CIRCULAR NO. A–11

PART 7

PLANNING, BUDGETING, ACQUISITION, AND MANAGEMENT OF CAPITAL ASSETS

EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
JULY 2010

SECTION 300—PLANNING, BUDGETING, ACQUISITION, AND MANAGEMENT OF CAPITAL ASSETS

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Summary of Changes

Significantly updates exhibit 300 requirements to include, but not limited to, the following:

Notifies agencies of OMB's intent to strengthen capital programming for non-IT acquisitions (section 300.1).

Updates special terms to include clarifying terminology of 'useful segment' (now useful component) and Segment Architecture (section 300.4).

Increases guidance on Performance Measure and Cost and Schedule tables (exhibit 300).

Increases guidance on multi-agency collaborations (section 300.7 and exhibit 300).

300.1 What is the purpose of the section?

Part 7 (section 300) of the Circular establishes policy for planning, budgeting, acquisition and management of Federal capital assets, and instructs on budget justification and reporting requirements for major information technology (IT) investments and for major non-IT capital assets. OMB provides procedural and analytic guidelines for implementing specific aspects of these policies as appendices and supplements to this Circular and in other OMB circulars.

For non IT capital assets contact your Resource Management Offices (RMOs) at OMB to determine any additional budget justification and reporting requirements in addition to those outlined here.

OMB intends to strengthen capital programming for non-IT acquisitions and will work with agencies to evaluate appropriate strategies for applying performance-based management to different non-IT investments.

For IT, section 300 is a companion section to section 53. Sections 300 and 53, together with the Agency's Enterprise Architecture are managed to create a Performance Improvement Lifecycle for the Agency. This lifecycle is broken into three-phases: "Architect", "Invest" and "Implement". Exhibits 300 and 53 are predominate management tools for managing the "Investment" phase of the Performance Life Cycle. By integrating the disciplines of architecture, investment management, and project implementation, the Performance Improvement Lifecycle provides the foundation for sound IT management practices, end-to-end governance of IT investments, and the alignment of IT investments with an agency's strategic goals.

As architecture-driven IT investments are funded in the "Invest" phase, they move forward into the implementation phase where system development life cycle processes are followed and actual versus planned outputs, schedule and expenditures are tracked utilizing performance-based management processes.

300.2 Does the section apply to me?

The policy and budget justification and reporting requirements in this section apply to all agencies of the Executive Branch of the Government subject to Executive Branch review (see section 25). An exhibit 300 must be submitted for all major investments in accordance with this section. Major IT investments also must be reported on your agency's exhibit 53 (see section 53) and be consistent with what is reported in section 51.3.

300.3 What background information must I know?

The Federal Government must effectively manage its portfolio of capital assets to ensure scarce public resources are wisely invested. Capital programming integrates the planning, acquisition and management of capital assets into the budget decision-making process and is intended to assist agencies in improving asset management and in complying with the results-oriented requirements of:

- The Energy Policy Act of 2005, Section 109, which requires that sustainable design principles are applied to the siting, design and construction of all new and replacement buildings and that new federal buildings be designed to achieve energy consumption levels that are at least 30 percent below the levels established in the 2004 International Energy Conservation Code for residential buildings or the ASHRAE Standard 90.1–2004 for non-residential buildings, if life-cycle cost-effective.

- The Federal Acquisition Streamlining Act of 1994, Title V (FASA V), which requires agencies to establish cost, schedule and measurable performance goals for all major acquisition programs, and achieve on average 90 percent of those goals.

- Additional background information for Information Technology can be found in section 53.2:

- *Security:* For IT investments, agencies should maintain up-to-date tracking of systems in the FISMA inventory to the appropriate IT investment. Costs for security will be collected in both the 53a and 53b Exhibits.

- *Enterprise Architecture (EA)*: In order to successfully address this area of the capital asset plan and business case, the investment must be included in the agency's EA and Capital Planning and Investment Control (CPIC) process and mapped to and supporting the FEA. The business case must demonstrate the relationship between the investment and the business, performance, data, services, application, and technology layers of the agency's EA. Is this investment included in your agency's target enterprise architecture through the underlying segment architecture? For detailed guidance regarding segment architecture requirements, please refer to http://www.whitehouse.gov/omb/e-gov/. See this guidance also regarding the reporting of six digit codes corresponding to agency segment architectures in Exhibit 53, and, for limited cases determined by the Chief Architect, reporting an investment alignment with multiple segments.

300.4 What special terms should I know?

Alternatives analysis refers to an analysis of alternative approaches to addressing the performance objectives of an investment, performed prior to the initial decision to make an investment, and updated periodically as appropriate to capture changes in the context for an investment decision. Alternatives analysis details should be available upon request.

Capital assets means land, structures, equipment, intellectual property (e.g., software), and information technology (including IT service contracts) used by the Federal Government and having an estimated useful life of two years or more. See Appendix One of the *Capital Programming Guide* for a more complete definition of capital assets.

Capital programming means an integrated process within an agency for planning, budgeting, procurement and management of the agency's portfolio of capital assets to achieve agency strategic goals and objectives with the lowest life-cycle cost and least risk.

Capital investment means the acquisition of a capital asset and the management of that asset through its life-cycle after the initial acquisition. Capital investments may consist of several useful projects or components.

Contracting officer certification means the highest current level of certification in contracting obtained by the contracting officer (CO) assigned to the acquisition. For defense agencies, indicate the CO's highest level of Defense Acquisition Workforce Improvement Act (DAWIA) certification in contracting. For civilian agencies, indicate the CO's highest level of Federal Acquisition Certification in Contracting (FAC-C), in accordance with OMB memorandum, "The Federal Acquisition Certification in Contracting Program," dated January 20, 2006. Available levels are 1, 2, or 3. To address the transition period, if the CO has not obtained a FAC-C, the agency must determine that the CO assigned to the effort has the competencies and skills necessary to support the acquisition.

Cost saving represents the reduction in actual expenditures below the projected level of costs to achieve a specific objective (as defined in OMB Circular A–131). Cost savings may be cited in descriptions.

Cost avoidance represents results from an action taken in the immediate time frame that will decrease costs in the future (as defined in OMB Circular A–131). Cost avoidance may be cited in descriptions.

Defense Acquisition Workforce Improvement Act (DAWIA) (Public Law 101-510 of November 5, 1990) established, for the Department of Defense (DOD), an Acquisition Corps to professionalize the acquisition workforce in DOD through education, training, and work experience.

Disposition costs for an IT investment refers to the costs of retiring legacy systems included in the project plan for an investment for a replacement system or systems.

