Enabling Citizen-Centered Electronic Government
2005 - 2006 FEA PMO Action Plan

March 2005

E·GOV

MEMORANDUM FOR KAREN EVANS
      ADMINISTRATOR FOR E-GOVERNMENT AND INFORMATION TECHNOLOGY

FROM: Richard R. Burk
              Chief Architect, Office of E-Government and Information Technology

SUBJECT: Enabling Citizen Centered Government: 2005-2006 FEA PMO Action Plan

The Federal Enterprise Architecture (FEA) is moving into a new and exciting phase of government-wide transformation. This year we will leverage the significant advances made over the last four years. The ground work for transforming government is complete with the introduction of the practice of using enterprise architecture (EA) and the release of all five reference models of the FEA. This year, we intend to realize the full potential of the FEA to transform government and provide results to our citizens.

The FEA is transformational when it is used to guide and inform program decisions. To do this, we will fully integrate the FEA into the existing policy and budget decision processes and demonstrate the value of EA in helping Federal agencies become high performing organizations. This is what we mean when we use the term *FEA Practice*. If I could sum it all up in one word, it is "Execution." This year we must move from the drawing board and initial blueprints towards full implementation and delivering results.

I have laid out an aggressive agenda in this action plan, and I am confident we will be successful. It will take the entire architecture community – Federal agency architects, the Architecture and Infrastructure Committee (AIC) of the CIO Council, the Chief Architects Forum (CAF), our partners in State and local government, the private sector and others committed to a citizen-centered and results-oriented government. Together, we will provide leadership to our organizations by using the FEA as the cornerstone for achieving innovative efficient design and implementation of information resources government-wide while reducing costs for the taxpayer.

I am pleased to submit this Action Plan for the upcoming year's activities. The months ahead will be challenging. However, with the support of the architecture community we will achieve the Administration's vision for a citizen-centered government with improved service delivery.


Attachment

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1. Introduction

The Office of Management and Budget's (OMB) Office of E-Government and Information Technology (Office of E-Gov and IT), with the support of the General Services Administration (GSA) and the Federal Chief Information Officers Council (CIOC), established the Federal Enterprise Architecture (FEA) Program which builds a comprehensive business-driven blueprint of the entire federal government. The FEA Program Management Office (FEA PMO), located in OMB's Office of E-Gov and IT, equips OMB and Federal agencies with a common language and framework to describe and analyze IT investments, enhance collaboration and ultimately transform the Federal government into a citizen-centered, results-oriented, and market-based organization as set forth in the President's Management Agenda (PMA).

The FEA consists of a set of interrelated "reference models" designed to facilitate cross-agency analysis and the identification of duplicative investments, gaps and opportunities for collaboration within and across agencies.

The true driver behind e-government, as stated in the E-Government Act of 2002, is the need to improve the Federal government's delivery of services and information to the public and to decision makers. In order to improve citizen services and successfully address issues that transcend single departments, the agency-centric systems and processes characterizing government must be replaced with integrated, citizen-centric applications and processes. The FEA, through its support of the Presidential E-Government initiatives, Lines of Business (LoBs) and other cross-agency efforts, is a key component of the citizen-focused transformation of government. During the last four years, development of the FEA has led to several important milestones, including:

- Release of the five FEA reference models established a common language for diverse agencies to use while seeking to collaborate on common solutions for services;
- Analysis of agency IT mappings revealed five major lines of business presenting more than $5 billion in potential savings and substantial collaboration opportunities across the Federal government; and
- Use of the reference models to guide the development of agency enterprise architectures in FY 2004, FY 2005 and FY 2006 resulted in a better understanding of agency IT investments and business lines.

