

Bureau of the Fiscal Service

Federal Financial Management Business Use Case Library: Overview

Release FY2027

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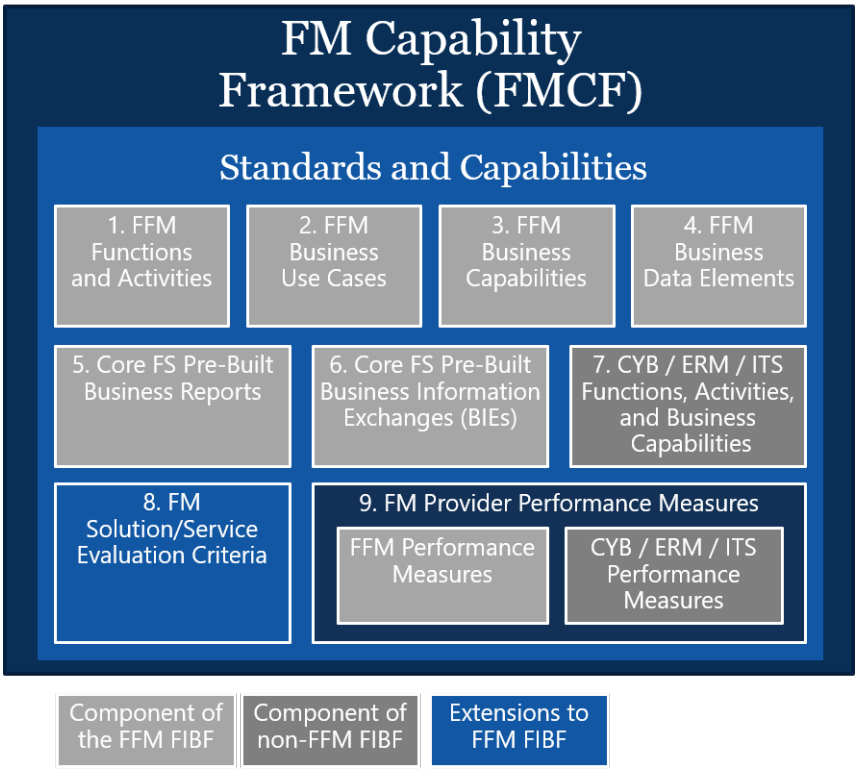
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Introduction

The Federal Integrated Business Framework (FIBF) documents common business needs across agencies. The FIBF can be used to guide performance and investment discussions as well as for acquiring and implementing government-wide solutions. Business Use Cases are one component of the FIBF.

The Financial Management Capability Framework (FMCF) is the foundation for all offerings in the Financial Management (FM) Marketplace. The Federal Financial Management (FFM) Business Use Cases are one component of the FMCF. Refer to the Guide to the FM Marketplace for a description of each FMCF component and how the components relate to each other.

The Federal Financial Management Improvement Act of 1996, Pub. L. 104-208 (31 U.S.C. 3512 note) (FFMIA) requires federal agencies to implement and maintain financial management systems that substantially comply with federal financial management system requirements (FFMSR), applicable federal accounting standards, and the U.S. Standard General Ledger at the transaction level. OMB Circular No. A-123, Appendix D, Management of Financial Management Systems - Risk and Compliance, describes Treasury as the lead agency for FFM standards and responsible for maintaining the FFMSR in its business capability framework. The FFM Business Use Cases are one component of the FFMSR.



Purpose

FFM business use cases reflect the business processes that an agency should follow in the financial management community. References in the FFM Business Use Cases to an "agency" or "federal agency" should be interpreted as applicable to other types of federal government organizations as well (i.e., applicable to any type of "federal entity").

The FFM Business Use Case Library provides agencies with a resource for:

- Improving federal financial management workflow and process efficiency
- Evaluating impacts to federal financial management business processes due to changes in legislation, regulation, guidance, and procedures
- Evaluating federal financial management services/solutions during acquisition and implementation.
- Training and development of the federal financial management workforce
- Evaluating the sequential steps, or events, needed to perform a process where the responsibility for a successful outcome is shared with another Functional Area
- Refining roles and responsibilities among agency finance, program, and other supporting function offices.

The FFM Business Use Case Library consists of this overview document and a series of documents containing the business use cases. Each business use case document contains the use cases for one end-to-end business process.

This overview document provides the framework for understanding and using the business use cases. It contains an introduction to the key components of the business use cases, an inventory of the available FFM business use cases, and examples of how the FFM business use cases may be combined and sequenced in typical agency operations. Reference information on the terminology used in this library, which is applicable to cross-Functional Area (a.k.a. Line of Business) communications, is provided in Appendix A: Description of Terms.

Framework for Federal Financial Management Use Cases

This section describes the framework used for constructing the use cases. Use cases are constructed of scenarios and organized by end-to-end process. They show activities performed by other Functional Areas. They are cross-referenced to the FFM Functions and Activities.

Functional Area, Function, and Activity

Program offices in an agency need various administrative and support systems, procedures, and personnel to deliver on their program missions. The term "Functional Area" is used to describe the systems, procedures, and personnel that accomplish the necessary end-to-end business processes.

Federal Financial Management (FFM) is a Functional Area. Other functional areas include Budget Formulation (BFM), Acquisition (ACQ), Personal Property Management (PPM), Personal Property

Management (PPM), Real Property Management (RPM), Human Capital Management (HCM), Grants Management (GRM), Loans Management (LNM), Travel, Relocation, and Transportation Management (TRT), and Sales Order and Fulfillment Management (SFM).

A "Function" is a further breakdown of a Functional Area into categories of services provided to service customers. Examples of FFM Functions are Budget Execution, Payable Management, and General Ledger Management.

Within a Function, "Activities" are the processes that provide identifiable outputs or outcomes to service customers. Examples in the area of Payable Management are Payee Setup and Maintenance, Payment Processing, and Payment Disbursement. Figure 1 provides an example of the Functional Area, Functions, and Activities concept.

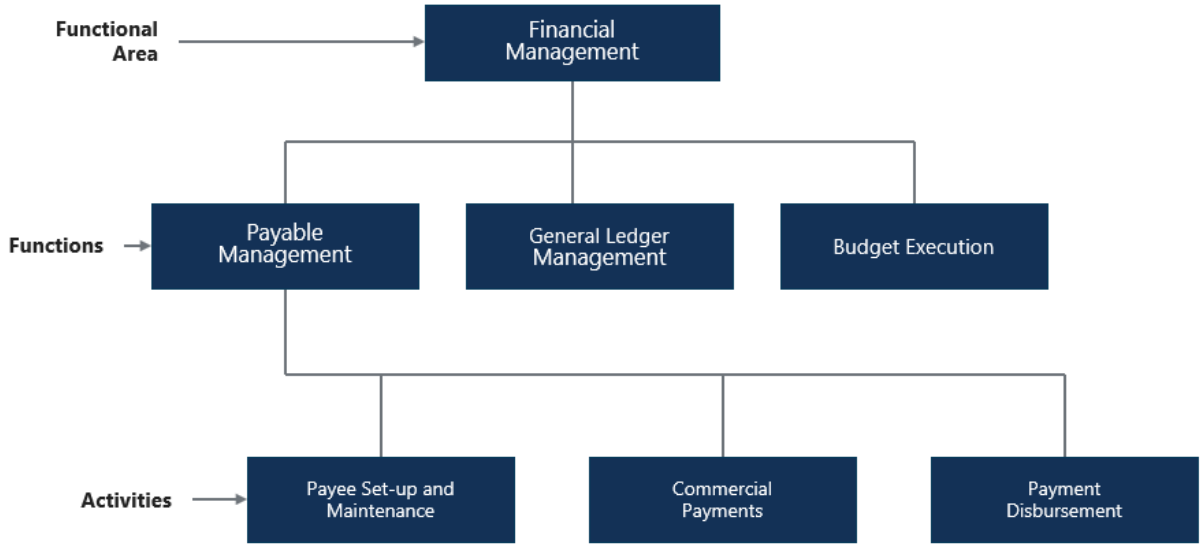


Figure 1: Example Functional Area, Functions, and Activities

A complete list of the FFM Functions and Activities is provided in the document "Federal Financial Management (FFM) Functions and Activities".

Most of the end-to-end business processes require integration across multiple Functional Areas with their Functions and Activities to achieve the business outcome. In addition to Federal Financial Management, the other Functional Areas contributing to the completion of each end-to-end business process are identified in Table 1: FFM Business Use Case List.

End-to-End Business Processes

Eleven end-to-end business processes with an FFM intersection have been identified and agreed upon for government-wide use. An end-to-end business process identifies a start-to-finish outcome for operational transactions and financial reporting. The end-to-end business process provides the context for executing financial management services. Examples of end-to-end processes are Procure-to-Pay and Agree-to-Reimburse. The full list of end-to-end processes is shown in Figure 3 below.

Business Scenarios

Business scenarios identify differing situations or conditions that occur when executing an end- to-end business process and reflect the scope and complexity of federal government agency missions. Business scenarios also define various business conditions that would cause the FFM solution functionality to be exercised in a different order or with different business information. For example, the Procure-to-Pay business scenario for a complex software system is different than for a purchase card.

Business scenarios are categorized into levels of commonality across federal agencies as follows:

- **Level 1 (L1):** Affects most federal agencies and/or impacts a large transaction volume and/or dollar value within the federal government
- **Level 2 (L2):** Affects multiple federal agencies and/or requires some specialized processing from the service customer or auditor perspective
- **Level 3 (L3):** Affects a few federal agencies and requires unique processing, mandated by legislation or regulation.

Business Use Cases

Business use cases represent typical processing that occurs in federal business operations. Business use cases are formed by combining business scenarios that could occur together within an end-to-end business process. For example, use case 040.FFM.L2.02 Four-Way Match includes scenarios for four-way matching of accounts payable invoices and Prompt Payment Act calculations.

Each business use case is assigned an identifier that provides information about the use case. The business use case identifier includes information about the key underlying components. The notation for a business use case identifier is shown in Figure 2 below:

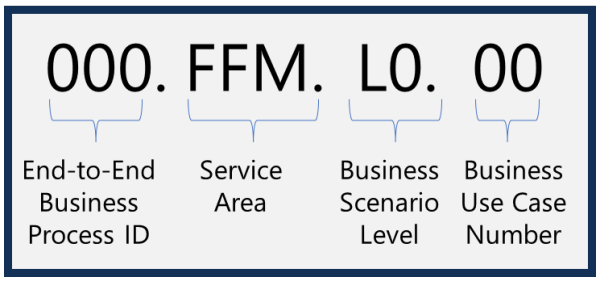


Figure 2: Business Use Case Identifier Notation

Each business use case provides detail on the following:

- interactions between FFM and other Functional Areas
- business events to be accomplished by both FFM and other Functional Areas
- business information expected to be received, processed, and/or provided.

Business use cases are agnostic as to whether the events in the business use case are automated, semi-automated, or manually accomplished. This allows an agency using the use cases to make the best decisions about where automation is most beneficial.

Inventory of Federal Financial Management Business Use Cases and Scenarios

Table 1 presents an inventory of the FFM Business Use Cases, their associated Business Scenarios, and contributing Functional Areas.

Table 1: FFM Business Use Case List

End-to-End Business Process	Business Use Case	Associated Business Scenario
010 Budget Formulation-to-Execution Functional Areas: Budget Formulation (BFM) Financial Mgmt (FFM)	010.FFM.L1.01 Budget Authority Set Up	• Funds Controlled at the Appropriation, Apportionment, Allotment, Suballotment, Allocation, and Suballocation Levels • Funds Control Structure Based on Organization, Program, Project, Activity, and/or Object Class • Discretionary Appropriated Funds • Single Year, Multi-Year, and No-Year Appropriations • Project Allocation Exceeding Program Allotment
	010.FFM.L1.02 Spending Authority from Offsetting Collections (Reimbursables)	• Spending Authority from Offsetting Collections • Revolving Fund
	010.FFM.L1.03 Budget Authority Transfers	• Non-Expenditure Appropriation Transfers
	010.FFM.L1.04 Continuing Resolution	• Continuing Resolution
	010.FFM.L3.01 Special Authorities	• Borrowing Authority • Direct and Guaranteed Loan Programs • Contract Authority
020 Acquire-to-Dispose Functional Areas: Acquisition (ACQ)	020.FFM.L1.01 Purchased and Leased Equipment	• Acquiring Equipment • Leasing Equipment • Depreciation of Equipment • Disposing of Equipment

End-to-End Business Process	Business Use Case	Associated Business Scenario
Financial Mgmt (FFM) Personal Property Mgmt (PPM) Real Property Mgmt (RPM)	020.FFM.L1.02 Bulk Purchases	• Bulk Purchases • Transfers between Department Components
	020.FFM.L1.03 Bulk Purchase Immediately Distributed	• Bulk Purchase Immediately Distributed
	020.FFM.L2.01 Complex Systems	• Complex Systems • Work in Progress • General PP&E • Internal Use Software • Increase Life and Value of Asset • Enhancing an Asset
	020.FFM.L2.02 Leased Real Property	• Short-term Real Property Lease • Long-term Right-to-Use Real Property Lease
	020.FFM.L2.03 Real Property Construction, Rental, and Disposal	• Purchase and Improvement of Land • Building Construction in Progress and Completed • Rental to Federal Tenant • Lease to Non-Federal Tenant • Sale of Surplus Land and Building
	020.FFM.L3.01 Multi-use Heritage Asset Construction and Impairment	• Multi-use Heritage Asset • Structure • Construction in Progress • Capitalization of Labor Costs • Environmental Hazardous Substances on/in Property • Impairment • Construction in Abeyance
030 Request-to-Procure Functional Areas: Acquisition (ACQ) Financial Mgmt (FFM)	030.FFM.L1.01 Procurement Within a Single Fiscal Year	• Single Year Funds
	030.FFM.L1.02 Procurement During Continuing Resolution	• Procurement During a Continuing Resolution

