legislative Relations (CA) (310) Sub-functions	
Legislation Tracking – involves monitoring legislation from introduction to enactment.	153
Legislation Testimony – involves activities associated with providing testimony/evidence in support of, or opposition to, legislation.	154
Proposal Development – involves drafting proposed legislation that creates or amends laws subject to Congressional action.	155
Congressional Liaison Operations – involves all activities associated with supporting the formal relationship between a federal agency and the U.S. Congress.	156

Sub-functions by LoB	
Planning and Resource Allocation (CA) (311) Sub-functions	
Budget Formulation – 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 – involves the processes for ensuring that appropriate investments are selected for capital expenditures.	158
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 – entails the determination of annual and long-term goals and the identification of the best approach for achieving those goals.	160
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 – 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 – includes all efforts to gauge the ongoing efficiency of business processes and identify opportunities for reengineering or restructuring.	163
Public Affairs (CA) (312) Sub-functions	
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 – 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 – 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 – involves the efforts to promote an organization’s image through the effective handling of citizen concerns.	167
Regulatory Development (CA) (313) Sub-functions	
Policy and Guidance Development – involves the creation and dissemination of guidelines to assist in the interpretation and implementation of regulations.	168
Public Comment Tracking – involves the activities of soliciting, maintaining, and responding to public comments regarding proposed regulations.	169
Regulatory Creation – involves the activities of researching and drafting proposed and final regulations.	170
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
Revenue Collection (CA) (314) Sub-functions	
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 – 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 – 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
General Government (CA) (315) Sub-functions	
Central Fiscal Operations – includes the fiscal operations that the Department of Treasury performs on behalf of the government. Note: Tax related functions are included within the Taxation Management Sub-function.	175

Sub-functions by LoB	
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 – involve the Executive Office of the President.	177
Central Property Management – involves most of the operations of the General Services Administration.	178
Central Personnel Management – involves most of the operating costs of the Office of Personnel Management and related agencies.	179
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 – 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

Below are the **Sub-functions of the BRM Management of Government Resources (Agency-Specific) Business Area**.

Sub-functions by LoB	
Administrative Management (401) Sub-functions	
	Code
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 – involves the management of a service center to respond to government and contract employees' technical and administrative questions.	120
Security Management – involves the physical protection of an organization's personnel, assets, and facilities.	121
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 – includes all activities required to develop and disseminate workplace policies such as dress codes, time reporting requirements, telecommuting, etc.	123
Financial Management (402) Sub-functions	
	Code
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 – includes the management of the federal budget process including the development of plans and programs, budgets, and performance outputs 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 – 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 – includes deposits, fund transfers, and receipts for sales or service.	127

Sub-functions by LoB	
Asset and Liability Management – provide accounting support for the management of assets and liabilities of the federal government.	128
Reporting and Information – includes providing financial information, reporting and analysis of financial transactions.	129
Human Resource Management (403) Sub-functions	
Code	Code
Applicant Intake and Recruiting – includes receiving, processing, rating, and ranking applicants for Federal jobs and involving preparation of lists of eligible candidates for consideration by management.	222
Benefit Administration – includes providing guidance and consultation to agencies, employees, former employees, annuitants, survivors, and eligible family members regarding retirement, insurance, health benefits, injury compensation, and death and survivor benefits.	225
Discipline and Grievance – includes providing advice and assistance to employees and managers, program administration, research, and case management in matters related to conduct, performance, attendance, and dispute resolution.	226
Evaluation – includes assisting managers and supervisors in establishing, maintaining, and monitoring effective performance management programs to plan, monitor, develop, rate, and reward employee performance, and services that support formal and informal award programs to provide employee incentives and recognition.	230
Labor Relations – involves establishing and maintaining effective relationships with labor organizations that represent federal employees, negotiating and administering labor agreements, and providing guidance and consultation to management on a variety of labor relations matters.	228
Payroll Management and Expense Reimbursement – involves the administration and determination of federal employee compensation. Note: See Payments Sub-function for the actual payment of salary and expenses.	132
Personnel Action Processing – involves processing Requests for Personnel Actions, changes to employees' official personnel records or history, or involving establishing, maintaining, and monitoring the agency's official personnel system of record.	231
Position Classification and Management – involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.	220
Pre-employment (medical, testing, drug testing, etc.) – includes determinations of applicants' fitness for duty (medical, drug testing, background investigations) before they are brought on board the agency's payroll.	223
Random Drug Testing – entails managing and monitoring work associated with obtaining periodic drug tests for employees or contractors selected randomly from among the agency's workforce population.	227
Reporting and Metrics – entails providing information (both current and historical) for management decision making, tracking workload, and overall health of an organization.	232
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
Time and Labor Distribution – includes establishing, maintaining, and monitoring time and attendance systems.	229
Training Management – refers to planning, administering, or evaluating programs designed to develop employees and manage learning in the organization.	224
Vacancy Tracking – includes creating, issuing, and managing vacancy announcements.	221
Information and Technology Management (404) Sub-functions	
Code	Code
System Development – supports all activities associated with the in-house design and development of software applications.	136
Lifecycle/Change Management – involves the processes that facilitate a smooth evolution, composition,	137