Earned Value Management (EVM) is a management tool effectively integrating the investment scope of work with schedule and cost elements for optimum investment planning and control. The qualities and operating characteristics of earned value management systems (EVMS) are described in American National Standards Institute (ANSI)/Electronic Industries Alliance (EIA) Standard –748–1998, *Earned Value Management Systems*, approved May 19, 1998. It was reaffirmed on August 28, 2002. Additional information on EVMS is available at www.acq.osd.mil/pm.

Energy Savings Performance Contract (ESPC) means a contract (such as a task ordered by DOE and awarded to an energy service company) that provides for the performance of services for the design, acquisition, financing, installation, testing, operation, and maintenance and repair, of an identified energy, water conservation, or renewable energy measure or series of measures at one or more locations. Such contracts shall provide that the contractor must incur costs of implementing energy savings measures, including at least the cost (if any) incurred in making energy audits, acquiring and installing equipment, and training personnel in exchange for a predetermined share of the value of the energy savings directly resulting from implementation of such measures during the term of the contract. Payment to the contractor is contingent upon realizing a guaranteed stream of future energy and cost savings, with any savings in excess of that guaranteed by the contractor accruing to the Federal government

Enhanced Use Leasing (EUL)—Departments with specific statutory authority can require rent in the form of a reduction in the cost or free use of facilities or services for programs, monetary payments, or other in-kind consideration which enhances mission activity. The authority allows an agency to out-lease property and receive payment in cash or in kind (goods or services that result in direct cost savings to the government) from the lessee in exchange for the out-lease.

Enterprise Architecture (EA) is the explicit description and documentation of the current and desired relationships among business and management processes and information technology of an organization. It describes the "current architecture" and "target architecture" to include the rules and standards and systems life cycle information to optimize and maintain the environment which the agency wishes to create and maintain by managing its IT portfolio. The EA must also provide a strategy to enable the agency to support its current state and also act as the roadmap for transition to its target environment. The EA will define principles and goals and set direction on such issues as the promotion of interoperability, open systems, public access, end user satisfaction, and IT security. The agency must support the EA with a complete inventory of agency information resources, including personnel, equipment, and funds devoted to information resources management and information technology, at an appropriate level of detail.

Federal Acquisition Certification for Program and Project Managers (FAC-P/PM) was established to ensure general training and experience requirements for program and project managers are clearly identified for civilian agencies. The FAC-P/PM focuses on essential competencies needed for program and project managers; the program does not include functional or technical competencies, such as those for information technology or agency-specific competencies. Defense agencies have a similar certification program under the Defense Acquisition Workforce Improvement Act (DAWIA). Agencies were required to be compliant with FAC-P/PM starting in FY 2008. Available levels are Entry/Apprentice, Mid/Journeyman and Expert/Advanced for FAC-P/PM and 1, 2 and 3 for DAWIA. (http://www.whitehouse.gov/omb/assets/omb/procurement/workforce/fed_acq_cert_042507.pdf) (www.whitehouse.gov/omb/procurement/acq_wk/fac_contracting_program.pdf)

Federal Enterprise Architecture (FEA) is a business-based framework for government-wide improvement. It describes the relationship between business functions and the technologies and information supporting them. The FEA is constructed through a collection of interrelated "Segment Architectures" and "reference models" designed to facilitate cross-agency analysis and the identification of duplicative investments, gaps, and opportunities for collaboration within and across federal agencies. For the next President's Budget, major IT investments should be aligned with each reference model within the FEA framework. More information about the FEA reference models is available from the Office of E-Government & Information Technology.

Federal Segment Architecture Methodology (FSAM) is a scalable and repeatable step-by-step process for developing and using segment architectures developed by distilling proven best practices from across Federal agencies. Use of the FSAM should result in more complete and consistent segment architecture products by helping architects engage segment leaders to deliver value-added plans for improved mission delivery. Specifically, FSAM includes guidance to help architects establish clear relationships among strategic goals, detailed business / information management requirements, and measurable performance improvements within the segment.

Full funding means appropriations are enacted sufficient in total to complete a useful component (see definition below) of a capital project (investment) before any obligations may be incurred for the component. Incrementally funding capital projects (investments) or useful components without certainty if or when future funding will be available can result in poor planning, inadequate justification of assets acquisition, higher acquisition costs, project (investment) delays, cancellation of major projects (investments), the loss of sunk costs, and inadequate funding to maintain and operate the assets. Budget requests for full acquisition of capital assets must propose full funding (see section 31.5).

In-kind contributions represent the dollar equivalent of contribution of services made by the partner agency on behalf of the initiative (non-cash Funding) in support of the initiative activities. Partner agency support in equipment, facilities, software, license fees, and dollar equivalent of FTEs can also be included in this category of resource. Partner agency migration costs can also be included in this category of resources.

Interagency acquisition means the use of the Federal Supply Schedules, a multi-agency contract (i.e., a task order or delivery order contract established by one agency for use by government agencies to obtain supplies and services, consistent with the Economy Act, 31 U.S.C. 1535), or a government-wide acquisition contract (i.e., a task-order or delivery-order contract for information technology established by one agency for government-wide use operated by an executive agent designated by OMB pursuant to section 11302(3) of the Clinger Cohen Act of 1996).

Life-cycle costs (see Supplement to Part 7—Capital Programming Guide). All investment costs (including government FTE) should be included independent of the funding source, i.e. revolving fund, appropriated fund, working capital fund, trust fund, etc.

Major investment means a system or acquisition requiring special management attention because of its importance to the mission or function of the agency, a component of the agency, or another organization; is for financial management and obligates more than $500,000 annually; has significant program or policy implications; has high executive visibility; has high development, operating, or maintenance costs; is funded through other than direct appropriations; or, is defined as major by the agency's capital planning and investment control process. OMB may work with the agency to declare other investments as major investments. Agencies should consult with your OMB agency budget officer or analyst about what investments to consider as "major". Systems not considered "major" are "non-major."

Managing partner represents the agency designated as the lead agency responsible for coordinating the implementation of the E-Gov or Line of Business initiative. The managing partner is also responsible for coordinating and submitting the exhibit 300 for the initiative and the exhibit 300 will be represented as part of the managing partner's budget portfolio.

Mixed life-cycle investment means an investment having both planning, acquisition and operations and maintenance (Development, Modernization, and Enhancement (DME) and steady state (SS) components. For example, a mixed life-cycle investment could include a prototype or module of a system that is operational with the remainder of the system in DME stages, or a service contract for steady state on the current system with a DME requirement for system upgrade or replacement.

