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# Federal Transition Framework Usage Guide

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Version 1.0  
December 2006

## Revision History

| Date          | Version     | Approver  | Summary of changes   |
|---------------|-------------|-----------|--|
| June 2006     | Pilot       | Dick Burk | Initial version  |
| December 2006 | Version 1.0 | Dick Burk | Minor updates for consistency with release of Version 1.0 of the FTF catalog and metamodel |

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# 1 Introduction

## 1.1 OVERVIEW

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The Federal Transition Framework (FTF) provides clear and consistent information to describe government-wide IT policy objectives and cross-agency initiatives. Cross-agency initiatives define shared services and standards for federal agencies or departments.

The FTF does not create IT policy. It provides a simple structure to organize and publish existing information to:

- Enhance the quality and consistency of information on cross-agency initiatives
- Increase the level and speed of adoption of cross-agency initiatives
- Realize service improvements and cost savings by increasing the effectiveness and efficiency of IT investments and programs related to cross-agency initiatives.

## 1.2 ABOUT THE FTF PACKAGE

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Three documents are provided to describe the content and structure of the FTF and how it should be used:

- **FTF Usage Guide:** Provides guidance to agency decision-makers and cross-agency stakeholders on how to apply and extend the FTF. This is the first document you should read to learn about the FTF and how it should be used.
- **FTF Catalog:** Provides a written description and information references for cross-agency initiatives included in the FTF.
- **FTF Meta-model Reference:** Provides information on the internal structure of the FTF. This document is provided as a technical reference for architects.

## 1.3 ABOUT THIS DOCUMENT

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The Usage Guide informs agency decision-makers on how to use the FTF to support an enterprise architecture (EA) program, and provides guidance to task forces and working groups, responsible for developing cross-agency initiative architecture, on how to develop work products that can be published in the FTF.

The Usage Guide is written for both a general audience and a technical audience. EA terms and concepts in the User Guide are defined in the Office of Management and Budget (OMB) EA Assessment Framework and in the Line of Business (LOB) Concept of Operations (CONOPS). The current version of the OMB EA Assessment Framework is available at <http://www.whitehouse.gov/omb/egov/a-2-EAAssessment.html> and the LOB CONOPS is available at <http://www.whitehouse.gov/omb/egov/e-5-documents.html>.

The opening sections of the Usage Guide, Section 1 and Section 2, are written for a general audience. Section 1 provides an overview of the FTF package and provides information about this guide. Section 2 answers a number of common questions about the FTF:

- What is the FTF?
- Why is it important?
- How is the FTF used?
- What are the benefits?

Section 3 is written for agency decision makers (e.g., Chief Information Officers and Chief Architects) and cross-agency initiative stakeholders (e.g. LOB Managing Partners, Task Force Members and architects). The section describes usage scenarios for how to apply the FTF to align agency enterprise architecture, IT investments and IT programs with cross-agency initiatives, and also describes usage scenarios for the development of cross-agency initiative architecture.

## *1.4 FTF CONTACT INFORMATION*

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Email: [fea@omb.eop.gov](mailto:fea@omb.eop.gov)

## 2 About the Federal Transition Framework

### 2.1 WHAT IS THE FTF?

The Federal Transition Framework (FTF) is a catalog of cross-agency information technology (IT) initiatives. It is a single information source for government-wide IT policy objectives and cross-agency initiatives including:

- OMB-sponsored initiatives, e.g., E-Gov initiatives, LOB initiatives
- Government-wide initiatives, e.g., Internet Protocol Version 6 (IPV6), Homeland Security Presidential Directive 12 (HSPD 12).

Content related to these initiatives is provided in one place –*the FTF Catalog* - using a simple and familiar structure (see Figure 1).

