

Exhibit 300: Part I: Summary Information and Justification (All Capital Assets)

I.A. Overview

1. Date of Submission:	
2. Agency:	Department of State
3. Bureau:	IIP/T/EM Electronic Media
4. Name of this Capital Asset:	Content Management System
5. Unique Project (Investment) Identifier: (For IT investment only, see section 53. For all other, use agency ID system.)	014-00-01-05-01-1199-00
6. What kind of investment will this be in FY2008? (Please NOTE: Investments moving to O&M ONLY in FY2008, with Planning/Acquisition activities prior to FY2008 should not select O&M. These investments should indicate their current status.)	Operations and Maintenance
7. What was the first budget year this investment was submitted to OMB?	FY2002
8. Provide a brief summary and justification for this investment, including a brief description of how this closes in part or in whole an identified agency performance gap:	
The CMS project provides centralized content management, web hosting, search, security, continuity of operations, training, support, and web reporting tools for Embassies and the Department of State's public websites.	
9. Did the Agency's Executive/Investment Committee approve this request?	Yes
a. If "yes," what was the date of this approval?	8/4/2006
10. Did the Project Manager review this Exhibit?	Yes
12. Has the agency developed and/or promoted cost effective, energy efficient and environmentally sustainable techniques or practices for this project.	Yes
a. Will this investment include electronic assets (including computers)?	Yes
b. Is this investment for new construction or major retrofit of a Federal building or facility? (answer applicable to non-IT assets only)	No
1. If "yes," is an ESPC or UESC being used to help fund this investment?	
2. If "yes," will this investment meet sustainable design principles?	
3. If "yes," is it designed to be 30% more energy efficient than relevant code?	

13. Does this investment support one of the PMA initiatives?	Yes
If "yes," check all that apply:	Expanded E-Government, Right Sized Overseas Presence
13a. Briefly describe how this asset directly supports the identified initiative(s)?	Expanded eGovernment: The CMS provides the platform for development and deployment of the department's public and embassy websites worldwide. Right Sized Overseas Presence: Staffing and resource allocations of webmaster-related duties can be reconsidered due to the productivity gains provided through the use of the CMS as well as the ability to use non-technical staff to do so through the CMS.
14. Does this investment support a program assessed using the Program Assessment Rating Tool (PART)? (For more information about the PART, visit www.whitehouse.gov/omb/part.)	No
a. If "yes," does this investment address a weakness found during the PART review?	No
b. If "yes," what is the name of the PART program assessed by OMB's Program Assessment Rating Tool?	
c. If "yes," what PART rating did it receive?	
15. Is this investment for information technology?	Yes
If the answer to Question: "Is this investment for information technology?" was "Yes," complete this sub-section. If the answer is "No," do not answer this sub-section.	
For information technology investments only:	
16. What is the level of the IT Project? (per CIO Council PM Guidance)	Level 2
17. What project management qualifications does the Project Manager have? (per CIO Council PM Guidance):	(1) Project manager has been validated as qualified for this investment
18. Is this investment identified as "high risk" on the Q4 - FY 2006 agency high risk report (per OMB's "high risk" memo)?	No
19. Is this a financial management system?	No
a. If "yes," does this investment address a FFMI A compliance area?	No
1. If "yes," which compliance area:	
2. If "no," what does it address?	
b. If "yes," please identify the system name(s) and system acronym(s) as reported in the most recent financial systems inventory update required by Circular A-11 section 52	
20. What is the percentage breakout for the total FY2008 funding request for the following? (This should total 100%)	
Hardware	8
Software	3
Services	89
Other	0
	2

21. If this project produces information dissemination products for the public, are these products published to the Internet in conformance with OMB Memorandum 05-04 and included in your agency inventory, schedules and priorities?

Yes

23. Are the records produced by this investment appropriately scheduled with the National Archives and Records Administration's approval?

Yes

I.D. 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. The investment must discuss the agency's mission and strategic goals, and performance measures must be provided. These goals need to map to the gap in the agency's strategic goals and objectives this investment is designed to fill. 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 2xxx, etc.). 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 or qualitative measure.

Agencies must use Table 1 below for reporting performance goals and measures for all non-IT investments and for existing IT investments that were initiated prior to FY 2005. The table can be extended to include measures for years beyond FY 2006.