Multi-agency collaboration investments means a set of systems or acquisitions requiring the efforts of more than one agency (multiple sub-agency efforts should not be identified as "Multi-Agency" and collaborations within the same Federal Department should not be identified as "Multi-Agency"). All E-Gov initiatives and Line of Business (LoB) initiatives are by definition Multi-Agency efforts. Due to the multi-agency impact, Multi-Agency Collaboration investments such as E-Gov and LoB initiatives are also by definition Major Investments.

Operational (steady state) means an asset or a part of an asset with a delivered component performing the mission.

Partner agency funding contributions (contributions) represent both the direct contribution (Cash contribution) in terms of agency funding contributions in support of the initiative and "In-Kind" contributions (defined above). Migration costs should not be included, as these activities are more appropriately coordinated with the managing partner and covered by a migration investment.

Partner agency "fee-for-service" contributions represents the direct reimbursements (Cash reimbursements) in terms of a "fee-for-service" relationship for a transactional service received by the initiative or reimbursements for capital assets under the oversight of the initiative.

Performance-based acquisition management means a documented, systematic process for program management, which includes integration of program scope, schedule and cost objectives, establishment of a baseline plan for accomplishment of program objectives, and use of earned value techniques for performance measurement during execution of the program. This includes prototypes and tests to select the most cost effective alternative during the Planning Phase, the work during the Acquisition Phase, and any developmental, modification, or upgrade work done during the Operational/Steady State Phase. For operational/steady state systems, an operational analysis as discussed in Phase IV of the Capital Programming Guide is required. A performance-based acquisition (as defined in the Federal Acquisition Regulation 37.101) or contract/agreement with a defined quality assurance plan that includes performance standards/measures should be the basis for monitoring contractor or in-house performance of this phase.

Planning means preparing, developing or acquiring the information you will use to: design the investment; assess the benefits, risks, and risk-adjusted life-cycle costs of alternative solutions; and establish realistic cost, schedule, and performance goals, for the selected alternative, before either proceeding to full acquisition of the capital project (investment) or useful component or terminating the investment. Planning must progress to the point where you are ready to commit to achieving specific goals for the completion of the acquisition before proceeding to the acquisition phase. Information gathering activities may include market research of available solutions, architectural drawings, geological studies, engineering and design studies, and prototypes. Planning is a useful component of a capital project (investment). Depending on the nature of the investment, one or more planning components may be necessary.

During the planning phase, when contemplating a performance-based acquisition (PBA), agency program offices should evaluate their service requirement and determine:

- Whether a performance-related baseline problem exists (cost, quality, timeliness, impact to agency mission);
- The level of risk associated with the service not being optimally provided (importance to mission of the service being provided optimally);
- The level of confidence the agency has in its own "performance work statement or statement of objectives document" to solve the baseline problem;
- The amount of risk the agency wants to assume for managing the service impact on its own versus shifting to a vendor;
- The readiness of the program to measure the impact of the service on its program performance goals/mission, as well as the readiness of Program staff to participate in the PBA process;
- Optimal reuse of existing services; and
- Plans for interoperability and defining a solution with reuse in mind.

Quality assurance refers to a program for the systematic monitoring and evaluation of the various aspects of a project, service, or facility to ensure that standards of quality are being met. Quality is determined by the intended users and stakeholders. A ***Quality Assurance Plan*** establishes the goals, processes, and responsibilities required to implement effective quality assurance functions necessary to ensure a consistent approach to quality assurance throughout the lifecycle.

Risk adjusted life-cycle costs means the overall estimated cost for a particular investment alternative over the time period corresponding to the life of the investment, including direct and indirect initial costs plus any periodic or continuing costs of operation and maintenance that has been adjusted to accommodate any risk identified in the risk management plans. If project funding is to be requested for specific phases, components or modules of the project, each of these parts will be risk adjusted for their individual life-cycle. Details of risk management plans and the risk-adjusted life cycle cost analysis should be available upon request.

Risk management is a systematic process of identifying, analyzing, and responding to risk. It includes maximizing the probability and consequences of positive events and minimizes the probability and consequences of adverse events to overall objectives. A ***risk register,*** or risk log, serves a repository of risk information including the data understood about risks over time. Typically a risk register contains a description of the risk, the impact if the risk should occur, the probability of its occurrence, mitigation strategies, risk owners and a ranking to identify higher priority risks.

Segment architecture is a detailed results-oriented architecture (baseline and target) and a transition strategy for a portion or segment of the enterprise. Segments are individual elements of the enterprise describing core mission areas and common or shared business services and enterprise services, and provide the core linkage of the Investment Portfolio to the Agency's Performance Management System. As such, segments are designed to be common across programs that support the same mission area. Increasingly, shared segments will be common across government and agencies should plan to use approved government-wide shared segments as their target architecture.

Shared service provider is the provider of a technical solution and/or service that supports the business of multiple agencies using a shared architecture.

Total value of contract/task order means the current total value of the Contract or Task Order to acquire and operate the capital asset. For contracts/task orders shared by multiple capital assets, please provide only the current total value associated with the identified capital asset.

Useful component/module means an economically and programmatically separate component of a capital investment that provides a measurable performance outcome for which the benefits exceed the costs, even if no further funding is appropriated.

Utility Energy Service Contract (UESC) is a contract between a Federal agency and a local utility providing energy, water, or sewage services, as well as provision of technical services and/or upfront project financing for energy efficiency, water conservation, and renewable energy investments, allowing Federal agencies to pay for the services over time, either on their utility bill, or through a separate agreement.

Additional budget terms and definitions are included in the Glossary in Appendix J, "Principles of Budgeting for Capital Asset Acquisitions" and in section 53 (for IT).

300.5 How will agencies manage capital assets?

The *Capital Programming Guide,* which supplements Part 7 of OMB Circular A–11, provides guidance on the principles and techniques for effective capital programming. Appendix J of this part explains the principles of financing capital asset acquisitions. Section 8b of OMB Circular A–130 establishes additional requirements for enterprise architectures (EAs), planning and control of information systems and technology investments and performance management. Agencies must develop, implement, and use a capital programming process to develop their capital asset portfolio, and must:

- Evaluate and select capital asset investments that will support core mission functions performed by the Federal Government, and demonstrate projected returns on investment that are clearly equal to or better than alternative uses of available public resources. Specifically for IT, the investments should be planned for in Segments of the Agency's Enterprise Architecture;

- Initiate improvements to existing assets or acquisitions of new assets only when no alternative private sector or governmental source can more efficiently meet the need;

- Simplify or otherwise redesign work processes to reduce costs, improve effectiveness, and make maximum use of commercial services and off-the-shelf technology;

