

---

# Concept of Operations for Line of Business Initiatives

---

Version 1.0



Office of E-Gov and IT, OMB



March 2006

## Table of Contents

FOREWORD.....	2
1 OBJECTIVES OF THE LINES OF BUSINESS CONCEPT OF OPERATIONS.....	3
2 LINE OF BUSINESS DEFINED .....	3
2.1 LINE OF BUSINESS GOALS .....	4
2.2 LINE OF BUSINESS ROLES .....	4
2.2.1 <i>Required Roles</i> .....	4
2.2.2 <i>Additional Roles</i> .....	6
3 LINE OF BUSINESS INITIATIVE LIFECYCLE .....	7
3.1 OVERVIEW .....	7
3.2 ANALYSIS PHASE .....	8
3.2.1 <i>Objective</i> .....	8
3.2.2 <i>Participants</i> .....	8
3.2.3 <i>Completion Milestones</i> .....	8
3.2.4 <i>Deliverables</i> .....	9
3.2.5 <i>Activities</i> .....	9
3.3 DEFINITIONAL PHASE .....	10
3.3.1 <i>Objective</i> .....	10
3.3.2 <i>Participants</i> .....	10
3.3.3 <i>Completion Milestones</i> .....	11
3.3.4 <i>Deliverables</i> .....	11
3.3.5 <i>Activities</i> .....	13
3.4 OPERATIONAL PHASE.....	13
3.4.1 <i>Objective</i> .....	13
3.4.2 <i>Participants</i> .....	14
3.4.3 <i>Completion Milestones</i> .....	14
3.4.4 <i>Deliverables</i> .....	14
3.4.5 <i>Activities</i> .....	15
4 LINE OF BUSINESS GOVERNANCE ASPECTS.....	16
4.1 ANALYSIS PHASE .....	16
4.2 DEFINITIONAL PHASE .....	16
4.3 OPERATIONAL PHASE.....	16
5 LINE OF BUSINESS ASSESSMENT .....	17
6 FURTHER INFORMATION .....	17

## Foreword

With the release of the President's Budget in February 2004, the Office of Management and Budget (OMB) announced it would pursue efforts to improve the efficiency in a number of different government-wide lines of business (LoBs), supporting the President's Management Agenda (PMA) goal to expand Electronic Government. In March 2004, OMB officially launched interagency Task Forces to perform government-wide analysis of the identified LoBs.

These interagency Task Forces examined business and information technology data and best practices for certain government-wide business functions – financial, human resources, and grants. The Task Forces also examined other multi-agency functions including federal health and case management. The goal of the effort was to identify opportunities to reduce the cost of government and improve services through business performance improvements.

Throughout 2004, cross-agency teams analyzed opportunities for integration and consolidation in the LoBs for Financial Management (FM), Human Resources Management (HR), and Grants Management (GM). The analysis suggested the Federal government could realize significant savings over a ten-year timeframe through the consolidation of FM and HR systems and the standardization and optimization of associated business processes and functions. To realize these benefits, OMB asked agencies with the skills, capabilities, and interest to function as government-wide FM or HR service providers and to submit business cases for doing so as part of the Fiscal Year 2006 budget process. The business cases were evaluated using a due diligence checklist developed in conjunction with third-party industry groups. This checklist assessed potential service providers' abilities in terms of past performance, current capabilities, and ability to operate a customer-focused organization. On the basis of the review, certain agencies were designated as eligible to enter into competitions to become cross-agency service providers. In the future, these agencies may also compete with private sector companies to provide these services to other Federal agencies.

Leveraging experiences of the LoBs in 2004, OMB kicked off a Task Force in March 2005 to address the Information Systems Security (ISS) LoB. The ISS LoB Task Force identified problems and proposed solutions to strengthen the ability of all agencies to comply with the Federal Information Security Management Act (FISMA), including: (1) specialized training and knowledge sharing for threat awareness and incident response capability; program management; security lifecycle; selection, evaluation, and implementation of security products; and (2) defending against threats, correcting vulnerabilities, and managing resulting risks (including those specific to a single agency or shared among other agencies).

Moving forward, new candidate LoBs are being analyzed. OMB, in conjunction with the appropriate interagency councils and agencies will play a proactive role in their development, building upon lessons learned from past initiatives. The LoB initiatives are an important step in advancing the goal of citizen-centered government.

# 1 Objectives of the Lines of Business Concept of Operations

This document describes the Concept of Operations (ConOps) for Federal Line of Business (LoB) initiatives. The LoB ConOps defines a common process framework for analyzing, defining, and operationalizing LoB initiatives, including focusing on the scope of LoB initiatives, their relationships to other initiatives, programs and agencies, the common lifecycle of LoB initiatives and important governance aspects.