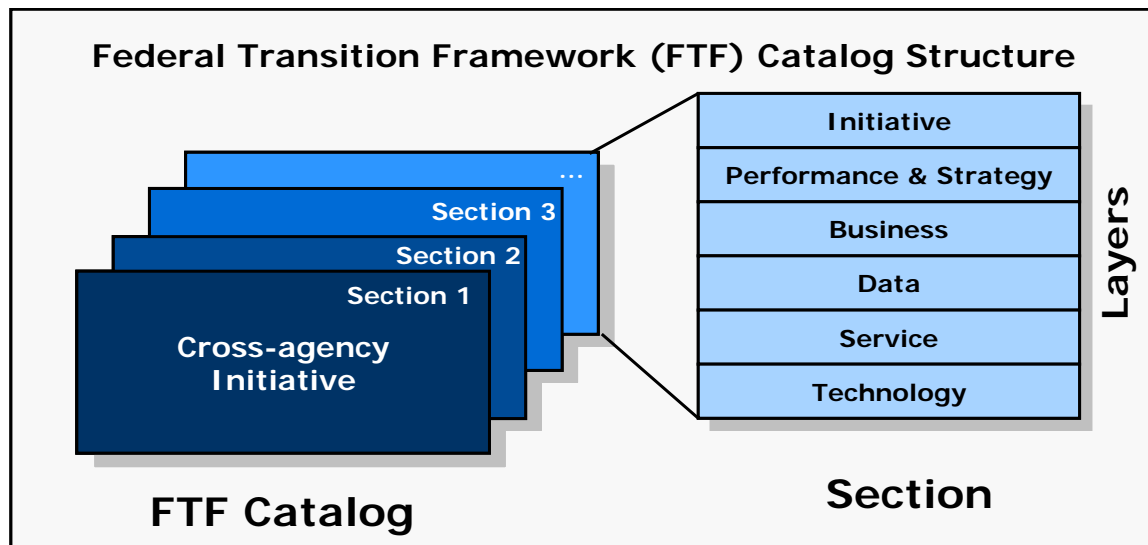


Figure 1: The FTF Structure

The FTF Catalog is organized into sections. Each section describes a single cross-agency initiative. Information describing each initiative is organized using a standard series of layers that can be mapped to the Federal Enterprise Architecture (FEA) Reference Models. The catalog is published as a document in PDF format (human-readable) and will eventually be published as an XML document (machine-readable).

The Federal Transition Framework is developed and maintained by the Office of Management and Budget (OMB) and is an important part of efforts to fulfill government-wide policy objectives.

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## 2.2 WHY IS THE FTF IMPORTANT?

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The FTF Catalog organizes and describes existing cross-agency initiatives to increase awareness among agency officials, increase the use of cross-agency initiatives as elements of agency enterprise architecture, and enhance government-wide benefits by accelerating the adoption of cross-agency initiatives.

Information published in the FTF Catalog helps agencies fulfill existing objectives and requirements, and is provided to support the following goals:

- Increase agency **awareness** and participation in cross-agency initiatives
- Increase the **alignment** of agency enterprise architecture with federal IT policy decisions or other forms of official guidance
- Increase sharing and **reuse** of common cross-agency business processes, service components and technology standards
- Increase **collaboration** through agency participation in cross-agency communities of practice.

Publication of the FTF Catalog is linked to the agency enterprise architecture (EA) assessment process. Information is provided to agency officials and other stakeholders using a simple, repeatable process that is applied to establish clear relationships between cross-agency initiatives, agency enterprise architecture and agency IT investments.

The FTF Catalog is published annually to support agency EA planning and the EA assessment process. Incremental versions of the catalog can be released throughout the year to provide information to stakeholders describing new or revised policy objectives and initiatives.

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## 2.3 HOW IS THE FTF USED?

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The FTF Catalog is used to provide information to agency decision makers to support the implementation of cross-agency initiatives, and to provide guidance to working groups with responsibility to develop cross-agency initiative architecture.

### 2.3.1 Information for agency decision makers

A major release of the FTF Catalog is published each year with the OMB EA Assessment Framework. Publication of the FTF Catalog is the first step in a three-step process to simplify the packaging and dissemination of information describing cross-agency IT initiatives. Figure 2 illustrates each step in the three-step process to support agency decision makers.

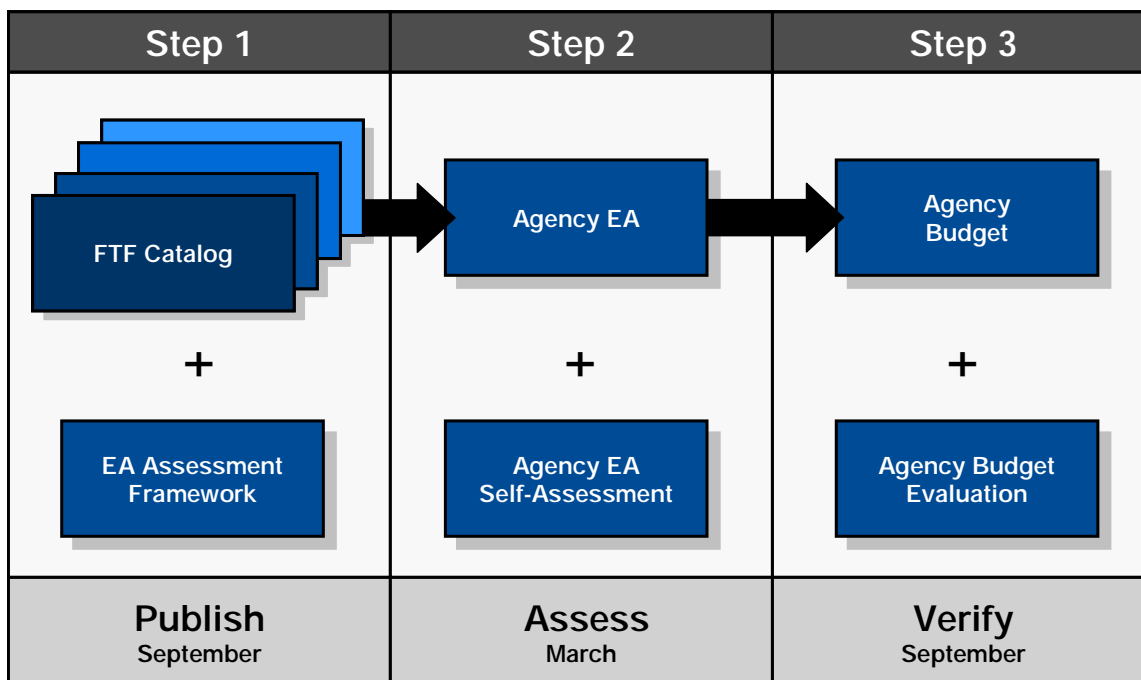


Figure 2: Three-step Process to Support Agency Decision Makers

Execution of each step in this process helps to define and verify line of sight from cross-agency IT policy objectives through agency enterprise architecture to agency budget submissions.

