Federal Enterprise Architecture Program
EA Assessment Framework 2.1

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Table of Contents

1 Introduction

Version 2.1 of the Office of Management and Budget (OMB) Enterprise Architecture Assessment Framework is designed to advance the use of enterprise architecture (EA) across the Federal government. This document serves as the basis for enterprise architecture maturity assessments of federal agencies performed by OMB. This document is a successor to version 2.0 of the OMB EA Assessment Framework.

The OMB Enterprise Architecture Assessment Framework (hereafter called the Framework) helps OMB and the agencies assess the capability of EA programs to guide and inform strategic IT investments. It also helps to better understand the current state of an agency's EA, and assists agencies in integrating their EA into their decision-making processes. By applying the assessment themselves, agencies are able to identify strengths and weaknesses within their EA programs and adjust them accordingly. As a result, the agency's enterprise architecture will help improve the performance of Information Resource Management (IRM) and Information Technology (IT) investment decision-making.

2 Changes in the 2.1 Framework

The previous version of the Framework (2.0) was a complete revision of the OMB EA assessment process. By contrast, this version (2.1) is an incremental revision. Many elements of the Assessment Framework remain the same, including the organization of assessment criteria into three Capability Areas: Completion, Use and Results, and the use of a maturity scoring scale for each assessment criterion. The timing of the assessment process remains the same, and the majority of the assessment criteria in the previous 2.0 Framework still remain in the current 2.1 version.

However, there are several revisions to the Framework to reflect new initiatives and guidance developed within the Federal Enterprise Architecture community. The number of criteria has been reduced from seventeen to thirteen and reflects agreed upon "Architecture Principles for the Federal Government" located at www.egov.gov. This version of the Framework provides further support for OMB's focus on cost-effective agency mission performance.

Major changes included in the current Framework can be summarized as follows:

- The Completion assessment criteria emphasize the development of segment architectures and incorporation of cross-agency initiatives found in the Federal Transition Framework (FTF).
- Some criteria formerly located in the Results capability area have been consolidated and are now in the Use capability area.
- The Results criteria are revised to emphasize integrated performance measurement of the EA initiative.
- Distinct descriptions of the maturity levels are supplied for each Capability Area.

- Supplemental guidance on developing effective EA transition strategies is removed from the Framework. This guidance, as well as additional guidance on segment architecture and other EA-related topics, will be published online at www.egov.gov.
- The assessment scoring algorithm is updated. To achieve a Green (Acceptable) rating, agencies need an average score of 4 for the Completion capability area and 3 for both the Use and Results capability areas. Please refer to Section 4.

3 Framework Structure

The Framework uses thirteen assessment criteria to evaluate the maturity and effectiveness of agency enterprise architecture programs. Each criterion consists of five maturity levels, scored from 1-5. Related assessment criteria are grouped into three Capability Areas: Completion, Use and Results.

Below is a brief outline of each of the three capability areas.

Completion measures:

- Incorporation of relevant architectural content from the cross-agency initiatives in the Federal Transition Framework;
- Development of segment architectures;
- Linkage of horizontal layers of an agency's performance, business, data, services, and technology EA to where a line of sight exists from program performance to IT investments;
- Transition strategy to move from the baseline to the target architecture; and
- Alignment to the FEA reference models.

Use measures:

- Policies and procedures necessary for an agency to develop, maintain, and oversee its EA; and
- Integration of EA with agency's IRM programs and IT management processes including strategic and capital planning, and program/project management.

Results measures:

- Agency cost savings, cost avoidance and mission performance improvements attributable to the EA program; and
- IPv6 implementation performance.

Examples of representative artifacts are included to assist agencies in demonstrating their maturity for each assessment criterion. It is important to note, the description of the artifacts is not intended to be exhaustive or prescriptive. OMB is interested in the content of the artifacts and does not prescribe the format, so long as the artifact can be reviewed by OMB without requiring the use of proprietary software products such as EA modeling tools. Moreover, agencies may decide to develop additional artifacts or elaborate upon them further than described here. Appendix A of this document provides a description of the artifacts in more detail.

Additionally, for each assessment criterion both a rationale and a mandate are provided. The rationale explains why OMB considers it important to collect information about these criteria, while the mandate links the assessment criterion to law and/or policy where appropriate. All documents listed as mandates are available for download from OMB E-Government website on the following pages:

- Legislation: http://www.whitehouse.gov/omb/egov/e-1-legislation.html
- OMB Memoranda: http://www.whitehouse.gov/omb/egov/e-3-memoranda.html
- Federal Enterprise Architecture: http://www.whitehouse.gov/omb/egov/a-1-fea.html
- Federal Transition Framework: http://www.whitehouse.gov/omb/egov/a-2-EAFTF.html

4 Agency EA Assessment Scoring Process

The assessment process for this version of the framework is consistent with the prior version of the Framework. OMB will conduct an annual, comprehensive assessment of an agency's enterprise architecture. In addition, OMB will expect agencies to submit quarterly progress reports on their success in achieving the milestones set forth in their EA Program Plan.

Both the annual and quarterly reviews are discussed below. The list of agencies to be assessed using this Framework is included in Appendix C.

4.1 ANNUAL ASSESSMENT PROCESS

The annual assessment process is intended to be a comprehensive review of the state of an agency's enterprise architecture program. Agencies are expected to use the framework to perform a self-assessment and submit their architectures for evaluation in February of each year. OMB will assess the architectures in March and provide agencies with a final assessment rating and feedback on each criterion. Detailed guidance is provided in advance of the annual assessment process. The assessment focuses on three capability areas of EA:

- Completion of an enterprise architecture including its related artifacts;
- Use of EA to drive improved decision-making; and
- Results achieved to improve the agency's program effectiveness.

Agencies will receive an average assessment score for each of the three capability areas. The average is calculated by summing the score for all criteria within the capability area and then dividing by the number of criteria. Scores will be rounded to the nearest tenth.

The results of the annual EA assessment are reflected in the Status score for e-Government within the President's Management Agenda. The scoring algorithm is published within the *PMA Scorecard Standards for Success*, available online at http://www.whitehouse.gov/results/agenda/standardsforsuccess7-24-2006.pdf.