The FEA Roadmap to Government Transformation (Figure 1) depicts the evolutionary phases towards improved government efficiency and effectiveness. The accomplishments of the last four years established the foundation necessary to execute a solid FEA practice. It is now time to focus on the adoption and utilization of the FEA to realize true government-wide transformation.
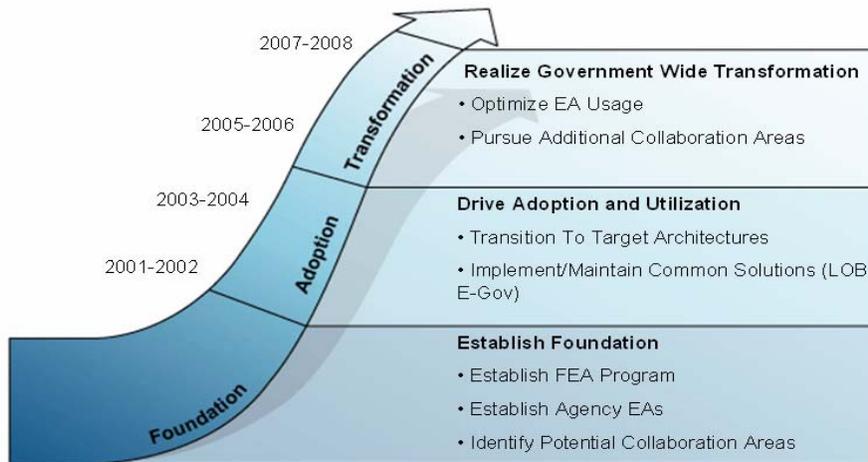
Figure 1: FEA Roadmap to Government Transformation

Purpose and Structure

The purpose of this document is to define a strategically anchored path forward for the FEA Practice for 2005 and 2006. This plan addresses initiatives currently underway and newly proposed initiatives to integrate the FEA Practice within OMB and with agency efforts in transforming government to improve service delivery for citizens. The FEA PMO Action Plan communicates a clear set of integrated initiatives to the members of the EA community who are critical to the success of government transformation, including:

- Federal agency councils (i.e., Chief Information Officers Council (CIOC), Chief Financial Officers Council (CFOC), etc.);
- Agency architects;
- Agency program managers;
- State and local government stakeholders, and
- Private sector IT community.

The remainder of this document is organized into the following sections:

Section 2   FEA Principles, Mission, Vision and Goals

Section 3   2005 Strategic Initiatives

Section 4   Performance Evaluation

Section 5   Conclusion

2. FEA Principles, Mission, Vision and Goals

The FEA Practice adopted three core principles to guide its strategic direction. They are:

Business-driven: The FEA is most useful when it is closely aligned with government strategic plans and executive level direction. Agency mission statements, presidential management directives and agency business owners give direction to each agency's EA and to the FEA.

Proactive and collaborative across the Federal government: Adoption of the FEA is achieved through active participation by the EA community in its development and use. The FEA community is responsible for the development, evolution and adoption of the FEA.

Architecture improves the effectiveness and efficiency of government information resources: Architecture development is an integral part of the capital investment process. No IT investment should be made without a business-approved architecture.

FEA Mission: Develop and use the FEA to improve government efficiency and effectiveness

FEA Vision: The FEA is the cornerstone for the design, development and implementation of information resources government-wide.

Goals:
1. **Improve utilization of government information resources to focus on core agency mission and service delivery to citizens by using the FEA.**
   The FEA PMO will integrate the FEA with existing policy and budget practices to ensure results-oriented, market-driven investment decisions. This will be evidenced by higher service performance metrics.

2. **Enhance cost savings and cost avoidance through a mature FEA government-wide.**
   The FEA PMO, in collaboration with agencies, will utilize the FEA to support cross-agency initiatives, leverage technology and reduce redundancy where overlap limits the value of IT investments.
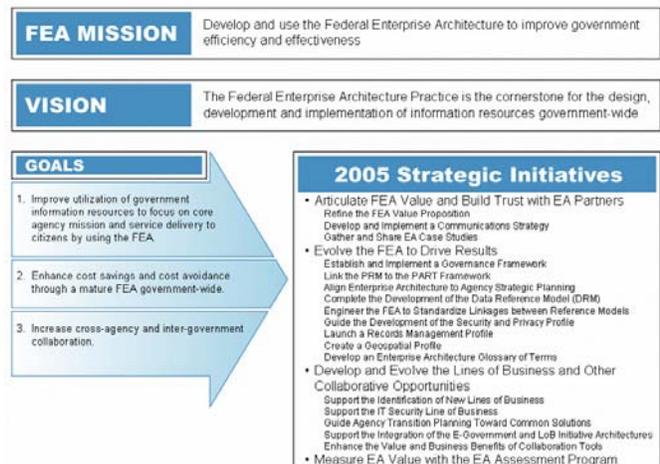
3. **Increase cross-agency and inter-government collaboration**.
The FEA PMO will continue to advance the OMB Office of E-Gov and IT's mission of collaboratively facilitating horizontal (cross-federal) and vertical (federal, state and local) integration of information resources. Partner input and participation is actively sought and welcomed.

