

APPENDIX C—OMB EXHIBIT 300 ASSESSMENT

As described above, OCIO will use the OMB Exhibit 300 as the IT investment summary document for the USDA CPIC review process. This exhibit, also referred to as the investment’s Business Case (BC), will be used in conjunction with the other required documents described in this guide to assess the overall value and progress of each investment.¹

As also described above, OCIO will be assessing the Exhibit 300 against the same assessment criteria that OMB will use to assess these exhibits later in the year. Doing so has several benefits:

- It will allow OCIO staff to review and provide feedback on the exhibits to the investment managers before the exhibits are due to OMB later in the year;
- It will give the E-Board a general sense as to how they should expect the investments to score once they are reviewed by OMB; and
- It will enhance the credibility of the USDA CPIC process by demonstrating to OMB that USDA has documentation supporting the summary statements made in the Exhibit 300s.

As of the publication date of this document, OMB has not yet released the new scoring criteria for the FY2009 budget cycle. However, the FY2008 Exhibit 300s that were submitted to OMB were scored according to the categories listed in Table C-1 below. (Please note that the PI and PR are revised and new categories replacing PG and LC from the previous budget year.) The pages following this table describe the evaluation criteria and the specific rating factors to be used to score each investment.

Table C-1 – OMB Exhibit 300 Scoring Categories

Category (abbreviation)
President’s Management Agenda (PMA)
Acquisition Strategy (AS)
Program Management (PM)
Enterprise Architecture (EA)
Alternatives Analysis (AA)
Risk Management (RM)
Performance Information (PI)
Security (SE)
Privacy (PR)
Performance Based Mgt. System (PB)

¹ For more information, see the USDA CPIC Web site at <http://www.ocio.usda.gov/cpic/index.html>.

SUPPORTS THE PRESIDENT'S MANAGEMENT AGENDA ITEMS (PMA)

Review the Following Materials

- President's Management Agenda
- Agency Mission Needs Statement
- Strategic Plan Goals/Strategic Plan Performance Measures and Indicators
- eGovernment Strategic Plan and Tactical Plan

eGovernment Considerations

- Investments should support and enable the Department's eGov strategic goals and objectives.
- Initiative should reduce cost and/or increase efficiency and effectiveness. Does the investment provide for increased customer-centered government?
- Consider the agency's Government Paperwork Elimination Act of 1998 (GPEA) transactions. Information collections must be identified for systems that impact the public.
- Systems must be viewed with the objective of unifying, (i.e., eliminating redundancy), and simplifying systems development and information and data collection efforts.

Evaluation Factors

- Does the investment support the President's Management Agenda?
- Does the investment support or influence agency mission effectiveness?
- Does the investment consider collaboration efforts (i.e., support one or multiple agencies, leverage exiting or proposed investments, etc.)?

Rating Criteria

5	This is a collaborative investment that includes industry, multiple agencies, State, local, or tribal governments, uses e-business technologies, and is governed by citizen needs. If the investment is a steady state investment, then an E-Gov strategy review is underway and includes all of the necessary elements. If appropriate, this investment is fully aligned with one or more of the President's E-Gov initiatives.
4	This is a collaborative investment that includes industry, multiple agencies, State, local, or tribal governments, uses e-business technologies though work remains to solidify these relationships. If investment is in steady state, then an E-Gov strategy review is underway but needs work in order to strengthen the analysis. If appropriate, investment supports one or more of the President's E-Gov initiatives but is not yet fully aligned.
3	This is not a collaborative investment though it could be and much work remains to strengthen the ties to the President's Management Agenda. If this is a steady state investment and no E-Gov strategy is evident, this investment will have a difficult time securing continued or new funding from OMB. If appropriate, this investment supports one or more of the President's E-Gov initiatives but alignment is not demonstrated.
2	This is not a collaborative investment and it is difficult to ascertain support for the PMA. If this is a steady state investment, then no E-Gov strategy was performed or is planned.
1	There seems to be no link to the PMA and e-Gov strategy.

ACQUISITION STRATEGY (AS)

Review the Following Materials

- Acquisition Strategy
- Acquisition Plan

Evaluation Factors

- Does Acquisition Strategy adequately mitigate risks to Federal Government?
- Does strategy use principles of performance based contracting?
- Is there evidence that Section 508 requirements are considered?