The following table describes how Green, Yellow and Red ratings will be determined:

Green	• Score equal to or greater than 4 in the "Completion" capability area, AND; • A score equal to or greater than 3 in both the "Use" and "Results" capability areas
Yellow	• Score equal to or greater than 4 in the "Completion" capability area, AND; • A score equal to or greater than 3 in either the "Use" or "Results" capability areas
Red	• All other scores

4.2 QUARTERLY EA PERFORMANCE REVIEW

The quarterly reporting process is designed to be an adjunct to the annual OMB EA assessment process. OMB will use the quarterly EA reporting process to work collaboratively with agencies to identify concrete milestones each agency can achieve in order to improve the effectiveness of their EA programs. Quarterly milestones should focus the agency on improving their 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 that will be assessed during the next annual EA assessment cycle.

Detailed guidance regarding the quarterly EA performance review is available online at:
http://www.whitehouse.gov/omb/egov/documents/FEA_EA_Quarterly_Reporting_Guidance_FINAL.pdf

5 Assessment Framework 2.1 Criteria

5.1 COMPLETION CAPABILITY AREA

- *Description:* This category measures the completion maturity of an agency's EA artifacts in terms of performance, business, data, services, and technology. The agency's baseline and target architectures are well-defined, showing traceability through all architectural layers. Using its transition strategy and sequencing plan, the agency is able to achieve its desired target state.

- *Outcomes:*
    - Identifies specific outputs (artifacts for each architectural layer) the agency needs to maintain and monitor its EA.
    - Describes the future capabilities (via sequencing plan and target architecture) to enable the agency to achieve its performance goals.
    - Identifies the magnitude of the gap between the baseline and target architectures and possible improvement strategies to realize its target state.
    - Integrates relevant cross-agency initiatives into the agency's target architecture and transition strategy.
    - Produces segment architectures describing agency lines of business to be used to assist agency managers in decision-making tasks.
    - Identifies unnecessary duplication and opportunities for consolidation and reuse of information and technology within and across agencies.
    - Provides a framework and a functional view of an agency's lines of business (LoBs), including its internal operations/processes.

- *General description of Completion Maturity Levels:*

Level	Name	Description
1	Initial	Informal and ad-hoc EA processes. Some inventories of information for a given architecture layer may exist, but it is not linked to other layers of the architecture and is incomplete.
2	Baseline	The agency has developed a baseline architecture. The architecture has an enterprise-wide scope and communicates a clear line of sight between EA layers.
3	Target	The agency has developed a target architecture. Architecture elements are aligned to agency programs and lines of business. The target architecture addresses priorities and performance objectives identified in the agency's strategic plan. Architecture has an enterprise-wide scope and communicates a clear line of sight between EA layers.

Level	Name	Description
4	Integrated	The agency has developed at least one segment architecture for a core mission line of business, business service or enterprise service, as defined in Appendix B. The relevant business owner has approved the segment architecture in writing. The agency's transition strategy shows migration to the target architecture. Relevant cross-agency initiatives from the Federal Transition Framework and other official sources have been incorporated into the agency's target architecture.
5	Optimized	The agency has developed multiple segment architectures to support core mission lines of business, business services or enterprise services, as defined in Appendix B. The relevant business owners have approved segment architectures in writing.

- *Notes:*
    - The Completion capability area assesses agency maturity in developing baseline and target architectures: Performance, Business, Data, Service Component, and Technology. However, this should not be construed as a requirement for agencies to restructure their EA frameworks into five corresponding layers or views. OMB does not require agencies to adopt one specific EA framework. Agencies are simply required to demonstrate in their submissions to OMB the content described in each assessment criterion is available within their EA.

5.1.1 Performance Architecture

- *Description:* The EA contains performance measurement indicators, aligned to the FEA Performance Reference Model (PRM) and layers of the agency EA. The EA is used to help track improved agency performance.

- *Rationale:* The agency EA must clearly demonstrate how it furthers the agency's strategic objectives and aligns to well-defined performance goals. To achieve this, it is important to identify meaningful performance measurement indicators.

- *Mandate:* OMB A-11, s.300; GPRA; Clinger-Cohen Act, OMB Memorandum 05-23, A-130, PART

Level 1 Practices (Initial)	*Activities:* The agency has identified performance measurement areas and categories based on the FEA PRM. *Artifacts:* Baseline Performance Architecture

Level 2 Practices (Baseline)	*Activities:* The agency has identified measurement indicators for its baseline architecture and aligned them to baseline business, services, technology, data and security architecture elements. There is clear traceability to measure and monitor performance throughout the agency EA. *Artifacts:* Baseline Performance Architecture
Level 3 Practices (Target)	*Activities:* The agency has identified measurement indicators for its target architecture and aligned them to target business, service, technology, data and security architecture elements. Quantified target values are identified for each measurement indicator. The target performance architecture addresses priorities and performance objectives identified in the agency's strategic plan. The agency's IT investments are clearly related to the agency business outcomes. Using the PRM framework, the agency's target architecture demonstrates the line of sight from the agency's IT investments to the agency's business outcomes. *Artifacts:* Target Performance Architecture
Level 4 Practices (Integrated)	*Activities:* The agency has completed at least one segment architecture for an agency's core mission line of business, business service or enterprise service, as defined in Appendix B, including performance measures for the segment. The relevant business owner has authorized the segment performance architecture in writing. The agency's Transition Strategy includes initiatives with performance measures as milestones. Performance milestones from relevant cross-agency initiatives in the Federal Transition Framework are incorporated into the agency's Transition Strategy. Quantified target values are identified for performance milestones in the Transition Strategy. *Artifacts:* Target Performance Architecture, Transition Strategy
Level 5 Practices (Optimized)	*Activities:* The agency has developed segment architectures for multiple core mission lines of businesses, business services or enterprise services, as defined in Appendix B, including performance measurements for each segment integrated into the overall agency's EA. The relevant business owners have authorized segment performance architectures in writing. Performance milestones in the Transition Strategy are complete and updated. Performance measurement indicators and processes are monitored, measured, and updated on a regular basis. *Artifacts:* Target Performance Architecture, Transition Strategy

5.1.2 Business Architecture

- *Description:* EA contains an inventory of agency business processes, aligned to the FEA Business Reference Model (BRM), linked to layers of the agency's EA and used to inform investment decision making. Segment architectures are developed for each agency line of business, including Services for Citizens, as well as Support Lines of Business.

- *Rationale:* An effective EA must be business-driven, requiring alignment between the IT architecture layers and business processes.