These goals can be achieved through the execution of an integrated, multi-phase framework. Shown in Figure 2 below, this framework is comprised of three phases – *Architecture, Investment,* and *Implementation* – which extend across the entire lifecycle of information technology.

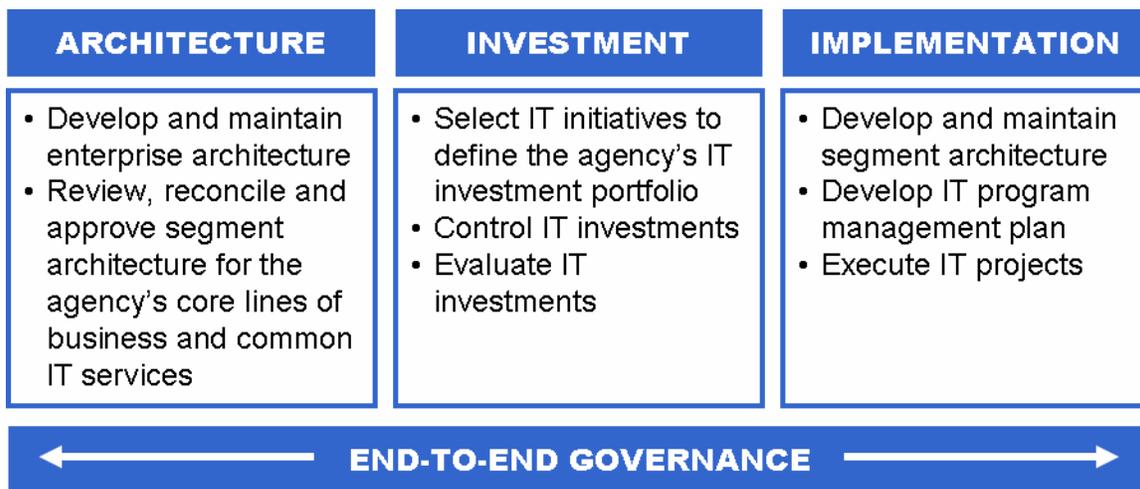| ARCHITECTURE	INVESTMENT	IMPLEMENTATION
• Develop and maintain enterprise architecture • Review, reconcile and approve segment architecture for the agency's core lines of business and common IT services	• Select IT initiatives to define the agency's IT investment portfolio • Control IT investments • Evaluate IT investments	• Develop and maintain segment architecture • Develop IT program management plan • Execute IT projects

← END-TO-END GOVERNANCE →

Figure 2: IT Lifecycle Framework

The IT Lifecycle Framework applies government and industry best practices in enterprise architecture, IT investment management, systems engineering, and program management. Information technology architecture is a prerequisite for IT investment and is leveraged across the framework to align IT investments with lines of business and services.

Each phase of the IT Lifecycle Framework is comprised of multiple lifecycle processes. Lifecycle processes are tightly integrated and combine to transform an agency's top-down strategic goals and bottom-up system needs into a logical series of products. When working effectively and integrated well, the IT Lifecycle Framework of architecture, investment and implementation provides the foundation for sound IT management practices, end-to-end governance of IT investments, and the alignment of IT investments with the goals of the agency so the Federal government can realize the highest levels of program success and citizen satisfaction.

3. 2005 FEA Strategic Initiatives

The following initiatives have been identified as key strategic priorities for the FEA PMO for 2005 and 2006.

3.1   Articulate FEA Value and Build Trust with EA Partners

#### 3.1.1   Refine the FEA Value Proposition

In early 2005, the Office of E-Gov and IT will refine the value proposition of the FEA to the Federal government and the broader EA community. The value proposition will incorporate a message to the business community, expressed in business terms, explaining the value the FEA brings to its strategic and tactical missions.

The FEA PMO will work across organizations and disciplines to become trusted advisors to the EA community and agency program officials. Relationships with stakeholders will be instrumental in facilitating the adoption and utilization of EA as a strategic management tool for guiding investment decisions.