- Reduce project risk by avoiding or isolating custom designed components, using components that can be fully tested or prototyped prior to full implementation or production, and ensuring involvement and support of users in the design and testing of the asset;

- Structure major acquisitions into useful components with a narrow scope and brief duration, make adequate use of competition and appropriately allocate risk between Government and contractor. The Agency Head must approve or define the cost, schedule, and performance goals for major acquisitions, and the agency's Chief Financial Officer must evaluate the proposed cost goals;

- Ensure a continuous linkage with Federal, agency, and bureau EAs, demonstrating such consistency through alignment with Agency Segment, compliance with agency business requirements and standards, as well as identification of milestones, as defined in the EA transition strategy;

- Institute performance measures and management processes monitoring and comparing actual performance to planned results. Agencies must use a performance-based acquisition management or earned value management system, based on the ANSI/EIA Standard 748, to obtain timely information regarding the progress of capital investments. The system must also measure progress towards milestones in an independently verifiable basis, in terms of cost, capability of the investment to meet specified requirements, timeliness, and quality. Agencies are expected to achieve, on average, 90 percent of the cost, schedule and performance goals for major acquisitions. Agency Heads must review major acquisitions not achieving 90 percent of the goals to determine whether there is a continuing need and what corrective action, including termination, should be taken;

- Ensure IT systems conform to the requirements of OMB Circular No. A–130, "Management of Federal Information Resources;"

- Ensure financial management systems conform to the requirements of OMB Circular No. A–127;

- Conduct post-implementation or post-occupancy reviews of capital programming and acquisition processes and projects to validate estimated benefits and costs and document effective management practices, i.e., lessons learned, for broader use; and

- Establish oversight mechanisms requiring periodic review of operational capital assets to determine how mission requirements might have changed, and whether the asset continues to fulfill ongoing and anticipated mission requirements, deliver intended benefits to the agency and customers, and meet user requirements.

300.6 What other requirements does exhibit 300 fulfill?

The exhibit 300 is designed to coordinate OMB's collection of agency information for its reports to the Congress required by the Federal Acquisition Streamlining Act of 1994 (FASA Title V) and the Clinger-Cohen Act of 1996, to ensure the business case for investments are made and tied to the mission statements, long-term goals and objectives, and annual performance plans developed pursuant to the GPRA. For IT, exhibit 300s are designed to be used as one-stop documents for many of IT management issues such as business cases for investments, Clinger Cohen Act implementation, E-Gov Act implementation, Government Paperwork Elimination Act implementation, agency's modernization efforts, and overall project (investment) management.

300.7 What must I report on exhibit 300 and when?

It is important to understand, all information necessary to complete an exhibit 300 already exists as part of the agency's overall Capital Planning activities and within project specific documentation. The materials used to populate the exhibit 300 should be readily available to OMB upon request.

For non-IT capital assets contact your Resource Management Offices (RMOs) at OMB to determine any additional budget justification and reporting requirements in addition to those outlined here.

For IT capital investments, the exhibit 300 must be submitted to OMB by September 17, 2010. The exhibit 300 should be fully integrated with your agency's overall budget submission, including exhibit 53, and rooted in a complete and approved Segment Architecture. All reporting on IT and Segment Architecture must be submitted electronically via XML feed to OMB's Federal IT Dashboard (http://it.usaspending.gov). Additional information regarding the submission process will be posted on http://it.usaspending.gov including schema that describes how data should be transmitted. As with previous submissions to the IT Dashboard, pre-decisional and procurement sensitive information will not be displayed to the public.

Following budget season, agencies should update their agency's exhibit 300s submitted during budget submission to reflect final Presidential decisions. IT 300s should be updated on the IT Dashboard. Agencies should continuously maintain updated information about the projects contained in the exhibit 300. OMB may request this information at any time.

If agencies request supplemental funds or reallocate funding within their authority, which include changes to the agency's portfolio and rebaselines, as part of their supplemental request, agencies should submit new or revised exhibit 300s and exhibit 53 (see section 53).

The information you must report will depend on the kind of investment the exhibit 300 is representing (see Part I Section A, Question #6).

New Investments

Investments in initial concept or planning phase will have less detail and specificity than investments moving into the acquisition or operational phase. However, these investments should identify in life-cycle documentation the dates these issues will be addressed as the investment matures. Where prototypes are acquired as part of the planning process, the prototypes must be reported as full acquisitions. All of the areas on the exhibit 300 must be part of an agency's planning, and the exhibit 300 should be updated as soon as the information is known.

Ongoing Investments

If reporting an ongoing investment only update sections as appropriate. If any of the cost, schedule, or performance variances are not within 10 percent of the current baseline, provide a complete analysis of the reasons for the variances, the corrective actions to be taken, and the most likely estimate at completion (EAC). Use the performance-based management system, or EVMS, to identify the specific work packages where problems are occurring. Discuss why the problems occurred and corrective actions necessary to return the program as close as feasible to the current baseline goals.

Agencies should plan for the modernization of ongoing investments driven by the results of an operational analysis that focuses on improving unit costs and service levels. IT investments in particular have limited useful lifecycles and modernization should be planned and budgeted. Agencies are encouraged to introduce new investments for modernization of legacy systems.

NOTE: if an agency is reporting a new investment that is derived from a previous investment (i.e. split or consolidation) please consult your OMB analyst to determine what historical data should be continued in the new investment.

Multi-Agency Collaboration Investments

The managing partner (lead agency) will take the lead for completing the multi-agency exhibit 300, managing it through the lead agency's capital programming and budget process and submitting the exhibit 300 to OMB. The managing partner is also responsible for ensuring this exhibit 300 includes all necessary information from the partner agencies and has been approved by all necessary partner agencies through the appropriate governance process. The multi-agency exhibit 300 should include partner agency funding, related capital assets (e.g. migration investments, Centers of Excellence, Shared Service Centers, Supporting components), and cost and schedule performance. The managing partner Executive/Investment Committee should review and approve the multi-agency exhibit 300.

For IT assets, partner agencies should report their participation in their exhibit 53 submissions as appropriate (see section 53). Partner agencies should reference the name and UPI of the multi-agency exhibit 300 in the "Investment Description" field of each exhibit 53 line item related to the multi-agency exhibit 300. Partner agencies should also ensure their activities and participation are included in the appropriate sections of the multi-agency exhibit 300. The entire Summary of Funding Total for the investment, including funds provided by partner agency, should be included in the exhibit 300.

Investments that provide a service to other agencies, but do not receive contributions from partner agencies should still be reported as Multi-Agency Collaborations.