Rating Criteria

5	Strong Acquisition Strategy that mitigates risk to the Federal government, accommodates Section 508 as needed, and uses contracts and statements of work (SOWs) that are performance based. Implementation of the Acquisition Strategy is clearly defined.
4	Strong Acquisition Strategy that mitigates risk to the Federal government accommodates Section 508 as needed, uses contracts and SOWs that are performance based. Acquisition strategy has very few weak points which agency is working to strengthen, and the implementation of AS is clearly defined.
3	Acquisition strategy does not appear to successfully mitigate risk to the Federal government, accommodates Section 508 as needed, much work remains to solidify and quantify the AS, and contracts and SOWs do not appear to be performance based.
2	Acquisition strategy does not appear to successfully mitigate risk to not accommodate Section 508, does not appear to use performance and there is no clear implementation of the acquisition strategy.
1	There is no evidence of an Acquisition Strategy

PROGRAM (PROJECT) MANAGEMENT (PM)

Review the Following Materials

- Appendix H: Project Management
- Integrated Project Team Membership
- Strategic Plan Goals/Strategic Plan Performance Measures and Indicators
- Strategic and/or tactical plans

Evaluation Factors

- Has a qualified/certified project manager been appointed?
- Is a project sponsor identified?
- Does the Integrated Project Team represent the needed skills?
- Is a project schedule in place?
- Is there a contracting officer for the investment?

Rating Criteria

5	Program is strong and has resources in place to manage it. Includes a qualified/certified project manager and a named contracting officer.
4	Program has some weak points in the area of Program Management and the agency is working to strengthen management in those areas.
3	Much work remains in order for Program Management to manage the risks for this project.
2	There is some understanding of Program Management for this project but it is rudimentary.
1	There is no evidence of Program Management in place.

ENTERPRISE ARCHITECTURE (EA)

Review the Following Materials

USDA Enterprise Architecture Plan (http://www.ocio.usda.gov/irm/e_arch/index.html)

- 0 CIO Council's *Practical Guide to Federal Enterprise Architecture* (http://www.itpolicy.gsa.gov/mke/archplus/ea_guide.doc)
- 0 List of enterprise-wide IT acquisition contracts (http://www.hqnet.usda.gov/ocio/it_leadership/e_arch/ent_acq_projs.doc)
- 0 The sponsoring agency's enterprise architecture and associated documents (if available).

Evaluation Factors

- 0 How is the agency using its agency-level ("component") enterprise architecture? Is the investment integrated with the agency's EA plan and/or policies and does the agency have a chief architect and/or an EA governing board?
- 0 Does the agency have a defined overall EA approach or framework and an automated EA tool in use?
- 0 If an EA has been developed, is there a credible migration plan (for data, applications, and legacy system phase-out) from the existing ("as-is") to the proposed ("to-be") environment?
- 0 Could, or has, the investment taken advantage of the enterprise-wide IT acquisition contracts?
- 0 Does the investment have eGovernment, information security, standardized procurement, or wide area telecommunication elements?
- 0 Does the investment have interagency elements or reusable components? Has the investment been integrated with the EA(s) of interfacing agencies or mission areas or reused components of sister agencies?
- 0 Are detailed management plans in place describing how this investment will be supported, maintained, and refreshed to ensure its currency and continued effectiveness, including training and awareness plan for users and technical staff?
- 0 Are asset management processes in place to inventory and manage this new asset (investment) from a property management perspective, to provide configuration management support, and to monitor system performance?

Rating Criteria

5	This investment is included in the Agency EA and CPIC process. Project is mapped to and supports the Federal EA (FEA) and is clearly linked to the FEA Reference Models (BRM, PRM, SRM, and TRM). BC demonstrates the relationship of the investment to the business, data, application, and technology layers of the EA.
4	This investment is included in the agency's EA and CPIC process. Investment is mapped to and supports the FEA. Investment is clearly linked to the BRM but work is continuing to map the investment to the PRM, SRM, and TRM. The BC is weak in demonstrating the relationship of the investment to the business, data, and application, and technology layers of the EA.
3	This investment is not included in the agency's EA and CPIC process, was not approved by the agency EA committee, or does not link to the FEA. BC demonstrates a lack of understanding on the layers of the EA (business, data, application, and technology).
2	While the agency has an EA Framework, it does not include this project.
1	There is no evidence of a comprehensive EA in the agency.