3.1.2   Develop and Implement a Communications Strategy

The FEA PMO will deliver a clear and consistent message targeted to program officials, legislators, and the EA community which will:

- Communicate the value proposition;
- Deliver a consistent message to all stakeholders; and
- Coordinate the message across multiple communication channels.
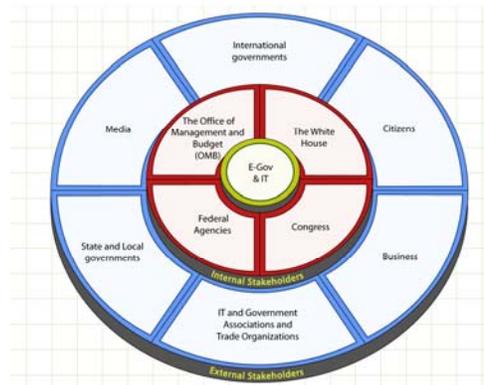
3.1.3   Gather and Share EA Case Studies

The FEA PMO must move beyond an IT-focused message and concentrate on successful implementation of the FEA Practice and improved business results (i.e., cost savings and avoidance, increased productivity, and improved service). The case studies will effectively communicate the value and practical application of EA.

The case studies and success stories will enable OMB to:

- Demonstrate the value of EA to business managers and strategic planners;
- Integrate EA into existing policy and budget processes;
- Facilitate collaboration within the EA community and across the Federal government;
- Promote sharing of best practices and lessons learned; and
- Set precedents/baselines for agencies to move towards higher levels of EA maturity.

The FEA PMO will review agency EA assessments and investment business cases to identify potential case studies. Referrals will also be submitted by agency CIOs, business leaders and industry partners.

3.2   Evolve the FEA to Drive Results

3.2.1 Establish and Implement a Governance Framework

The FEA PMO, in collaboration with the CIO Council's AIC will design and maintain an operational governance framework. This framework will specify the authority, accountability, leadership, and direction for the development and adoption of the FEA.

Leveraging best practices and lessons learned, the governance framework will include:

- Clearly defined roles, responsibilities, and relationships of the FEA PMO and other EA community members;
- Documented decision-making and exception processes and procedures; and
- Communications and outreach mechanisms.

This collaborative approach will clarify participation and lead to broader acceptance, adoption and use of the FEA.

3.2.2 Link the PRM to the PART Framework

The President's Management Agenda focuses on five government-wide initiatives, one of which is budget and performance integration. Three main objectives of the budget and performance integration strategy include:

- Identify high-quality, outcome-focused performance measures;
- Monitor performance accurately; and
- Integrate performance levels with associated costs.

In support of the President's Management Agenda, OMB implemented several performance assessment activities including the Program Assessment Rating Tool (PART) program. A PART review identifies program strengths and weaknesses to assist the program in making more effective funding and management decisions.

OMB also published the Performance Reference Model (PRM) volumes I and II as part of the FEA, to assist agencies with developing performance measures at the investment level. The PRM helps agencies to:

- Enhance IT performance plans and measures to improve strategic decision-making;
- Improve the alignment between IT and business outputs/outcomes, thereby creating a clear "line of sight" to desired results (i.e., goals and objectives);
- Identify performance improvement opportunities crossing traditional organizational structures and boundaries; and

- Measure the value and benefits achieved when major IT investments are implemented.

The FEA PMO will conduct a gap analysis to examine the level of alignment between the PART and PRM and make recommendations to improve the effectiveness of both the tool and the framework to ensure consistency of performance measurement across the government. Increasing alignment of the PRM and the PART will:

- Ensure a common measurement framework is used to measure IT investment contribution to program performance;
- Bring IT into the context of strategic program decision-making; and
- Establish a link between IT investment and mission (through programs) to demonstrate results.

3.2.3 Align Enterprise Architecture to Agency Strategic Planning

Enterprise architecture is sometimes defined as the "bridge" from strategic planning to implementation. Strategic planning answers the question, "what", that is, what are a program's goals and objectives, measured either in outputs or outcomes. Enterprise architecture begins with that information and answers the question, "how." How to achieve the strategic plan? How should a program structure business functions, recruit and train personnel and invest in support systems, to achieve goals and objectives as stated in the strategic plan?

The FEA PMO will further develop and make operational the "line of sight" concept, which is the cause and effect relationship between inputs, outputs and outcomes. Aligning agency enterprise architecture, beginning with its EA business model, to its strategic plan through the structured use of the Performance Reference Model, establishes a logical line of sight from investment inputs to strategic outcomes. This work reinforces agency CIOs into becoming strategic partners with program officials to achieve agency mission goals.

