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Federal Enterprise Architecture  
Program  
Guidance for Quarterly Reporting  
Requirements

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June 2007

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# 1 Introduction

Federal agencies are required to submit their Enterprise Architectures (EA) for assessment by the U.S. Office of Management and Budget (OMB) as part of the President's Management Agenda (PMA) Scorecard process. Agency EA maturity is assessed annually using the OMB EA Assessment Framework. The framework specifies agencies are required to provide quarterly reports to OMB documenting their progress in using the EA to enhance agency decision-making capabilities. The remaining sections of this document provide guidance to agencies regarding this reporting process.

The quarterly EA reporting process is designed to be an adjunct to the annual OMB EA assessment process. OMB will use the quarterly EA assessments to work collaboratively with agencies to identify concrete action-items and milestones each agency can achieve in order to improve the effectiveness of its EA program. Quarterly milestones should focus the agency on improving its EA program in areas identified for improvement during the previous annual assessment. As a result, the quarterly milestones should advance the maturity of the EA program so the agency can achieve business performance improvements assessed during the next annual EA assessment cycle. Furthermore, quarterly reports should demonstrate the EA is being completed and is actively being used within the agency to help make business decisions.

OMB will use the information gathered as part of the quarterly reporting process to assist agencies in maturing their EA programs and update the strategic priorities for the Federal Enterprise Architecture (FEA) program.

## 2 Quarterly Reporting Process

### 2.1 DEVELOPING PROGRESS MILESTONES

The purpose of the quarterly EA reporting process is to guide and report on the maturation of each agency's EA program. The process of establishing milestones will be a collaborative one between OMB and each of the agencies. Each agency's quarterly milestones should be driven by several factors:

- Strategic priorities for the agency identified in the agency's Strategic Plan and Information Resource Management Plan
- Progress milestones established within the agency's EA Transition Strategy and EA Program Plan
- Agency Proud to Be goals for Enterprise Architecture
- Areas identified for improvement as a result of the agency's annual EA assessment
- Areas identified by the OMB FEA PMO as strategic priorities for enterprise architecture across the Federal government

OMB will work with each agency individually to help identify its quarterly milestones based on the criteria described above. Representatives from the OMB FEA Program Management Office will contact the chief enterprise architects of the agencies to assist them in their efforts to develop milestones.

The exact number and type of milestones will vary by agency according to what the agency needs to accomplish to mature its EA program. In some cases, milestones may apply to specific operating units within the agency, or to specific agency programs and segments, rather than to the agency as a whole. Agencies can use the EA Assessment Framework criteria as the basis for developing and grouping these milestones.

For each planned milestone, the agency is required to provide a detailed description of the milestone, a target completion date, and a description of the evidence available for OMB demonstrating completion of the milestone. During the quarterly review, the agency is required to provide evidence of completion for each milestone achieved, or justification for the failure to meet a planned milestone. In the event of a missed milestone, agencies should also provide a revised schedule to reflect any changes to the plan resulting from this slippage.

Agency's milestones must be measurable, objective and meaningful. "Measurable and objective" means achieving a milestone produces an outcome able to be assessed by an independent observer to determine whether or not it has been achieved by a specific date. Achievement of a "meaningful" milestone will demonstrably improve the usage of EA within the agency.

In order to assist agencies in this process, this document provides sample milestones for agencies to consider representing the progress measures OMB expects agencies to develop. However, it is important to note these sample milestones are not definitive or

exhaustive, and will vary by agency according to the agency's current level of EA maturity and identified areas for improvement.

## 2.2 EA ASSESSMENT AND REPORTING LIFECYCLE

Quarterly EA progress reporting should be viewed as part of OMB's overall responsibility to assist agencies in maturing their EA. To achieve this goal, OMB has established an assessment and reporting annual lifecycle:

Date(s)	Who	Activity
June 1	Agency	<ul style="list-style-type: none"> <li>Submit to OMB new set of quarterly milestones for upcoming 5 quarters (i.e. Q3, Q4, Q1, Q2 and Q3)<sup>1</sup>.</li> </ul>
September 1, December 1, March 1, June 1	Agency	<ul style="list-style-type: none"> <li>Submit EA progress report for achievement of milestones for current quarter</li> <li>Propose any modifications to approved baseline list of milestones based on changes to agency circumstances</li> </ul>
October 1, January 1, April 1, July 1	OMB	<ul style="list-style-type: none"> <li>Review and score agency's EA progress report for milestones for prior quarter (see Scoring, section 2.4, below)</li> <li>Review any proposed modifications to approved baseline list of milestones and collaborate with agency to revise the milestones, as appropriate.</li> </ul>
February 28	Agency	<ul style="list-style-type: none"> <li>Submit EA artifacts for review as part of annual EA assessment process.</li> </ul>
March - April	OMB	<ul style="list-style-type: none"> <li>Review agency EA artifacts and perform annual assessment and scoring</li> <li>Review and score agency's EA progress report for milestones for current quarter (see Scoring, section 2.4, below)</li> </ul>