ALTERNATIVES ANALYSIS (AA)

Review the Following Materials

- ⊖ Three Pesky Questions
- ⊖ Cost –Benefit Analysis

Evaluation Factors

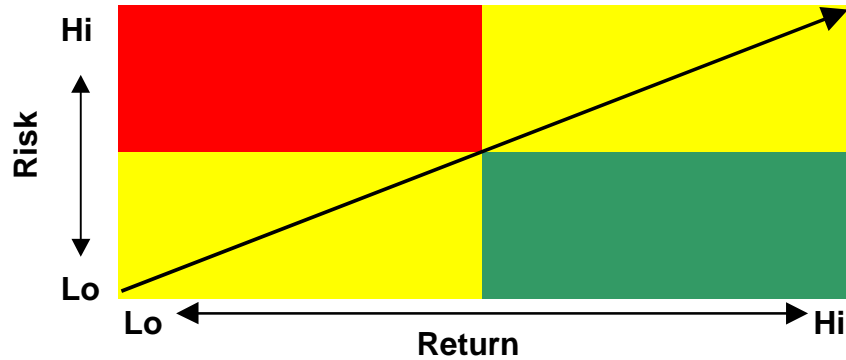
- ⊖ Does the Alternatives Analysis include three viable alternatives? Note: do not include “Do nothing” or “Continue current operations” as one of the alternatives.
- ⊖ Have the costs and benefits been compared consistently in all the alternatives?
- ⊖ Are the assumptions documented and reasonable?

Rating Criteria

5	Alternatives Analysis includes three viable alternatives, alternatives were compared consistently, and reasons and benefits were provided for the alternative chosen. Status quo is not a viable alternative.
4	Alternatives Analysis includes three viable alternatives, however work needs to continue to show alternatives comparison, and support must be provided for the chosen alternative.
3	Alternatives Analysis includes fewer than three alternatives and overall analysis needs strengthening.
2	Alternatives Analysis includes weak Alternatives Analysis information overall and significant weaknesses exist.
1	There is no evidence that an Alternatives Analysis was performed.

RISK MANAGEMENT (RM)

Objective: Maximize Return and Minimize Risk



Examples of Different Types of Risk

- ⊖ Project Costs, Size, or Resource Requirements
- ⊖ Organization/Project Management
- ⊖ Strategic/Business Impact
- ⊖ Security
- ⊖ Management
- ⊖ Economic/Financial
- ⊖ Technical
- ⊖ Contract/Acquisition
- ⊖ Implementation
- ⊖ Change Management
- ⊖ Human Element

Risk Evaluation Factors

- ⊖ Is there a comprehensive Risk Management Plan in place?
- ⊖ Are all 19 risk factors listed by OMB identified, quantified, evaluated, and mitigated?

Rating Criteria

5	Risk Assessment was performed for all mandatory elements and risk is managed throughout the project. "Risk Inventory and Assessment" table is complete and "Current Status" updated.
4	Risk assessment addresses some of the Risk, but not all that should be addressed for this investment.
3	Risk Management is very weak and does not seem to address or manage most of the risk associated with the project.
2	Risk Assessment was performed at the outset of the project but does not seem to be part of the program management.
1	There is no evidence of a Risk Assessment Plan or Strategy.

PERFORMANCE INFORMATION (PI)

Review the Following Materials

- ⊖ Strategic Plan Goals/Strategic Plan Performance Measures and Indicators

Performance Considerations

- ⊖ Original baseline performance design goals
- ⊖ Performance measures, indicators, or other metrics
- ⊖ Reports on progress toward meeting original baseline design goals or performance measures or indicators

Evaluation Factors

- ⊖ How well has the agency done in identifying original baseline goals?
- ⊖ How well has the agency done in identifying performance measures and indicators?
- ⊖ How well has the agency done in reporting progress in attaining its baseline goals or attaining its targets for performance measures and indicators?
- ⊖ How meaningful are the identified baseline performance goals and the performance measures and indicators in measuring the “value” of the investment to the supported program?