End-to-End Business Process	Business Use Case	Associated Business Scenario
	030.FFM.L2.01 Procurement Across Fiscal Years Using Multi-Year Funds	• Multi-Year Funds • Multiple Funding Sources • Multiple Vendors on a Procurement Request
	030.FFM.L2.02 Single Award from Multiple Procurement Requests	• Single Award from Multiple Procurement Requests
040 Procure-to-Pay Functional Areas: Acquisition (ACQ) Financial Mgmt (FFM)	040.FFM.L1.01 Expenditures Within a Single Fiscal Year	• Invoice into FM Solution • Three-Way Match
	040.FFM.L1.02 Acquiring Services	• Acquiring Services • Discounted Early Payment
	040.FFM.L2.01 Expenditures Across Fiscal Years Using Multi-Year Funds with Invoicing Options	• Multi-Year Funds Expenditure • Multiple Funding Sources • Receiving Report Accrual • Credit Memo Due Agency Netted with Accounts Payable • Vendor Submits Paper Invoice to Program Office • Two-Way Matching • Progress Payment • Final Payment
	040.FFM.L2.02 Four-Way Match	• Four-Way Matching • Late Payment of Invoice with Prompt Payment Interest and Penalties
	040.FFM.L2.03 Purchase Card	• Purchase Card Purchase of Operating Materials and Supplies • No-way Match
	040.FFM.L2.04 Novation	• Novation

End-to-End Business Process	Business Use Case	Associated Business Scenario
050 Bill-to-Collect Functional Areas: Financial Mgmt (FFM) Acquisition (ACQ) Travel, Relocation, and Transportation Management (TRT)	050.FFM.L1.01 Vendor Refund Receivable Submitted to Treasury	• Individual Receivables • Receivable Managed by Treasury • Interest and Penalties • Repayment Plan
	050.FFM.L1.02 Travel Advance Overpayment Receivable	• Overpayment of Travel Advance
	050.FFM.L2.01 Delinquent Debt Processing	• Check Returned for Insufficient Funds • Delinquent Debt Referral to Treasury • Delinquent Debt Write-off
	050.FFM.L2.02 Aggregated Custodial Revenues	• Unbilled Collections • Aggregated Custodial Revenue • Interest, Penalties, and Administrative Fees
060 Record-to-Report Functional Areas: Financial Mgmt (FFM)	060.FFM.L1.01 Period End Adjustments and Reporting	• Audit Adjustments • Allowance for Uncollectable Amounts • Agency General Ledger Analysis • Reconciliation with Treasury • Budget Execution Reporting to OMB • Financial Reporting to Treasury
	060.FFM.L2.01 Consolidated Financial Statements	• Liabilities Not Covered by Budgetary Resources • Liabilities Arising from Non-Routine Events • Actuarial Liabilities • Intra-departmental Activity Eliminations • Consolidated Financial Statements
070 Agree-to-Reimburse Functional Area:	070.FFM.L1.01 Intragovernmental Buy/Sell Activity – Seller's Perspective	• Federal Agency Reimbursable Services • Commercial Third-Party Service Vendor • Federal Agency Incurred Costs Not Fully Recovered

End-to-End Business Process	Business Use Case	Associated Business Scenario
Financial Mgmt (FFM)	070.FFM.L1.02 Intragovernmental Buy/Sell Activity – Buyer's Perspective	• Federal Agency One-Time Reimbursable Services • Intragovernmental Advance on Performance • Intragovernmental Performance Adjustment
	070.FFM.L1.03 Streamlined Intragovernmental Buy/Sell Activity – Seller's Perspective	• Federal Agency Reimbursable Services • Streamlined Intragovernmental Buy/Sell Activity
	070.FFM.L3.01 Reimbursable Services for a Non-Federal Government Entity	• Payment in Advance • Excess Advance Payment
080 Apply-to-Perform (Grants Mgmt) Functional Areas: Financial Mgmt (FFM) Grants Mgmt (GRM)	080.FFM.L1.01 Grants Paid Through Payment Processing Service	• Allocation of Grant Funds • Commitment of Grant Funds • Advance Payment • Grant Payment Processing Service • Administrative Grant Closeout
	080.FFM.L2.01 Grants Paid Through Financial Management System	• Allocation of Grant Funds • Commitment of Grant Funds • Accrual for Grant Payment Liability • Reimbursement Payment • Grant Overpayment and Disbursement Offset • Administrative Grant Closeout
090 Hire-to-Retire Functional Areas: Financial Mgmt (FFM) Human Capital Mgmt (HCM)	090.FFM.L1.01 Post Payroll	• Domestic Payroll Provider • Payroll Accrual • Employee Receivable Originating Outside of HR

End-to-End Business Process	Business Use Case	Associated Business Scenario
100 Book-to-Reimburse Functional Areas: Financial Mgmt (FFM) Human Capital Mgmt (HCM) Travel, Relocation, and Transportation Management (TRT)	100.FFM.L1.01 Temporary Duty (TDY) Travel	• TDY Travel with Travel Advance • Individually Billed Account (IBA) Government-Issued Travel Card • Split Disbursement • De Minimis Receivable Write-off
	100.FFM.L2.01 Permanent Change of Station	• Relocation • Advance on Account • Supplemental PCS Voucher
	100.FFM.L3.01 Travel Sponsored by Non-Federal Source	• Travel Sponsored by Non-Federal Source • Non-Federal Source Payment In-Kind
110 Apply-to-Repay Functional Areas: Financial Mgmt (FFM) Loans Mgmt (LNM)	110.FFM.L2.01 Federal Government Direct Loans Subject to Credit Reform	• Disbursement of a Loan • Establishment of Principal Receivable • Interest Accrual • Collection of Interest and Principal
	110.FFM.L2.02 Federal Government Guaranteed Loans Subject to Credit Reform	• Aggregated Loan Portfolio • Default on Government Guaranteed Loan
120 Apply-to-Receive Benefits	120.FFM.L2.01 Government Benefit Payments and Check Cancellations	• Federal Government Benefit Payments (Electronic and Check) • Payee Payment Risk Indications and Override • Payments Screened and Not Disbursed • Available Check Cancellation (ACC) • Unavailable Check Cancellation (UCC) • Check Limited Payability Cancellation (LPC)

Change Log

The table below lists the FFM Business Use Cases that have changes. Refer to the individual FFM Business Use Case documents for a summary of the changes and rationale.

Table 2: Change Log

End-to-End Business Process	Business Use Case(s)	Release

Business Use Case Overview	• Modified Apply-to-Receive Benefits End-to-End Business Process
	• Modified Business Use Case Demonstration Thread Names and Content:
	  • Thread 7: Grant Disbursements
	  • Thread 25: Mult-use Heritage Asset, Construction and Impairment
		September 2026

010 Budget Formulation-to-Execution	Modified • 010.FFM.L1.01 Budget Authority Set-up • 010.FFM.L1.02 Spending Authority from Offsetting Collections (Reimbursables) • 010.FFM.L1.04 Continuing Resolution • 010.FFM.L3.01 Special Authorities	
020 Acquire-to-Dispose	• Modified 020.FFM.L2.03 Real Property Construction, Rental, and Disposal • Modified 020.FFM.L3.01 Multi-use Heritage Asset Construction and Impairment	
030 Request-to-Procure	No modifications	
040 Procure-to-Pay	No modifications	
050 Bill-to-Collect	Modified • 050.FFM.L1.01 Vendor Refund Receivable Submitted to Treasury	
060 Record-to-Report	• Modified 060.FFM.L1.01 Period End Adjustments and Reporting	

End-to-End Business Process	Business Use Case(s)	Release
070 Agree-to-Reimburse	Modified • 070.FFM.L1.01 Intragovernmental Buy/Sell Activity – Seller's Perspective • 070.FFM.L1.02 Intragovernmental Buy/Sell Activity – Buyer's Perspective • 070.FFM.L3.01 Reimbursable Services for a Non-Federal Government Entity Added • 070.FFM.L1.03 Streamlined Intragovernmental Buy/Sell Activity – Seller's Perspective	
080 Apply-to-Perform	• Added 080.FFM.L1.01 Grants Paid Through Payment Processing Service • Added 080.FFM.L2.01 Grants Paid Through Financial Management System • Removed 080.FFM.L1.01 Grants with Accrual and Offset • Removed 080.FFM.L2.03 Administrative Grant Close Out	September 2026
090 Hire-to-Retire	No modifications	
100 Book-to-Reimburse	Modified • 100.FFM.L1.01 Temporary Duty (TDY) Travel • 100.FFM.L2.01 Permanent Change of Station • 100.FFM.L3.01 Travel Sponsored by Non-Federal Source	
110 Apply-to-Repay	No modifications	
120 Apply-to-Receive Benefits	Modified • 120.FFM.L2.01 Government Benefit Payments and Check Cancellations	September 2026

Federal Financial Management Business Use Case Demonstration Threads

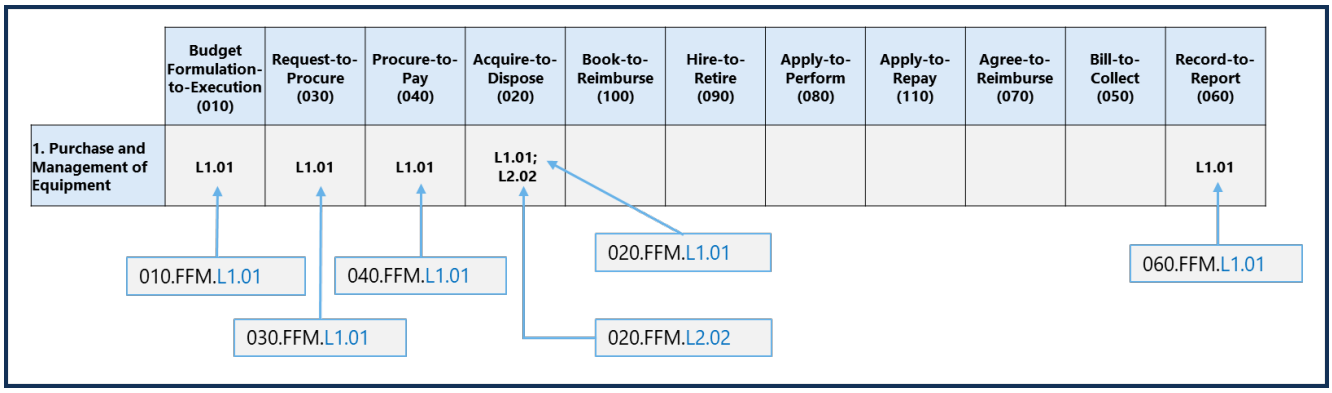
The business use cases can be organized into demonstration threads, or story lines, which reflect the sequence of events involved in typical FFM operations. Each business use case contains a synopsis and

assumptions that imply dependencies among the business use cases. Based on these dependencies, business use cases can be organized into a use case demonstration thread.

Alternative sequences for demonstrating the FFM business use cases can be created by combining the business use cases in a different order and/or using a subset of the business use cases.

FFM business use case demonstration threads usually begin with the Budget Formulation-to- Execution Business Process and end with the Record-to-Report Business Process. The other business processes may or may not be represented in a demonstration thread, depending on the specific circumstances of the thread.

Figure 3 provides an inventory of the FFM business use case demonstration threads and shows the use cases that are involved in each thread. Figure 3 also provides a suggested order for executing the demonstration threads, although there are other possible orders. An abbreviated notation for each business use case is included in the figure as illustrated in the box below. Each cell contains the business scenario level and the use case number for the individual use case. The End-to-End Business Process number is taken from the column heading.



		End-to-End Process											
		Budget Formulation-to-Execution (010)	Request-to-Procure (030)	Procure-to-Pay (040	Acquire-to-Dispose (020)	Book-to-Reimburse (100)	Hire-to-Retire (090)	Apply-to-Perform (080)	Apply-to-Repay (110)	Agree-to-Reimburse (070)	Bill-to-Collect (050)	Record-to-Report (060)	Apply-to-Receive Benefits (120)
Use Case Demonstration Thread	1. Purchased and Leased Assets	L1.01	L1.01	L1.01	L1.01; L2.02							L1.01	
	2. Real Property Construction, Rental, and Disposal	L1.01			L2.03							L1.01	
	3. Bulk Purchase of Office Equipment	L1.01	L1.01	L1.01	L1.02							L1.01	
	4. Complex Systems Including Software and Hardware	L1.01	L2.01	L2.01	L2.01							L1.01	
	5. Combined Procurement Requests	L1.01	L2.02	L2.02								L1.01	
	6. Purchase Card	L1.01		L2.03								L1.01	
	7. Grant Disbursements	L1.01						L1.01; L2.01				L1.01	
	8. Temporary Duty (TDY) Travel	L1.01				L1.01						L1.01	
	9. Relocation	L1.01				L2.01					L1.02	L1.01	
	10. Payroll	L1.01					L1.01					L1.01	
	11. Direct Loan	L1.01; L3.01							L2.01			L1.01	
	12. Guaranteed Loan	L1.01; L3.01							L2.02			L1.01	
	13. Intragovernmental Buy/Sell Activity	L1.02		L1.02			L1.01			L1.01, L1.02		L1.01	
	14. Streamlined Intragovernmental Buy/Sell Activity	L1.02								L1.03		L1.01	
	15. Vendor Refund Receivable	L1.01	L1.01	L1.01							L1.01		
	16. Government Sale of Pre-paid Goods										L2.01	L1.01	
	17. Budget Authority Transfers	L1.01; L1.03										L1.01	
	18. Financial Accruals and Reporting											L1.01; L2.01	
	19. Procurement During a Continuing Resolution (CR)	L1.04	L1.02									L1.01	
	20. Bulk Purchases Immediately Distributed	L1.01	L1.01	L1.01	L1.03							L1.01	
	21. Travel Sponsored by Non-Federal Source	L1.01				L3.01						L1.01	
	22. Reimbursable Services for a Non-Federal Government Entity	L1.02								L3.01		L1.01	
	23. Aggregated Custodial Revenues										L2.02	L1.01	
	24. Novation	L1.01	L2.01	L2.01; L2.04								L1.01	
	25. Multi-use Heritage Asset Construction and Impairment	L1.01			L3.01							L1.01	
	26. Intragovernmental Agreement for Services with Advance Payment	L1.02								L1.02		L1.01	
	27. Government Benefit Payments	L1.01										L1.01	L2.01

Figure 3: Use Case Demonstration Threads and End-to-End Business Processes

Use Case Demonstration Threads

A summary of each FFM use case demonstration thread is provided below along with the list of relevant business scenarios included in each business use case.