- *Mandate:* OMB A-11, s.300; GPRA; Clinger-Cohen Act

Level 1 Practices (Initial)	*Activities:* The agency has identified lines of business and sub-functions it performs and mapped these to the FEA Business Reference Model (BRM). *Artifacts:* Baseline Business Architecture
Level 2 Practices (Baseline)	*Activities:* The agency has defined baseline business processes for at least one priority segment of its business architecture. These business processes are linked to the layers of the agency's baseline EA including performance, services, technology, data and security, as well as other elements including stakeholders, organizations, programs, and investments. *Artifacts:* Baseline Business Architecture
Level 3 Practices (Target)	*Activities:* The agency has defined target business processes for at least one line of business for its business architecture. These business processes are linked to the layers of the agency's target EA including performance, services, technology, data and security, as well as other elements such as stakeholders, organizations, programs and investments. The target business architecture addresses priorities and performance objectives identified in the agency's Strategic Plan. *Artifacts:* Target Business Architecture
Level 4 Practices (Integrated)	*Activities:* The agency has completed at least one segment business architecture for an agency's core mission line of business, business service or enterprise service, as defined in Appendix B. The relevant business owner has authorized the segment business architecture in writing. The agency Transition Strategy includes initiatives with milestones achieving the target business architecture. Business architecture elements such as lines of business, sub-functions, and common business processes from relevant cross-agency initiatives in the Federal

	Transition Framework are incorporated into the agency's target architecture. *Artifacts:* Target Business Architecture, Transition Strategy
Level 5 Practices (Optimized)	*Activities:* The agency has developed segment architectures for core mission lines of business, business services or enterprise services, as defined in Appendix B. The relevant business owners have authorized segment business architectures in writing. Business architectures for each segment are integrated into the overall agency EA. *Artifacts:* Updated Target Business Architecture and Transition Strategy

5.1.3 Data Architecture (Information Management)

- *Description:* Enterprise data described at the level of business data entities, linked to the FEA Data Reference Model (DRM) and other layers of agency EA.

- *Rationale:* An enterprise data architecture is the key to identifying data sharing and exchange opportunities both within and across agencies.

- *Mandate:* OMB A-11, s.300; GPRA; Clinger-Cohen Act, Data Quality Act, E-Government Act of 2002, OMB M-05-04, OMB A-119, OMB Information Dissemination Memorandum 207(d)

Level 1 Practices (Initial)	*Activities:* The agency has partially documented elements of its baseline data architecture, including data assets and data stewards as defined by the DRM. *Artifacts*: Baseline Data Architecture
Level 2 Practices (Baseline)	*Activities:* The agency has documented its baseline data architecture as defined by the DRM. The baseline data architecture is aligned to other elements of the enterprise architecture (e.g., business processes, applications, technology platforms and standards, etc.), as appropriate. Agency data assets are managed as program resources. *Artifacts*: Baseline Data Architecture
Level 3 Practices (Target)	*Activities:* The agency has documented its target data architecture as defined by the DRM. The target data architecture is aligned to other elements of the enterprise architecture (e.g., business processes, applications, technology platforms and standards, etc.). The target data architecture defines the agency's enterprise target data assets. *Artifacts*: Target Data Architecture

Level 4 Practices (Integrated)	*Activities:* The agency has taken steps to implement its target data architecture in coordination with internal and external stakeholders. It has defined, in its transition strategy, a migration of agency data assets from those managed primarily as program resources to those managed primarily as enterprise resources. The agency's capital planning and procurement policies require new investments to implement published data standards. The agency has completed at least one segment data architecture for an agency's core mission line of business, business service or enterprise service, as defined in Appendix B. The relevant business owner has authorized the segment data architecture in writing. *Artifacts*: Target Data Architecture
Level 5 Practices (Optimized)	*Activities:* The agency is actively participating in cross-agency communities of interest and other initiatives. It has adopted and implemented data standards created by cross-agency Community of Interests (COIs) and/or voluntary consensus standards bodies. The agency has defined, in its transition strategy, a migration of agency data assets from internal agency resources to shared, cross-agency data assets where appropriate. The agency has completed multiple segment data architectures for the agency's core mission lines of business, business services or enterprise services, as defined in Appendix B, and these architectures implement appropriate cross-agency COI and/or voluntary consensus data standards. The relevant business owners have authorized segment data architectures in writing. Artifacts: Transition Strategy, published data standards, COI charters and meeting minutes, cross-agency Memorandum of Understandings (MOUs)

5.1.4 Service Component Architecture

- *Description*: This architecture describes agency services linked to the FEA Service Component Reference Model and other layers of the agency EA.

- *Rationale*: The service component architecture is the foundation for identifying opportunities for reuse both within and across agencies.

- *Mandate:* OMB A-11, s.300; GPRA; Clinger-Cohen Act, E-Government Act

Level 1 Practices (Initial)	*Activities:* The agency has created inventories of information systems/applications and service components mapped to the FEA Service Component Reference Model (SRM), as well as any relevant agency-level SRM. *Artifacts:* Baseline Service Component Architecture
Level 2 Practices (Baseline)	*Activities:* Baseline applications are linked to service components in the FEA SRM (and to relevant agency SRM), which in turn link to baseline EA elements including performance, business, technology, data and security. *Artifacts:* Baseline Service Component Architecture
Level 3 Practices (Target)	*Activities:* Target service components are linked to the layers of the agency's target EA including performance, business, technology, data and security. The target service component architecture addresses priorities and performance objectives identified in the agency's Strategic Plan. *Artifacts:* Target Service Component Architecture
Level 4 Practices (Integrated)	*Activities:* The agency has developed at least one segment architecture for an agency's core mission line of business, business service or enterprise service, as defined in Appendix B, which includes a complete service component architecture for the segment. The relevant business owner has authorized the segment service component architecture. The agency transition strategy includes initiatives and milestones to achieve the agency's target service component architecture. Service component architecture elements from relevant cross-agency initiatives in the Federal Transition Framework are incorporated into the agency's target architecture. *Artifacts:* Target Service Component Architecture, Transition Strategy
Level 5 Practices (Optimized)	*Activities:* The agency has developed segment architectures for core mission lines of business, business services or enterprise services, as defined in Appendix B, including service component architectures. The relevant business owners have authorized

	segment service component architectures. *Artifacts:* Updated Target Service Component Architecture and Transition Strategy

5.1.5 Technology Architecture

- *Description*: The technology architecture contains an inventory of deployed and approved technologies linked to the FEA Technical Reference Model and other layers of the agency EA; providing a basis for standardization opportunities.

- *Rationale*: The technology architecture provides a basis to identify opportunities for technology standardization both within and across agencies.

- *Mandate:* OMB A-11, s.300; GPRA; Clinger-Cohen Act, E-Government Act, OMB Circular A-119.