Rating Criteria

5	Performance Goals are provided for the agency and are linked to the annual performance plan. The project discusses the agency mission and strategic goals, and performance measures are provided. “Actual Performance” boxes are completed for past dates and their performance goals have been met showing consistent incremental improvements.
4	Performance Goals are provided for the agency for the reporting budget year and two more future budget years and are linked to the annual performance plan. The project discusses the agency mission and strategic goals, and performance measures are provided yet work remains to strengthen the Performance Goals.
3	Performance Goals exist but linkage to the agency mission and strategic goals is weak.
2	Performance Goals are in their initial stages and are not appropriate for the type of project. Much work remains to strengthen the Performance Goals.
1	There is no evidence of Performance Goals for this project.

SECURITY (SE)

Review the Following Materials

- ⊖ Security appendix (Appendix N)
- ⊖ Security Analysis
- ⊖ Risk Assessment/Mitigation

Evaluation Factors

- ⊖ Has a comprehensive security analysis been conducted?
- ⊖ Have all security requirements for the investment phase been met?
- ⊖ Has the investment been Certified and Accredited (C&A)?

Rating Criteria

5	Security issues for the investment are addressed, all questions are answered. Security detail is provided about the individual investment throughout the life-cycle to include budgeting. The C&A activity must be on schedule.
4	Security information for the project is provided, but there are weaknesses in the information that need to be corrected.
3	Security information for the project is provided, but fails to answer the minimum requirements.
2	Security information points to an overall Agency Security Process with little to detail at this project level.
1	There is no security information provided for the project.

Note: For the investment's score to be considered a passing score, the investment must score 4 in security regardless of the scores in the other categories.

PRIVACY (PR)

Review the Following Materials

- Security appendix (Appendix N)
- Security Analysis
- Risk Assessment/Mitigation

Evaluation Factors

- Has a comprehensive privacy impact analysis (PIA) been conducted?
- Have all security requirements for the investment phase been met?

Rating Criteria

5	Privacy issues for the investment are addressed, all questions are answered, and a privacy impact assessment is provided in appropriate circumstances. Privacy detail is provided about the individual investment throughout the life-cycle to include budgeting. PIAs have been processed and documented.
4	Privacy information for the project is provided, but there are weaknesses in the information that need to be corrected. PIAs have not been documented.
3	Privacy information for the project is provided, but fails to answer the minimum requirements.
2	Privacy information points to an overall Agency Security Process with little to detail at this project level.
1	There is no privacy information provided for the project.

PERFORMANCE BASED MANAGEMENT SYSTEM (PB)

Review the Following Materials

- ⊖ Cost baseline budget estimates or projections.
- ⊖ Revised cost estimates
- ⊖ Actual expenditure history and variance.
- ⊖ Management actions based on actual versus projected cost experience.
- ⊖ Baseline project plans, timelines, milestone, or Gantt charts
- ⊖ Actual historical experience relative to the schedule for deployment implementation and for operation
- ⊖ Strategic and/or tactical plans

Evaluation Factors

- ⊖ How well are budgeted and actual costs accounted for, controlled, and managed?
- ⊖ Are cost variances computed? Are they used to monitor how well the investment is proceeding relative to its cost estimates? Are they used as a management tool?
- ⊖ How well has the deployment of the initiative adhered to its original project schedule?
- ⊖ Are schedule slippages being properly managed?
- ⊖ Is an ANSI-standard EVMS in place?

Rating Criteria

5	Agency will use, or uses an Earned Value Management System (EVMS) that meets ANSI/EIA Standard 748 and project is earning the value as planned for costs, schedule, and performance goals.
4	Agency uses the required EVMS and is within the variance levels for two of the three criteria. Work is needed on the third issue.
3	Agency uses required EVMS, but the process within the agency is very new and not fully implemented, or there are weaknesses for this individual project's EVMS information.
2	Agency seems to re-baseline rather than report variances.
1	There is no evidence of PB.