The LoB ConOps is intended to benefit the LoBs by:

- Documenting and establishing a repeatable process for LoB activities throughout the full lifecycle to promote consistent execution;
- Accelerating LoB adoption and implementation through reuse;
- Formalizing sound management and enterprise architecture principles through use of the Federal Enterprise Architecture (FEA) and other relevant reference models;
- Enhancing dissemination of LoB knowledge and process details to mitigate the risk of common solution development and implementation; and
- Improving the architectural integrity and consistency of LoBs to increase their interoperability both with other LoBs and with existing agency investments and business processes.
- Incorporating the LoBs into the Federal Transition Framework (FTF) to facilitate cross-agency adoption and sharing of investments.

The ConOps is one element of a five-part strategy by OMB to assist and advance the LoB initiatives. This strategy includes:

- Development of the LoB ConOps, which describes the LoB lifecycle and deliverables each LoB may be expected to produce;
- Creation of an LoB Maturity Assessment Profile to evaluate the LoB implementation of the deliverables described in the ConOps;
- Creation of an LoB Toolkit containing templates and other materials to assist the LoB teams in developing the deliverables; and
- Updates to the agency EA assessment process to ensure Federal agencies are aligning to LoB initiatives where appropriate.
- Updates to the Federal Transition Framework to incorporate LoBs and facilitate adoption of each LoB as an official cross-agency initiative.

## 2 Line of Business Defined

A LoB initiative is a cross-agency effort to define, design, implement and monitor a set of common solutions for a government-wide business function or service. The scope of a LoB initiative is to:

- Define the processes and business rules associated with a government wide business function;
- Shape existing or inform future policy by making recommendations to the appropriate policy authority associated with the business function; and
- Provide implementation guidance to agency enterprise architectures, IT projects, or systems for alignment with the LoB initiative and the Federal Transition Framework.

### 2.1 LINE OF BUSINESS GOALS

In general, the goals of a LoB initiative include:

- Improved agency mission performance;
- Reduced costs government-wide through consolidation and standardization; and
- Simplified service delivery for both customer-facing and back-office services.

Prior to initiation of a LoB, OMB will work with senior policy officials and subject matter experts (SMEs) to define the preliminary vision, goals and objectives for the newly-formed LoB. The statement may be refined after more analysis of the LoB, but will serve as the basis for future LoB activities and should succinctly and clearly articulate how the LoB will support the intended goals.

### 2.2 LINE OF BUSINESS ROLES

There are a number of roles and responsibilities needed to successfully meet the objectives identified for a LoB initiative. Some of these roles are required participants in the LoB initiative while others are optional with their involvement at the discretion of the LoB decision-makers. The required and optional roles are described in more detail below.

#### 2.2.1 Required Roles

The following table describes the roles required to be involved in a LoB initiative provided they are critical to the success of the effort.

Role	Characteristics and Responsibilities
LoB Executive Sponsor	<ul style="list-style-type: none"> <li>• Typically a senior policy official within OMB or an agency with final decision-making authority for the LoB</li> <li>• Sets overall direction for the LoB</li> <li>• Responsible for final approval of the common solution and implementation approach</li> <li>• Ensures policy directives are met</li> </ul>

Role	Characteristics and Responsibilities
Policy Lead	<ul style="list-style-type: none"> <li>Works with LoB Executive Sponsor and LoB Managing Partners to ensure the LoB is consistent with relevant policy and guidance</li> <li>Assists in development of additional guidance as necessary</li> </ul>
FEA Lead	<ul style="list-style-type: none"> <li>Provides architectural guidance and assistance to the LoB in the development of the deliverables for each phase of the LoB lifecycle</li> <li>Develops initial LoB reference architecture</li> </ul>
Managing Partner	<ul style="list-style-type: none"> <li>Responsible for management of the LoB</li> <li>Works with the LoB Executive Sponsor and Policy Lead to set direction for the LoB</li> <li>Defines common solution and implementation approach</li> <li>Provides weekly and monthly reports on the status of milestones, funding, memoranda of understanding (MOUs) and performance metrics</li> <li>Coordinates with OMB on public outreach and communications</li> <li>Provides executive support, facilities and support functions (e.g., contracting, financial)</li> <li>Progress in achieving the goals of the LoB may be tracked on the PMA E-Gov Scorecard</li> </ul>
Agency Partners	<ul style="list-style-type: none"> <li>All agencies involved in the LoB are candidates to be Agency Partners</li> <li>Officially invited to participate by the LoB Executive Sponsor or OMB's Deputy Director for Management (DDM)</li> <li>Formalize their relationship with the Managing Partner through charters and the execution of MOUs, when necessary</li> <li>Provide resources to support the LoB as defined through MOUs</li> <li>Provide input into strategy and direction for the LoB effort</li> <li>May be involved in providing components of the common solution</li> <li>Provide representatives to the LoB Task Force to develop appropriate transition plans to the common solutions</li> <li>Sign non-disclosure agreements (NDAs) and exclusionary conflict of interest (COI) statements as a requirement of participation</li> </ul>
OMB E-Gov Portfolio Manager	<ul style="list-style-type: none"> <li>Liaison within OMB</li> <li>Works with the LoB to review and approve budget requests</li> <li>Monitors and oversees LoB progress, escalating as necessary</li> </ul>
LoB Task Force	<ul style="list-style-type: none"> <li>Consists of representatives from the Managing Partner and Agency Partners, SMEs, and policy and architectural resources as designated by OMB</li> <li>Proposes changes to the FEA Reference Models</li> <li>Sign NDAs and exclusionary COI statements as a requirement of participation</li> <li>While maintaining a Federal enterprise perspective, effectively represent their agencies and are able to access the senior management levels of their agencies to convey strategic and policy recommendations to and from the LoB Task Force</li> <li>Provide needed agency baseline/inventory data to the LoB Task Force for analysis</li> </ul>
LoB Architects	<ul style="list-style-type: none"> <li>Develop and deliver to OMB FEA PMO initial architectural artifacts for LoB based on a standardized framework.</li> <li>Populate LOB FTF Template.</li> </ul>
Subject Matter Experts	<ul style="list-style-type: none"> <li>Provide input into the strategic direction of the potential LoB</li> <li>Contribute government and industry best practices and benchmarks</li> </ul>
Interagency Councils	<ul style="list-style-type: none"> <li>Provide executive oversight and feedback to the LoB initiative</li> <li>Provide executive support for the LoB within the agencies</li> </ul>