1. Purchased and Leased Assets – An agency purchases equipment for a program and later replaces it with leased equipment. In this thread, the agency records its budget into the FM solution (010.FFM.L1.01), acquires the equipment (030.FFM.L1.01), receives and pays for the equipment (040.FFM.L1.01), then places the items into service; subsequently, the agency retires the equipment (020.FFM.L1.01). Concurrently for the same program, the agency leases office space on a short-term basis for the program start-up and then completes a long-term right-to-use lease for on-going office space needs (020.FFM.L2.02).

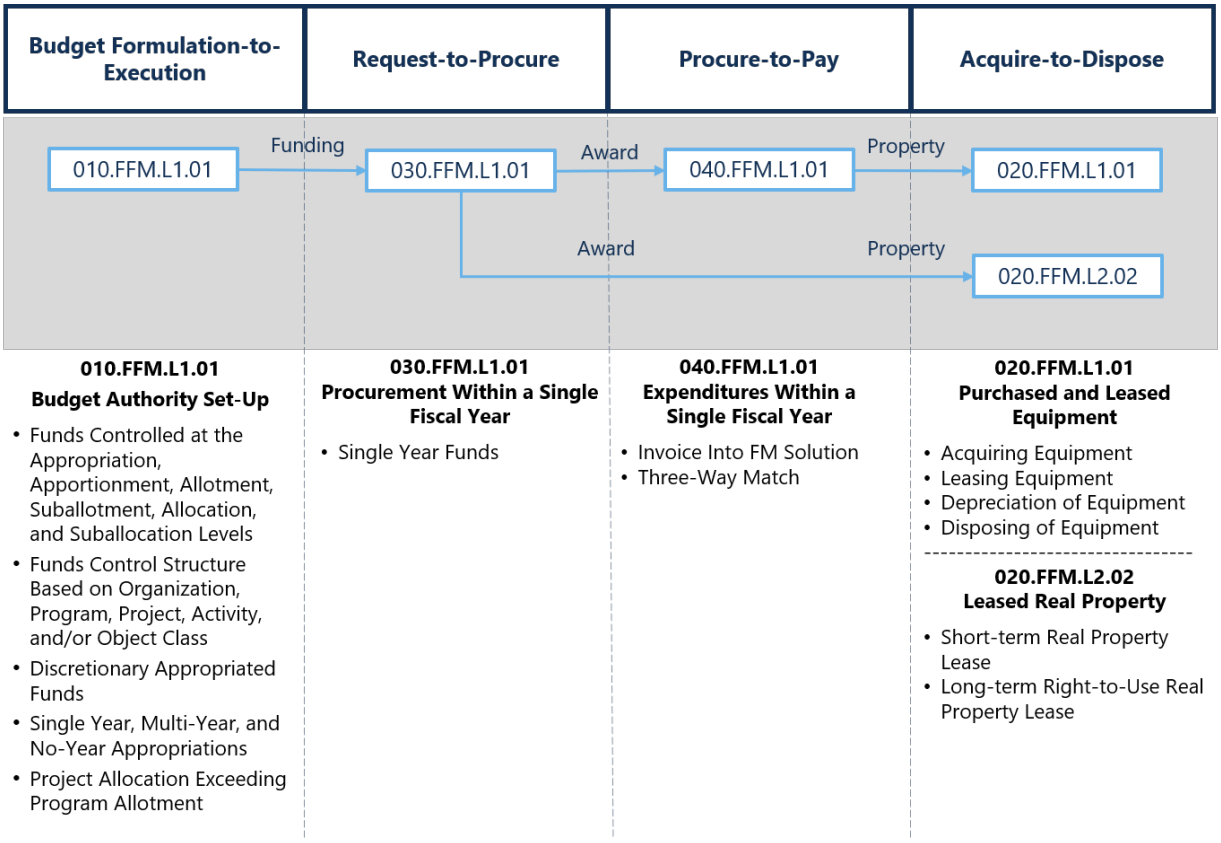


Figure 4: 1. Purchased and Leased Assets Summary

2. Real Property Construction, Rental, and Disposal – Land, land improvements and a multi-use facility are acquired, put into service, and subsequently sold. In this thread, the agency records its budget into the FM solution (010.FFM.L1.01). The agency acquires land, installs infrastructure improvements and constructs a multi-use facility on the property to support an existing program. The facility has capacity beyond that needed for the program; the agency rents part of the facility to another federal agency and leases another part of the facility to a non-federal entity. At the conclusion of the program, the land and building are sold to a non-federal entity (020.FFM.L2.03).

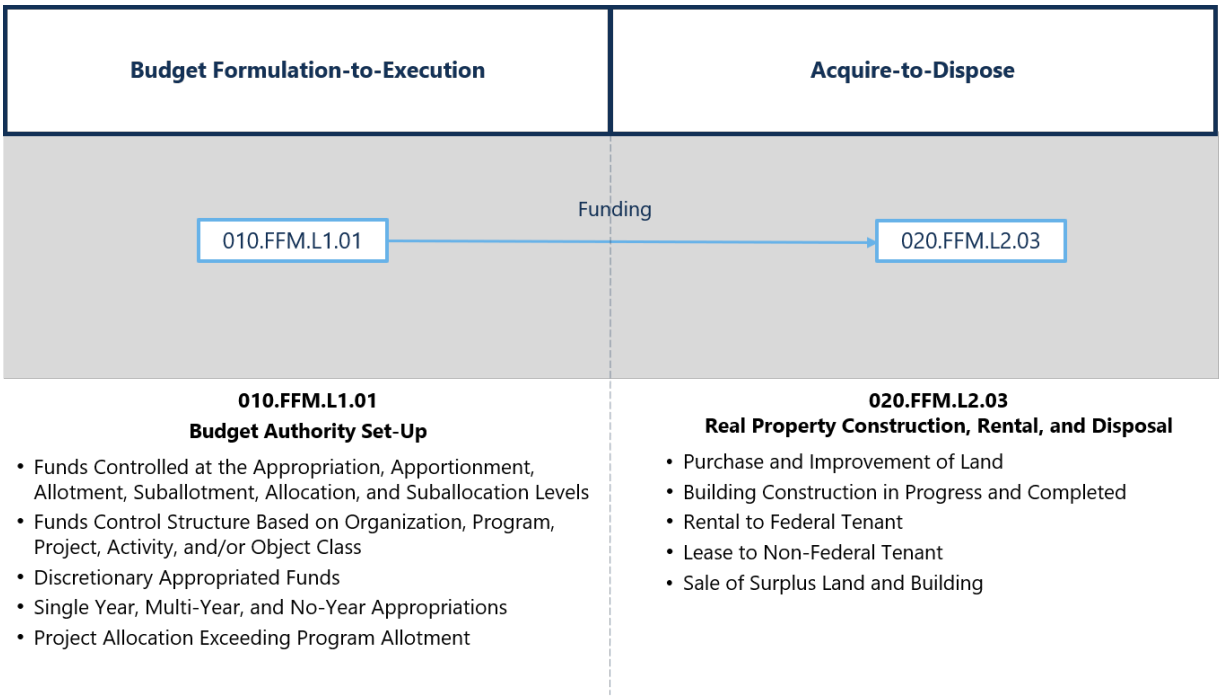


Figure 5: 2. Real Property Construction, Rental, and Disposal Summary

3. Bulk Purchase of Office Equipment – An agency purchases office equipment in bulk and distributes it to offices as needed. In this thread, the agency records its budget into the FM solution (010.FFM.L1.01), acquires the equipment (030.FFM.L1.01), receives and pays for the equipment (040.FFM.L1.01), and manages the warehousing and distribution of the equipment (020.FFM.L1.02).

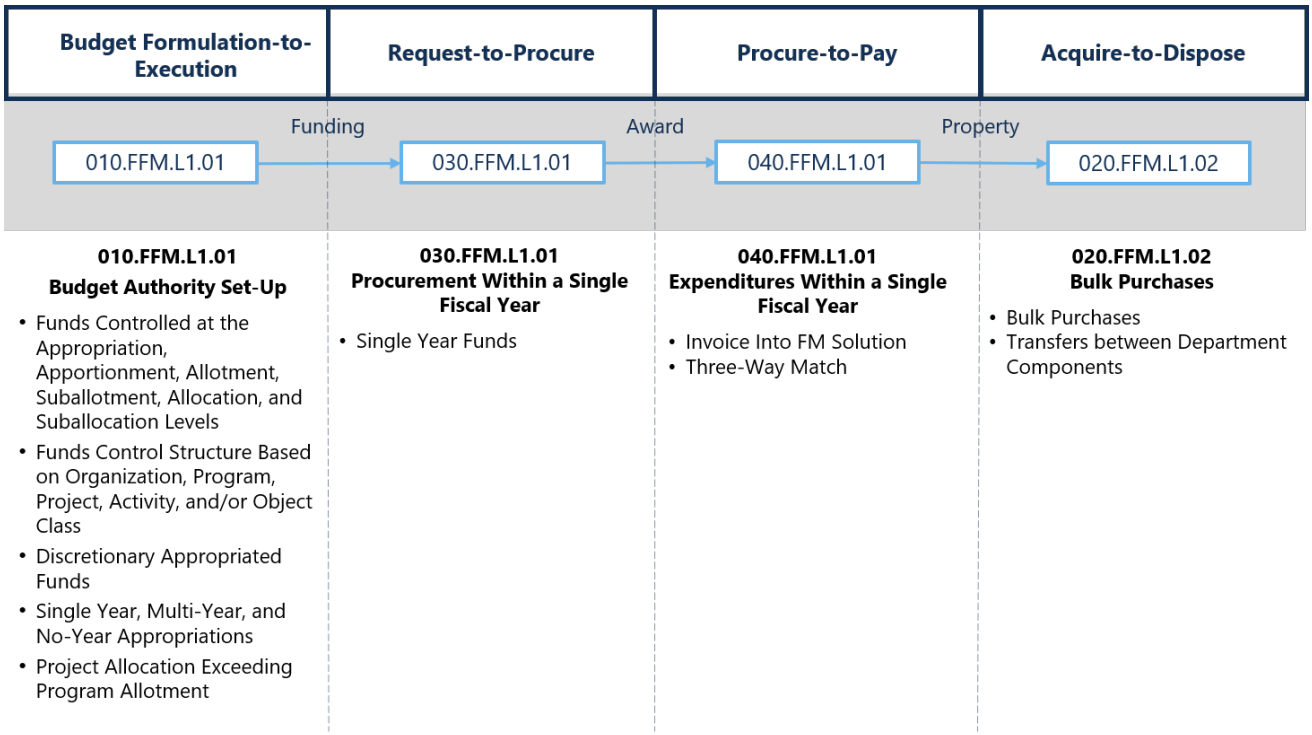


Figure 6: 3. Bulk Purchase of Office Equipment Summary

4. Complex Systems Including Software and Hardware – An agency is managing the construction of a complex system including hardware and software components using multiple vendors over two fiscal years. In this thread, the agency records its budget into the FM solution (010.FFM.L1.01), begins the acquisition of the system using multi-year funds from multiple vendors (030.FFM.L2.01), receives, accepts, and pays for the system components (040.FFM.L2.01), and enhances the property and manages the lifecycle of the in-progress system (020.FFM.L2.01).