## 2.3 SUBMITTING PROGRESS REPORTS

The quarterly EA progress reports should be submitted to OMB simultaneously with other agency quarterly IT reports, including E-Gov Implementation Plan Updates. The deadline for delivery of the progress for each quarter of the fiscal year is as follows:

Quarter	Deadline for submission to OMB
Q1	December 1
Q2	March 1
Q3	June 1
Q4	September 1

<sup>1</sup> OMB is requesting agencies include EA quarterly milestones for Q3 FY07 in the June 1, 2007 submission (along with those for Q4 FY07, Q1 FY08, Q2 FY08 and Q3 FY08). FY06 was the first year quarterly EA milestones were required and agencies reported milestones only through the annual assessment period (Q2 FY07). Agencies should include Q3 FY07 EA milestones, reflecting the work planned and accomplished during the quarter to advance their EA. These milestones will be used to determine the agency's EA "progress" score on the PMA E-Gov Scorecard.

A sample Excel template for developing and reporting on their progress will be available to the agencies, downloadable from the OMB E-Gov site. The milestone reporting template includes the following elements:

- Reporting Element (Completion, Use or Results)
- Assessment Criteria
- Milestone
- Projected Completion Date
- Date Completed
- Evidence of Completion
- Agency Comments
- FEA PMO Comments

OMB will issue EA milestone spreadsheets/templates to agency Chief Information Officers and Chief Architects at the beginning of each quarter. These templates will include milestones the agency has committed to complete in the current quarter as well as milestones for future quarters. These EA milestones will be delivered each quarter along with the quarterly E-Gov Implementation Milestones. As an agency's EA Program evolves and milestones are achieved, agencies may add additional milestones to the Quarterly Reports. OMB will work with the agencies to identify and agree on these additional EA milestones on an ongoing basis.

Completed EA progress reports should be sent to the E-Gov email address at [egov@omb.eop.gov](mailto:egov@omb.eop.gov), along with the quarterly E-Gov Implementation Plan Report. Agencies should return the same milestones provided at the beginning of the quarter by OMB. Only one milestones spreadsheet per agency will be accepted. Agencies should provide evidence of completion for each milestone due in the quarter.

Use the comments area of the FEA PMO worksheet to address the following:

- i. Any milestones not yet completed but planned to be completed by the end of the quarter.
- ii. Explanation for milestones not completed by the projected completion date.
- iii. Proposed changes to future milestone dates, and the rationale for those changes.

Upon receipt of an agency EA Quarterly Report, the FEA PMO will review the agency-provided evidence for completion and inform the agency if additional information is required.

## 2.4 SCORING

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The results of the agency's quarterly EA progress reports will affect the agency's EA *progress* score for its President's Management Plan (PMA) E-Government Scorecard, but not the agency's EA *status* score for its PMA Scorecard.

The following table describes the scorecard criteria used to determine the Green, Yellow and Red indicators for EA progress as part of the overall E-Gov PMA progress score. Note: Each EA milestone is critical to the success of the agency's EA Program; therefore, the successful completion of each EA milestone affects the agency's PMA progress score.

<b>Green</b>	Agency has successfully achieved all milestones established for the quarter
<b>Yellow</b>	Agency has failed to meet at least one, but no more than half, of all milestones established for the quarter
<b>Red</b>	Agency has failed to meet more than half of all milestones established for the quarter

## 2.5 FEA PMO STRATEGIC PRIORITIES

As noted above, one of the drivers for the quarterly EA milestones is the set of strategic priorities for enterprise architecture across the Federal government, outlined by the FEA PMO. Over the past year, two new strategic priorities were introduced into the enterprise architecture community and reflected within the Enterprise Architecture Assessment Framework. They are segment architecture and the Federal Transition Framework (FTF). During the most recent EA assessment, agencies were required to develop an enterprise architecture for at least one mission-focused segment of their business, and integrate the cross-agency initiatives from the FTF (e.g. HSPD-12, IPv6) into the agency's target architecture. In order to ensure these priorities were addressed, each agency included activities related to segment architecture development and FTF integration into its quarterly EA milestones. During this coming year, segment architecture development and FTF will remain strategic priorities, and should be reflected in agencies' quarterly EA milestones.

In addition to the segment architecture and FTF, the *development of an EA value-measurement program* will also be emphasized by the FEA PMO in the coming year. The FEA PMO will release guidance addressing how and when agencies should measure the value of EA to program performance. The measurement of EA value will be a strategic priority for the FEA PMO this year, and will be reflected in the upcoming version of the EA Assessment Framework. Therefore, agencies are encouraged to include activities related the development of an EA value measurement program into the quarterly milestones.

## 3 Sample Milestones

### 3.1 EA COMPLETION MILESTONES

These milestones focus on all of the activities associated with completion of an enterprise architecture and associated segment architectures. This includes completion of both baseline and target architecture perspectives, as well as the agency's transition strategy serving as the foundation for the agency's enterprise modernization plan.