- **Step 1:** The FTF Catalog is **published** in September of the current year (CY) with the latest version of the OMB EA Assessment Framework. The catalog describes cross-agency initiatives required to be included as an element of agency enterprise architecture.
- **Step 2:** Agency EA self-assessments are submitted to OMB to be reviewed and **assessed** in March (CY+1). Submission packages include enterprise architecture work products and an EA Transition Strategy. Agency enterprise architecture and the EA Transition Strategy are required to include mandatory cross-agency initiatives related to the agency mission.
- **Step 3:** Agency budget submissions are submitted to the Office of Management and Budget (OMB) in September (CY+1). Budget submissions are **verified** to ensure they reflect the agency EA Transition Strategy including relevant cross-agency initiatives.

Please refer to Section 3.2 for information on mandatory initiatives and FTF usage scenarios for agency decision makers.

### 2.3.2 Guidance for initiative architecture development

The FTF Catalog provides a common structure for the organization of cross-agency initiative architectural work products. This structure can be applied by cross-agency



task forces, communities of practice and other working groups to develop and organize architectural work products.

Use of a common structure enhances the integrity of architectural work products and increases the rate of adoption by helping to deliver complete and consistent information. OMB uses the FTF Catalog structure to assure the quality, completeness and consistency of architectural work products for cross-agency initiatives.

Use of the catalog structure is not limited to cross-agency initiatives sponsored by OMB. OMB encourages the use of the catalog structure to guide the development of other cross-agency architectural work products.

Please refer to Section 3.3 for a description of usage scenarios for cross-agency initiative architecture development.

## 2.4 WHAT ARE THE BENEFITS?

Benefits are organized into two classes: agency benefits and government-wide benefits.

### 2.4.1 Agency Benefits

The FTF Catalog provides improved access to information to support the implementation of cross-agency initiatives at the agency level. Publication of the FTF Catalog allows agencies to:

- Receive more consistent, complete and detailed information about cross-agency initiatives more quickly to inform their enterprise architecture, capital planning and implementation activities
- Use information describing cross-agency initiatives to make better informed decisions about their IT investments
- Improve the effectiveness and efficiency of IT investments to realize service improvements and cost savings.

| Feature   | Capability   | Benefit  |
|---|--|--|
| All cross-agency initiatives are identified and described in one place. | Agencies can look in one place to identify relevant cross-agency initiatives they should consider for their own enterprises. | Agencies can save time and effort in finding information about cross-agency initiatives relative to them.                                      |
|   | Agencies can be more aware of cross-agency initiatives that may impact them.   | Agencies can save money by choosing not to embark on new efforts that are duplicative (or conflicting) with existing cross-agency initiatives. |
| There is a standard model for describing a cross-agency initiative.     | Cross-agency initiatives can be described consistently and more precisely.   | Agencies can make more informed decisions about how to address cross-agency initiatives in their own enterprises.                              |
|   | Vendors can incorporate the FTF into their tools.  | Agencies can adopt the FTF with more support from vendors.   |

| Feature   | Capability   | Benefit   |
|---|--|---|
| New versions of FTF are released on a defined schedule.   | Agencies can know when new versions of the FTF will be released.   | Agencies can schedule their own enterprise architecture, investment, and implementation activities better and with more certainty.            |
|   |  | Agencies are provided with a well-defined scope for cross-agency initiatives, and can improve the execution of planning activities.           |
| The foundation of the FTF is the FEA Reference Models.  | Agencies can map their own enterprise architecture, investments, and projects using the same taxonomy as the cross-agency initiatives. | Agencies can compare their own initiatives with the cross-agency initiatives more effectively and completely to make more informed decisions. |
|   |  | Agencies can identify duplicative activities within their own enterprises and stop less effective, more costly efforts.                       |
| The elements included in the FTF are cross-agency in scope.   | Agencies can have visibility to other initiatives outside their own organizations.   | Agencies can choose from more alternatives when making enterprise architecture, investment and implementation decisions.                      |
| The FTF includes cross-agency initiatives at various stages of the lifecycle.                       | Agencies can identify relevant cross-agency initiatives at the early stages of development.  | Agencies can provide their requirements to the cross-agency initiatives to better ensure the solution meets their own needs.                  |
|   |  | Agencies can make decisions about their own efforts earlier in the lifecycle.   |
| The FTF includes cross-agency initiatives mapped to multiple and different layers of the framework. | Agencies can see more precisely how a cross-agency initiative may relate to their own enterprises.                                     | Agencies can make more informed decisions about how to address the cross-agency initiatives in their own enterprises.                         |
|   | Agencies can consistently determine how different kinds of cross-agency initiatives may relate to their own enterprises.               | Agencies can implement different kinds of cross-agency initiatives consistently.  |

### 2.4.2 Government-wide Benefits

The FTF Catalog provides improved access to information to support the implementation of cross-agency initiatives government-wide. Publication of the FTF Catalog allows the Federal government to:

- Communicate more consistent, complete and detailed information about cross-agency initiatives more efficiently to a broad audience
- Increase the level and speed of adoption of cross-agency initiatives
- Improve the overall effectiveness and efficiency of IT investments related to cross-agency initiatives

| Feature   | Capability   | Benefit  |
|---|--|--|
| All cross-agency initiatives are identified and described in one place.                             | The Federal government can use the FTF as a communications tool for providing information about cross-agency initiatives.                      | The Federal government can communicate information about cross-agency initiatives more efficiently to a broad audience.  |
| There is a standard model for describing a cross-agency initiative.                                 | The Federal government can provide consistent guidance to agencies.  | The Federal government can save time and money in the implementation of new cross-agency initiatives by avoiding “reinventing the wheel”.                        |
|   |  | The Federal government can receive a consistent set of work products and information from the cross-agency initiatives.  |
|   |  | The Federal government can operate more cross-agency initiatives at one time.  |
| New versions of FTF are released on a defined schedule.   | The FTF processes can be integrated with other government-wide processes, such as capital planning.  | The Federal government can use the FTF to support more effective decision-making in other government-wide processes, like the development of the Federal budget. |
| The foundation of the FTF is the FEA Reference Models.  | The Federal government can compare the cross-agency initiatives to agency-specific investments to identify potentially duplicative activities. | The Federal government can save money by stopping less effective, more costly agency-specific efforts.   |
| The elements included in the FTF are cross-agency in scope.   | The Federal government can develop and communicate solutions designed to meet cross-agency needs.  | The Federal government can optimize solutions at the federal level instead of at the agency level.   |
| The FTF includes cross-agency initiatives at various stages of the lifecycle.                       | The Federal government can communicate information about cross-agency initiatives at the early stages of development.                          | The Federal government can save money by preventing the initiation of new agency-specific efforts that duplicate existing cross-agency initiatives.              |
|   |  | The Federal government can improve eventual adoption of the cross-agency initiatives by engaging agencies earlier in the process.                                |
| The FTF includes cross-agency initiatives mapped to multiple and different layers of the framework. | The Federal government can promote different types of cross-agency initiatives designed to meet different types of needs.                      | The Federal government can generate performance improvements and cost savings from more initiatives.   |
|   |  | The Federal government can implement different kinds of cross-agency initiatives consistently.   |

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## 3 Using the Federal Transition Framework

### 3.1 BACKGROUND

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The FTF Catalog provides information to agency decision makers to support the implementation of cross-agency initiatives, and provides guidance to working groups with responsibility to develop cross-agency initiative architecture. The catalog supports usage scenarios for agency decision makers and cross-agency task forces, working groups or communities of practice with responsibility to develop initiative architecture.

Usage scenarios are organized into two classes: agency scenarios and initiative scenarios. Each scenario is documented using a standard outline:

- **Stakeholders:** A list of stakeholders involved in the scenario, e.g. agency decision makers or a cross-agency initiative task force
- **Assumptions:** Conditions that must be true for the scenario to be executed
- **Steps:** A list of steps to create or update work products and fulfill scenario outcomes
- **Products:** Work products created or updated by executing the scenario steps
- **Checks:** Steps executed by the Office of Management and Budget (OMB) to verify scenario products and outcomes
- **Outcomes:** Results generated by successful execution of the scenario.

Usage scenarios are non-prescriptive and are intended to provide guidance to agency decision-makers and cross-agency working groups on how to achieve FTF benefits.

### 3.2 AGENCY SCENARIOS

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The FTF Catalog supports four agency usage scenarios (scenarios 1 through 4):

- **Scenario 1:** Incorporating cross-agency initiatives into agency enterprise architecture
- **Scenario 2:** Self-assessing agency EA alignment with cross-agency initiatives
- **Scenario 3:** Aligning agency budget submissions with cross-agency initiatives
- **Scenario 4:** Aligning agency IT programs with cross-agency initiatives.

Sequencing for the execution of each agency usage scenario is illustrated in Figure 3.