Level 1 Practices (Initial)	*Activities:* The agency has created an inventory of technology products and standards currently used at the agency. The agency has mapped these products and standards to the FEA TRM as well as any relevant agency-level TRM. *Artifacts:* Baseline Technology Architecture
Level 2 Practices (Baseline)	*Activities:* Baseline technology products and standards are linked to the layers of the agency's baseline EA including performance, business, services, data and security. Interoperability standards are defined at the business function level and are aligned to the TRM and SRM. *Artifacts:* Baseline Technology Architecture
Level 3 Practices (Target)	*Activities:* Target technology products and standards are linked to the layers of the agency's target EA including performance, business, services, data and security. Interoperability standards are defined at the business function level and are aligned to the TRM and SRM. *Artifacts:* Target Technology Architecture
Level 4 Practices (Integrated)	*Activities:* The agency has developed at least one segment architecture for an agency's core mission line of business, business service or enterprise service, as defined in Appendix B, which includes a complete technology architecture for the segment. The relevant business owner has authorized the segment technology architecture. The agency's transition strategy includes initiatives to achieve the agency's target technology architecture. Technology architecture elements from relevant cross-agency initiatives from the Federal Transition Framework are incorporated into the agency's target architecture.

	Artifacts: Target Technology Architecture, Transition Strategy, SDLC and CPIC Guides
Level 5 Practices (Optimized)	*Activities:* The agency has developed segment architectures for multiple core mission lines of business, business services or enterprise services, as defined in Appendix B, including technology architectures for each segment integrated into the overall agency EA. The relevant business owners have authorized segment technology architectures. *Artifacts:* Updated Target Technology Architecture and Transition Strategy

5.1.6 Transition Strategy

- *Description:* A transition strategy describes the agency's plan for migrating from its baseline architecture to its target architecture.

- *Rationale:* The transition strategy defines projects, programs, and timelines/milestones and is the foundation for modernization and transformation activities from the baseline to target architecture.

- *Mandate:* OMB A-11, s.300; GPRA; Clinger-Cohen Act, E-Government Act

Level 1 Practices (Initial)	*Activities:* The agency has a repeatable approach/methodology for creating, maintaining, and managing the EA Transition Strategy, including processes for performing gap analysis, alternatives analysis, and the management of projects over time. *Artifacts:* Transition Strategy
Level 2 Practices (Baseline)	*Activities:* The agency has performed a redundancy and gap analysis identifying opportunities for consolidation or reuse and gaps between the baseline and target architectures. Artifacts: Transition Strategy
Level 3 Practices (Target)	*Activities:* The agency has defined programs and projects in support of its target architecture and has a documented sequencing plan integrating program and project dependencies, performance improvement, security planning activities, and enterprise transition states. The transition strategy addresses priorities and performance objectives identified in the agency's strategic plan. *Artifacts:* Transition Strategy
Level 4 Practices (Integrated)	*Activities:* The agency Transition Strategy includes initiatives with milestones for at least one segment architecture for an agency's core mission line of business, business service or enterprise service, as defined in Appendix B. The agency demonstrates

	clear linkage between programs and projects in the EA Transition Strategy and initiatives in the agency investment portfolio. Relevant cross-agency initiatives from the Federal Transition Framework are incorporated into the agency's Transition Strategy. The agency CIO has approved the Transition Strategy in writing. *Artifacts:* Transition Strategy, IT Portfolio, Transition Strategy Approval
Level 5 Practices (Optimized)	*Activities:* The agency Transition Strategy includes initiatives with milestones for segment architectures for core mission lines of business, business services or enterprise services, as defined in Appendix B. Performance milestones for initiatives in the Transition Strategy include quantified target values. The Department head has approved the Transition Strategy in writing. *Artifacts:* Transition Strategy, Agency IT Portfolio, Annual Performance Plan, Transition Strategy Approval

5.2 USE CAPABILITY AREA

- *Description:* The agency has established the necessary management practices, processes, and policies needed for developing, maintaining and overseeing EA, and demonstrating the importance of EA awareness and the value of employing EA practices within the agency. The agency uses its EA to inform strategic planning, information resources management, IT management, and capital planning and investment control processes.

- *Outcomes:*
  - Establishes strategic objectives and programs the agency needs to meet citizens' needs.
  - Demonstrates the relationship between EA, strategic planning, and capital planning processes.
  - Provides the ability to make better management decisions, and as necessary, the ability to assess and re-assess the path forward.

- *General description of Use Maturity Levels:*

Level	Name	Description
1	Developed	Enterprise architecture processes exist within the agency, but they may be incomplete and there is no evidence that processes are rigorously adhered to within the organization.
2	Deployed	EA processes and products exist, and are used within the enterprise architecture program. Processes are documented but are not coordinated with other enterprise IT and program management processes.
3	Managed	EA processes and products exist and are used by the agency's CIO to manage information technology infrastructure.
4	Integrated	EA processes and products exist and are used by the agency's CIO and CFO to manage information technology investments.
5	Optimized	EA is used by the agency's program and business owners throughout the organization to make informed program decisions that comply with EA.

5.2.1 EA Governance and EA Program Management

- *Description:* The agency must govern and manage the implementation and use of EA policies and processes. This includes the selection of a Chief Architect (CA), allocation of resources and the sponsorship of EA at the executive level. The agency's EA Program Management Office governs the development, implementation and maintenance of the EA.

- *Rationale:* Effective governance and program management assures agency compliance with EA processes and procedures and facilitates executive support.

- *Mandate:* OMB A-11, s.300, OMB Circular A-130

Level 1 Practices (Developed)	*Activities:* Agency has developed a vision and strategy for EA. The agency has begun to identify EA tasks, and resource requirements. Agency has appointed a Chief Architect, has senior-level sponsorship of its EA Program, and has funded an EA program. *Artifacts:* EA Program Plan
Level 2 Practices (Deployed)	*Activities:* Agency has established an EA Governance Committee or other group for directing, overseeing, or approving EA activities. Internal and external stakeholders are identified based on their involvement in EA related activities and needed information. The agency has selected an EA Framework. *Artifacts:* EA Governance Committee Charter, EA Program Plan, EA Framework
Level 3 Practices (Managed)	*Activities:* The EA Governance Committee or another group meets regularly and makes decisions related to directing, overseeing, and approving EA activities within the agency. The committee follows a formal process for holding, conducting and recording meetings. *Artifacts:* EA Governance Plan, EA Governance Committee Meeting Minutes
Level 4 Practices (Integrated)	*Activities:* The EA Governance Committee manages and monitors the agency's EA using the enterprise transition strategy and IT investment project plans. The EA Governance Committee identifies issues with achieving the target architecture and develops plans to address them. The agency's CIO has approved the EA Governance Plan in writing. *Artifacts:* EA Governance Plan, EA Governance Committee Meeting Minutes, Governance Plan Approval
Level 5 Practices (Optimized)	*Activities:* The EA Governance Committee ensures EA compliance throughout the agency. If non-compliance is identified, the Committee is responsible for developing a plan to resolve the issue. Alignment to the EA standards is a common practice throughout the agency. The compliance process is reviewed and updated when deficiencies or enhancements to the process are identified. The agency's head has approved the EA Governance Plan in writing. *Artifacts:* EA Governance Plan, EA Governance Committee

	Meeting Minutes, Governance Plan Approval

5.2.2 EA Change Management and EA Deployment

- *Description:* The agency should have the ability to effectively manage changes to EA artifacts, including documents and any EA repositories. The agency should have the ability to deploy EA content out to their user community, including deployment of a repository, communications and training.