Definition of EA completion milestones should consider the following priority activities to enhance the effectiveness of agency EA programs:

- Delivery of value to business areas through the development and maintenance of segment architecture for core mission areas, business areas, and enterprise services.
- Incorporation of relevant cross-agency initiatives described in the Federal Transition Framework within the agency enterprise-wide Transition Strategy and segment-level architecture.

**Completion Milestones map to the following Annual Assessment Criteria:**

- Performance Architecture
- Business Architecture
- Data Architecture
- Service Component Architecture
- Technology Architecture
- Transition Strategy

**Sample Milestones:**

- Performance Architecture:
  - Integration of program performance measures into the agency's target performance enterprise architecture.
  - Integration of program performance measures into the agency's target performance segment architecture(s).
  - Establish performance milestones in the agency EA transition strategy for each modernization initiative included in the strategy.
- Business Architecture:
  - Functional Lines of Business defined for entire agency (both mission delivery and common/shared lines of business).
  - Identification and development of core mission area segment architectures.
  - Business processes are documented (either in text or architectural model form) for high priority agency lines of business.
  - Alignment of business processes to agency performance goals and IT services.
- Data Architecture

- Updating agency data architecture to be consistent with OMB Memorandum 06-02 (see <http://www.whitehouse.gov/omb/memoranda/fy2006/m06-02.pdf>).
- Aligning the agency data architecture to the FEA Data Reference Model 2.0.
- Service Component Architecture
  - Development of a service-oriented target architecture for specific lines of business, segments, or the entire agency, as appropriate.
  - Alignment of agency IT services to lines of business.
- Technology architecture
  - Documentation of existing and proposed agency technology standards.
  - Standardization and reuse of agency technologies is supported through agency SDLC and CPIC policies and procedures.
- Transition Strategy
  - Development of an enterprise-wide sequencing plan for segment architecture development and implementation.
  - Linkage of the EA Transition Strategy to investments in the agency's IT portfolio.
  - Obtain sign-off by agency business owners and officials (e.g. business owner for segment architecture(s), CIO and/or Department head for EA Transition Strategy)

### 3.2 EA USAGE MILESTONES

These milestones focus on ensuring the agency's EA products are actively being utilized within the agency. Definition of EA use milestones should consider the following priority activities to enhance the effectiveness of agency EA programs:

- Establishment of appropriate EA governance processes.
- Application of the agency EA to improve IT implementation processes, including the software development lifecycle, evolution of a service-oriented architecture, and effective reuse of existing components.
- Application of the EA Transition Strategy during IT portfolio management activities, to ensure agency investments are always traceable to the agency's strategy and performance targets.

**Usage Milestones Map to the following Annual Assessment Criteria:**

- EA Governance and EA Program Management
- EA Change Management and EA Deployment
- Segment Architectures/Collaboration and Reuse
- CPIC Integration

**Sample Milestones:**

- EA Governance and EA Program Management
  - Implementation of governance policies to ensure agency alignment with EA standards and policies
  - Adoption and deployment of an EA framework

- EA Change Management and EA Deployment
  - Implementation of change and configuration management tracking systems within the EA initiative
  - Change management policy refinement
- Segment Architectures/Collaboration and Reuse
  - Identification of additional segment architectures
  - Development of process to identify opportunities for collaboration and reuse
  - Capture content of sub-agency EAs and segment architectures in overall agency EA.
- CPIC Integration
  - Data integration between agency EA and CPIC repositories
  - Documentation of the EA being used in the investment process to develop Exhibit 300s and Exhibit 53s.

### 3.3 EA RESULTS MILESTONES

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These milestones focus on ensuring the agency's EA products are driving results. Definition of EA results milestones should consider the following priority activities to enhance the effectiveness of agency EA programs:

- Develop a value measurement process for the agency EA program.
- Establish repeatable processes to capture cost savings, cost avoidance and improved mission performance through the use of EA
- Measure progress in the execution of the EA Transition Strategy including the adoption and implementation of relevant cross-agency initiatives.
- Monitor progress toward the successful adoption and implementation of IPv6 for the June 2008 deadline.

**Usage Milestones Map to the following Annual Assessment Criteria:**

- Cost Savings and Cost Avoidance
- Transition Strategy Performance
- Internet Protocol Version 6 (IPv6)
- Measuring EA Program Value

**Sample Milestones:**

- Cost Savings and Cost Avoidance
  - Development of an EA Program Results Analysis document
  - Development of a process to be able to track cost savings and cost avoidance progress
  - Integration of program performance (e.g. PART scores) into EA
- Transition Strategy Performance
  - Development of process for capturing achievement of Transition Strategy milestones
- Internet Protocol Version 6 (IPv6)
  - Completion of IPv6 implementation milestones towards achievement of June 2008 deadline (reflecting agency's IPv6 transition plan).

- CIO sign-off on “completion” of IPv6 backbone transition.
- Measuring EA Program Value
  - Development and execution of EA value measurement plan to demonstrate the value of enterprise architecture (EA) in achieving agency objectives.