The FEA PMO will identify example case studies and seek to integrate performance model line of sight relationships into budget business cases.

3.2.4 Complete the Development of the Data Reference Model

OMB published the DRM to better identify collaboration and data sharing opportunities both within agencies and across government. Furthermore, the DRM will promote consistency in data collection, storage and management practices. The following example illustrates the potential benefits of the DRM:

Example of Potential Benefits of the Data Reference Model (DRM)
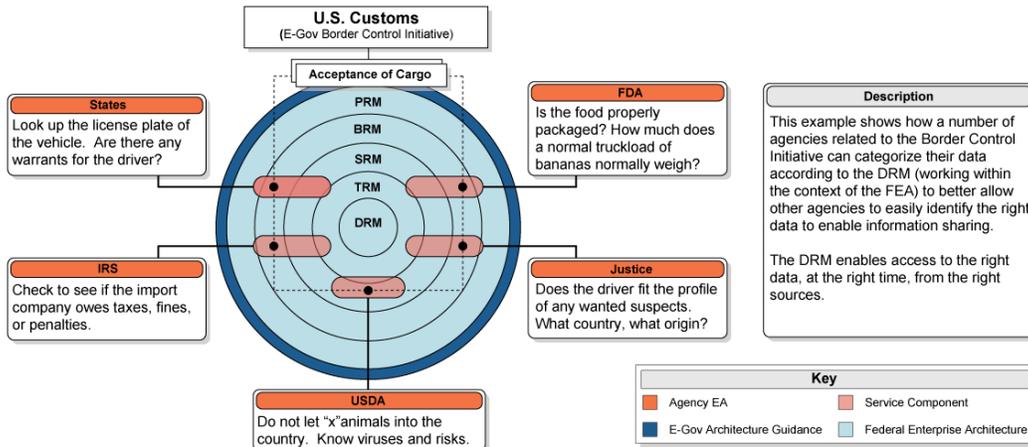
The FEA PMO will partner with the AIC to refine and publish the remaining volumes of the DRM. The CIOC will serve as the official sponsor of the DRM and OMB will provide approval of DRM updates and improvements where necessary. This approach will broaden the involvement of the stakeholder community and enable cross governmental, structured participation. Finally, the FEA PMO will work with the AIC to publish DRM-specific implementation guidance in the form of use cases, workshops, and an official registry for data models, XML schema, and other data-related services.

3.2.5 Engineer the FEA to Standardize Linkages between Reference Models

The FEA reference models successfully established common taxonomies for describing, comparing and analyzing IT investments within each layer of an agency's EA. Once agencies mapped their investments to the FEA reference models, the FEA PMO used the data to perform more detailed cross-agency analysis to identify duplicative investments, gaps, and opportunities for collaboration within and across Federal agencies. While these analytics were useful in discovering opportunities for collaboration, they do not discover hidden cross-reference model patterns and reuse opportunities. The reference models need to explicitly connect with elements of other reference models to move analytics beyond the analysis conducted today. This will enable OMB to uncover hidden patterns across reference models suggesting reuse opportunities not intuitively obvious.

The FEA PMO will use data mining and analytics to infer relationships between the various reference models. EA budget data will be analyzed to identify "patterns" that suggest logical linkages between the various FEA reference models. These patterns are recurring combinations of business, service, data, and technical elements reflecting certain business models and can be used to deliver similar business services across the Federal government. Enhanced linkages between FEA reference models will greatly improve the ability to identify and implement cross-agency initiatives and collaboration opportunities generating significant cost savings and improved mission performance.

3.2.6 Guide the Development of the Security and Privacy Profile

OMB will continue to raise the awareness and spur the adoption of security and privacy practices within the Federal government. The FEA PMO will collaborate with the AIC on the continued development of the Security and Privacy Profile (SPP) synthesizing guidance and best practices into a framework suitable for the entire Federal government. The SPP is a planning/assessment methodology (profile) for agencies to incorporate security and privacy requirements and services into their EA development lifecycle. The SPP provides guidance to process owners, managers, and other decision-makers in designing and deploying security and privacy measures to protect the nation's information resources and ensure citizen's privacy.

The AIC, with the support of the FEA PMO, is currently developing Phase II of the SPP to provide a uniform, repeatable and simplified methodology for consistent application across agencies and lines of business. The FEA PMO will use the FEA models and practices to guide the SPP and provide approval updates and improvements where necessary. This approach will broaden the involvement of the stakeholder community and enable more consistent security management processes and controls across the Federal government.