Sub-functions by LoB	
and workforce transition of the design and implementation of changes to agency resources such as assets, methodologies, systems, or procedures.	
System Maintenance – supports all activities associated with the maintenance of in-house designed software applications.	138
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 – 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 – involves the operations surrounding the management of the official documents and records for an agency.	141
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
Supply Chain Management (405) Sub-functions	
	Code
Goods Acquisition – involves the procurement of physical goods, products, and capital assets to be used by the federal government.	143
Inventory Control – refers to the tracking of information related to procured assets and resources with regard to quantity, quality, and location.	144
Logistics Management – involves the planning and tracking of personnel and their resources in relation to their availability and location.	145
Services Acquisition – involves the oversight and/or management of contractors and service providers from the private sector.	146

Below are the **Sub-functions of the BRM Management of Government Resources (Cross-Agency) Business Area**.

Sub-functions by LoB	
Administrative Management (CA) (406) Sub-functions	
	Code
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 – involves the management of a service center to respond to government and contract employees' technical and administrative questions.	183
Security Management – involves the physical protection of an organization's personnel, assets, and facilities.	184
Travel – involves the activities associated with planning, preparing, and monitoring of business related travel for an organization's employees.	185
Workplace Policy Development And Management – includes all activities required to develop and disseminate workplace policies such as dress codes, time reporting requirements, telecommuting, etc.	186
Financial Management (CA) (407) Sub-functions	
	Code
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.).	187
Budget and Finance – includes the management of the federal budget process including the development of plans and programs, budgets, and performance outputs as well as financing federal	188

Sub-functions by LoB	
programs and operations through appropriation and apportionment of direct and reimbursable spending authority, fund transfers, investments and other financing mechanisms.	
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.	189
Collections and Receivables – includes deposits, fund transfers, and receipts for sales or service.	190
Asset and Liability Management – provides accounting support for the management of assets and liabilities of the federal government.	191
Reporting and Information – includes providing financial information, reporting and analysis of financial transactions.	192
Human Resource Management (CA) (408) Sub-functions	Code
Applicant Intake and Recruiting – includes receiving, processing, rating, and ranking applicants for federal jobs and involving preparation of lists of eligible candidates for consideration by management.	235
Benefit Administration – includes providing guidance and consultation to agencies, employees, former employees, annuitants, survivors, and eligible family members regarding retirement, insurance, health benefits, injury compensation, and death and survivor benefits.	238
Discipline and Grievance – includes providing advice and assistance to employees and managers, program administration, research, and case management in matters related to conduct, performance, attendance, and dispute resolution.	239
Evaluation – includes assisting managers and supervisors in establishing, maintaining, and monitoring effective performance management programs to plan, monitor, develop, rate, and reward employee performance, and services that support formal and informal award programs to provide employee incentives and recognition.	243
Labor Relations – involves establishing and maintaining effective relationships with labor organizations that represent federal employees, negotiating and administering labor agreements, and providing guidance and consultation to management on a variety of labor relations matters.	241
Payroll Management and Expense Reimbursement – involves the administration and determination of federal employee compensation. Note: See Payments Sub-function for the actual payment of salary and expenses.	195
Personnel Action Processing – involves processing Requests for Personnel Actions, changes to employees' official personnel records or history, or involving establishing, maintaining, and monitoring the agency's official personnel system of record.	244
Position Classification and Management – involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.	233
Pre-employment (medical, testing, drug testing, etc.) – includes determinations of applicants' fitness for duty (medical, drug testing, background investigations) before they are brought on board the agency's payroll.	236
Random Drug Testing – entails managing and monitoring work associated with obtaining periodic drug tests for employees or contractors selected randomly from among the agency's workforce population.	240
Reporting and Metrics – entails providing information (both current and historical) for management decision making, tracking workload, and overall health of an organization.	245
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.	197
Time and Labor Distribution – includes establishing, maintaining, and monitoring time and attendance systems.	242
Training Management – refers to planning, administering, or evaluating programs designed to develop employees and manage learning in the organization.	237

Sub-functions by LoB	
Vacancy Tracking – includes creating, issuing, and managing vacancy announcements.	234
Information and Technology Management (CA) (409) Sub-functions	
Code	Code
System Development – supports all activities associated with the in-house design and development of software applications.	199
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.	200
System Maintenance – supports all activities associated with the maintenance of in-house designed software applications.	201
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.).	202
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.	203
Record Retention – involves the operations surrounding the management of the official documents and records for an agency.	204
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.	205
Supply Chain Management (CA) (410) Sub-functions	
Code	Code
Goods Acquisition – involves the procurement of physical goods, products, and capital assets to be used by the federal government.	206
Inventory Control – refers to the tracking of information related to procured assets and resources with regard to quantity, quality, and location.	207
Logistics Management – involves the planning and tracking of personnel and their resources in relation to their availability and location.	208
Services Acquisition – involves the oversight and/or management of contractors and service providers from the private sector.	209