Performance Information Table 1:

Fiscal Year	Strategic Goal(s) Supported	Performance Measure	Actual/baseline (from Previous Year)	Planned Performance Metric (Target)	Performance Metric Results (Actual)
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All new IT investments initiated for FY 2005 and beyond must use Table 2 and are required to use the Federal Enterprise Architecture (FEA) Performance Reference Model (PRM). Please use Table 2 and the PRM to identify the performance information pertaining to this major IT investment. 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 at least four different Measurement Areas (for each fiscal year). The PRM is available at www.egov.gov.

Performance Information Table 2:

Fiscal Year	Measurement Area	Measurement Category	Measurement Grouping	Measurement Indicator	Baseline	Planned Improvement to the Baseline	Actual Results
2004	Customer Results	Customer Benefit	Customer Satisfaction	Customer Satisfaction, Customer Retention, Customer Complaints: Customer Satisfaction Survey Score	Foresee Survey Results, March 27 2003 - May 28 2003 for USINFO websites. HIGHLIGHTS OF THE DATA: -Overall satisfaction score = 72	TOP PRIORITIES: - Increase Search Component Score from 67 to 70 in order to increase overall score	Current overall score is 72
2004	Customer Results	Service Accessibility	Access	Availability, Access: Review of all CMS-hosted	All CMS-hosted sites are reviewed for 508	Continued support for 508 compliance review,	All CMS-hosted sites are reviewed for 508 compliance.

				Sites	compliance.	and incorporate the new P3P privacy requirements to go into effect the end FY04.	
2004	Customer Results	Service Quality	Accuracy of Service or Product Delivered	Accuracy of Service or Product Delivered	Existing publishing process required content contributor's time to be split in half between creating articles and dealing technical issues related to HTML coding, uploading content, hosting, etc... Current Score for Content Component is 70.	Remove technical aspects of contributing content, thereby allowing all a content contributor's time to be focused on the quality of the piece being created: a 5 point increase in Content Score.	On average the Content Score from the Foresee survey results is 76 since Content System implementation.
2004	Customer Results	Timeliness and Responsiveness	Delivery Time	Delivery Time: Time it takes to publish an Article through the CMS.	Time taken for writer/editors to prepare and post Content to their websites without the CMS was 1.5 hours on average.	At least a 40% reduction in the time it takes to publish content using the CMS versus doing it the current way.	Depending upon the process, one is able to publish content through the CMS between within half an hour to an hour.
2004	Customer Results	Timeliness and Responsiveness	Response Time	Response Time: Response times using the Keynote service to measure website response times from keynotes' servers located all over the world.	Without Akamai: 1) Average domestic Response Time non-Peak: 0.53 seconds2) Average Response Time Peak: 0.64 seconds	With the Akamai network, domestic response times should decrease by a factor of 5.	With Akamai: 1) Average Response Time non-Peak: 0.08 seconds - a 6.6X or 560% decrease in response time2) Average Response Time Peak: 0.07 seconds - a 9.1X or 810% decrease in response time
2004	Mission and Business Results	Information and Technology Management	IT Infrastructure Maintenance	IT Infrastructure Maintenance, IT Security, Information Management, Lifecycle/Change Management, Record Retention, System Development, System Maintenance	Posts, Missions, IIP, and PA were all using different ISP's, software, and process to create and deploy their web publications. There was no centralized enterprise-wide system in place to do so which also met security requirements of the Department.	The CMS will provide a centralized enterprise-wide service for Posts and Public Diplomacy bureaus providing Hosting, Search, Reporting and Analysis, Security, Software licensing, and professional services at no costs to its customers.	The CMS provides a centralized enterprise-wide service for Posts and Public Diplomacy bureaus providing Hosting, Search, Reporting and Analysis, Security, Software licensing, and professional services at no costs to its customers.
2004	Mission and Business Results	International Affairs and Commerce	Foreign Affairs	Official Information Dissemination, Product Outreach: Number of new Posts/Websites implemented within CMS.	Number of new Posts/Websites implemented within CMS is 0.	20 Posts/Websites implemented.	10 Posts/Websites implemented.
2004	Processes and Activities	Cycle Time and Resource Time	Cycle Time	Cycle Times, Timeliness: Time to implement web-based products	A typical web-based product took on average one and a half to two months to implement.	Shorten time for a typical web-based product 25%.	Creation of new web-based products was measured at taking less than half the time, or approximately one month to production.