## 2.2.2 Additional Roles

The following table describes the additional roles that may be involved in a LoB initiative. These roles may be engaged as determined necessary by the LoB decision-makers (e.g., LoB Executive Sponsor, Policy Lead, Managing Partner, etc), but are not required participants in the effort.

Role	Characteristics and Responsibilities
Industry	<ul style="list-style-type: none"> <li>Provides information on trends, best practices, standards and markets to assist the research efforts of the LoB</li> </ul>
Contractors	<ul style="list-style-type: none"> <li>Provide analytical, managerial, technical and administrative support</li> <li>May support the creation of LoB deliverables, including the business case and target architecture</li> <li>Should sign the appropriate organizational conflict of interest (OCI) agreements and establish appropriate firewalls internally</li> </ul>
States	<ul style="list-style-type: none"> <li>LoBs may benefit from information about similar existing state-level initiatives</li> <li>May act as a template for future state-level LoB initiatives</li> </ul>
Other LoB and E-Gov Initiatives	<ul style="list-style-type: none"> <li>Identify and implement necessary interfaces</li> <li>LoBs may “absorb” E-Gov initiatives where the E-Gov initiatives’ missions fall within the scope of the business function being addressed by the LoB initiative</li> </ul>
SmartBUY	<ul style="list-style-type: none"> <li>Execute agreements for product or service offerings identified by the LoB as good candidates</li> </ul>

### 3 Line of Business Initiative Lifecycle

The following section describes the typical lifecycle of a LoB initiative.

#### 3.1 OVERVIEW

There are three primary phases of the LoB initiative lifecycle: “Analysis”, “Definitional”, and “Operational”. A summary of the objectives, participants, completion milestones, deliverables, and activities of each phase is provided in the table below.

	<b>Phase</b>		
	<b>Analysis</b>	<b>Definitional</b>	<b>Operational</b>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Define high-level scope and direction of the potential LoB</li> <li>Assess the feasibility of the potential LoB</li> <li>Determine whether to proceed with the LoB initiative</li> </ul>	<ul style="list-style-type: none"> <li>Define overall target architecture</li> <li>Evaluate solution alternatives</li> <li>Develop the business case</li> </ul>	<ul style="list-style-type: none"> <li>Adopt and implement common solution</li> <li>Realize results</li> <li>Achieve self-sustaining operations</li> </ul>
<b>Participants</b>	<ul style="list-style-type: none"> <li>LoB Executive Sponsor</li> <li>Policy Lead</li> <li>FEA Lead</li> </ul>	<ul style="list-style-type: none"> <li>LoB Executive Sponsor</li> <li>OMB E-Gov Portfolio Manager</li> <li>Policy Lead</li> <li>FEA Lead</li> <li>Managing Partner</li> <li>LoB Task Force</li> <li>LoB Architects</li> </ul>	<ul style="list-style-type: none"> <li>LoB Executive Sponsor</li> <li>OMB E-Gov Portfolio Manager</li> <li>Policy Lead</li> <li>FEA Lead</li> <li>Managing Partner</li> <li>Agency Partners</li> <li>LoB Architects</li> </ul>
<b>Completion Milestones</b>	<ul style="list-style-type: none"> <li>Decision to proceed with the proposed LoB initiative</li> <li>Announcement of LoB and associated LoB Task Force</li> </ul>	<ul style="list-style-type: none"> <li>Transfer of LoB operations to Managing Partner</li> <li>Submission of Business Case (Exhibit 300)</li> <li>Release of LoB target architecture</li> <li>Update of FTF to include new LoBs</li> <li>Examine FTF for reuse/collaboration with other LoBs</li> </ul>	<ul style="list-style-type: none"> <li><i>Ongoing</i></li> <li>Completion of LoB Results Report</li> </ul>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>Problem statement</li> <li>Vision statement</li> <li>Performance goals</li> <li>Reference architecture integrated to FTF</li> <li>Preliminary baseline inventory</li> <li>Request for information (RFI) – <i>optional</i></li> </ul>	<ul style="list-style-type: none"> <li>Business case</li> <li>Due diligence checklist</li> <li>LoB solution architecture</li> <li>Complete LoB FTF Update</li> </ul>	<ul style="list-style-type: none"> <li>Service level agreements (SLAs)</li> <li>Agency implementation plans</li> <li>Updated LoB artifacts</li> <li>Updated LoB FTF entry</li> </ul>
<b>Activities</b>	<ul style="list-style-type: none"> <li>Analyze existing policy, investments and best practices</li> </ul>	<ul style="list-style-type: none"> <li>Design of solution architecture and business case</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of solution architecture</li> <li>Measurement of</li> </ul>