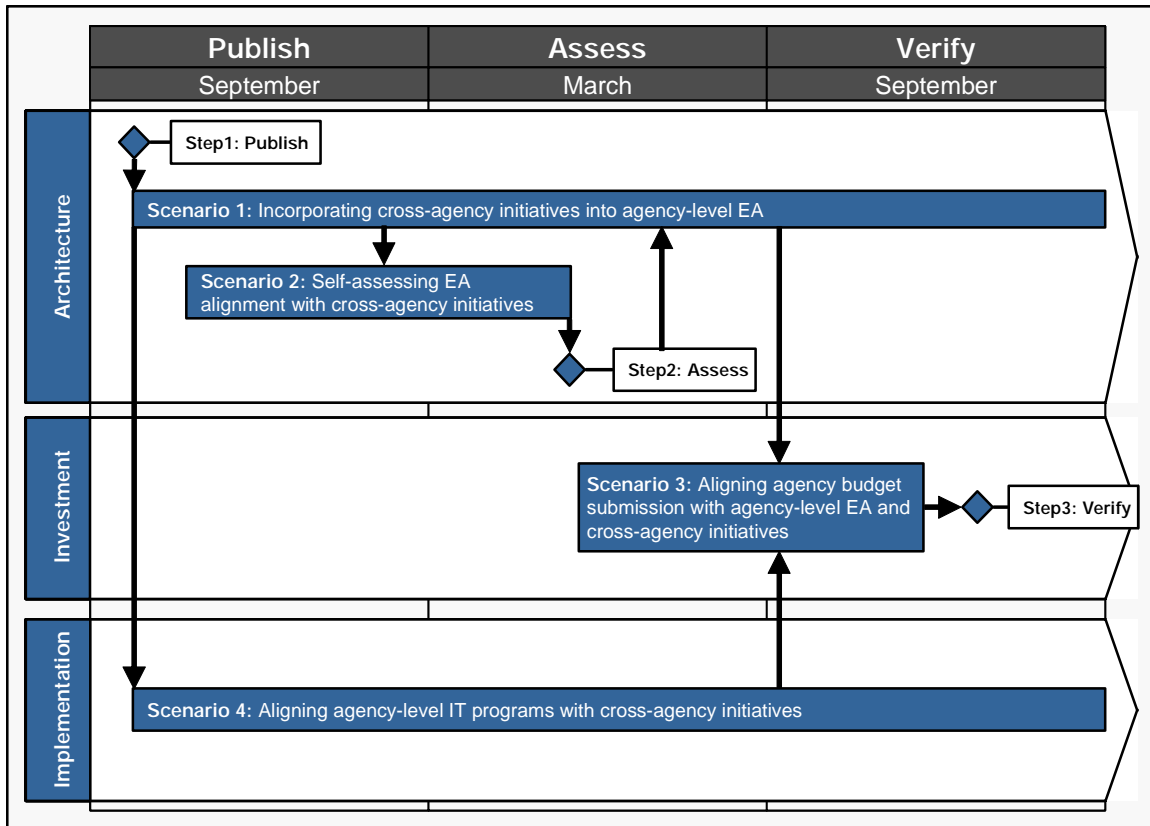


Figure 3: Agency Usage Scenarios

Documentation of agency usage scenarios uses terms and concepts that are defined by the OMB EA Assessment Framework. The EA Assessment Framework, published annually in conjunction with the FTF Catalog, provides a description of enterprise architecture artifacts and guidance for the development of an EA Transition Strategy. Please refer to the OMB EA Assessment Framework at <http://www.whitehouse.gov/omb/egov/a-2-EAAssessment.html>.

Each version of the FTF Catalog includes both mandatory and informational initiatives. Mandatory initiatives must be included in agency enterprise architecture and the agency EA Transition Strategy, and agency alignment with these initiatives is assessed as part of the annual EA assessment process. Implementation of Internet Protocol Version 6 (IPv6) is an example of a mandatory initiative.

Informational initiatives are in the initial stages of definition or development and are typically not assessed as part of the annual EA assessment process. A description of informational initiatives is included in the FTF Catalog to provide decision-makers with opportunities to update agency enterprise architecture to reflect emerging standards or planned cross-agency solutions.

Each section of the FTF Catalog describes the applicability and scope of each initiative including whether the initiative is mandatory or informational.

### 3.2.1 Scenario 1: Incorporating cross-agency initiatives into agency EA

Federal agencies should include mandatory cross-agency initiatives in their agency enterprise architecture work products and incorporate implementation milestones in their EA Transition Strategy. Work products are submitted to OMB for verification during the annual EA assessment process.

|                      |  |
|----------------------|--|
| <b>Stakeholders</b>  | Chief Information Officer (CIO)<br>Chief Architect (CA)  |
| <b>Assumption(s)</b> | OMB has published a version of the FTF Catalog describing cross-agency initiatives.  |
|                      | Agency has developed a baseline and target enterprise architecture and EA Transition Strategy.   |
| <b>Steps</b>         | 1. Review revised FTF Catalog to determine the applicability and scope of cross-agency initiatives for your agency.  |
|                      | 2. Update EA Program Plan to incorporate tasks to develop or update agency enterprise architecture work products.  |
|                      | 3. Update target enterprise architecture to reflect cross-agency initiatives.  |
|                      | 4. Conduct gap analysis between current and target architecture to identify gaps in the current implementation of cross-agency initiatives.  |
|                      | 5. Update EA Transition Strategy to incorporate tasks, activities and milestones to close gaps between current and target architecture.  |
|                      | 6. Submit revised EA work products and EA Transition Strategy to OMB with annual EA assessment submission package.   |
| <b>Products</b>      | <ul style="list-style-type: none"> <li>• Enterprise architecture (target)</li> <li>• EA Transition Strategy</li> </ul>   |
| <b>Checks</b>        | Agency EA submission packages are reviewed and verified by OMB to ensure that cross-agency initiatives are incorporated into agency enterprise architecture and milestones are defined in the EA Transition Strategy. Completion of EA Transition Strategy milestones are verified during quarterly progress assessments.  |
| <b>Outcomes</b>      | <ul style="list-style-type: none"> <li>• Increased awareness of cross-agency initiatives.</li> <li>• Increased alignment of agency enterprise architecture with cross-agency initiatives.</li> <li>• Increased compliance of agency enterprise architecture and EA Transition Strategy with Federal policy and guidance for cross-agency initiatives.</li> </ul> |