2004	Processes and Activities	Productivity and Efficiency	Productivity	Efficiency and productivity: Percent Reduction in time	Time it takes for a web editor to perform their publishing tasks was measured at over an hour.	40% reduction in time	Almost a 50% reduction in time was achieved.
2004	Technology	Effectiveness	IT Contribution to Process, Customer, or Mission	IT Contribution to Process, Customer, or Mission	No systematic processes or best practices in place for web publishing in place.	Implement and provide a Content Management System and a set of systematic processes and Best Practices for web publishing.	The CMS provides a set of processes and proven best practices which many of our Posts and other PD customers are taking of advantage today, and the demand for these services is growing.
2004	Technology	Information and Data	Data Standardization or Tagging	Data Reliability and Quality, Data Standardization and Tagging, Data Storage, Data Sharing: Percent standardization of data	Before the CMS there was no standardization of data, no data tags were defined, and storage of the data was decentralized and data was not archived.	The CMS will provide centralized storage which is accessible via the Internet where all information is in XML format.	100% of all data implemented within the CMS is centralized, stored in XML format, syndication feeds are available in RSS format, and all data is accessible through the Internet.
2004	Technology	Quality	Compliance and Deviations	Functionality, Compliance and Deviations, IT Composition: Centralized and standardized configurations and services.	Posts, Missions, IIP, and PA were all using different ISP's, software, and process to create and deploy their web publications. There was no centralized enterprise-wide system in place to do so.	CMS will provide a centralized enterprise-wide service for Posts and Public Diplomacy bureaus that will provide Hosting, Search capabilities, reporting and analysis, security, software licensing, and professional services at no costs to its customers	The CMS now provides a centralized enterprise-wide service for Posts and Public Diplomacy bureaus that provides Hosting, Search capabilities, reporting and analysis, security, software licensing, and professional services at no costs to its customers
2004	Technology	Reliability and Availability	Availability	Availability, Reliability of all CMS-hosted Sites: Percent CMS-hosted sites	Availability of CMS-hosted sites at Digex is 99%	100% availability of all CMS-hosted sites worldwide	Through the Akamai network, all CMS-hosted sites have 100% availability worldwide
2005	Customer Results	Customer Benefit	Customer Satisfaction	Customer Satisfaction, Retention, Complaints: Continued use of Foresee Survey to survey and collect visitor info for metrics: Content, Functionality, Image, Look and Feel, Navigation, Search, & Performance to generate a customer satisfaction index.	Maintain Customer satisfaction score over 70 points. This score ranks as excellent amongst government-related websites.	Maintain customer satisfaction scores at 70 or better.	Current Customer Satisfaction Index: 71*Supports Strategic Goal 11: Public Diplomacy and Public Affairs
2005	Customer Results	Service Accessibility	Availability	Availability, Access: of all CMS-hosted Sites	100% uptime of all CMS-hosted web sites	Maintain 100% uptime of all CMS-hosted websites.	100%: 365 days/year, 24 hours/day.*Supports Strategic Goal 11: Public Diplomacy and Public Affairs
2005	Customer	Service Quality	Accuracy of	Accuracy of Service or	Existing publishing	Continue to provide a	Goal is being met 100%. The