3.2.7 Launch a Records Management Profile

Information and records management is an integral part of the government's operations. It permeates all government business processes and crosses all lines of business. Documenting citizen-government interactions, decisions for which government officials are accountable, and the government's role in the nation's history is a statutory mandate as well as a necessity for maintaining public confidence in e-government transactions.

OMB and The National Archives and Records Administration (NARA) have issued guidance to agencies on how best to manage their e-records efforts so records information can be effectively used to support timely and effective decision-making, enhance service delivery, and ensure accountability. Currently, agency systems managers lack a tool by which they may synthesize the guidance and ease the compliance process. The FEA PMO will work with NARA and the AIC to complete and launch a Records Management Profile in the FEA. The Records Management Profile would provide a methodology using relevant FEA reference model information (i.e., context and conditions) to help business owners accurately determine information and records categorization and establish an appropriate set of information and records management controls resulting in seamless and transparent use of information. This profile supports the goals of E-Records Management, one of the President's E-Government Initiative's, including optimizing e-records management expenditures, eliminating duplicative electronic records efforts and enhancing service delivery to citizens.

3.2.8 Create a Geospatial Profile

In the e-government age, the ability of Federal agencies to create and appropriately manage geospatial information has become increasingly important. The purpose of the

President's Geospatial One-Stop Initiative is to provide Federal, State, local and tribal agencies with a single point of access to map-related data enabling consolidation of redundant data. The goal is to improve the ability of the public and government to use geospatial information to support the business of government and improve decision-making.

OMB has issued guidance (i.e., OMB Circulars A-16 and A-11) providing direction for Federal agencies producing, maintaining or using spatial data either directly or indirectly in the fulfillment of their mission. This direction includes general responsibilities for preparing, maintaining, publishing and implementing a strategy for advancing spatial data activities in support of the National Spatial Data Infrastructure (NSDI) strategy. It instructs agencies to use Federal Geographic Data Committee (FGDC) data standards. Annual reporting through Exhibit 300 submissions is also required.

The FEA PMO is supporting geospatial efforts through its FEA reference models and contribution towards establishing a Geospatial Profile. The FEA models will help define information in terms of a common service component that will assist in leveraging geospatial services across Federal, State, local and tribal agencies. The FEA models will also help define data (meta-data) in terms of a reference model that will assist in standardizing commonly used information that can be leveraged. The purpose of this profile is to provide a consistent framework that can be applied within and across agencies to identify the geospatial implications across lines of business. The FEA PMO is working with the geospatial community to further public and government use of geospatial information.

3.2.9 Develop an Enterprise Architecture Glossary of Terms

Federal agencies must be able to effectively communicate and share EA information to support cross-agency collaboration and increase their level of EA maturity. The FEA PMO, in collaboration with the CIO Council AIC and the IAC, will develop a comprehensive glossary of EA terms and their respective meanings to facilitate communication throughout the FEA Practice. Agencies will not only be able to use the glossary as a basic reference for understanding EA-related documents, but also to ensure consistency in communication and establish a common understanding with OMB and other agencies regarding EA information. Using a shared set of common terminology to describe the elements of their enterprise architectures, agencies will reap greater value from their EA efforts through a better understanding of the state of the FEA Practice and more effective communication across the government.

3.3   Develop and Evolve the Lines of Business and Other Collaborative Opportunities

A major contribution of the FEA Practice is the identification and design of common, shared business processes and information technology within and across the Federal government. Using the FEA, OMB examined agency EA data and identified five major collaborative initiatives to transform the government, improve services to citizens, and deliver substantial savings. Launched in February 2004, these opportunities, known as the Lines of Business (LoB) initiatives (in the areas of Financial Management, Human

Resources Management, Grants Management, Case Management, and Federal Health Architecture), used EA principles to identify common solutions, develop solution architectures, and break down traditional agency silos. These initiatives are projected to save in excess of $5 billion over the next ten years. Moving forward, OMB will advance these initiatives by using the FEA to identify additional collaborative opportunities, and support agency migration to, and utilization of, E-Government initiatives, LoBs and SmartBUY.