Investments such as Lines of Business (LoB) that provide a cross-federal governance structure, but no technical solution should also report as Multi-Agency Collaborations. As governing bodies, they have oversight responsibilities of the shared service providers that provide technical solutions and should inform and guide their performance targets. These exhibit 300s should not duplicate the costs including in the exhibit 300 reported by the shared service provider. The Cost and Schedule table should indicate key activities agreed to under the investment that indicate an agreed upon roadmap strategy; however, only costs directly attributed to the investment should be included.

Managing partners providing multi-agency services should ensure that funding is prioritized to accommodate building and obtaining approval of a shared architecture. Approval should be obtained through a working governance model that includes partner agencies, customers and OMB.

OMB may require additional information from partner agencies related to the multi-agency exhibit 300. When necessary, OMB will work with the managing partners to coordinate data requests.

For Cost, Schedule and Performance baseline changes

All proposed changes to baselines should be submitted to OMB prior to your FY 2012 budget request; proposed changes should not be assumed approved. If your agency has any questions, please contact your OMB representative. Only current approved baselines should be reflected in the exhibit 300.

For IT investments, agency approved changes to the baseline should be submitted to the IT Dashboard.

300.8 How will OMB use the exhibit 300s?

The exhibit 300 is one component of your agency's total performance budget justification (see section 51.2). OMB uses the exhibit 300 to make both quantitative decisions about budgetary resources consistent with the Administration's program priorities, and qualitative assessments about whether the agency's programming processes are consistent with OMB policy and guidance. OMB will be evaluating all elements of the business cases and will communicate the results of these evaluations in the course of the budget process. If additional supporting information is necessary, OMB will request from agencies the supporting evidence used to produce the exhibit 300. All information necessary to complete an exhibit 300 should already exist as part of the agency's overall Information Resources Management activities and within project specific documentation. The materials used to produce the exhibit 300 should be readily available to OMB upon request.

Exhibit 300: Capital Asset Plan and Business Case Summary
Part I: Summary Information And Justification (All Capital Assets)

Section A: Overview

1. Date of Submission: ____________________

2. Agency: ____________________

3. Bureau: ____________________

4. Name of this Investment: ____________________

5. Unique Project (Investment) Identifier (UPI) For IT investment only, see section 53.9. For all other, use agency ID if applicable. ____________________

6. What kind of investment will this be in FY 2012?
(Please NOTE: Investments with Planning/Acquisition activities in FY 2011 should not select O&M.)
Planning ___
Full Acquisition ___
Operations and Maintenance ___
Mixed Life Cycle ___

7. What was the first budget year this investment was submitted to OMB (YYYY)? ____________________

8. a)Provide a brief summary of the investment and justification, including a brief description of how this closes in part or in whole an identified agency performance gap, specific accomplishments expected by the budget year and the related benefit to the mission, and the primary beneficiary(ies) of the investment. ____________________
b) Provide any links to relevant websites that would be useful to gain additional information on the investment including links to GAO and IG reports. ____________________
For each link, provide a title of the content found at that link. ____________________

9. a) Provide the date of the Agency's Executive/Investment Committee approval of this investment. ____________________
b) Provide the date of the most recent or planned approved project charter. ____________________

10. Contact information?
a) Program/Project Manager Name ____________________
Phone Number ____________________
E-mail ____________________

b) Business Function Owner Name (i.e. Executive Agent or Investment Owner) ______________________
Phone Number ______________________
Email ______________________

11. What project management qualifications does the Project Manager have? (choose only one per FAC-P/PM or DAWIA)
(1) Project manager has been validated according to FAC-P/PM or DAWIA criteria as qualified for this investment.
(2) Project manager qualifications according to FAC-P/PM or DAWIA criteria is under review for this investment. ______________________
(3) Project manager assigned to investment, but does not meet requirements according to FAC-P/PM or DAWIA criteria. ______________________
(4) Project manager assigned but qualification status review has not yet started. ______________________
(5) No project manager has yet been assigned to this investment. ______________________

Section B: Summary of Funding (Budget Authority for Capital Assets)

1. Provide the total estimated life-cycle cost for this investment by completing the following table. All amounts represent budget authority in millions and are rounded to three decimal places. Thus 'carry-over' funds should be represented in the year they were authorized. Variation from planned expenditures will be reflected in the cost and schedule table.

Federal personnel costs should be included only in the rows designated "Planning & Acquisition Government FTE Cost," and "Operations, Maintenance, Disposition Government FTE Costs," and should be excluded from the amounts shown for "Planning," "Acquisition," "Operation/Maintenance," and "Disposition Costs." When reporting Federal personnel costs, agencies should use responsible discretion to indicate whether staff supports DME or O&M activities, avoiding duplication.

The "TOTAL" estimated annual cost of the investment is the sum of costs for "Planning," "Acquisition," and "Operation/Maintenance."

For Federal buildings and facilities, life-cycle costs should include long term energy, environmental, decommissioning, and/or restoration costs. Funding for all costs associated with the entire life-cycle of the investment should be included in this report.

Funding levels should be shown for budget authority by year, and for IT consistent with funding levels in Exhibit 53. The Summary of Funding table shall include the amounts allocated to the investment from, and should be directly tied to, the Fiscal Year Budget. This includes direct appropriations (discretionary or mandatory accounts), user fees, and approved self-funding activities and will provide the actual annual "budget" for the investment.

For the multi-agency investments, this table should include all funding (both managing partner and partner agency contributions).

This "budget" will be a subset of the congressionally approved budget for each fiscal year. This will provide Departments/Agencies and OMB useful information on the actual Fiscal Year dollars being asked for and spent on an investment.

Table I.B.1: Summary of Funding (In millions of dollars) (Estimates for BY+1 and beyond are for planning purposes only and do not represent budget decisions)									
	PY–1 and earlier	**PY 2010**	**CY 2011**	**BY 2012**	**BY+1 2013**	**BY+2 2014**	**BY+3 2015**	**BY+4 and beyond**	**Total**
Planning:									
Acquisition:									
Planning & Acquisition Government FTE Costs									
Subtotal Planning & Acquisition (DME):									
Operations & Maintenance:									
Disposition Costs (optional):									
Operations, Maintenance, Disposition Government FTE Costs									
Subtotal O&M and Disposition Costs (SS):									
TOTAL FTE Costs									
TOTAL (not including FTE costs):									
TOTAL (including FTE costs):									
Total number of FTE represented by Costs:									

Note 1*:* The two sub-total rows and two total rows will be calculated – not for data entry.