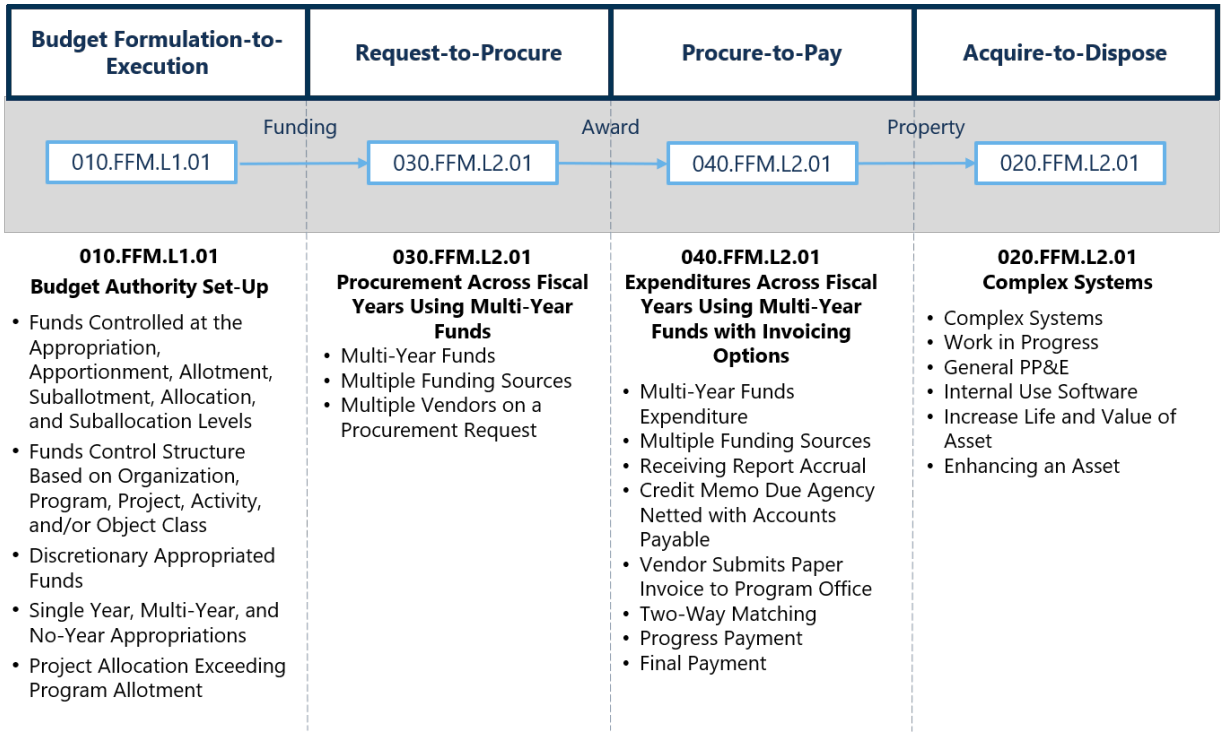


Figure 7: 4. Complex Systems Including Software and Hardware Summary

5. Combined Procurement Requests – Multiple offices within an agency are acquiring substantially similar items (e.g., computer servers). In this thread, the agency records its budget into the FM solution (010.FFM.L1.01), consolidates and executes the procurement requests (030.FFM.L2.02), and then receives, accepts, and pays for the items (040.FFM.L2.02).

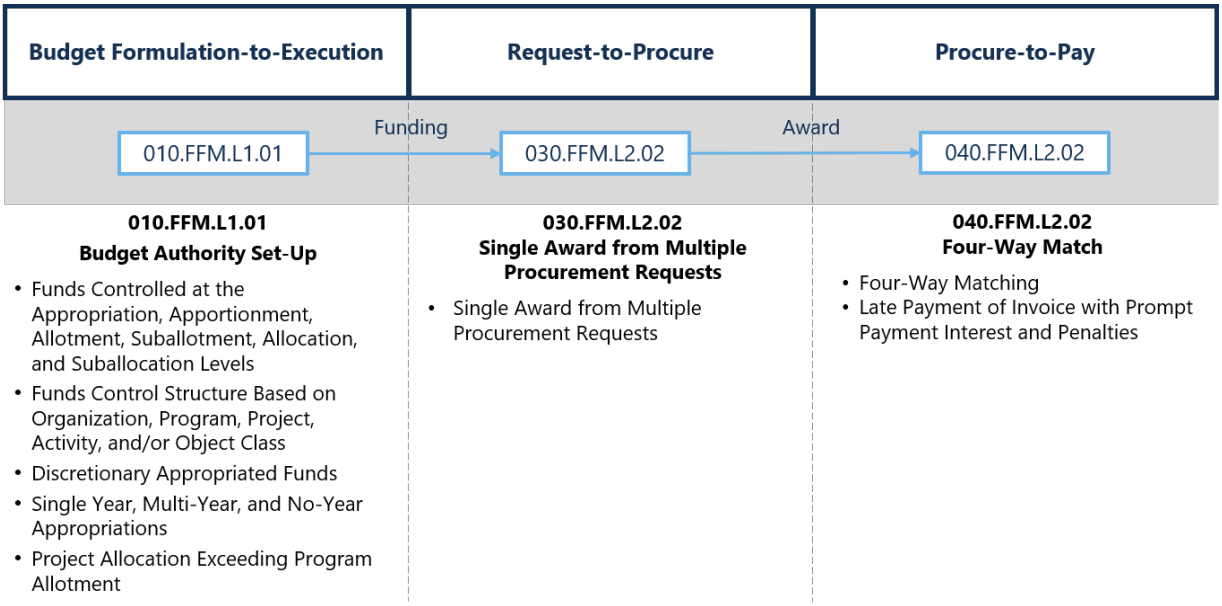


Figure 8: 5. Combined Procurement Requests Summary

6. Purchase Card – An agency uses a purchase card for qualified expenses. In this thread, the agency records its budget into the FM solution (010.FFM.L1.01). Two requests for items within the threshold of the purchase card are submitted and approved. The items are ordered by the Purchase Card Account Holder and delivered. The charge card account statement invoice is received and approved, and payment is made using default accounting information. Charge card charge information is reconciled with purchase card receipts and payment accounting information is updated (040.FFM.L2.03).

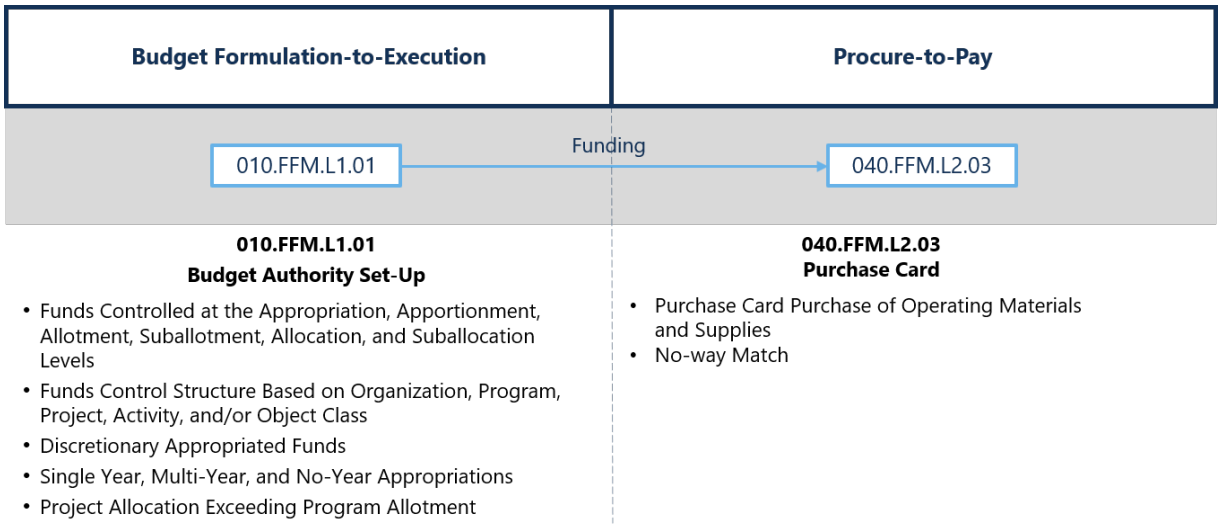


Figure 9: 6. Purchase Card Summary

7. Grant Disbursements – In this thread two agencies award grants and manage their grant payments through different processing methods. Both agencies record their spend plans in the FM solution (010.FFM.L1.01). The first agency allocates and commits its grant funding, provides an advance payment to the award recipient through a centralized payment processing service and administratively closes the grant (080.FFM.L1.01). The second agency allocates and commits its grants funding, records an accrual of liability, reimburses the award recipient through its financial management system, offsets a subsequent reimbursement due to a previous overpayment, and administratively closes the grant (080.FFM.L2.01).

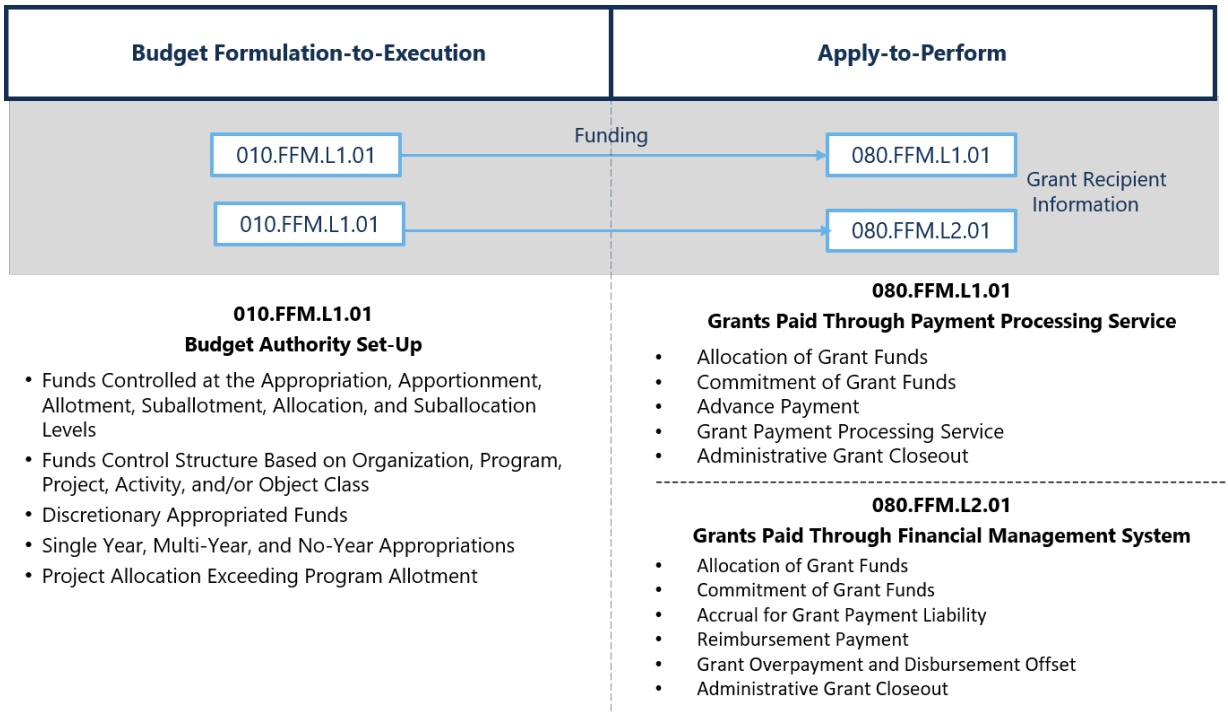


Figure 10: 7. Grant Disbursements Summary

8. Temporary Duty (TDY) Travel – An agency employee travels to a customer site to complete an assignment. This thread comprises the agency recording its budget into the FM solution (010.FFM.L1.01), the employee completing the travel and then submitting a voucher. The agency pays both the employee and the charge card issuer company (100.FFM.L1.01).

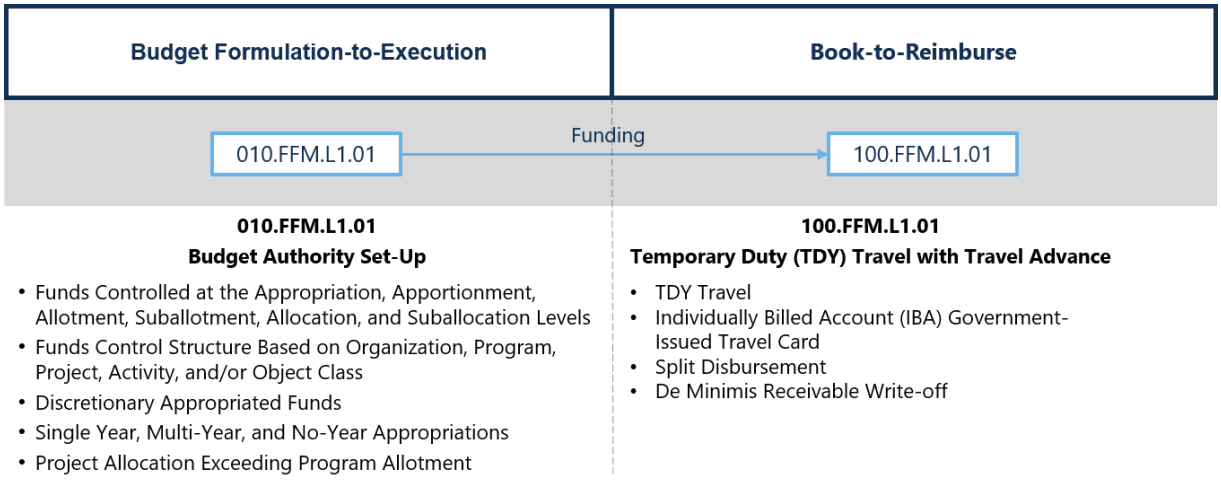


Figure 11: 8. Temporary Duty (TDY) Travel Summary

9. Relocation – An agency employee is permanently transferred to a different work location. In this thread, the agency records its budget into the FM solution (010.FFM.L1.01) and the employee arranges the travel, receives a travel advance, submits a travel voucher, and receives payment from the agency (100.FFM.L2.01). The travel advance was in excess of incurred travel expenses resulting in a travel advance overpayment receivable (050.FFM.L1.02).