- *Rationale:* Change and configuration management is essential to ensure EA work products and processes remain current since EA serves as a tool for strategic planning and IT investing. EA products and processes must be clearly understood by, and available to, business stakeholders and IT stakeholders.

- *Mandate:* OMB A-11, s.300, OMB Circular A-130

Level 1 Practices (Developed)	*Activities:* The agency has developed an EA policy to ensure agency-wide commitment to EA. Policy clearly assigns responsibility to develop, implement and maintain the EA. *Artifacts:* Agency EA Policy
Level 2 Practices (Deployed)	*Activities:* The agency has deployed an EA tool/repository to manage EA artifacts and models. The tool/repository supports the agency's EA framework. The tool/repository is readily accessible to the agency's EA user community. *Artifacts:* EA Repository, EA Change Management Plan
Level 3 Practices (Managed)	*Activities:* The agency has established an EA baseline serving as the basis for further development. The EA baseline and other EA artifacts are updated, versioned and archived using change control procedures. The EA tool/repository and EA documents are accessible to the agency's CIO community and users are informed of changes, as necessary. *Artifacts:* EA Repository, EA Change Management Reports
Level 4 Practices (Integrated)	*Activities:* The agency's architecture is communicated to users throughout the agency. Training is available and provided throughout the agency to increase awareness and understanding of EA concepts and processes. The EA tool/repository, EA documents, and EA communications materials are accessible to users throughout the agency (including business users) and users are informed of changes, as necessary. *Artifacts:* EA Communications and Training Plans and Materials, EA Repository

Level 5 Practices (Optimized)	*Activities:* The EA repository and its web interface are used by participants or support staff for the CPIC, SDLC, and strategic planning processes. Current EA information is readily available to participants in these processes, as well as the broader agency user community. Users are informed of changes, as necessary. *Artifacts:* EA Communications and Training Plans and Materials, EA Repository

5.2.3 Segment Architectures/Collaboration and Reuse

- *Description:* Agencies should have the ability to effectively federate lower-level segment architectures (including content, structure and policies) with higher-level agency-wide EA initiatives. Effectively segmented and federated architectures should promote collaboration and reuse opportunities within the agency

- *Rationale:* An effective agency-wide EA must incorporate the content of all of the agency's constituent organizational units, such as bureaus and offices, or else EA becomes just another "stovepipe" within the enterprise.

- *Mandate:* OMB A-130

- *Note*: In the case of small agencies not containing subsidiary operating units, OMB may elect not to use this criterion for assessment, based on discussions with the agency.

Level 1 Practices (Developed)	*Activities:* Multiple bureau-level architectures exist within the agency. No policies or procedures exist to integrate bureau-level architectures into the agency-wide EA, or to address commonalities at the agency level. Agency policies and procedures do not promote or support reuse. *Artifacts:* EA Repository (which shows completely separate bureau-level architectures)
Level 2 Practices (Deployed)	*Activities:* EA integration policies and processes provide a mechanism to link bureau-level EAs and segment architectures to the agency-level EA. Segment architectures are identified, prioritized, and planned for development and implementation. *Artifacts:* EA Program Plan, EA Repository (which shows linkages between bureau and agency level EAs), Transition Strategy
Level 3 Practices (Managed)	*Activities:* Department/Agency and bureau-level EAs are using compatible EA framework(s) and modeling standards. The agency EA represents an aggregation of bureau, program, segment, and other sub-unit architectures. The agency has identified, though not yet integrated or consolidated, common processes, data, services, and supporting technology at the

	appropriate levels within the agency (i.e., services provided at the agency level are identified, while some services remain at the bureau/sub-unit level). *Artifacts:* EA Repository, EA Framework, Transition Strategy
Level 4 Practices (Integrated)	*Activities:* The agency has standardized applicable common processes, data, services, and supporting technology across bureaus for specific segment architectures (e.g. finance, human resources, IT). The agency has implemented processes to drive collaboration and reuse, such as a component registry and required steps in the SDLC process to check for reusable components. *Artifacts:* EA Repository, Transition Strategy, SDLC Guide
Level 5 Practices (Optimized)	*Activities:* There are no redundant common processes, information, services and technology within the agency and among the bureaus. All commonalities that should be addressed at the enterprise or cross-bureau level have been identified and are being consolidated/integrated, including those provided by cross-agency initiatives in the FTF. As new business needs arise, the appropriate level of reuse is included in planning and investment decisions. *Artifacts:* EA Repository, Transition Strategy, Investment Review Board Meeting Minutes

5.2.4 CPIC Integration

- *Description:* The agency EA should be integrated with the agency's CPIC processes, including agency ability to align proposed investments to the approved transition strategy.

- *Rationale:* Investment decisions should be made to achieve a more efficient and effective target state.