3.3.1   Support the Identification of New Lines of Business

OMB's use of FEA data to drive LoB analysis and common solutions will continue to be central to directing information resource investments across the Federal government. The FEA PMO will continue to collaborate with government-wide task forces, using EA principles and proven best practices to proactively identify new, business-driven common solutions. Potential common solutions are not limited to technical/systems solutions, and may entail the development of new policies, standards and guidelines.

The FEA PMO will analyze agency budget, program and EA data to pinpoint potential collaboration opportunities for streamlining business processes, eliminating redundancies and realizing cost efficiencies. For each potential opportunity identified, the FEA PMO will quantify the potential value, define the scope, and assess viability and feasibility. One particular area of interest is the Federal government's use of and investment in IT infrastructure. The FEA PMO will perform analysis using the FEA reference models and agency "consolidated business cases" for office automation, IT infrastructure, and telecommunications to determine if there are opportunities for consolidating platforms or leveraging SmartBUY to reduce the estimated $11 billion requested in FY 2006 for IT infrastructure. Other areas of interest include Fleet Management, Environmental Management and Acquisitions Management.

3.3.2   Support the IT Security Line of Business

As a result of the FEA PMO's analysis of the FY 2006 budget data, OMB established the IT Security Line of Business to propose common solutions and architecture strengthening the ability of all agencies to identify vulnerabilities, defend against threats and manage resulting risks. The FEA PMO will guide this LoB initiative through development of a common solution architecture by:

- Providing initial direction on EA work products (i.e., common solutions and target architecture);
- Reviewing EA work products and providing feedback;
- Reviewing service components developed by the LoB;
- Identifying areas for reuse or standardization across agency architectures; and
- Identifying agency movement toward LoB standards and services in their EA Transition Strategy

The FEA PMO and the LoB task force will collaborate on identifying potential common solutions (e.g., training/awareness, incident response, certification and accreditation, the selection of security products, reporting, implementation of security configurations,

policy and budget coordination, disaster recovery, contingency planning, and access controls), and will identify business processes and systems impacted if a security service is standardized or outsourced.

Use of the FEA Practice and reference models to identify areas for reuse and standardization will result in better and more consistent security management processes and controls across the Federal government.

3.3.3 Guide Agency Transition Planning Towards Common Solutions

The FEA PMO will help agencies create well-defined, actionable EA transition plans that incorporate common solutions. The FEA PMO will provide guidance to agencies pertaining to the structure of their transition plans and approaches to ensure integration with agency investment management, program planning and performance measurement processes.

The FEA Practice will help agencies leverage E-Government and LoB initiatives, SmartBUY, and other common solutions both within and across agencies. To help turn projected savings from these initiatives into real results, the FEA PMO will:

- Assess agency EAs and transition plans;
- Assess E-Government initiative and LoB architectures; and
- Work with both agencies and initiatives to close gaps between agency needs and common solutions.

3.3.4 Support the Integration of the E-Government and LoB Initiative Architectures

A principle goal of the LoBs is to focus agencies on their mission and reduce the number of duplicative systems and processes across the government. Integration among the E-Government initiatives and LoBs is essential to realizing the true promise of government transformation. Without integration, there is a risk of creating a new set of disconnected "stove-pipes". The FEA PMO will play a key role in ensuring the E-Government and LoB initiatives develop their architectures in a common and consistent manner. Architectures from identified E-Government initiatives will serve to inform the development and refinement of the LoB architectures at both the business and technical levels. In addition, the FEA PMO, in conjunction with the Chief Architects Forum (CAF) and the CIO Council, will work with the LoB taskforces to ensure adherence to approved segment (LoB) architectures and to confirm touch points between LoBs are identified and incorporated into the common solutions.

3.3.5 Enhance the Value and Business Benefits of Collaboration Tools

OMB promotes the standardization and reuse of agency business functions and IT services. To date, OMB has deployed two software environments to support this objective: FEAMS and CORE.gov. The FEA PMO will continue to partner with GSA and the AIC to enhance these applications in support of EA collaboration opportunities to:

- Meet needs of the EA community;
- Increase information sharing;
- Promote collaboration;
- Capitalize on opportunities for reuse; and
- Promote the development of service-oriented architectures.

To increase the business benefits realized from these environments, the FEA PMO in conjunction with GSA and the AIC will conduct a customer study to evaluate stakeholder community usage of the environment. Based on the results of the study, the FEA PMO will develop a plan of action and milestones to enhance the collaborative environment and enable the reuse and sharing of cross-government information resources. This plan may include integration between existing tools and/or new components or environments.