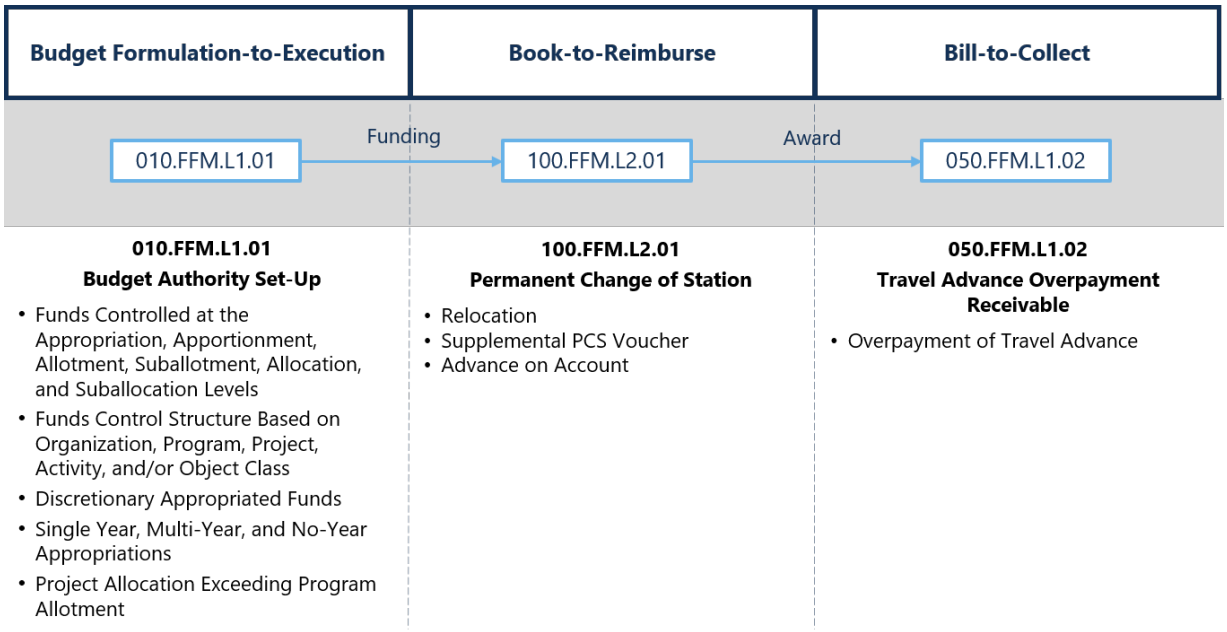


Figure 12: 9. Relocation Summary

10. Payroll – An agency which pays its domestic civilian staff on a bi-weekly basis is processing payroll for a pay period that will cross an accounting period threshold. In this thread, the agency records its budget into the FM solution (010.FFM.L1.01), then accrues payroll and benefit expenses in the closing period before receiving and posting actual payroll and benefit expense information in the next accounting period (090.FFM.L1.01).

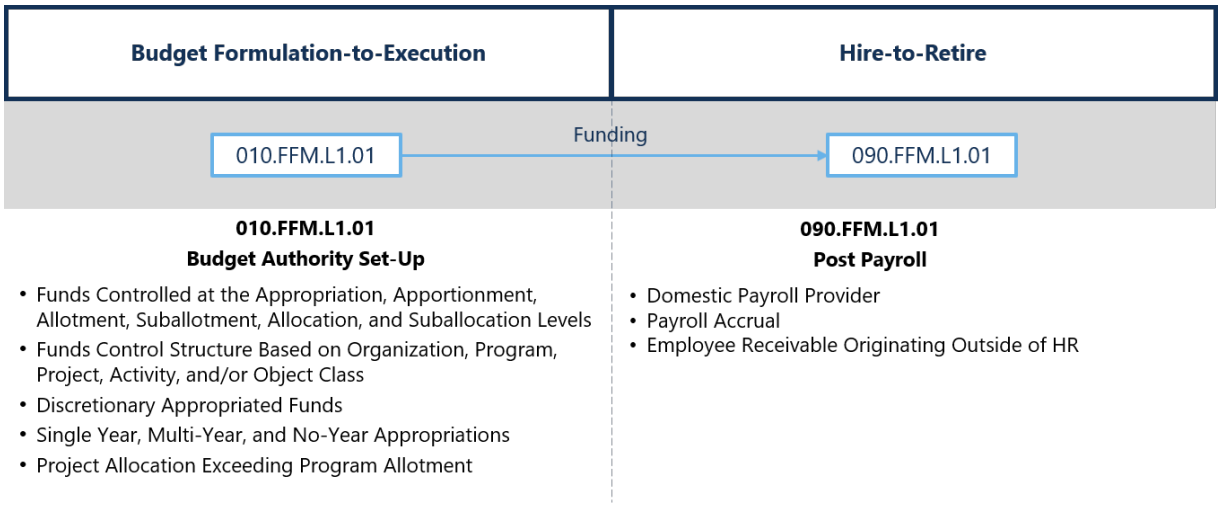


Figure 13: 10. Payroll Summary

11. Direct Loan – An agency manages a program which makes direct loans to the public. In this thread, the agency records its budget and its borrowing authority into the FM solution (010.FFM.L1.01, 010.FFM.L3.01), then closes, disburses, and collects payments on the direct loan (110.FFM.L2.01).

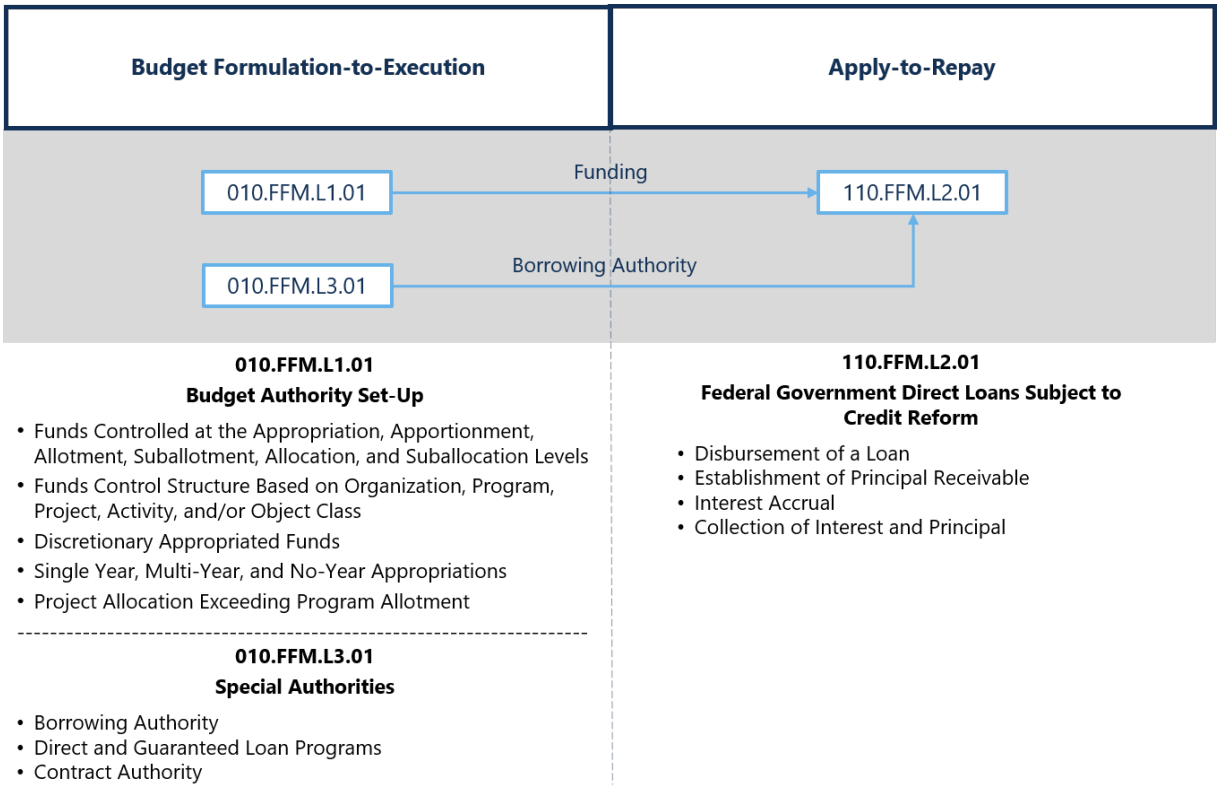


Figure 14: 11. Direct Loan Summary

12. Guaranteed Loan – An agency manages a program which guarantees third party loans to the public. In this thread, the agency records its budget and its borrowing authority into the FM solution (010.FFM.L1.01, 010.FFM.L3.01). The agency guarantees a loan which eventually defaults, is referred to Treasury for collection, and requires payment of the guarantee and collection from the borrower (110.FFM.L2.02).

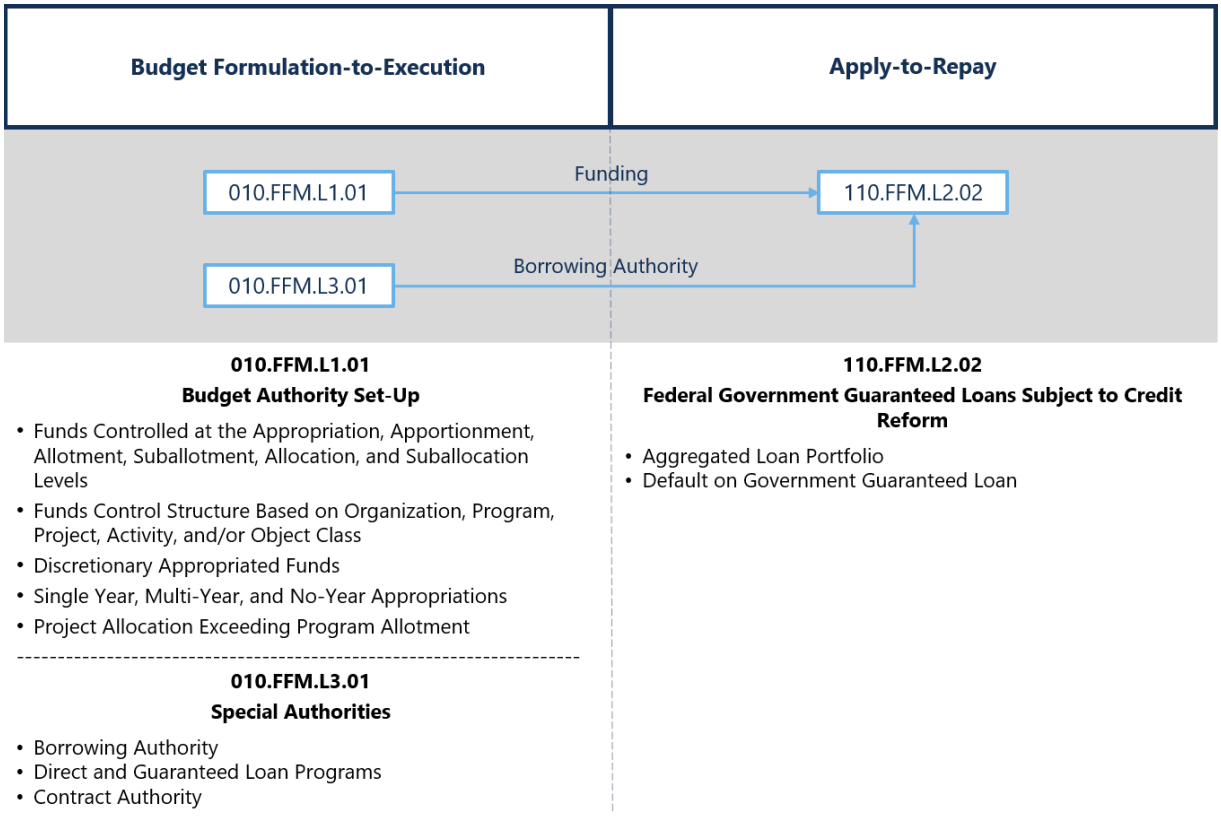


Figure 15: 12. Guaranteed Loan Summary

13. Intragovernmental Buy/Sell Activity – An agency performs reimbursable services for another agency under the Economy Act. In this thread, the agency records its spending authority from offsetting collections into the FM solution (010.FFM.L1.02) then performs the services for the federal requesting agency. The servicing agency accumulates costs from payroll (090.FFM.L1.01) and contractor resources (040.FFM.L1.02) and provides intragovernmental performance information. After acceptance of the services, an intragovernmental settlement is executed (070.FFM.L1.01 and 070.FFM.L1.02).