### 3.2.2 Scenario 2: Self-assessing EA alignment with cross-agency initiatives

Federal agencies are required to self-assess their agency enterprise architecture relative to the OMB EA Assessment Framework. Self-assessment is conducted annually including an assessment of the integration of cross-agency initiatives with the agency EA Transition Strategy and demonstration of results (e.g., cost savings/cost avoidance) through the implementation of cross-agency initiatives.

|                      |  |
|----------------------|--|
| <b>Stakeholders</b>  | Chief Information Officer (CIO)<br>Chief Architect (CA)  |
| <b>Assumption(s)</b> | OMB has published a version of the OMB EA Assessment Framework and assessment instructions.  |
|                      | OMB has published a version of the FTF Catalog describing cross-agency initiatives.  |
| <b>Steps</b>         | 1. Review OMB EA Assessment Framework and assessment instructions to define requirements for the development and submission of agency EA self-assessment materials.  |
|                      | 2. Refer to FTF Catalog to locate and review policy and guidance for cross-agency initiatives and define requirements for integration with agency enterprise architecture and the EA Transition Strategy.                  |
|                      | 3. Conduct self-assessment of agency EA work products, EA Transition Strategy and implementation results relative to requirements for cross-agency initiatives defined by EA assessment framework and the FTF Catalog.     |
|                      | 4. Prepare self-assessment score and submission materials for cross-agency initiatives and incorporate into agency EA self-assessment package.   |
|                      | 5. Submit agency EA self-assessment package to OMB.  |
| <b>Products</b>      | <ul style="list-style-type: none"> <li>Agency EA self-assessment package (including agency enterprise architecture and EA Transition Strategy).</li> </ul>   |
| <b>Checks</b>        | Agency EA self-assessment package is reviewed to verify the completion, use and results of the agency EA relative to the EA Assessment Framework including the development and implementation of cross-agency initiatives. |
|                      | The agency EA Transition Strategy is reviewed to verify that milestones are included for the completion and use of agency EA including the integration of cross-agency initiatives.  |
| <b>Outcomes</b>      | <ul style="list-style-type: none"> <li>Improved accuracy of self-assessment scores for integration and implementation of cross-agency initiatives.</li> </ul>  |

### 3.2.3 Scenario 3: Aligning agency budget submissions with cross-agency initiatives

Agency enterprise architecture and the agency EA Transition Strategy are used during the Capital Planning and Investment Control (CPIC) process to guide agency investments in information technology. Agency investments should be aligned with the programs and projects defined by the EA Transition Strategy including implementation of cross-agency initiatives.

|                      |  |
|----------------------|--|
| <b>Stakeholders</b>  | Chief Information Officer (CIO)<br>Chief Architect (CA)<br>Program Sponsors  |
| <b>Assumption(s)</b> | OMB has published a version of the FTF Catalog describing cross-agency initiatives.  |
|                      | Agency has developed a baseline and target enterprise architecture and EA Transition Strategy.   |
|                      | Agency has developed a Capital Planning and Investment Control Guide. The Capital planning lifecycle is integrated with the agency EA program.   |
| <b>Steps</b>         | 1. Develop IT investment portfolio in accordance with agency policy and procedures (CPIC Guide). Portfolio should reflect programs and projects defined by the EA Transition Strategy to implement agency enterprise architecture including cross-agency initiatives described in the FTF Catalog. |
|                      | 2. Select projects to be included in the IT investment portfolio in accordance with agency policy and procedures (CPIC Guide). Select factors should include alignment with agency enterprise architecture including cross-agency initiatives.   |
|                      | 3. Submit IT investment portfolio to OMB as part of the agency budget submission.  |
| <b>Products</b>      | <ul style="list-style-type: none"> <li>IT Investment Portfolio</li> </ul>  |
| <b>Checks</b>        | Agency budget submissions (IT investment portfolios) are reviewed by OMB to verify alignment with agency enterprise architecture and agency EA Transition Strategy, and to verify alignment with cross-agency initiatives described in the FTF Catalog.  |
| <b>Outcomes</b>      | <ul style="list-style-type: none"> <li>Enhanced line of sight from agency IT investments to agency enterprise architecture and cross-agency initiatives.</li> </ul>  |



### 3.2.4 Scenario 4: Aligning agency IT programs with cross-agency initiatives.

Agency enterprise architecture and the agency EA Transition Strategy are used during the Capital Planning and Investment Control (CPIC) process to re-align on-going IT programs. If required, on-going programs should be re-aligned with the agency vision defined by enterprise architecture and the EA Transition Strategy (including the implementation of cross-agency initiatives).