2. Insert the number of years covered in the column "PY-1 and earlier" ____________________________
3. Insert the number of years covered in the column "BY+4 and beyond": ____________________________
4. If the summary of funding has changed from the FY 2011 President's Budget request, briefly explain those changes: ____________________________

Section C: Acquisition/Contract Strategy (All Capital Assets)

1. Complete the table for all (including all non-Federal) contracts and/or task orders currently in place or planned for this investment. Contracts and/or task orders completed do not need to be listed. Total Value should include all option years for each contract. All dates, dollar values and other information should be best available estimates for contracts not yet awarded. Data definitions can be found at www.usaspending.gov/learn?tab=FAQ#2.

Agencies should confirm all Procurement Instrument Identifiers (PIIDs) and Indefinite Delivery Vehicle (IDV) PIID entries match with www.usaspending.gov and all Solicitation IDs entries match with FedBizOpps at www.fbo.gov.

Because data can be auto populated from other sources with valid IDV, PIID, and Solicitation numbers, certain fields are not required for IT investments. For specifics, please see notes 1 and 2 below the table.

Table I.C.1 Contracts Table

Field	Data Description	Contract 1	Contract 2	Contract X
Contract Status	(1) Awarded, (2) Pre-award Post-solicitation, (3) Pre-award Pre-solicitation			
Contracting Agency ID	Required only if the contracting agency is different than the agency submitting the exhibit. Use agency 4 digit code as used in FPDS.			
Procurement Instrument Identifier (PIID)	See www.usaspending.gov/learn?tab=FAQ#2			
Indefinite Delivery Vehicle (IDV) Reference ID	Required only for IDVs. See www.usaspending.gov/learn?tab=FAQ#2			
Solicitation ID[1]	See www.fbo.gov			
Alternative financing	(ESPC, UESC, EUL or N/A)			
EVM Required	Y/N			
Ultimate Contract Value[1]	Total Value of Contract including base and all options. Complete using dollars to two decimal places.			
Type of Contract/Task Order (Pricing)[1]	See FAR Part 16. Can be fixed price, cost, cost plus, incentive, IDV, time and materials, etc			
Is the contract a Performance Based Service Acquisition (PBSA)?[1]	Y/N Indicates whether the contract is a PBSA as defined by FAR 37.601. A PBSA describes the requirements in terms of results rather than the methods of performance of the work.			
Effective date[1]	MM/DD/YYYY Actual or expected Start Date of Contract/Task Order, the date that the parties agree will be the starting date for the contract's requirements.			
Actual or expected End Date of Contract/Task Order[1]	MM/DD/YYYY			

Table I.C.1 Contracts Table				
Field	**Data Description**	**Contract 1**	**Contract 2**	**Contract X**
Extent Competed[1]	(A) Full and open competition (B) Not available for competition (C) Not competed (D) Full and open competition after exclusion of sources (E) Follow-on to competed action (F) Competed under simplified acquisition procedures (G) Not competed under simplified acquisition procedures (CDO) Competitive Delivery Order (NDO) Non-competitive Delivery Order			
Short description of acquisition[2]	See www.usaspending.gov/learn?tab=FAQ#2			

[1] Assuming the PIID or IDV PIID match with USAspending, these data elements will be auto populated for awarded IT acquisitions

[2] Assumingthe PIID, IDV PIID, or Solicitation number match with USAspending or FedBizOpps this data will be auto populated for awarded and pre-award post-solicitation IT acquisitions.

2. If earned value is not required or will not be a contract requirement for any of the contracts or task orders above, explain why: ____________________

3. a) Has an Acquisition Plan been developed? If yes, please answer the questions that follow: Yes ________ No ________

b) Does the Acquisition Plan reflect the requirements of FAR Subpart 7.1 Yes ________ No ________

c) Was the Acquisition Plan approved in accordance with agency requirements Yes ________ No ________

d) If "yes," enter the date of approval? ____________________

e) Is the acquisition plan consistent with your agency Strategic Sustainability Performance Plan? Yes ________ No ________

f) Does the acquisition plan meet the requirements of EOs 13423 and 13514? Yes ________ No ________

g) If an Acquisition Plan has not been developed, provide a brief explanation. ____________________

Part II: IT Capital Investments

Part II should be completed only for IT investments including Planning, Acquisition, Mixed Lifecycle, Operations & Maintenance, and Multi-Agency IT Collaborations.

Section A: General

1. a) Confirm that the IT Program/Project manager has the following competencies: configuration management, data management, information management, information resources strategy and planning, information systems/network security, IT architecture, IT performance assessment, infrastructure design, systems integration, systems life cycle, technology awareness, and capital planning and investment control. (yes/no) ______________________________
b) If not, confirm that the PM has a development plan to achieve competencies either by direct experience or education. (yes/no) ______________________________

2. Describe the progress of evaluating cloud computing alternatives for service delivery to support this investment. ______________________________

3. Provide the date of the most recent or planned Quality Assurance Plan (MM/DD/YYYY) ______________________________

4. a) Provide the UPI of all other investments that have a significant dependency on the successful implementation of this investment. (comma delimited) ______________________________
b) If this investment is significantly dependent on the successful implementation of another investment(s), please provide the UPI(s). (comma delimited) ______________________________

5) An Alternatives Analysis must be conducted for all Major Investments with Planning and Acquisition (DME) activities and evaluate the costs and benefits of at least three alternatives and the status quo. The details of the analysis must be available to OMB upon request. Provide the date of the most recent or planned alternatives analysis for this investment. (MM/DD/YYYY) ______________________________

6) Risks must be actively managed throughout the lifecycle of the investment. The Risk Management Plan and risk register must be available to OMB upon request. Provide the date that the risk register was last updated. (MM/DD/YYYY) ______________________________

Section B: Cost and Schedule Performance

Agencies should be measuring the performance of assets against the baseline established during the planning or full acquisition phase, or, where approved, the current baseline, and be properly operating and maintaining the asset to maximize its useful life.

Agencies should represent the same timeframe and costs in the “Cost and Schedule table” as indicated in the “Summary of Funding” table. Activities planned beyond the budget year are expected to be less well defined and should be updated once the baseline is approved to a greater level of detail, typically via an Integrated Baseline Review.

Complete the following table on activities used to measure cost and schedule performance, representing only one level of the investment's Work Breakdown Structure. The activities represented in the table should be a natural derivative of the schedule maintained in the agency performance management system. Activity descriptions should follow a format including a description of the work performed and the product achieved. This should generally show Level 3 of the Work Breakdown Structure. Agencies should avoid reporting activities at a level where they span more than one fiscal year. Key activities should be apparent including planning, development iterations, deployment and decommission. For Operations and Maintenance work, provide activities used to track cost and schedule performance in the same format used for development activities in this same table. The percentages complete should relate to the value of the work planned and actually completed.