	<b>Phase</b>		
	<b>Analysis</b>	<b>Definitional</b>	<b>Operational</b>
	<ul style="list-style-type: none"> <li>Define high-level strategic vision and goals</li> <li>Develop high-level LoB reference architecture</li> <li>Analyze Exhibit 53 information</li> </ul>	alternatives <ul style="list-style-type: none"> <li>Analyze RFI responses</li> <li>Third-party validation - <i>optional</i></li> </ul>	results, including improved efficiencies, cost savings, benefits to agencies and citizens

## 3.2 ANALYSIS PHASE

The Analysis phase is the first phase in the LoB lifecycle. The objectives, participants, completion milestones, deliverables, and activities for this phase are described below.

### 3.2.1 Objective

The objective of this phase is to define the high-level scope and approach for the LoB, determine whether the potential for a common solution exists and decide whether the potential benefits of the LoB justify proceeding. The decision to proceed is based on factors such as:

- Expected performance improvements,
- Expected financial benefit,
- Policy considerations,
- Organizational priorities,
- Fiscal feasibility,
- Risk, and
- Change management issues.

This phase culminates with a recommendation to the OMB Deputy Director for Management and subsequent decision to proceed with the proposed effort.

### 3.2.2 Participants

The table below identifies the roles and responsibilities for the Analysis phase.

<b>Role</b>	<b>Primary Responsibilities</b>
LoB Executive Sponsor	<ul style="list-style-type: none"> <li>Typically a senior policy official within OMB or an agency with final decision-making authority for the LoB</li> </ul>
Policy Lead	<ul style="list-style-type: none"> <li>Identifies existing policy and guidance relevant to the potential LoB</li> </ul>
FEA Lead	<ul style="list-style-type: none"> <li>Develops initial LoB reference architecture</li> </ul>
Subject Matter Experts	<ul style="list-style-type: none"> <li>Provide input into strategic direction of the potential LoB</li> <li>Contribute government and industry best practices</li> </ul>

### 3.2.3 Completion Milestones

The table below describes the milestones marking the completion of the Analysis phase.

Milestone	Description
Decision to proceed with the proposed LoB initiative	<ul style="list-style-type: none"> <li>Recommendations prepared and presented to OMB DDM</li> <li>Decision typically made during the budget review process in the fall</li> </ul>
Announcement of LoB and associated LoB Task Force	<ul style="list-style-type: none"> <li>Agencies informed of pending LoB through budget guidance</li> <li>Announcement of LoB usually made following release of President's Budget</li> </ul>

### 3.2.4 Deliverables

The table below describes the candidate deliverables required as part of the Analysis phase.

Deliverable	Required?	Description
Problem Statement	✓	<ul style="list-style-type: none"> <li>Describes why the LoB is necessary and what business problems it is expected to solve</li> <li>Includes the available information used as the basis for validating the LoB problem statement (e.g., government and industry reports, agency budget data)</li> </ul>
Performance Goals	✓	<ul style="list-style-type: none"> <li>Identifies measurable business performance improvement goals for the LoB, including metrics and measurement approach</li> </ul>
LoB Reference Architecture	✓	<ul style="list-style-type: none"> <li>Includes a graphical reference architecture, alignment to FEA reference models, initial integration point to FTF, and architecture terminology</li> </ul>
Baseline Inventory	✓	<ul style="list-style-type: none"> <li>Describes the relevant investments, standards, systems, data and other existing agency assets as inputs into the LoB's baseline architecture</li> </ul>
LoB Integration Matrix		<ul style="list-style-type: none"> <li>Describes the relationships between existing initiatives (e.g., LoB, E-Gov) and the new LoB</li> </ul>

### 3.2.5 Activities

The table below describes the candidate activities required as part of the Analysis phase.

