Table 9-9 -- Lines of Business (LoB) Update
Milestones are denoted by a bullet point; statements/goals do not have bullet points

Initiative/LoB	Description/Objectives	Completed Milestones	Future Milestones/Goals
Financial Management (FM) LoB (GSA)	The FM LoB is standardizing and consolidating the government's financial systems and financial business processes through the establishment of shared service centers (SSC).	▪ Launched 4 FM LoB Shared Service Centers (SSC) ▪ Published Business Process Standard (BPS) for Funds Control ▪ Published Business Process Standard (BPS) for Payments ▪ Published Common Government-wide Accounting Code (CGAC) standard	▪ Q4 FY08 - Publish Business Process Standard (BPS) for Reimbursables ▪ Q4 FY08 - Publish Business Process Standard (BPS) for Receivables ▪ Q4 FY08 - Define charge and interface data requirements While all agencies have not yet scheduled migrations to FM LoB SSCs, many current migrations are scheduled through Q1 FY15.
Human Resources (HR) Management LoB (OPM)	The HR LoB is using government-wide, modern, cost-effective, standardized, and interoperable HR solutions to provide common core functionality to support the strategic management of Human Capital through the establishment of SSC's.	▪ Established 5 Federal HR LoB Shared Service Centers (SSC) ▪ Developed Entrance on Duty (EOD) Concept of Operations ▪ Developed Service Component Model (SCM) version 2.0 ▪ Developed target requirements for SSCs ▪ Completed HR LoB Migration Planning Guidance ▪ Competed HR LoB Service Delivery and Shared Services Best Practices Report ▪ Complete selection of HR LoB Private Sector SSC's for multiple award schedule or GWAC	While all agencies have not yet scheduled migrations to HR LoB SSCs, planned migrations are currently scheduled through Q4 FY12.
Grants Management (GM) LoB (HHS & NSF)	The GM LoB is developing solutions to standardize and streamline the grants management process government-wide.	▪ Identified three agencies as GM Consortia Leads: Department of Education, National Science Foundation, and Health and Human Services - Administration for Children and Families	▪ Q2 FY08 - Agencies select Consortia Lead to migrate to, or submit waiver request with fit-gap analysis ▪ Q2 FY08 - Partner agencies submit Implementation Strategy Plans to GM LoB defining agency's plan for implementing the GM LoB objectives Additional milestones will be determined based on submitted agency Implementation Strategy Plans; additional milestones and goals will be determined collaboratively by the Grants Executive Board and the Managing Partners.

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Initiative/LoB	Description/Objectives	Completed Milestones	Future Milestones/Goals

Case Management (CM) LoB (DOJ)	The CM LoB is using common data standards and shared architectures to easily and appropriately share case management information within and between federal and non-federal agencies.	▪ CM LoB architecture developed for two areas (updates ongoing):
		    o Federal Investigative Case Management Solution (FICMS), and
		    o Litigation Case Management Solution (LCMS)
		 ▪ DOJ begins using CM LoB architecture when planning & developing case management systems
		 ▪ Agencies begin using the CM LoB architecture when planning and developing their case management systems (e.g., RRB, DHS, DOL, TREAS)
			The CM LoB will continue to assist agencies in leveraging CM architecture gathered and created by the LoB. If further activities are required, the CM LoB management will develop plans to implement.
			
			 As agencies plan and request for Case Management solutions, agencies will be directed to leverage as much as possible the architectures and materials developed by the CM LoB.