NOTE: The exhibit 300 schema includes an optional Work Breakdown Structure (WBS) field that is not depicted in the table below.

Table II.B.1. Comparison of Actual Work Completed and Actual Costs to Current Approved Baseline:

Complete the following table to compare actual performance against the current performance baseline. For all activities listed, you should provide both the planned and actual completion dates (e.g., "03/23/2003"/ "04/28/2004"), planned and actual start dates, planned and actual total costs (in $ Millions), and planned and actual percent complete. Note that all fields are required with the exception of "Agency EA Transition Plan Milestone Identifier". This table should be kept current on the IT Dashboard on a monthly basis, at a minimum.

Description of Activity	DME or SS	Agency EA Transition Plan Milestone Identifier (optional)	Total Cost		Current Baseline (mm/dd/yyyy)				Percentages Complete	
			Planned Cost ($M)	Actual Cost ($M)	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date	Planned Percent Complete	Actual Percent Complete

2. If the investment cost, schedule, or performance variances are not within 10 percent of the current baseline, provide a complete analysis of the reasons for the variances, the corrective actions to be taken, and the most likely estimate at completion. ________________________________

3. For mixed lifecycle or operations and maintenance investments an Operational Analysis must be performed annually. Operational analysis may identify the need to redesign or modify an asset by identifying previously undetected faults in design, construction, or installation/integration, highlighting whether actual operation and maintenance costs vary significantly from budgeted costs, or documenting that the asset is failing to meet program requirements. The details of the analysis must be available to OMB upon request. Insert the date of the most recent or planned operational analysis. ________________________________

4. Did the Operational analysis cover all 4 areas of analysis: Customer Results, Strategic and Business Results, Financial Performance, and Innovation? Yes ________ No ________

Section C: Financial Management Systems

If this investment funds one or more financial systems, please list each system and complete the table. These systems should also have been reported in the most recent Financial Management Systems Inventory (FMSI). "Type of financial system" should be one of the following per OMB Circular A-127: core financial system, procurement system, loan system, grant system, payroll system, budget formulation system, billing system, or travel system. Budget Year (BY) funding should include both contract and government costs requested for the Budget Year via this investment.

Table II.C.1: Financial Management Systems			
System(s) Name	**System Acronym**	**Type of Financial System**	**BY Funding**

Section D: Multi-Agency Collaboration Oversight (For Multi-Agency Collaborations only)

Multi-agency Collaborations, such as E-Gov and LoB initiatives, should develop a joint exhibit 300. Partner agencies that provide contributions to a multi-agency collaboration do not complete Section C.

Table II.D.1. Customer Table: As a joint exhibit 300, please identify all the agency customers. Customers are not limited to agencies with financial commitment. All agency customers should be listed regardless of approval. If the partner agency has approved this joint exhibit 300 please provide the date of approval.	
Customer Agency	**Joint exhibit approval date**

Only Managing partners of Legacy E-Gov initiatives should complete the "Shared Services Providers" Table (Table II.C.2).

Table II.D.2. Shared Service Providers Only Managing partners of Legacy E-Gov initiatives should complete this table.		
Shared Service Provider (Agency)	**Shared Service Asset Title**	**Shared Service Provider Exhibit 53 UPI (BY 2011)**

Provide in the "Partner Funding Strategies" Table (Table II.D.3) the name(s) of partner agencies; the UPI of the partner agency investments; and the partner agency contributions for CY and BY.

Table II.D.3. For IT Investments, Partner Funding Strategies ($millions): Please indicate partner contribution amounts (in-kind contributions should also be included in this amount) and fee-for-service amounts. (Partner Agency Asset UPIs should also appear on the Partner Agency's exhibit 53. All fee-for-service reimbursements for Shared Service Providers should be included in this table. For non-IT fee-for-service amounts the Partner exhibit 53 UPI can be left blank) (IT migration investments should not be included in this table)							
Partner Agency	**Partner exhibit 53 UPI (BY 2012)**	**CY Monetary Contribution**	**CY "In-Kind" Contribution**	**CY Fee-for-Service**	**BY Monetary Contribution**	**BY "In-Kind" Contribution**	**BY Fee-for-Service**

Table II.D.3. For IT Investments, Partner Funding Strategies ($millions):

Please indicate partner contribution amounts (in-kind contributions should also be included in this amount) and fee-for-service amounts. (Partner Agency Asset UPIs should also appear on the Partner Agency's exhibit 53. All fee-for-service reimbursements for Shared Service Providers should be included in this table. For non-IT fee-for-service amounts the Partner exhibit 53 UPI can be left blank) (IT migration investments should not be included in this table)

Partner Agency	Partner exhibit 53 UPI (BY 2012)	CY Monetary Contribution	CY "In-Kind" Contribution	CY Fee-for-Service	BY Monetary Contribution	BY "In-Kind" Contribution	BY Fee-for-Service

Does this investment replace any legacy systems investments for either the Managing Partner or partner agencies? Disposition costs for the Managing partner (costs of retirement of legacy systems) may be included as a category in, Summary of Funding, or in separate investments, classified as major or non-major. For legacy system investments being replaced by this investment, include the following data on these legacy investments.

Table II.D.4. Legacy Systems Being Replaced		
Name of the Legacy Investment of Systems	**Current UPI**	**Date of the System Retirement**

Section E: Performance Information

In order to successfully address this area of the exhibit 300, performance goals must be provided for the agency and be linked to the annual performance plan, Information Resource Management plan, and Agency Strategic Plan. The investment must discuss its performance measures in support of the agency's mission and strategic goals. They are the internal and external performance benefits this investment is expected to deliver to the agency (e.g., improve efficiency by 60 percent, increase citizen participation by 300 percent a year to achieve an overall citizen participation rate of 75 percent by FY 20xx, etc.). They should include the expected measurable outcomes of the investment, including both customer and business objectives. A minimum of one measure should indicate primary customer satisfaction with the investment. Agencies shall maintain records for each indicator that includes the source of measurement date, the measurement method and who is responsible for collection.

The unit of measure should describe denomination counted (e.g. hours of processing time, inquiries received from stakeholders). The goals must be clearly measurable investment outcomes, and if applicable, investment outputs. They do not include the completion date of the module, milestones, or investment, or general goals, such as "significant," "better," "improved," that do not have a quantitative measure. Performance Measure reporting frequency should be chosen from one of four frequencies: monthly, quarterly, semi-annually, or annually. Performance Measure Direction should be reported indicating whether the performance is expected to increase or decrease. For each measure complete Tables I.D.1.a and I.D.1.b. Maintain historical performance by adding appropriate historical fiscal year measurements in Table I.D.1.b. At a minimum, performance targets should extend to the BY. The table can be extended to include performance measures for years beyond the next President's Budget. OMB has no requirement for how an agency should display the information described in their internal systems.