Activity	Required?	Description
Review existing agency budget data and policy directives	✓	<ul style="list-style-type: none"> <li>LoB review may be triggered by analysis of agency budget data or the release of new policy directives</li> <li>Both agency budget data and policy directives should be evaluated when planning a potential new LoB</li> </ul>
Collect and analyze additional agency data		<ul style="list-style-type: none"> <li>OMB may issue a data call (either formally using a Budget Data Request or informally through the CIO Council or other mechanism) to gather additional agency data as input into the LoB analysis</li> <li>Subject matter experts and other stakeholders may be engaged as appropriate to review the data collected</li> </ul>
Identify available industry best practices and benchmarks	✓	<ul style="list-style-type: none"> <li>Industry best practices and benchmarks may be obtained from analyst groups, associations, or other objective publicly available information</li> <li>Industry information is used to support the</li> </ul>

Activity	Required?	Description
		recommendation to proceed with the LoB initiative
Review analysis and findings with OMB stakeholders	✓	<ul style="list-style-type: none"> <li>Analysis and findings should be reviewed within OMB, including resource management offices, statutory offices, and other OMB stakeholders as necessary</li> </ul>
Define high-level strategic vision, goals, and objectives for the LoB	✓	<ul style="list-style-type: none"> <li>Strategic vision, goals, and objectives should address expected mission performance improvements and associated financial benefits (i.e., cost savings)</li> <li>Strategic vision, goals, and objectives may be communicated as part of announcement of the LoB and subsequent request for LoB Task Force participation</li> <li>Strategic vision, goals, and objectives may be refined during the Definitional phase</li> </ul>
Present findings and recommendations to DDM	✓	<ul style="list-style-type: none"> <li>Findings and recommendations are usually presented to the DDM during the budget review process in the fall</li> </ul>
Develop initial LoB reference architecture	✓	<ul style="list-style-type: none"> <li>The LoB reference architecture should include a graphical representation of the architecture, a mapping to the FEA reference models, an entry in the FTF, and definition of any terminology used in the architecture</li> <li>The LoB reference architecture may be refined during the Definitional phase</li> </ul>
Request LoB Task Force participation	✓	<ul style="list-style-type: none"> <li>DDM requests involvement of Partner Agencies in the LoB Task Force through formal communication to senior agency officials</li> <li>The request typically occurs following the release of the President's Budget and announcement of the LoB</li> </ul>
Conduct LoB kick-off meeting	✓	<ul style="list-style-type: none"> <li>Marks the transition of the LoB to the Definitional phase</li> </ul>
Engage congressional leadership		<ul style="list-style-type: none"> <li>Conduct analysis to determine the potential geopolitical impact of consolidation</li> <li>Congressional leadership may provide input into the high-level strategic vision, goals, and objectives for the LoB</li> </ul>

### 3.3 DEFINITIONAL PHASE

The Definitional phase is the second phase in the LoB lifecycle. The objectives, participants, completion milestones, deliverables, and activities for this phase are described below.

#### 3.3.1 Objective

The main objectives of this phase are to define a business case, identify and evaluate solution alternatives, and develop the initial target architecture for the LoB.

#### 3.3.2 Participants

The table below identifies the roles and responsibilities for the Definitional phase.

Role	Primary Responsibilities
Managing Partner	<ul style="list-style-type: none"> <li>Provides leadership and support to the LoB Task Force</li> <li>Coordinates the LoB Task Force activities with agencies and OMB</li> </ul>

Role	Primary Responsibilities
LoB Task Force	<ul style="list-style-type: none"> <li>Includes agency representatives to provide subject matter expertise, agency baseline information, and change management support</li> <li>Includes Architecture Working Group responsible for producing the architecture-related deliverables</li> <li>Refines LoB vision, goals, and objectives</li> <li>Develops LoB target architecture</li> <li>Evaluates solution alternatives</li> <li>Develops LoB business case</li> </ul>
E-Gov Portfolio Manager	<ul style="list-style-type: none"> <li>Reviews and approves all LoB Task Force deliverables</li> <li>Maintains a government-wide perspective</li> <li>Provides high-level direction to the LoB Task Force and managing partner</li> <li>Ensure the strategic intent of the LoB is achieved</li> <li>Mediates issues between OMB, the LoB Task Force, and agencies</li> </ul>
Policy Lead	<ul style="list-style-type: none"> <li>Ensures LoB deliverables and direction are consistent with existing policy</li> <li>May identify and develop new policy to support the LoB initiative</li> </ul>
FEA Lead	<ul style="list-style-type: none"> <li>Provides architectural guidance to the LoB Task Force</li> <li>Coordinates with FEA PMO on proposed changes to the FEA Reference Models</li> <li>Reviews and approves LoB Task Force architecture deliverables</li> </ul>
LoB Architects	<ul style="list-style-type: none"> <li>Develop and deliver to OMB FEA PMO initial architectural artifacts for LoB.</li> <li>Populate LOB FTF Template.</li> </ul>
Interagency Councils	<ul style="list-style-type: none"> <li>Provide executive oversight and feedback to the LoB initiative</li> <li>Provide executive support for the LoB within the agencies</li> </ul>
Contractor Support	<ul style="list-style-type: none"> <li>May provide analytical, managerial, technical and administrative support to the LoB Task Force</li> <li>May support the creation of LoB deliverables, including the business case and target architecture</li> </ul>