	Results		Service or Product Delivered	Product Delivered	process required	system which allows	use of the CMS requires limited
					content contributor's time to be split between creating an article and with having to deal with deal the technical issues related to HTML coding, uploading content, hosting issue, etc...	Content Contributors to be shielded from all technical aspects of publishing, thereby allowing them to focus on Content Creation.	knowledge of HTML or other technically-related to publishing.*Supports Strategic Goal 11: Public Diplomacy and Public Affairs*Supports Strategic Goal 12: Mgmt and Organizational Excellence
2005	Customer Results	Timeliness and Responsiveness	Response Time	Response Time: Response times using the Keynote service to measure website response times from keynote's servers located all over the world.	1) Average Response Time non-Peak: 0.08 seconds 2) Average Response Time Peak: 0.07 seconds	Maintain Response Times for peak and non-peak activity under 1 second world-wide	World-wide Response Time peak and non-Peak average at .7 seconds.*Supports Strategic Goal 11: Public Diplomacy and Public Affairs
2005	Mission and Business Results	Information and Technology Management	IT Infrastructure Maintenance	IT Infrastructure Maintenance, IT Security, Information Management, Lifecycle/Change Management, Record Retention, System Development, System Maintenance	Posts, Missions, IIP, and PA were all using different ISP's, software, and process to create and deploy their web publications. There was no centralized enterprise-wide system in place to do so which also met security requirements of the Department.	CMS continues to provide centralized enterprise-wide service for Posts and Public Diplomacy bureaus that provides Hosting, Search capabilities, reporting and analysis, security, software licensing, and professional services at no costs to customers	100% of all CMS-related software and services continue to be offered at no cost through a centralized Application Services Model.*Supports Strategic Goal 11: Public Diplomacy and Public Affairs*Supports Strategic Goal 12: Mgmt and Org Excellence
2005	Mission and Business Results	International Affairs and Commerce	Foreign Affairs	Official Information Dissemination, Product Outreach: Number of new Posts/Websites implemented within CMS.	20 Posts/Websites implemented to date	50 additional Posts/Websites implemented	52 additional Posts/Websites implemented to date.*Supports Strategic Goal 11: Public Diplomacy and Public Affairs
2005	Processes and Activities	Cycle Time and Resource Time	Cycle Time	Cycle Times, Timeliness	A typical web-based product took on average one and a half to two months to implement.	Reduce Time it takes to create a web-based product by one quarter the time.	A typical web-based product now takes an average of one half to one month to implement. Embassy websites with core-level content have been stood up in as little as 5 days. *Supports Strategic Goals 11 and 12
2005	Processes and Activities	Productivity and Efficiency	Productivity	Efficiency and productivity	Time it takes for a web editor to perform their publishing tasks was measured at over an hour.	Add an additional 25% to FY04 productivity gains	On average, publishing tasks take 45 minutes or less depending upon page complexity.*Supports Strategic Goal 11: Public Diplomacy and Public Affairs*Supports Strategic Goal 12: Management and Organizational Excellence
2005	Technology	Effectiveness	IT Contribution to Process, Customer, or	IT Contribution to Process, Customer, or Mission	No systematic processes or best practices in place for web publishing	Continue to provide a Content Management System and a set of	100% of all publishing steps have been automated with the exception of content

			Mission		in place.	systematic and automated processes and Best Practices for web publishing.	creation. *Supports Strategic Goal 11: Public Diplomacy and Public Affairs*Supports Strategic Goal 12: Management and Organizational Excellence
2005	Technology	Efficiency	Response Time	Accessibility, Improvement, Interoperability, Load Levels, Response Time: Locally-served web content to website visitors	Currently, all CMS servers were located at a single location in Beltsville, MD. Without Akamai: 1) Average Domestic Response Time non-Peak: 0.53 seconds 2) Average Response Time Peak: 0.64 seconds	Maintain World-wide Response Times for peak and non-peak activity under 1 second world-wide.	World-wide Response Time peak and non-Peak average at .7 seconds. *Supports Strategic Goal 11: Public Diplomacy and Public Affairs
2005	Technology	Financial (Technology)	Licensing Costs	Operations Costs, Licensing Costs, Overall Costs, Support Costs, Training and User Costs.	Posts, Missions, IIP, and PA were all using different ISP's, software, and process to create and deploy their web publications. There was no centralized enterprise-wide system in place to do so.	CMS continues to provide centralized enterprise-wide service for Posts and Public Diplomacy bureaus that provides Hosting, Search capabilities, reporting and analysis, security, software licensing, and professional services at no costs to customers	Goal is being met 100%. *Supports Strategic Goal 11: Public Diplomacy and Public Affairs*Supports Strategic Goal 12: Management and Organizational Excellence
2005	Technology	Information and Data	Data Reliability and Quality	Data Reliability and Quality, Data Standardization and Tagging, Data Storage, Data Sharing	Before the CMS there was no standardization of data, no data tags were defined, and storage of the data was decentralized and data was not archived.	The CMS will continue to provide 100% of all data in XML format from a centralized repository in XML format, syndication feeds available in RSS format, and all data is accessible through the Internet.	100% of goal is being met. *Supports Strategic Goal 11: Public Diplomacy and Public Affairs
2005	Technology	Reliability and Availability	Availability	Availability, Reliability of all CMS-hosted Sites	100% uptime of all CMS-hosted web sites	Maintain 100% uptime of all CMS-hosted websites.	Uptime of all CMS-hosted sites was 100%: 365 days/year, 24 hours/day. *Supports Strategic Goal 11: Public Diplomacy and Public Affairs
2006	Customer Results	Customer Benefit	Customer Impact or Burden	IT Infrastructure Maintenance, IT Security, Information Management, Lifecycle/Change Management, Record Retention, System Development, System Maintenance	100% of all CMS-related software and services continue to be offered at no cost through a centralized Application Services Model.	The CMS continues providing centralized enterprise-wide services for Posts and Public Diplomacy bureaus that will provide Hosting, Search, reporting and analysis, security, software licensing, and professional services at	The CMS continues to meet this goal of centralized services, while having added a total of three new services at no additional cost to the embassies. *Supports Strategic Goal 11: Public Diplomacy and Public Affairs*Supports Strategic Goal 12