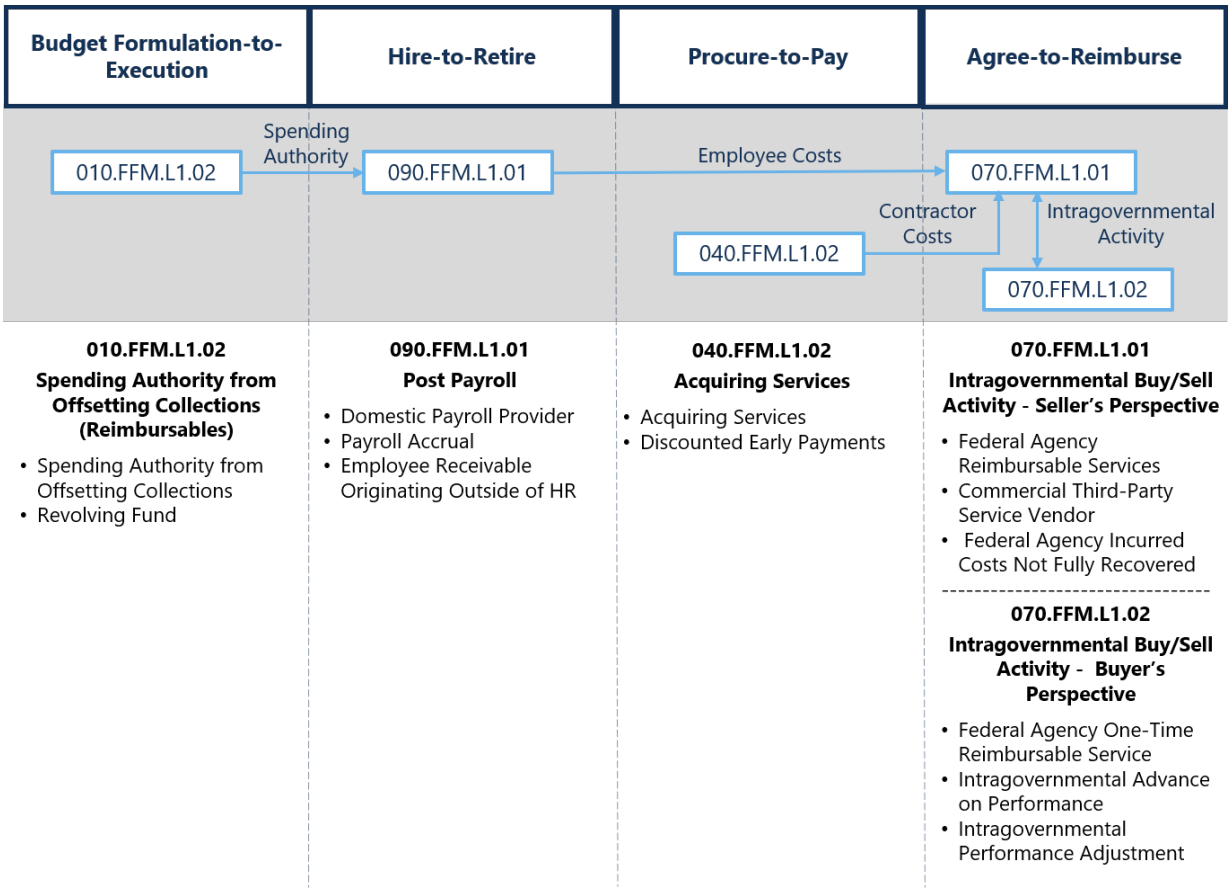


Figure 16: 13. Intragovernmental Buy/Sell Activity Summary

14. Streamlined Intragovernmental Buy/Sell Activity – An agency performs reimbursable personnel training services for another agency using the streamlined intragovernmental buy/sell process. In this thread, the agency records its spending authority from offsetting collections into the FM solution (010.FFM.L1.02) then establishes general terms and conditions for reimbursable services with the federal requesting agency. After providing the training services, streamlined intragovernmental order/performance information is provided by the federal servicing agency and the intragovernmental settlement is executed. (070.FFM.L1.03).

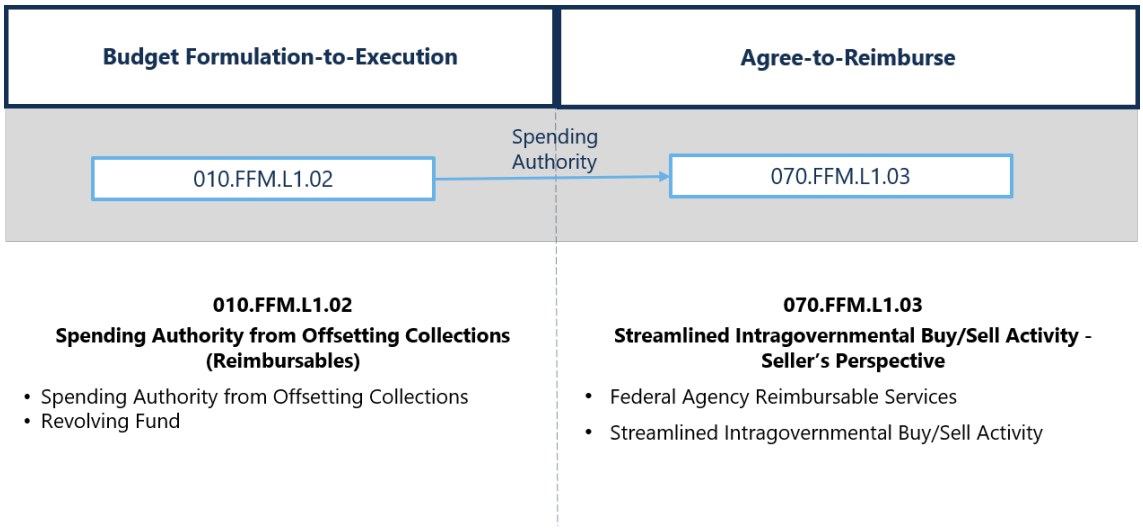


Figure 17: 14. Streamlined Intragovernmental Buy/Sell Activity Summary

15. Vendor Refund Receivable – In this thread, the agency records its budget into the FM solution (010.FFM.L1.01), orders goods from a vendor (030.FFM.L1.01), and receives a delivery of goods (040.FFM.L1.01). The goods are later found to be defective. The vendor does not issue a refund timely. A receivable is established and receivable debt information is provided to Treasury to manage the receivable. Interest and penalties are applied, and a repayment plan is established. (050.FFM.L1.01).

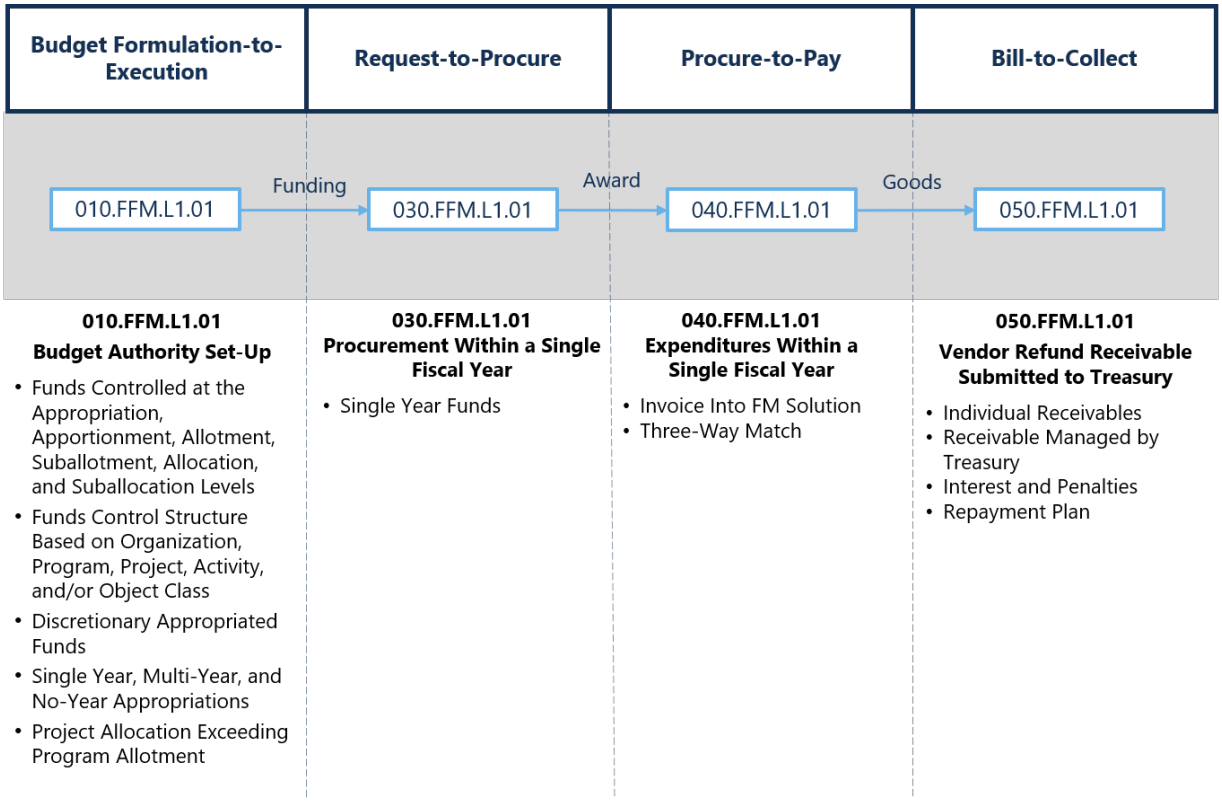


Figure 18: 15. Vendor Refund Receivable Summary

16. Government Sale of Pre-paid Goods – An agency sells goods on a pre-paid basis to the general public. In this thread, the agency performs the sale of a good to a customer. The customer's payment is returned for insufficient funds and a receivable is established. The delinquent debt is referred to Treasury (050.FFM.L2.01). The Treasury Report on Receivables (TROR) is generated and submitted to Treasury (060.FFM.L1.01).

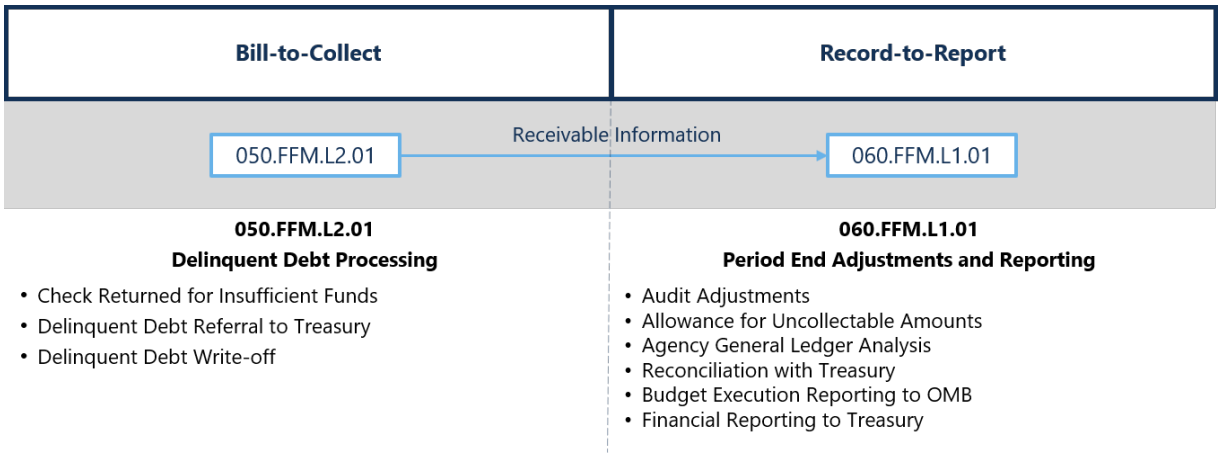


Figure 19: 16. Government Sale of Pre-paid Goods Summary

17. Budget Authority Transfers – An agency receives its budgetary authority and subsequently transfers authority to another agency and between agency programs. In this thread, the agency records its initial budget in the FM solution (010.FFM.L1.01). The agency then submits two non-expenditure appropriation transfer requests to Treasury Fiscal Service for review, certification, and approval to transfer authority to obligate. Both transfer requests are approved and recorded to adjust the agency's budget. (010.FFM.L1.03).

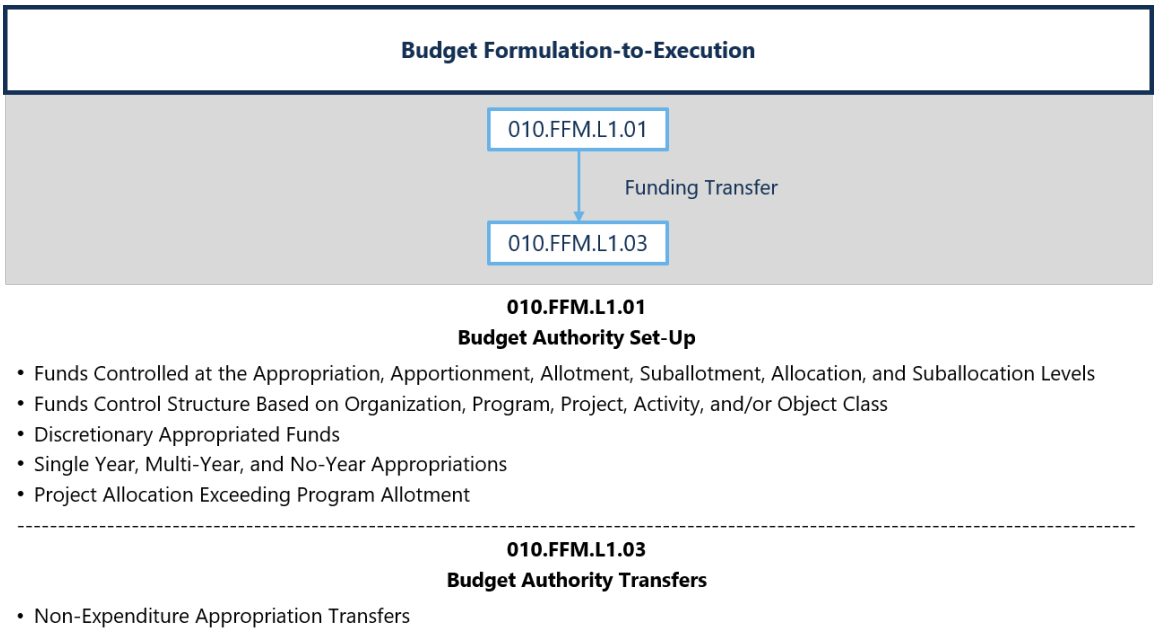


Figure 20: 17. Budget Authority Transfers Summary

18. Financial Accruals and Reporting – A Department with component agencies performs end-of-year adjustments and prepares its financial statements. This thread comprises the generation of financial statements for the constituent agencies, period end and other standard reports (060.FFM.L1.01), and the consolidation of financial statements for the Department (060.FFM.L2.01).