- *Mandate:* OMB A-11, Exhibit 53, and Exhibit 300

Level 1 Practices (Developed)	*Activities:* Projects and purchases are typically done in isolation at the Bureau level, resulting in costly purchases and redundant development and training requirements. Scattered CPIC processes exist for selecting, controlling, and evaluating IT investments. EA data is not used to inform IT initiative/system funding decisions. *Artifacts:* Agency CPIC Guide
Level 2 Practices (Deployed)	*Activities:* Agency has begun to integrate its CPIC process with its EA Framework and process. The agency's IT investment

	review process identifies the business needs for identified IT projects fitting within its architecture. CPIC integration with EA is primarily to ensure investment compliance to the architecture after the investment has already been proposed. *Artifacts:* Agency CPIC Guide, Architecture Review Board Minutes
Level 3 Practices (Managed)	*Activities:* The agency's EA and CPIC programs work together to determine the IT investment portfolio. The agency's policies and procedures specify the relationship of its architecture to its IT decision-making processes and criteria. IT investments are selected, prioritized, or re-prioritized using the agency's target architecture. *Artifacts:* Agency CPIC Guide, Architecture Review Board Minutes, EA Transition Strategy
Level 4 Practices (Integrated)	*Activities:* The agency's EA is used to guide and inform the development and acquisition of investments/systems. The agency's target architecture and transition strategy are used to drive new investments and the IT portfolio. Costs and benefits, including benefits across agency boundaries, are considered in identifying projects. Milestones in the Transition Strategy (Sequencing Plan) are consistent with those identified in business cases and project plans for investments. *Artifacts:* Agency CPIC Guide, EA Transition Strategy, IT Investment Review Board Minutes
Level 5 Practices (Optimized)	*Activities:* An "Architect, Invest, Implement" approach is used and embraced through the integration of EA and CPIC. EA is incorporated into the strategic planning and budgeting processes. EA is used to help identify new investments. The EA target architecture is proactively refined, based on internal and external strategic business drivers, and updates are incorporated into the IT portfolio. *Artifacts:* Agency CPIC Guide, EA Transition Strategy, Agency IT Strategic Plan, IT Investment Review Board Minutes

5.3 RESULTS CAPABILITY AREA

- *Description:* The agency is measuring the effectiveness and value of its EA by assigning performance measurements to its EA and related processes, and using its analysis of the performance measurements to update its EA practice and guidance.

- *Outcomes:*
  - Demonstrates the relationship of IT investments to the agency's ability to achieve mission and program performance objectives;
  - Captures how well the agency or specific processes within an agency are serving citizens;
  - Identifies the relationships between agency inputs and outcomes; and
  - Demonstrates agency progress towards goals, closing performance gaps, and achieving critical results.

- *General description of Results Maturity Levels:*

Level	Name	Description
1	Defined	The agency has few processes in place to demonstrate measurable agency performance improvement.
2	Measured	The agency has established processes to measure results of the EA program but is not able to demonstrate improvements to agency performance.
3	Reported	The agency has established processes to measure results of the EA program and is able to demonstrate some improvements to agency performance.
4	Improved	The agency has established processes to measure results of the EA program and is able to demonstrate significant improvements to agency performance.
5	Sustained	The agency has established processes to measure results of the EA program and is able to demonstrate significant and sustained improvements to agency performance.

5.3.1 Cost Savings and Cost Avoidance

- *Description:* The agency enterprise architecture is achieving demonstrable benefits to the agency in cost savings and cost avoidance for IT investments. The agency should develop and submit an EA Program Results Analysis document that clearly demonstrates the improvements to agency IT investment performance that are attributable to the EA program, and explain how the EA program activities resulted in cost savings, cost avoidance, and/or improved mission performance for the agency. The agency fulfills this requirement by demonstrating results in one of three ways: Demonstrating that the EA program has resulted in cost savings and/or cost avoidance; maintaining agency IT spending below a certain percentage of its overall

discretionary budget authority; or achieving PART scores above a certain level. See criteria below for specific thresholds.

- *Rationale:* Effective enterprise architectures should identify opportunities for reuse, consolidation and standardization that result in improved financial performance for the agency. Higher levels of IT spending are justified when an agency is achieving superior levels of mission performance.

- *Mandate:* Clinger-Cohen Act, OMB Memorandum M-06-22, OMB Program Assessment Rating Tool (PART)

- *Note:* Use the reporting format indicated in OMB Memorandum M-06-22

Level 1 Practices (Defined)	*Activities:* The agency is not able to demonstrate that the EA program has resulted in cost savings or cost avoidance. *Artifacts:* EA Program Results Analysis
Level 2 Practices (Measured)	*Activities:* The agency is not able to demonstrate that the EA program has resulted in cost savings or cost avoidance, but can demonstrate that the EA program has improved IT investment efficiency by producing a more effective IT portfolio without an increase to the agency's FY06 IT budget. *Artifacts:* EA Program Results Analysis
Level 3 Practices (Reported)	*Activities:* The agency is able to demonstrate that the EA program has resulted in cost savings and/or cost avoidance of at least one percent of the agency's FY06 IT budget; OR the agency's IT spending for FY06 is 7.5% of it's overall discretionary budget authority or less; OR the agency's average PART score for the previous three years (i.e., FY05, FY06, FY07) is 70 or higher. *Artifacts:* EA Program Results Analysis
Level 4 Practices (Improved)	*Activities:* The agency is able to demonstrate that the EA program has resulted in cost savings and/or cost avoidance of at least three percent of the agency's FY06 IT budget; OR the agency's IT spending for FY06 is 5% of it's overall discretionary budget authority or less; OR the agency's average PART score for the previous three years (i.e., FY07, FY06, FY05) is 85 or higher. *Artifacts:* EA Program Results Analysis
Level 5 Practices (Sustained)	*Activities:* The agency is able to demonstrate that the EA program has resulted in cost savings and/or cost avoidance of at least five percent of the agency's FY06 IT budget; OR the agency's IT spending for FY06 is 3.5% of it's overall discretionary budget authority or less; OR the agency's average PART score for the previous three years (i.e., FY07, FY06,

	FY05) is 95 or higher. *Artifacts:* EA Program Results Analysis

5.3.2 Transition Strategy Performance

- *Description:* The agency transition strategy should include well-defined and objectively measurable performance milestones. These performance milestones must enable the agency to determine whether it is meeting its mission and performance objectives. See section 5.1.6 of this assessment framework and the FEA Transition Strategy Guidance located at www.egov.gov for more information.

- *Rationale:* The transition strategy should include performance milestones that indicate an agency's success in achieving performance targets. This ensures the agency's EA is actionable and will produce improvements to the agency's mission performance.

- *Mandate:* OMB A-130

Level 1 Practices (Defined)	*Activities:* The agency has identified performance measures as milestones in the EA Transition Strategy. *Artifacts:* Agency EA Transition Strategy
Level 2 Practices (Measured)	*Activities:* The agency has processes/tools in place to measure performance and is tracking performance against these measures. *Artifacts:* Agency EA Transition Strategy
Level 3 Practices (Reported)	*Activities:* Milestones in the agency's Transition Strategy are quantifiable and objectively show success. Milestones in the Transition Strategy link to all relevant performance milestones for investments in the agency's investment portfolio. *Artifacts:* Agency EA Transition Strategy
Level 4 Practices (Improved)	*Activities:* Target performance milestones identified in the previous year's Transition Strategy have been achieved on schedule, but not to the level predicted in the target, OR the target performance improvement was achieved, but was completed late according to the schedule in the Transition Strategy. *Artifacts:* Agency EA Transition Strategy
Level 5 Practices (Sustained)	*Activities:* Target performance milestones in the Transition Strategy have been achieved and were achieved on schedule. *Artifacts:* Agency EA Transition Strategy

5.3.3 Internet Protocol Version 6 (IPv6)

- *Description*: The agency's EA (including Transition Strategy) must incorporate Internet Protocol version 6 (IPv6) into the agency's target architecture

- *Rationale:* Federal agencies are required to implement IPv6 within their network backbone by June 2008.