Specific to IT investments, agencies must report performance goals and measures for the major investment and use the Federal Enterprise Architecture (FEA) Performance Reference Model (PRM). Map all Measurement Indicators to the corresponding "Measurement Area" and "Measurement Grouping" identified in the PRM. There should be at least one Measurement Indicator for each of the four different Measurement Areas (Mission &

Business Results, Customer Results, Processes & Activities, and Technology), for each fiscal year. Operational IT investments should include at least one measure of unit cost. Unit cost measures should be for major inputs, align with how the input is procured, and reflect commodity or near commodity hardware, software or managed services. Specific to Infrastructure Investments, 4 performance measures are required; however, measures are only expected in the technology measurement area. The PRM is available at http://www.whitehouse.gov/omb/e-gov/.

Table I.E.1a. Performance Metric Attributes	
Agency Measurement Identifier	
Measurement Area (For IT Assets)	
Measurement Grouping (For IT Assets)	
Measurement Indicator	
Reporting Frequency	
Unit of Measure	
Performance Measure Direction	
Baseline	
Year Baseline Established for this measure (Origination Date)	
Measure Status (active, or deactivated)	
Reason Deactivated (only if deactivated)	

Table 1.E.1.b. Performance Metric Targets and Results

Agency Measurement Identifier				
Fiscal Year	Target	Actual Results	Target "Met" or "Not Met"	Date Actuals Last Updated (autopopulated)
200x				
2010				
2011				
2012				

Part III: Non-IT Capital Investments

Part III should be completed only for Non-IT capital investments.

Section A: Alternatives Analysis

An Alternatives Analysis must evaluate the costs and the benefits of at least three alternatives and the status quo. The details of the analysis must be available to OMB upon request

1. Was an Alternatives Analysis conducted (yes/no)? ____________________________________

2. If an Alternatives Analysis was conducted, answer the following questions.
a) What is the date of the analysis? ____________________________________
b) How many alternatives were considered? ____________________________________
c) Did the analysis evaluate the costs and the benefits of each alternative (yes/no)? ____________________________________
d) Briefly summarize the rationale for the selected alternative. ____________________________________

3. If an Alternatives Analysis was not conducted, provide a brief explanation. ____________________________________

Section B: Risk Management

Risk must be actively managed throughout the lifecycle of the investment. The Risk Management Plan must be available to OMB upon request.

1. Has a Risk Management Plan been developed (yes/no)? ____________________________________

2. If a Risk Management Plan has been developed, answer the following questions.
a) What is the date of the plan? ____________________________________
b) Does the plan include a list of risks (yes/no) ____________________________________
c) Does the plan include the probability of occurrence for each risk (yes/no)? ____________________________________
d) Does the plan include the impact of each risk (yes/no)? ____________________________________
e) Does the plan include a mitigation strategy for each risk (yes/no)? ____________________________________
f) Does the plan include activity managing risk throughout the lifecycle (yes/no)? ____________________________________

3. If a Risk Management Plan has not been developed, provide a brief explanation. ____________________________________

Section C: Performance Information

1. Performance Information Table
   Enter the agency strategic goals supported by the investment and the corresponding performance measures in Table III.C.1. The performance goals must be clearly measurable and quantifiable.

Table III.C.1: Performance Information Table				
Fiscal Year	**Strategic Goal(s) Supported**	**Performance Baseline**	**Performance Goal**	**Actual Results**

2. Explanations

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Section D: Earned Value Management

1. EVM shall be used to measure the progress of planning and acquisition activity. EVM is not required for Operations and Maintenance (O&M) activity. Enter the EVM data for the investment in the status column of Table III.D.1. (Required by Federal Acquisition Regulation (FAR) Subpart 34.2. Also reference GAO Cost Estimating and Assessment Guide (GAO-09-3SP) p.210 Implementing EVM at the Program Level.)

Table III.D.1: EVM Table			
Performance Measure	**Units**	**Formula**	**Status**
Budget at Completion (BAC)	$M		
Planned Value (PV)	$M		
Earned Value (EV)	$M		
Actual Costs (AC)	$M		
Cost Variance (CV)	$M	CV = EV –AC	
Cost Variance (CV%)	%	CV% = CV / EV x100	
Cost Performance Index (CPI)	Ratio	CPI = EV / AC	
Schedule Variance (SV)	$M	SV = EV – PV	
Schedule Variance (SV%)	%	SV% = SV / PV x100	
Schedule Performance Index	Ratio	SPI = EV / PV	
Estimate at Completion (EAC)	$M	EAC = BAC / CPI	
Variance at Completion (VAC)	$M	VAC = BAC – EAC	
Variance at Completion (VAC%)	%	VAC % = VAC / BAC	
Percent Complete	%	% Complete = EV / BAC x 100	
Percent Spent	%	% Spent = AC / BAC x 100	
Estimated Completion Date	Date	mm/dd/yyyy	

2. Explanations

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Section E: Operations and Maintenance (O&M)

An Operational Analysis must be performed at least annually. Investments with both O&M funding and planning and acquisition activity must perform an operational analysis on the O&M portion of the investment. The analysis must address both the technical and financial performance of the investment. The details of the analysis must be available to OMB upon request.

1. Has an Operational Analysis been performed within the last 18 months Yes ________ No ________

2. If an Operational Analysis was performed within the last 18 months, answer the following questions:
a)What was the date of the analysis ________________________
b)Briefly summarize the results of the analysis ________________________

3. If an Operational Analysis has not been performed within the last 18 months, provide a brief explanation ________________________

4. Enter planned and actual cost and schedule performance data for all O&M activity in Table III.E.3. Based on the data entered, calculate the cost and schedule variance and enter the results in the Variance column of the Table.

Table III.E.4: O&M Cost and Schedule Performance						
Milestone	Planned		Actual		Variance	
	Completion Date (mm/dd/yyyy)	Total Cost ($M)	Completion Date (mm/dd/yyyy)	Total Cost ($M)	Schedule (days) Planned - Actual	Cost ($M) Planned - Actual

Section F: Stakeholders

1. List all agency stakeholders. Stakeholders are not limited to agencies with a financial commitment. If a partner agency has approved the Exhibit 300, enter the date of approval.

Table III.F.1. Stakeholders	
Partner Agency	Date of Approval