|                      |   |
|----------------------|---|
| <b>Stakeholders</b>  | Chief Information Officer (CIO)<br>Chief Architect (CA)<br>Program Sponsors   |
| <b>Assumption(s)</b> | OMB has published a version of the FTF Catalog describing cross-agency initiatives.   |
|                      | Agency has developed a baseline and target enterprise architecture and EA Transition Strategy.  |
|                      | Agency has developed a Capital Planning and Investment Control Guide. The Capital planning lifecycle is integrated with the agency EA program.  |
| <b>Steps</b>         | 1. Conduct regular control and evaluate actions as part of the CPIC process to review the alignment of current programs with agency enterprise architecture and EA Transition Strategy including cross-agency initiatives.  |
|                      | 2. Develop recommendations and corrective actions to re-align programs with agency guidance and cross-agency initiatives described in the FTF Catalog.  |
|                      | 3. Update individual program plans to incorporate recommendations and corrective actions.   |
|                      | 4. Update IT investment portfolio to reflect recommendations and corrective actions.  |
| <b>Products</b>      | <ul style="list-style-type: none"> <li>Revised IT investment portfolio.</li> </ul>  |
| <b>Checks</b>        | Agency budget submissions ( IT investment portfolios and IT investment business cases) are reviewed by OMB to verify alignment with agency enterprise architecture and the agency EA Transition Strategy, and to verify alignment with cross-agency initiatives described in the FTF Catalog. |
| <b>Outcomes</b>      | <ul style="list-style-type: none"> <li>Enhanced line of sight from IT programs to agency enterprise architecture and cross-agency initiatives.</li> </ul>   |

### 3.3 INITIATIVE SCENARIOS

The FTF Catalog is applied to support three initiative usage scenarios (scenarios 5 through 7). Each scenario supports the development of architectural work products for a Line of Business (LOB) initiative and is linked to one of three phases defined by the LOB Concept of Operations (CONOPS):

- **Scenario 5 (Analyze Phase):** Defines the scope of the line of business including a vision statement and reference architecture. Reference architecture describes the scope of the initiative in terms of relevant business functions, data requirements, and services and technology requirements.
- **Scenario 6 (Define Phase):** Defines target architecture for the Line of Business, identifies and evaluates implementation alternatives and defines a business case for implementation.
- **Scenario 7 (Operate Phase):** Develops and implements common solutions to support LOB operations and the realization of results (e.g., cost savings, increased efficiency and/or effectiveness).

Sequencing for the execution of each initiative scenario is illustrated in Figure 4.

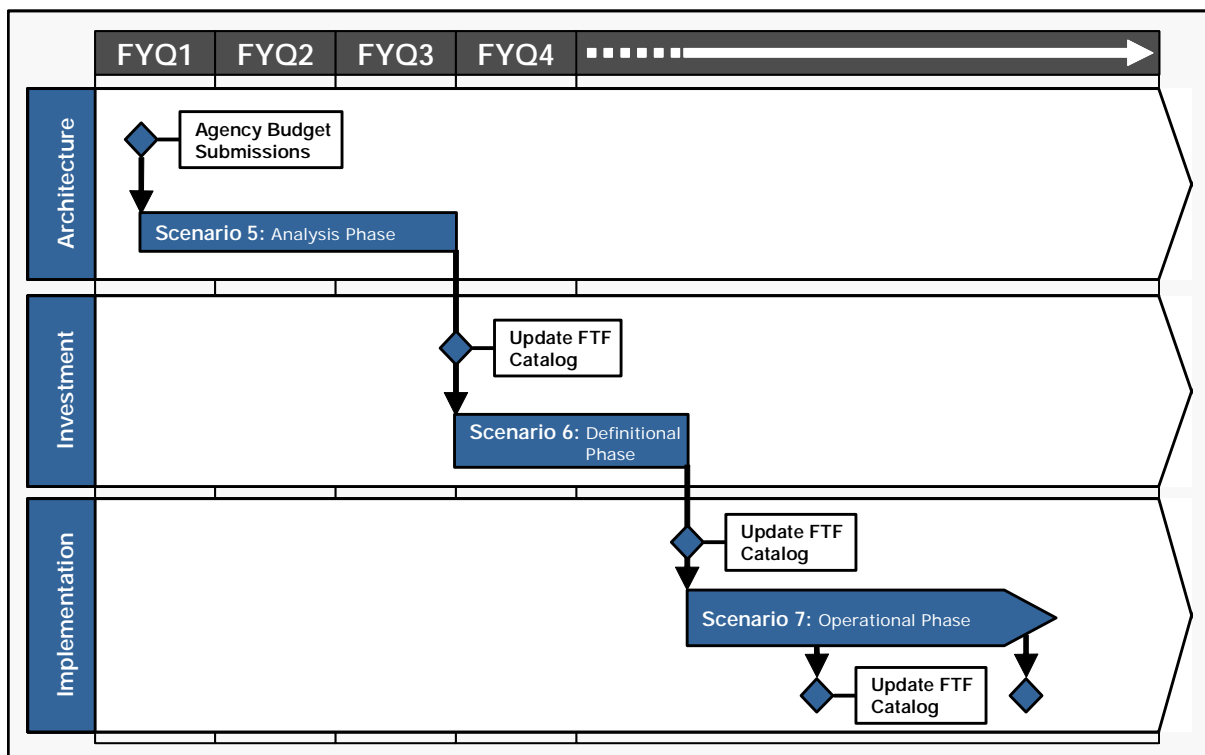


Figure 4: Initiative Usage Scenarios

The FTF Catalog is updated during each phase to capture new or revised information and work products for a cross-agency initiative. Information is updated to provide agency decision-makers with new or revised information on the status of each cross-agency initiative.