- *Mandate:* OMB Memorandum M-05-22

Level 1 Practices (Defined)	*Activities*: The agency has assigned an official to lead and coordinate agency planning for the IPv6 transition. *Artifacts*: Memorandum, or other document, indicating appointment of agency IPv6 lead.
Level 2 Practices (Measured)	*Activities*: The agency has completed an inventory of IP-aware hardware devices within their network backbone. Artifacts: IP device inventory using guidance in Attachment A of OMB M-05-22
Level 3 Practices (Reported)	*Activities*: The agency has developed an IPv6 Transition Plan which includes a detailed implementation sequencing plan through June 30, 2008. At a minimum, the plan includes the agency's approach for governance, planning, acquisition, implementation (full lifecycle), training, and maintenance of security throughout and after transition. IPv6 Transition Plan has been integrated with the agency EA Transition Strategy. Artifacts: EA Transition Strategy with integrated IPv6 Transition Plan addressing areas listed in Attachment C of OMB M-05-22
Level 4 Practices (Improved)	*Activities*: The agency has performed a cost and risk impact analysis for migrating to IPv6. Agency has also completed a second inventory of IP-aware devices. Artifacts: IPv6 impact analysis document using guidance in Attachment B of OMB M-05-22, second IP-aware device inventory (Attachment A)
Level 5 Practices (Sustained)	*Activities*: The agency has met all of its IPv6 transition milestones, and is on schedule to complete transition by June 30, 2008. Artifacts: IPv6 transition milestones (included in EA Transition Strategy) through completion date (i.e. June 30, 2008) showing projected and actual completion dates, evidence of milestone completion (agency should determine the artifact(s) constituting evidence of completion for each milestone), memorandum signed by the agency's CIO documenting migration of network backbone to IPv6 (once transition is complete).

Appendix A: Artifact Descriptions

The table below provides a brief description of the type of artifacts typically used to satisfy a specific maturity level for one of the assessment criteria described previously. These artifacts are submitted to OMB as part of the annual agency EA Assessment.

It is important to note, however, the description of the artifacts is not intended to be exhaustive or prescriptive. OMB is interested in the content of the artifacts and does not prescribe the format, as long as the artifact can be reviewed by OMB without requiring the use of proprietary software products (such as EA modeling tools). Moreover, agencies may well decide to develop additional artifacts or elaborate upon them further than described here.

Artifact Name	Artifact Description
Performance Architecture	The Performance Architecture is a perspective of the overall agency EA providing the information about the agency's baseline and target architectures. Examples of elements include: • Agency strategic goals and objectives (as per the agency's Strategic Plan and IRM Plan) and linkage between performance indicators and business processes; • Agency-specific performance measurement indicators, aligned to the generic measurement indicators described in the FEA PRM; and • Linkage between the agency's strategic goals and investments.
Business Architecture	The Business Architecture is a functional perspective of the overall agency EA providing the information about the agency's baseline and target architectures. Examples of elements include: • Agency business processes, aligned to business sub-functions within the FEA BRM; • Internal and external participants (roles) within these business processes; • Linkage between agency business processes and agency-specific performance measurement indicators; • Linkage between business processes to agency service components; • Agency programs, linked to business processes; and • Offices and facilities.
Data Architecture	The Data Architecture is a perspective of the overall agency EA providing the information about the agency's baseline and target data architectures. Examples of elements include: • Agency data model that describes the key data elements of the agency's business domain, and the relationships between them. The data model may include data dictionaries, thesauri, taxonomies, and topic maps; • An inventory of agency data stores, including the specific

Artifact Name	Artifact Description
	data elements it manages; • A description of any data and data exchange standards existing within the agency, including data exchange packages and messaging formats; • Linkage between the agency data model and the service components accessing the data elements; • Documented data management policies and procedures for data/information quality; and • OMB M-05-04 compliant agency websites and search engines; and/or metadata registries, repositories, and/or clearinghouse.
Service Component Architecture	The Service Component Architecture is a perspective of the overall agency EA providing the information about the agency's baseline and target architectures. Examples of elements include: • Agency service components, aligned to the FEA SRM; • Component interfaces; • Linkage between service components and technology infrastructure, products and standards; • Linkage between applications and the agency business processes they automate; • Linkage between service components and the data objects accessed by these components; and • Linkage between service components and facilities where they are hosted
Technology Architecture	The Technology Architecture is a capabilities perspective of the overall agency EA providing the information about the agency's baseline and target architectures. Examples of elements include: • Agency technical reference model documenting technology products in use, aligned to the FEA TRM; • Agency standards profile documenting applicable agency technology standards, aligned to the FEA TRM; and • Linkage between technology products and standards to service components.
Transition Strategy	The enterprise architecture (EA) Transition Strategy is a critical component of an effective EA practice. It describes the overall plan for an organization to achieve its target "to-be" EA within a specified timeframe. It clearly links proposed agency investments to the target architecture. Also, the Transition Strategy helps to define logical dependencies between transition activities (programs and projects) and helps to define the relative priority of these activities (for investment purposes). Further guidance regarding the development of a transition strategy is available online at http://www.whitehouse.gov/omb/egov/a-1-fea.html