3.4   Measuring EA Value with the EA Assessment Program

Today, members outside the EA community (i.e., business managers and senior decision makers) do not easily understand the technical workings and various components/levels of the FEA.   As a result, agency EA practices are often not fully institutionalized within an agency to effectively inform decision-making and impact mission/program results.

The FEA PMO will work closely with agencies to ensure steady progress is made in their EA programs. Emphasis will be placed on driving the adoption and utilization of the FEA through execution. The FEA PMO will provide guidance to assist agencies in maturing their EAs to ensure they achieve measurable mission and business results. In addition, the FEA PMO will evolve the EA assessment tool to emphasize EA use by incorporating specific EA transition planning guidelines. The revised EA assessment tool will be used as an instrument for educating agencies' enterprise architects on making EAs executable. Agencies making effective use of EA will see noticeable improvements in their EA assessment reflected in their PMA scorecard.

Refinement of the EA assessment tool will occur in a phased approach to ensure consistency and to enable agencies to prepare properly for the changes.

- **Version 1.5**: To support PMA scorecard review, minor changes will be made to the current EA assessment tool, such as clarifying definitions and criteria and updating instructions to agencies on how to meet each criterion.
- **Version 2**: Version 2 of the EA assessment tool will consist of significant changes. These changes may include revising the categories, revamping the criteria, and redefining the achievement levels. There will also be an increased focus on EA use. Because more time is needed to develop version 2, its development will begin in parallel with version 1.5.

The FEA PMO will collaborate with the AIC and other key stakeholders to review and vet the revised EA assessment tool to ensure it adequately addresses identified gaps and secures buy-in from stakeholders. In addition, the FEA PMO will coordinate with

the Government Accountability Office (GAO) on how both organizations can collaborate efficiently and effectively.

4. Performance Evaluation

It is important to measure the progress and performance of various FEA strategic initiatives outlined in this strategy. To ensure that the Federal government uses EA to make progress towards its PMA goals, the FEA PMO will institute a performance measurement system that provides feedback on its performance against a set of key metrics. The FEA PMO will use a number of data sources and measurement methodologies to gather the necessary information to demonstrate agency adoption, utilization and execution of the enterprise architecture discipline. Metrics will focus on areas such as:

- New cross-agency opportunities analyzed, identified, assessed and launched;
- Agency case studies demonstrating measurable results;
- Agency EA with integrated IT Security, Geospatial and Records Management architectures and implementations;
- Improved quality of budget submissions;
- Increased cross-agency budget submissions;
- Improved agency EA assessment scores;
- Improved agency EA transition planning (resulting in a portfolio of projects in the budget submissions);
- Increased use of FEA collaboration tools;
- Increased projects with collaboration between business and IT staffs realizing the FEA value proposition; and
- Improved EA practice capability and skill sets with in the FEA community.

5. Conclusion

The Federal government has made significant strides in realizing the vision of the President's Management Agenda. In becoming more citizen-centered, results-oriented, and market-based as laid out in the PMA, the Federal government has begun to transform its thinking and how it operates, especially in the areas of e-government and information technology. In OMB's role of implementing presidential policy and ensuring taxpayer dollars are spent wisely, the Office of E-Gov and IT has spearheaded federal efforts to provide better access for citizens to government information and services, improve government-wide mission performance, and make sure IT funding is used efficiently and effectively.

The Office of E-Gov and IT has deployed the Presidential E-Gov Initiatives, launched the Lines of Business Initiatives, released all of the core reference models of the FEA, and guided the development of policy to improve the way government IT operates. Within the Office of E-Gov and IT, the FEA PMO has provided leadership for the continued improvement in government-wide IT decision-making through the development and maintenance of the FEA reference models, assessments of agency EAs, and support of collaboration tools. Now that a solid foundation has been established, the FEA PMO will raise the bar by helping agencies deliver increasingly better results in mission performance and cost efficiency.

The FEA PMO, in collaboration with the EA community, will provide leadership and support for the Office of E-Gov and IT to:

- Improve the utilization of information resources to achieve a citizen-centered government, resulting in proactive policy and improved decision-making;
- Increase EA practice maturity government-wide, resulting in better alignment of IT investments with mission performance; and
- Increase cross-agency, inter-government, and public-private sector collaboration, resulting in increased common solutions and cost savings.