### 3.3.3 Completion Milestones

The table below describes the milestones marking the completion of the Definitional phase.

Milestone	Description
Transfer of LoB operations to Managing Partner	<ul style="list-style-type: none"> <li>Managing Partner provides necessary resources for the ongoing operations of the LoB, potentially including facilities, program staff, and contractor support</li> </ul>
Submission of Business Case (Exhibit 300)	<ul style="list-style-type: none"> <li>Managing Partner usually submits the Exhibit 300 on behalf of the LoB Task Force as part of its own IT budget submission consistent with OMB Circular A-11</li> </ul>
Release of LoB target architecture	<ul style="list-style-type: none"> <li>Agencies can begin aligning their own investments and architectures (enterprise architecture and solution architecture)</li> </ul>

### 3.3.4 Deliverables

The table below describes the candidate deliverables required as part of the Definitional phase.

Deliverable	Required?	Description
LoB Concept of Operations	✓	<ul style="list-style-type: none"> <li>Defines the high-level scope of the LoB and provides a graphic linking the interactions between business processes and functions</li> </ul>
Solution	✓	<ul style="list-style-type: none"> <li>The initial statement of requirements for any common solutions</li> </ul>

Deliverable	Required?	Description
Requirements Document		<p>for this LoB</p> <ul style="list-style-type: none"> <li>• Should include functional requirements, expressed as high-level use cases</li> <li>• May include any architectural requirements of a solution, such as usability, reliability, and performance</li> <li>• Requirements may be refined in the Operational phase</li> </ul>
Independent Feasibility Analysis		<ul style="list-style-type: none"> <li>• The LoB Task Force may elect to request an independent analysis of the feasibility of the LoB from an independent body in either the public or private sector</li> <li>• Should provide a realistic assessment of the potential benefits associated with a common solution, as well as the costs and potential risks</li> </ul>
Target Business Architecture	✓	<ul style="list-style-type: none"> <li>• Business Process Definitions: Describes the proposed target processes for the LoB in a consistent and architecturally descriptive fashion</li> <li>• LoB - FTF Business Layer and the relationships between all LOB FTF layers.</li> <li>• LoB - FTF Performance and Strategy Layer</li> </ul>
Target Service Component Architecture	✓	<ul style="list-style-type: none"> <li>• SRM Mapping: Defines the mappings between the service components defined by the LoB and the FEA Service Component Reference Model (SRM)</li> <li>• LoB - FTF Service Component Layer</li> </ul>
Target Technology Architecture		<ul style="list-style-type: none"> <li>▪ LoB - FTF Technology Layer</li> </ul>
Target Transition Strategy	✓	<ul style="list-style-type: none"> <li>▪ Should include: <ul style="list-style-type: none"> <li>– A multi-year plan for when the common solutions will be available for use by the agencies</li> <li>– Conceptual approach to sustaining current operations during transition</li> <li>– Conceptual approach to migrating existing technical assets</li> <li>– Conceptual view of the management and organizational changes that might be required within the transitioning agency for each common solution and the target architecture</li> <li>– Approach to analyze the gaps between an agency's baseline environment and the target architecture of the LoB common solution(s)</li> </ul> </li> </ul>
Target Data Architecture	✓	<ul style="list-style-type: none"> <li>• Set of formal information models unambiguously describing the LoB-related information and data for the purposes of enabling, precise, consistent data exchange between different LoB stakeholders and systems</li> <li>• Includes taxonomies, ontologies, data models, thesauri and other controlled vocabularies, UML class models, entity-relationships models, topic maps, exchange packages, XML schema and Data Type Definitions (DTDs), data dictionaries, query point interface definitions, and metadata element sets</li> <li>• Provides the data standards needed to achieve interoperability and effective system-to-system integration throughout the LoB</li> <li>• Should leverage existing consensus or industry standards and widely accepted practices as much as possible</li> <li>• LoB - FTF Data Layer</li> </ul>
Business Case	✓	<ul style="list-style-type: none"> <li>• OMB may provide additional guidance to the LoB Task Force or Managing Partner regarding the LoB business case</li> <li>• Agencies should align the business cases for their investments to the LoB business case</li> </ul>