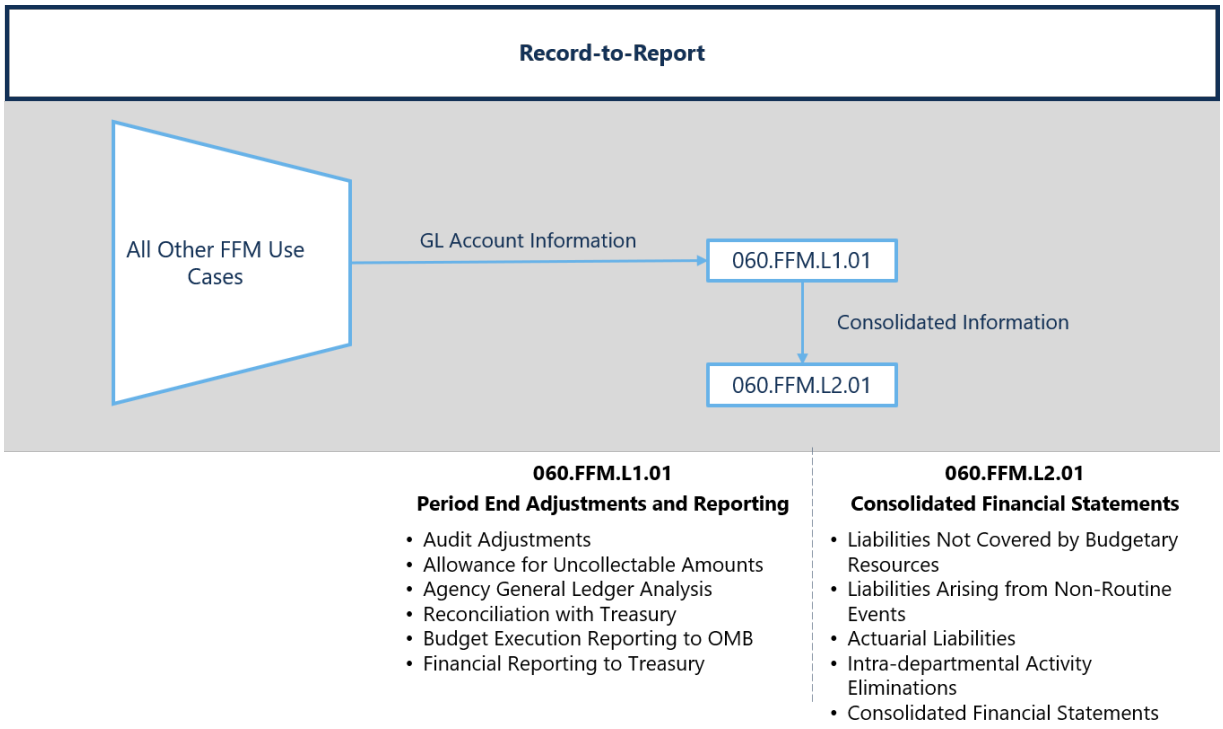


Figure 21: 18. Financial Accruals and Reporting Summary

19. Procurement During a Continuing Resolution (CR) - An agency requires procurement of critical services while operating during a continuing resolution. In this thread, an agency records its spending authorities from the Continuing Resolution (010.FFM.L1.04), procures the critical services (030.FFM.L1.02), and then records its approved appropriation.

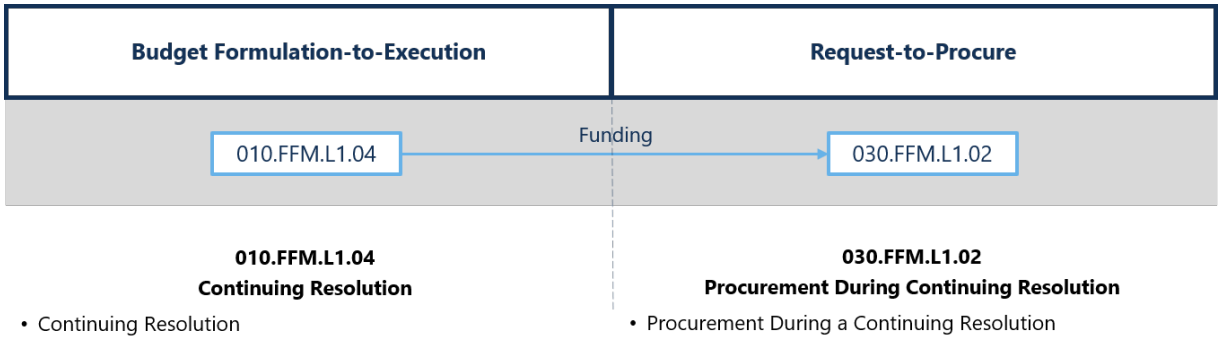


Figure 22: 19. Procurement During a Continuing Resolution (CR) Summary

20. Bulk Purchases Immediately Distributed - An agency purchases software for immediate distribution. In this thread, the agency records its budget into the FM solution (010.FFM.L1.01), acquires the software (030.FFM.L1.01), receives and pays for the software (040.FFM.L1.01), and manages the distribution of the software (020.FFM.L1.03).

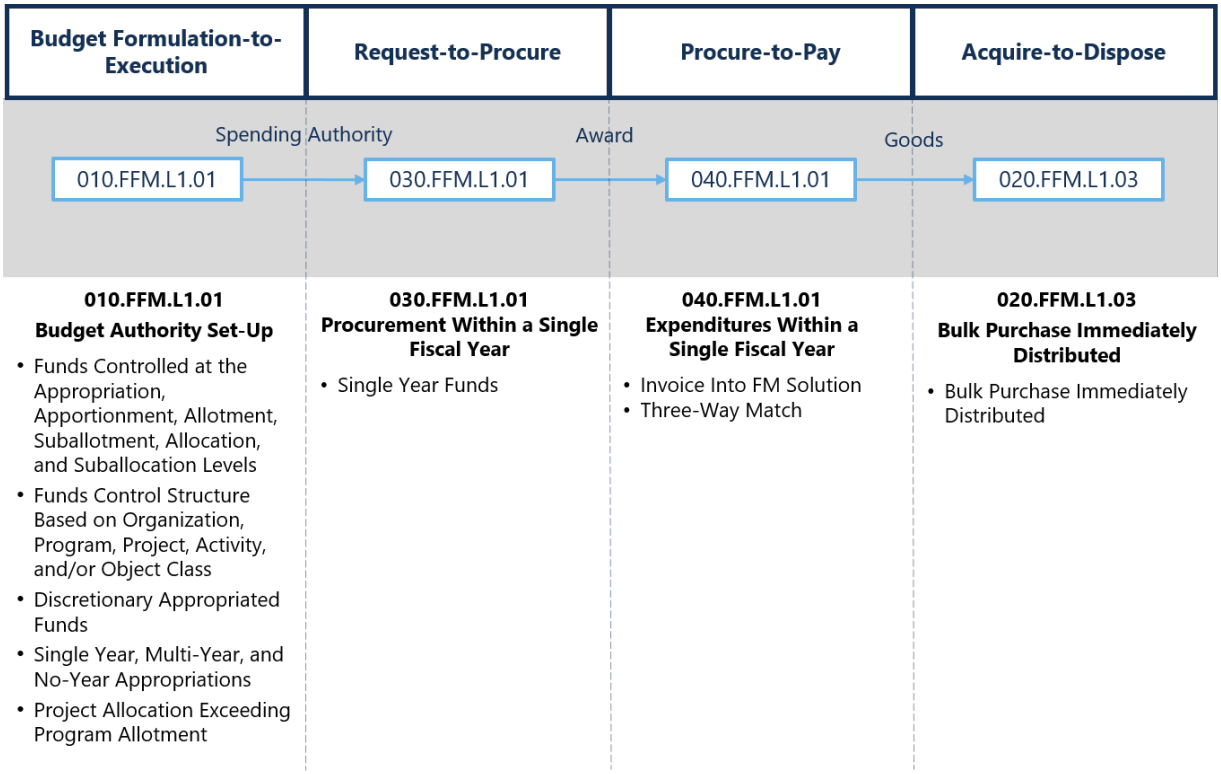


Figure 23: 20. Bulk Purchases Immediately Distributed Summary

21. Travel Sponsored by Non-Federal Source - A government employee travels with a portion of the costs sponsored by a non-Federal source. In this thread, an agency records its budget into the FM solution (010.FFM.L1.01), authorizes the employee travel, obligates the necessary funds, and issues the payment to the traveler and the charge card issuer company (100.FFM.L3.01).



Figure 24: 21. Travel Sponsored by Non-Federal Source Summary

22. Reimbursable Services for a Non-Federal Government Entity - An agency provides technical assistance services to a Foreign Government Agency. In this thread, approval for a revolving fund and associated budget authority is received by the agency. The agency allots budgetary resources to organizations to provide services (010.FFM.L1.02). A reimbursable work agreement and order are established, and the agency receives payment in advance. The technical assistance services end and a cost analysis determines the advance payment exceeds costs. Because the agency does not have any special authorities specifically stating that payments may be made to a non-Federal foreign entity, the excess advance payment funds are transferred to the General Fund of the U.S. Government (070.FFM.L3.01).

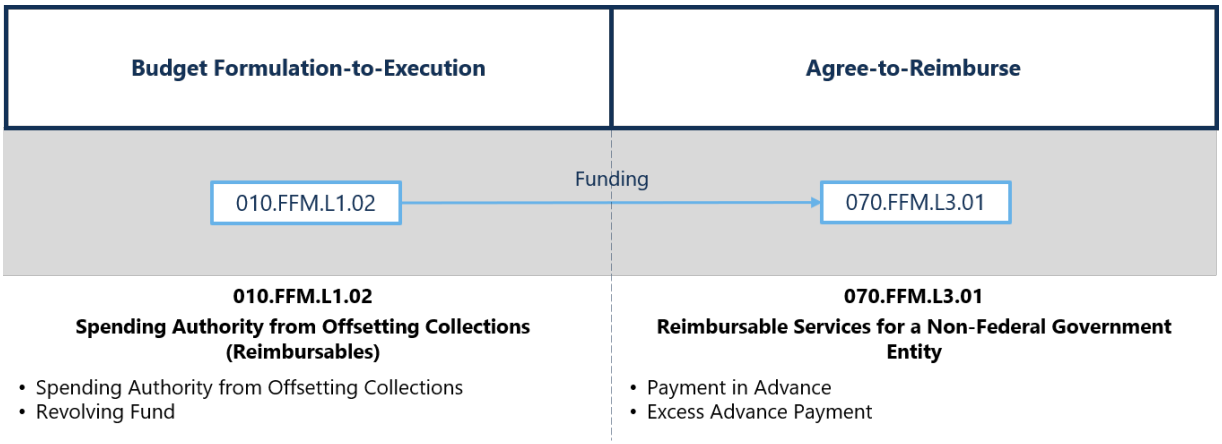


Figure 25: 22. Reimbursable Services for a Non-Federal Government Entity Summary

23. Aggregated Custodial Revenues - An agency receives revenue from activities of private sector entities on behalf of a custodial account. In this thread, an agency records aggregated revenue (050.FFM.L2.02). Custodial collections are reclassified to the Treasury General Fund during period end processing (060.FFM.L1.01).

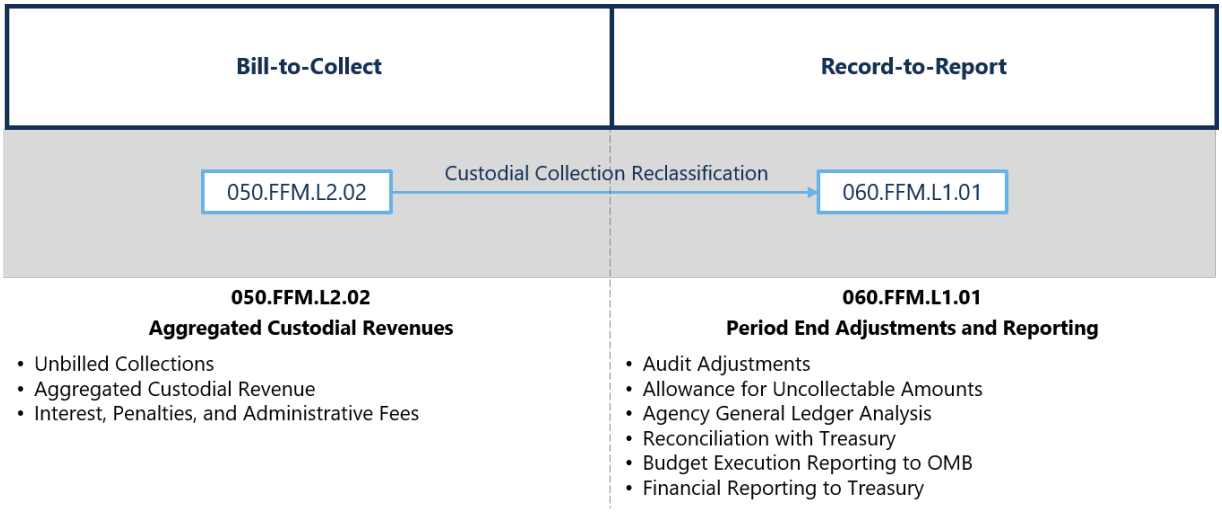


Figure 26: 23. Aggregated Custodial Revenues Summary

24. Novation – An agency is managing a long-term initiative using multiple vendors over multiple fiscal years. During this time, one vendor is acquired in full by another entity. In this thread, the agency records its budget into the FM solution (010.FFM.L1.01), begins the acquisition process using multiple funds from multiple vendors (030.FFM.L2.01), receives, accepts, and pays for some of the assets acquired (040.FFM.L2.01), and then processes the vendor novation (040.FFM.L2.04).