Artifact Name	Artifact Description
Transition Strategy Approval	A document signed by the appropriate official (CIO or Department Head, depending on maturity level) indicating formal approval of the agency Transition Strategy.
EA Governance Plan	An EA Governance Plan is typically a document describing how the development and evolution of agency's EA is to be governed. Typical elements may include: • Description of EA governing bodies or individual roles within the agency; • Responsibilities for each governing body or individual role; • A description of the governance lifecycle, i.e. the process by which governance decisions are made; and • Relationship between the EA governance process and those for related IT governance bodies, e.g. Capital Planning, IT Strategy, or others.
EA Governance Committee Charter	A document describing the scope, responsibilities and membership of the body tasked with governing the development of the EA within the agency.
EA Governance Committee Meeting Minutes	To demonstrate agencies have developed effective governance processes, they may submit one or more examples of meeting minutes from the agency's EA governance body.
Governance Plan Approval	A document signed by the appropriate official (CIO or Department Head, depending on maturity level) indicating formal approval of the agency EA Governance Plan.
IT Investment Review Board Minutes	Minutes from the body responsible for selecting and prioritizing IT investments used as evidence to demonstrate a mature CPIC integration process with EA. Note: the body does not have to be called the "IT Investment Review Board".
EA Communications and Training Plans and Materials	To demonstrate agencies have developed effective training and communications processes, they may submit one or more examples of materials. Examples might include training plans, course books, presentations, newsletters, workshop materials or other training content.
Change Management Plan	A Change Management Plan describes the process by which change to the agency's EA artifacts and repository will be managed. A CM plan may include rules for how changes are to be approved, how artifacts are to be versioned, and any relevant technical standards for implementing change management. Note: if the agency already possesses an overall CM plan the EA initiative conforms to, there is no need to create a specialized version for the EA initiative.
Change Management Reports	To demonstrate agencies have developed effective change management processes, they may submit one or more examples of change management reports from the agency. These might include change logs for EA artifacts, minutes from an agency committee responsible for overseeing EA change management, or reports from any change management tool used to manage

Artifact Name	Artifact Description
	changes to EA content.
EA Framework Document	An EA Framework Document (sometimes called a metamodel) fundamentally describes three aspects of an enterprise architecture: • The types (or classes) of information the EA will concern itself with; • The acceptable relationships between these types; and • Views of the architecture that show selected elements of the EA in a meaningful context Agencies may elect to wholly adopt an existing EA framework (such as Zachmann or DoDAF, for example), extend an existing framework, or create an entirely new framework as the needs of the agency dictate.
EA Policy	A document expressing agency commitment to develop and utilize and enterprise architecture and assigns responsibility for EA development and management to specific roles and groups within the agency.
EA Program Plan	An EA Program Plan document describes the goals and objectives of the EA program and defines the scope of the initiative at least at a high level. It may identify key stakeholders of the EA program, the relationship of the EA to other agency initiatives and performance objectives for the EA. It is intended to be a non-technical document validated by the agency business managers, not just IT personnel.
EA Artifact Inventory	An EA Artifact inventory lists the artifacts existing within the agency's EA initiative. This could be a report from an EA repository, a web page, or other documentation as appropriate.
EA Repository	An EA Repository is a mechanism for storing all of the relevant content within the agency's EA in a readily retrievable form. The implementation of a repository may be as simple as a common shared directory with agency EA artifacts, or it may include databases, web portals or EA-specific modeling tools and repositories.
SDLC Guide	A System Development Life Cycle (SDLC) guide describes the agency's approved policies and methodology for software development projects. Subjects covered by an SDLC guide may include relevant industry or government standards, approved software development tools and languages, policies on reuse of existing components, and a methodology or framework for software development.
CPIC Guide	A Capital Planning and Investment Control (CPIC) guide describes the agency's approved policies and methodology for capital planning and investment control. This may include descriptions of agency capital planning governance policies, required documentation for business cases, tools used to manage the agency's IT portfolio, and a description of the capital planning lifecycle.

Artifact Name	Artifact Description
IT Strategic Plan	The agency Information Resource Management Strategic Plan, as required by 44 U.S.C 3506 (b) (2).
Annual Performance Plan	The agency annual performance plan as required by the Government Performance and Results Act (GPRA) (1993), section (4)(B).
Architecture Review Board Meeting Minutes	Minutes from the body responsible for reviewing IT investments used as evidence to demonstrate that the EA is ensuring conformance of proposed IT investments with agency EA standards and guidelines. Note: the body does not have to be called the "Architecture Review Board".
Segment Architecture	Segment architecture provides detailed results-oriented architecture and a transition plan for a portion or segment of the enterprise. Segments are individual building blocks in the EA Transition Strategy describing core mission areas, and common or shared business services and application services. Segment architecture comprises a series of work products describing baseline architecture, target architecture and a transition plan. Work products document segment-level change drivers, describe baseline and target performance, business, data, services and technology architecture, and provide a roadmap to enhance business operations and achieve measurable performance improvements. Types of segment architectures are further defined in Appendix B of this document. Further guidance regarding the development of a segment architecture is available online at http://www.whitehouse.gov/omb/egov/a-1-fea.html
EA Program Results Analysis	A document that clearly demonstrates the improvements to agency IT investment performance attributable to the EA program, and explain how the EA program activities resulted in cost savings or cost avoidance for the agency.

Appendix B: Segment Architecture Types

Segment Type	Description	Reference Model	Owner
Core Mission Area	Unique service areas defining the mission or purpose of the agency. Core mission areas are defined by the agency BM.	BRM: Service for Citizens	Business Area Official
Business Service	Common or shared business services supporting the core mission areas. Business services are defined by the agency Business Model (BM) and include the foundational mechanisms and back office services used to achieve the purpose of the agency.	BRM: Mode of Delivery, Delivery of Services, Management of Government Resources	OCIO or Program Management Office Official
Enterprise Service	Common or shared IT services supporting core mission areas and business services. Enterprise services are defined by the agency Service Component Model (SM) and include the applications and service components used to achieve the purpose of the agency.	SRM	OCIO or Program Management Office Official

Appendix C: Agencies Included in the EA Assessment Process

All agencies evaluated as part of the PMA Scorecard process will be assessed, namely:

Corps of Engineers (COE)
Department of Commerce (DOC)
Department of Defense (DoD)
Department of Education (DOEd)
Department of Energy (DOE)
Department of Health and Human Services (HHS)
Department of Homeland Security (DHS)
Department of Housing and Urban Development (HUD)
Department of Interior (DOI)
Department of Justice (DOJ)
Department of Labor (DOL)
Department of State (State) and US Agency for International Development (USAID) Joint Enterprise Architecture
Department of Transportation (DOT)
Department of Treasury (Treasury)
Department of Veterans Affairs (VA)
Environmental Protection Agency (EPA)
General Services Administration (GSA)
National Aeronautics and Space Administration (NASA)
National Science Foundation (NSF)
Office of Personnel Management (OPM)
Social Security Administration (SSA)
Small Business Administration (SBA)
Smithsonian Institution (Smithsonian)
US Department of Agriculture (USDA)

The following agencies, although not part of the PMA scorecard process will also be reviewed as part of the annual EA Assessment process.

Intelligence Community (IC)
Office of Management and Budget (OMB)