Federal Health Architecture (FHA) LoB (HHS)	The FHA LoB is a collaborative effort to foster interoperability between healthcare systems across the nation.	▪ Complete development of Emergency Response EHR Use Case ▪ FHA Program Plan, Reporting Guide, Standards Education Course materials	The FHA LoB, which subsumed CHI, continues to provide a forum for Federal agencies to meet, so that they can identify gaps in health information standards. FHA now provides regular input to the Health Information Technology Standards Panel (HITSP) as national health IT standards are proposed and released for comment. This activity meets the intent of the original milestone for CHI to mature HIT standards development within the Federal government. As agencies plan and request for Health IT solutions, agencies will be directed to use these standards.
Information Systems Security (ISS) LoB (DHS)	The ISS LoB is establishing common solutions for information systems security through Shared Service Centers.	▪ Designated IT Security Awareness training and security reporting service providers: DOD, State/USAID, and OPM serve as Federal Information Security Management Act (FISMA) training providers; EPA and DOJ serve as FISMA reporting providers ▪ Completed an analysis of situational awareness and incident response tools to determine priority tools demanded by agencies	▪ Q2 FY10 - All applicable agencies begin using the FISMA reporting and FISMA training services provided by the ISS LoB's shared service centers Additionally, ISS LoB will assist the Trusted Internet Connections (TIC) initiative in guidance surrounding the implementation of the initiative. Future milestones and goals will be determined collaboratively by the ISS LoB's Federal Systems Security Governance Board (FSSGB).

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Initiative/LoB	Description/Objectives	Completed Milestones	Future Milestones/Goals
Budget Formulation and Execution (BFE) LoB (ED)	The BFE LoB is enhancing Federal agency and central budget processes by identifying and implementing modern, interoperable, flexible, cost effective, and optimized solutions to support all phases of the formulation and execution of the Federal budget.	▪ Deployed government wide budget formulation shared system – Budget Formulation and Execution Manager (BFEM) which is a system managed by Treasury ▪ Developed a requirements decision matrix for assessing budget formulation and execution systems ▪ Established a collaboration site for information sharing	▪ Q4 FY08 - Add modules for Performance Measures and Budget Execution to "Productized" Treasury solution. Provide service to additional agencies. Future milestones and goals will be determined collaboratively by the LoB's governance board.
Geospatial LoB (DOI)	The Geospatial LoB is developing a coordinated approach to produce, maintain, and use geospatial data and services across the federal government to reduce long-term costs of geo-information delivery and access.	▪ Released Common Solutions/Technical Architecture document ▪ Completed government-wide collection of investment data to determine the Federal government's spending on geospatial data and capabilities to support mission and program activities ▪ Collected updated geospatial investment data and created a report and analysis of data	▪ Q2 FY08 - Develop a strategic plan with specific results and outcomes for FY08 and FY09 ▪ Q4 FY09 - Expand Smart-Buy efforts for geospatial data and technologies ▪ Q4 FY09 - Define/establish geospatial data steward responsibilities and performance measures for A-16 data themes Additional milestones and goals will be determined collaboratively by the LoB's governance board in coordination with the Federal Geographic Data Committee (FGDC).

IT Infrastructure (ITI) LoB (GSA)	The ITI LoB is identifying opportunities for IT infrastructure consolidation and optimization and developing government-wide common solutions to realize cost savings.	▪ Released Common Solutions Document describing infrastructure work in three areas:
		  o Data Centers;
		  o Networks (data & voice); and
		  o Desktop Computer Services and Seat Management
		▪ Awarded contract to develop price and performance benchmarks
		▪ Established metrics for first common infrastructure area: End User Systems and Services
		▪ Developed the cost and service level definitions for the two remaining common infrastructure areas: 1) Mainframes and Servers Services and Support and 2) Telecommunications Systems and Support
			▪ Q2 FY08 - Establish agency 5-Year IT Infrastructure Optimization Plan and Performance Reports
			▪ Q3 FY08 - Establish an Optimization Guide and a Resource Library including best practices
			▪ Q4 FY08 - Report FY08 performance against the End User Systems and Support metrics developed in FY07
			
			Additionally, ITI LoB will assist in the collapsing of Internet nodes as part of the TIC initiative.
			
			Future milestones and goals will be determined collaboratively by the ITI LoB Executive Steering Committee (ESC).