Deliverable	Required?	Description
		<ul style="list-style-type: none"> <li>Managing Partner usually has the responsibility for the submission of the Exhibit 300</li> </ul>
RFI and RFI Response Summary		<ul style="list-style-type: none"> <li>The LoB Task Force may issue an RFI to industry to solicit guidance and understand vendor capabilities pertaining to the implementation of a common solution for the LoB</li> <li>The LoB Task Force will also be responsible for publishing a summary of the received responses, if an RFI is issued</li> </ul>
Due Diligence Checklist		<ul style="list-style-type: none"> <li>Provides a framework for evaluating proposals from agencies to become cross-agency service providers</li> </ul>

### 3.3.5 Activities

The table below describes the candidate activities required as part of the Definitional phase.

Activity	Required?	Description
Validate/revise deliverables from the Analysis phase	✓	<ul style="list-style-type: none"> <li>Use the real-world experience from the LoB Task Force participants to revise the deliverables</li> <li>Helpful in gaining agency buy-in and ownership by the LoB Task Force participants</li> </ul>
Define specific performance metrics	✓	<ul style="list-style-type: none"> <li>Will be used to measure the effectiveness with which the LoB is achieving the vision, goals, and objectives of the initiative</li> </ul>
Gather requirements	✓	<ul style="list-style-type: none"> <li>Gathered from Partner Agencies</li> <li>Includes any special considerations for individual agencies</li> </ul>
Provide guidance and assistance to the LoB	✓	<ul style="list-style-type: none"> <li>OMB E-Gov Portfolio Manager, Policy Lead, or FEA Lead may provide policy, architectural, or program guidance and assistance</li> </ul>
Conduct "LoB Stakeholders Session"	✓	<ul style="list-style-type: none"> <li>Presentation from LoB management to interested government, industry, non-profit and higher education stakeholders</li> </ul>

## 3.4 OPERATIONAL PHASE

The Operational phase is the final phase in the LoB lifecycle. The objectives, participants, completion milestones, deliverables, and activities for this phase are described below.

### 3.4.1 Objective

The main objectives of this phase are full implementation of the LoB common solutions, self-sustaining operations of the LoB, and the realization of results (e.g., cost savings, increased efficiency, or improved support for agency mission performance) relative to the defined vision, goals, and objectives for the LoB initiative.

During this phase, the LoB Executive Sponsor, Policy Lead, and OMB work together to measure the progress of agencies in adopting and implementing the common solutions developed by the LoB and the results being achieved through their use.

### 3.4.2 Participants

The table below identifies the roles and responsibilities for the Operational phase.

Role	Primary Responsibilities
LoB Executive Sponsor	<ul style="list-style-type: none"> <li>Responsible for final approval of the common solution and implementation approach</li> <li>Ensures policy directives are met</li> </ul>
OMB E-Gov Portfolio Manager	<ul style="list-style-type: none"> <li>Liaison within OMB</li> <li>Works with the Managing Partner to review LoB budget requests</li> <li>Monitors and oversees LoB progress, escalating as necessary</li> </ul>
Policy Lead	<ul style="list-style-type: none"> <li>Provides guidance to agencies and LoB on meeting policy objectives</li> </ul>
FEA Lead	<ul style="list-style-type: none"> <li>Provides guidance to agencies on integrating the LoB into their target architectures</li> </ul>
Managing Partner	<ul style="list-style-type: none"> <li>Provides ongoing support for LoB operations</li> </ul>
LoB Architects	<ul style="list-style-type: none"> <li>Ensures maturation of LoB – FTF Architecture. Evolve the initial target architecture developed during the</li> </ul>
Agency Partners	<ul style="list-style-type: none"> <li>Implement the LoB common solutions</li> <li>Provide resources to support the LoB as defined through MOUs</li> <li>Provide ongoing input into strategy and direction for the LoB effort</li> <li>May be involved in providing components of the common solution</li> </ul>

### 3.4.3 Completion Milestones

The Operational phase is ongoing and the table below describes the milestone marking the completion of each annual cycle of the Operational phase.

Milestone	Description
Completion of LoB Results Report	<ul style="list-style-type: none"> <li>The Managing Partner will produce the LoB Results Report at the end of each annual cycle of LoB operations</li> <li>Includes a detailed status of the LoB operations addressing areas such as Partner Agencies, major LoB milestones, agency implementation status, and realized results to date</li> </ul>

### 3.4.4 Deliverables

The table below describes the candidate deliverables required as part of the Operational phase.