Documentation of initiative usage scenarios uses terms and concepts that are defined by the Line of Business (LOB) Concept of Operations (CONOPS) Document. The LOB CONOPS describes relevant architectural artifacts and provides guidance for the development of cross-agency initiative architecture in each phase. Please refer to the LOB CONOPS document at <http://www.whitehouse.gov/omb/egov/e-5-documents.html>

Initiative usage scenarios are not limited to lines of business or other cross-agency initiatives that are sponsored by OMB. OMB encourages the use of the Federal Transition Framework and the LOB CONOPS as a model to support the development and organization of architectural work products for other types of cross-agency initiatives.

### 3.3.1 Scenario 5: Analyze Phase

The Office of Management and Budget analyzes Federal budget data and other inputs to define opportunities for cross-agency Line of Business initiatives. A decision is made to proceed with one or more lines of business, and work products are developed in accordance with the LOB CONOPS.

|                      |  |
|----------------------|--|
| <b>Stakeholders</b>  | Office of Management and Budget (OMB)<br>Federal Agencies  |
| <b>Assumption(s)</b> | Agencies submit budget data describing planned information technology investments.   |
| <b>Steps</b>         | <ol style="list-style-type: none"> <li>1. Prepare and present recommendations to proceed with candidate LOBs.</li> <li>2. Make decision to proceed with one or more LOBs.</li> <li>3. Develop vision statement, performance goals and reference architecture for selected LOBs.</li> <li>4. Announce creation of cross-agency LOBs and establish LOB task forces.</li> <li>5. Update and publish FTF Catalog to include LOB reference architecture.</li> </ol> |
| <b>Products</b>      | <ul style="list-style-type: none"> <li>• LOB architectural work products (Analyze Phase)</li> <li>• FTF Catalog (Revised)</li> </ul>   |
| <b>Checks</b>        | LOB architectural work products are verified to ensure completeness and consistency with the FTF Catalog structure.  |
| <b>Outcomes</b>      | <ul style="list-style-type: none"> <li>• Increased awareness of planned cross-agency initiatives for agency-decision-makers and other stakeholders.</li> <li>• Improved precision, completeness and consistency of architectural work products describing LOB initiatives.</li> </ul>  |

### 3.3.2 Scenario 6: Define Phase

The Line of Business (LOB) Task Force is established to define solutions architecture, analyze implementation alternatives and develop a business case to support the cross-agency LOB. Architectural work products are developed in accordance with the LOB CONOPS and are published for agency decision-makers and other stakeholders using the FTF Catalog.

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| <b>Stakeholders</b>  | Office of Management and Budget (OMB)<br>LOB Managing Partner<br>LOB Task Force  |
| <b>Assumption(s)</b> | LOB Task Force has been established and a Managing Partner designated to develop LOB architecture work products.   |
| <b>Steps</b>         | <ol style="list-style-type: none"> <li>1. Transfer Responsibility for LOB operations from OMB to Managing Partner</li> <li>2. Develop LOB target architecture in accordance with LOB CONOPS guidance and FTF Catalog structure and content.</li> <li>3. Develop business case for investment in cross-agency LOB initiative.</li> <li>4. Submit business case for IT investment to OMB.</li> <li>5. Publish updated version of FTF Catalog including LOB target architecture.</li> </ol> |
| <b>Products</b>      | <ul style="list-style-type: none"> <li>• LOB architectural work products (Define Phase)</li> <li>• LOB Business Case</li> <li>• FTF Catalog (Revised)</li> </ul>   |
| <b>Checks</b>        | LOB architectural work products are verified prior to publication to ensure completeness and consistency with the FTF Catalog structure and content.   |
| <b>Outcomes</b>      | <ul style="list-style-type: none"> <li>• Increased awareness of informational cross-agency initiatives for agency-decision-makers and other stakeholders.</li> <li>• Improved precision, completeness and consistency of architectural work products describing LOB initiatives.</li> </ul>  |

### 3.3.3 Scenario 7: Operate Phase

The LOB Managing Partner commences implementation of the LOB cross-agency initiative in partnership with LOB Partner Agencies. Detailed architecture work products, service level agreements and range or service information materials are developed to support the implementation of common solutions (e.g., Shared Service Centers) and the acquisition of service by federal agencies. Architectural work products are published in the FTF Catalog and are updated as new or revised information is defined.

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| <b>Stakeholders</b>  | Office of Management and Budget (OMB)<br>LOB Managing Partner<br>LOB Partner Agencies<br>Federal Agencies   |
| <b>Assumption(s)</b> | Line of business has been funded to support implementation.   |
| <b>Steps</b>         | <ol style="list-style-type: none"> <li>1. Develop operational phase deliverables in accordance with LOB CONOPS guidance (and FTF Catalog structure).</li> <li>2. Publish incremental updates to FTF Catalog including new or revised information describing detailed LOB architecture, service level agreements and service providers.</li> </ol> |
| <b>Products</b>      | <ul style="list-style-type: none"> <li>• LOB architectural work products (Operate Phase)</li> <li>• FTF Catalog (Revised)</li> </ul>  |
| <b>Checks</b>        | LOB architectural work products are verified prior to publication to ensure completeness and consistency with the FTF Catalog structure.  |
| <b>Outcomes</b>      | <ul style="list-style-type: none"> <li>• Increased awareness of cross-agency initiatives for agency-decision-makers and other stakeholders.</li> <li>• Improved completeness and consistency of architectural work products describing LOB initiatives.</li> </ul>  |