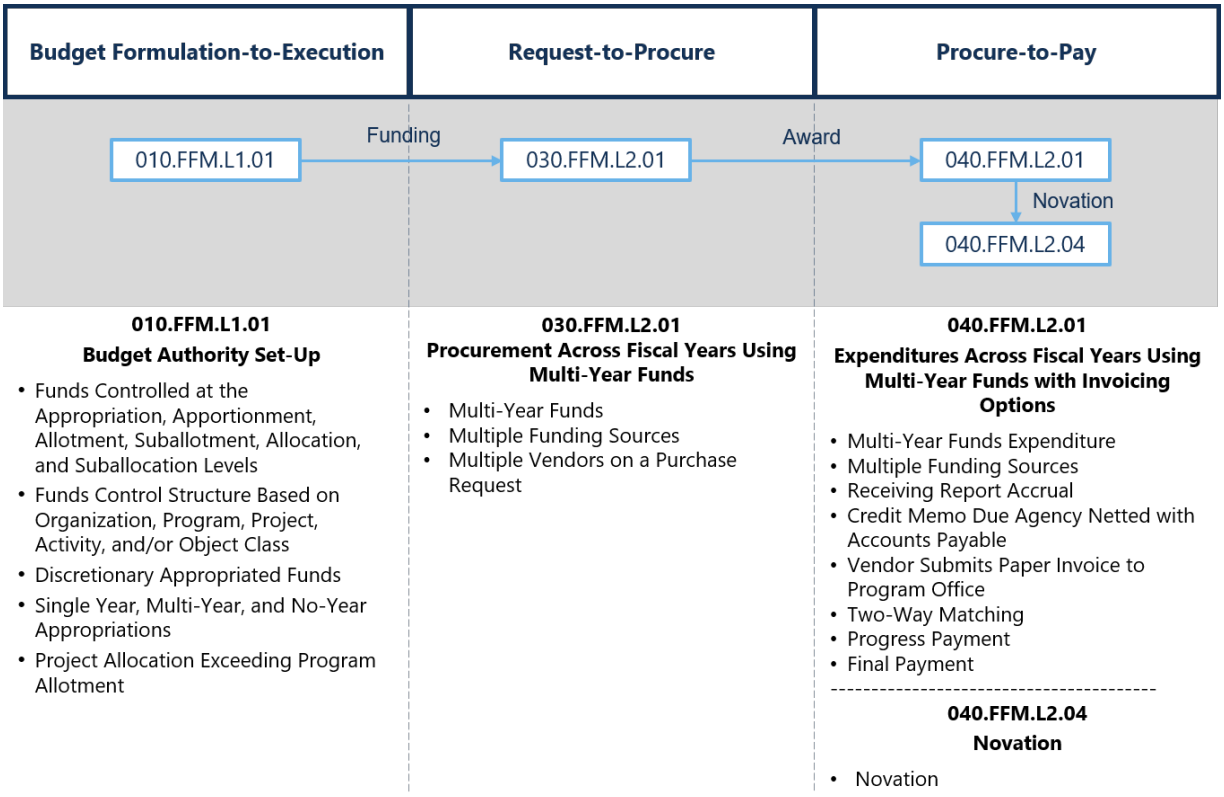


Figure 27: 24. Novation Summary

25. Multi-use Heritage Asset Construction and Impairment – An agency is constructing a structure attached to an existing multi-use heritage asset. In this thread, the agency records its budget into the FM solution (010.FFM.L1.01), begins construction on the structure then issues a stop work order and places the construction in abeyance after finding hazardous substances during construction (020.FFM.L3.01).

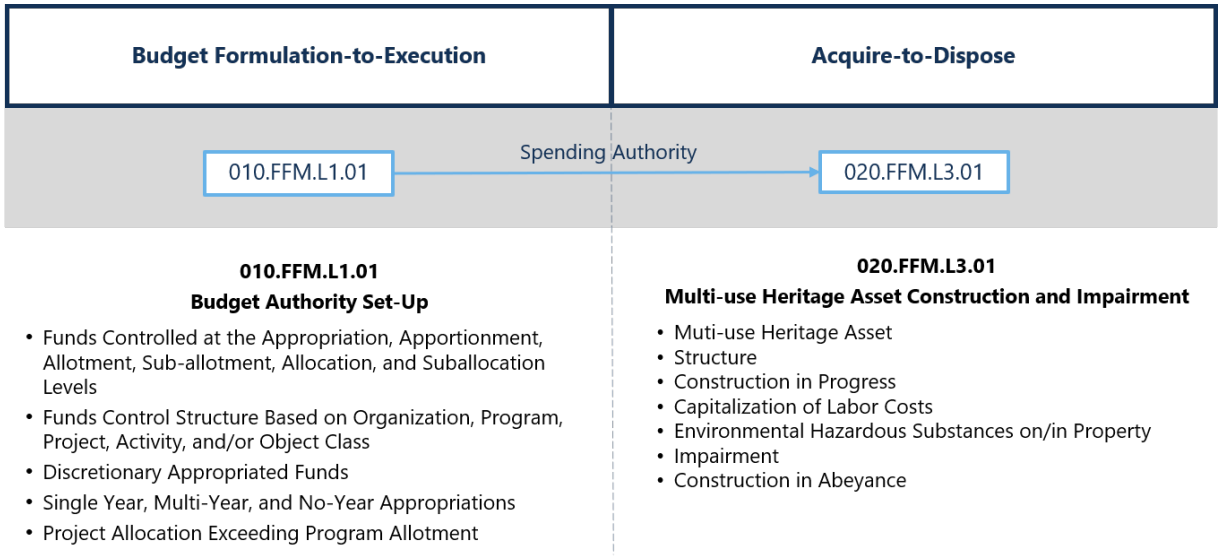


Figure 28: 25. Multi-use Heritage Asset Construction and Impairment Summary

26. Intragovernmental Agreement for Services with Advance Payment – An agency acquires a service from another agency under the Economy Act. In this thread, the requesting agency records its budget into the FM solution (010.FFM.L1.02). The requesting agency and servicing agency establish general terms and conditions and an intragovernmental agreement for reimbursable services; the requesting agency pays in advance. The requesting agency accepts a partial delivery of the services, after which an adjustment to performance completion and an advance payment reversal are executed (070.FFM.L1.02).

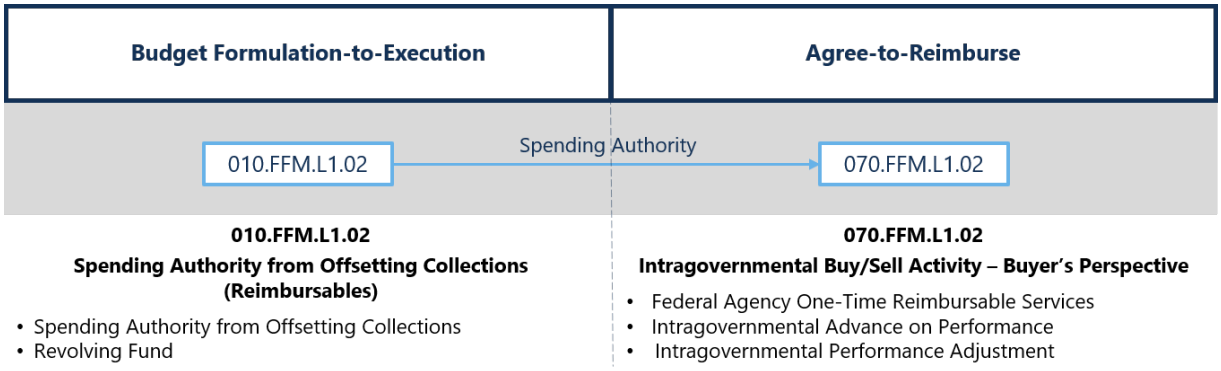


Figure 29: 26. Intragovernmental Agreement for Services with Advance Payment Summary

27. Government Benefit Payments – In this thread, an agency requests health and income maintenance benefit payments to be disbursed. The agency records its budget into the FM solution (010.FFM.L1.01). For one of the benefit payment requests, payee payment risk is indicated and the payable is held. After research is conducted, the benefit payment request is cancelled and a benefit payment request with corrected payee information and/or a payment override code is provided and successfully processed. For another benefit payment request, Treasury summary disbursement schedule acceptance information indicates the payment will not be disbursed. After research is conducted, a manual journal voucher is prepared for the payment disbursement funds returned to the agency and a benefit payment request with corrected payee information and/or a payment override code is provided and successfully processed. Monthly, information on benefit checks that were disbursed and then cancelled is retrieved from Treasury. After research is conducted, a manual journal voucher is prepared for the payment disbursement funds returned to the agency and a benefit payment request with corrected payee information is provided and successfully processed (120.FFM.L2.01).

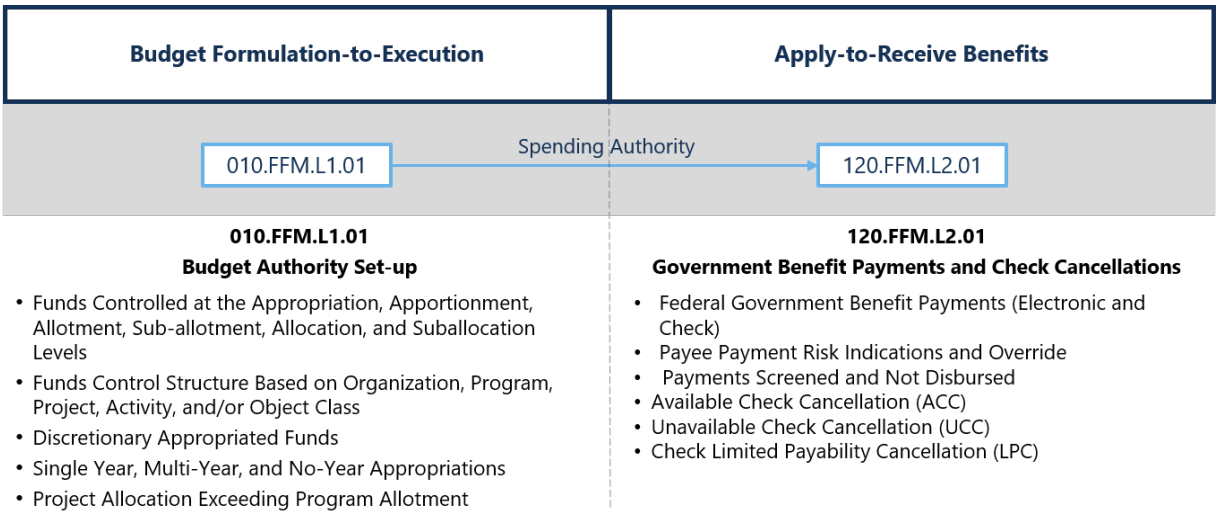


Figure 30: 27. Government Benefit Payments Summary

Building Use Case Demonstration Threads

The inventory of use case demonstration threads included in this overview is not exhaustive. Agencies may wish to create other sequences of business use cases suitable for their environment or a particular need.

To create a use case demonstration thread, the following steps should be followed:

1. Identify the agency-specific process of interest to be addressed in the use case demonstration thread
2. Identify what budget authorities need to be in place
3. Determine what types of transactions are needed

4. Determine payment methods to be used
5. Determine how the results will be recorded and reported

Once these items have been identified, refer to Table 1: FFM Business Use Case List to select the appropriate business use cases to include in the thread. The business use cases should then be laid out in sequence based on the dependencies identified in the use cases.

Appendix A: Description of Terms

Term	Description
End-to- End Business Process	An End-to-End Business Process identifies a start-to-finish outcome for operational transactions and financial reporting. The End-to-End Business Process provides the context for executing financial management services. Most of the End-to-End Business Processes require integration across multiple Functional Areas/Functions/Activities to achieve the business outcome.
Functional Area	Functional Areas are the administrative and support domains which provide services that enable service customers (e.g., program offices) to deliver on their missions and accomplish End-to-End Business Processes.
Function	A Function is a further breakdown of an administrative or mission-support Functional Area into categories of services provided to service customers.
Activity	Within a Function, Activities are the processes that provide identifiable outputs/outcomes to service customers.
Business Scenario	Business Scenarios identify differing situations or conditions that occur when executing an end-to-end business process and reflect the scope and complexity of federal government agency missions. Business Scenarios are categorized as follows: **Level 1 (L1):** Affects most federal agencies and/or impacts a large transaction volume and/or dollar value within the federal government **Level 2 (L2):** Affects multiple federal agencies and/or requires some specialized processing from the service customer or auditor perspective **Level 3 (L3):** Affects a few federal agencies and requires unique processing, mandated by legislation or regulation.
Business Use Case	Business Use Cases represent typical processing that occurs in federal business operations. They are based on business scenarios and are grouped by commonality levels across agencies (L1/L2/L3). The FFM business use cases include FFM events and non-FFM events to present the interaction between FFM and other Functional Areas.