Deliverable	Required?	Description
Refined Solution Requirements Document	✓	<ul style="list-style-type: none"> <li>Refined from the Definitional phase with detailed use cases and interface specifications</li> <li>Essential prerequisite for agencies planning to transition to the common solution</li> <li>Necessary for any contracts issued in this phase</li> </ul>
Reference Model Updates		<ul style="list-style-type: none"> <li>May include updates to any of the FEA Reference Models</li> <li>Officially included in the next release of the FEA Reference Models</li> </ul>
FTF Update		<ul style="list-style-type: none"> <li>Updated LoB-FTF Architecture Entries</li> </ul>
Competitive Procurement Protocol Guidance		<ul style="list-style-type: none"> <li>Guidance to agencies on how conduct</li> </ul>

Deliverable	Required?	Description
		procurements related to the LoB <ul style="list-style-type: none"> <li>• May take the form of Federal Acquisition Regulation (FAR) amendments or updates</li> </ul>
Standardized Service Level Agreement Templates		<ul style="list-style-type: none"> <li>• Form the basis for individual SLAs between the LoB common solution providers and the agencies implementing those common solutions</li> </ul>
Inventory of LoB common solution/service providers' range of service offerings, performance metrics, costs, and past performance references		<ul style="list-style-type: none"> <li>• Used by agencies to select a common solution or service provider</li> <li>• May be used to evaluate offerings in agency competitions between service providers</li> </ul>

### 3.4.5 Activities

The specific activities for the Operational phase have not yet been defined. However, at a high-level, the Operational phase is segmented into three sub-phases, described below.

*Note:* The Operational phase is iterative – these sub-phases will be repeated over time as business needs and technology evolution dictate. Finally, it is important to note different agencies can be at different points in the Operational phase (e.g., Agency A migrating to a LoB common solution provider, Agency B still operating a legacy system and planning to migrate).

#### 3.4.5.1 Build

The “Build” phase for a LoB initiative should be defined in the Definitional phase. This could entail the development of new systems, creation of standards, or adoption of existing systems, capabilities, or services. A LoB may take different implementation approaches and develop different types of common solutions depending on the LoB and the needs of the Partner Agencies.

#### 3.4.5.2 Adopt

As with the “Build” phase, the “Adopt” phase can vary based on the LoB. This could entail migration to common solution providers, adoption of standards, or compliance with policy guidance. Each LoB should work with the Policy Lead and OMB to define the necessary policy requirements to ensure adoption. The LoB should also define governance models to support management issue resolution and escalation and operational exception processing. Additionally, Service Level Agreements (SLAs) should be defined at this stage.

#### 3.4.5.3 Maintain

During the “Maintain” phase, the LoB is a self-governing, self-funding (e.g., appropriated, fee-for-service) entity and limited involvement should be required from OMB. During this phase, the LoB’s performance is measured to determine cost savings or avoidance, service quality improvements, and other metrics as defined by the LoB. The Partner Agencies collectively suggest and approve changes to the LoB scope and ensure the SLAs are enforced where appropriate and necessary.



## 4 Line of Business Governance Aspects

Governance is critical to the successful implementation of a LoB. Important aspects of LoB governance in each lifecycle phase are described below.

### 4.1 ANALYSIS PHASE

---

The intent of the Analysis phase is to determine if a LoB is worth exploring further with a task force. Candidate LoBs are determined, in part, by review of FEA and budget data, OMB management requests, or by policy or legislative requirements.

Candidate LoBs are selected by OMB's Administrator for E-Government and Information Technology and representatives from within OMB to evaluate the feasibility of the potential LoB. The Analysis phase culminates with a recommendation to the OMB DDM, typically provided in the form of an issue paper presented during the annual budget preparation and review in the fall.

### 4.2 DEFINITIONAL PHASE

---

Pending the approval of the LoB by the OMB Deputy Director of Management (DDM), the OMB DDM invites the President's Management Council to provide agency representatives to serve on a LoB Task Force. The LoB Task Force is launched to assess possible common solutions for the LoB, including an analysis of the cost and benefits and an evaluation of possible alternatives.

If the LoB Task Force achieves a consensus regarding possible common solutions, the LoB Task Force will draft a business case (Exhibit 300) as part of the annual budget process for submission to OMB. OMB then evaluates the candidate common solution and issues decisions regarding the proposed investment, typically indicated through budget guidance to the agencies.

### 4.3 OPERATIONAL PHASE

---

During the Operational phase, LoB implementation will be measured by OMB, in particular through the agencies' E-Gov Implementation and Alignment Plans on a quarterly basis. These plans are also used to collect information on investment shutdowns associated with the LoB.

## 5 Line of Business Assessment

OMB is currently developing a LoB assessment framework, similar to the one used for assessing an agency's enterprise architecture. More information will be provided on the content, schedule, and process associated with this framework as it becomes available.

## 6 Further Information

For more information about existing LoB and E-Gov initiatives, the FEA, or relevant IT policy and guidance, please visit:

[www.egov.gov](http://www.egov.gov).