						no costs to its customers.	
2006	Customer Results	Customer Benefit	Customer Satisfaction	Customer Satisfaction, Retention, Complaints: Continued use of Foresee Survey to survey and collect visitor info for metrics: Content, Functionality, Image, Look and Feel, Navigation, Search, & Performance to generate a customer satisfaction index.	Current FY05 Customer Satisfaction Index is 71	Maintain Customer Satisfaction index over 70.	Current Customer Satisfaction Index is 72*Supports Strategic Goal 11: Public Diplomacy and Public Affairs
2006	Customer Results	Service Accessibility	Access	Availability, percentage uptime.	100% uptime of all CMS-hosted web sites	Maintain 100% uptime of all CMS-hosted websites.	100%: 365 days/year, 24 hours/day.*Supports Strategic Goal 11: Public Diplomacy and Public Affairs
2006	Customer Results	Service Quality	Accuracy of Service or Product Delivered	Foresee Content Survey Score.	The CMS shields the user from knowing HTML or other technical aspects, thereby allowing the user to focus more time to producing a higher quality products. Maintain Foresee content score above 72.	Maintain Foresee content score above 72.	Foresee Content Survey Score currently averages 74.*Supports Strategic Goal 11: Public Diplomacy and Public Affairs
2006	Customer Results	Timeliness and Responsiveness	Response Time	Response Time: Response times using the Keynote service to measure website response times from keynote's servers located all over the world.	Response Times for peak and non-peak activity under 1 second world-wide.	Maintain Response Times for peak and non-peak activity under 1 second world-wide.	Response Times for peak and non-peak activity under 1 second world-wide.*Supports Strategic Goal 11: Public Diplomacy and Public Affairs
2006	Mission and Business Results	International Affairs and Commerce	Foreign Affairs	Official Information Dissemination, Product Outreach: Number of new Posts/Websites implemented within CMS.	200 Posts/Websites implemented to date at end of FY05.	20 additional Posts/Websites Implemented.	To date: 219 Posts/Websites implemented, plus an additional 25 IIP-related sites.*Supports Strategic Goal 11: Public Diplomacy and Public Affairs
2006	Processes and Activities	Cycle Time and Resource Time	Cycle Time	Cycle Times, Timeliness	A typical web-based product takes on average under a month to develop. Embassy websites with core-level content have been created in as little as 5 days.	Add an additional 5% productivity gain to FY05 figures.	A standard Embassy or VPP website can be created, populated with core content, and live within as little as 3-3.5 weeks, representing an average productivity gain of over 15%.*Supports Strategic Goals 11 and 12
2006	Processes and Activities	Productivity and Efficiency	Productivity	Efficiency and productivity	On average, publishing tasks take an average of 45 minutes or less	Add an additional 5% to FY05 productivity gains.	Publishing tasks have been further streamlined and now takes an average of 30-40

					depending upon page complexity.		minutes, representing over a 20% improvement. *Supports Strategic Goal 11: Public Diplomacy and Public Affairs*Supports Strategic Goal 12: Mgmt and Org Excellence
2006	Technology	Effectiveness	IT Contribution to Process, Customer, or Mission	IT Contribution to Process, Customer, or Mission	No systematic processes or best practices in place for web publishing in place.	Continue to provide a Content Management System and a set of systematic processes and Best Practices for web publishing that allows anyone to be able to publish content.	Goal is being met 100%. The use of the CMS requires limited knowledge of HTML or other technically-related to publishing. *Supports Strategic Goal 11: Public Diplomacy and Public Affairs*Supports Strategic Goal 12: Mgmt and Organizational Excellence
2006	Technology	Efficiency	Response Time	Accessibility, Improvement, Interoperability, Load Levels, Response Time: Locally-served web content to website visitors	Currently, all CMS servers were located at a single location in Beltsville, MD. Without Akamai: 1) Average Response Time non-Peak: 0.53 seconds 2) Average Response Time Peak: 0.64 seconds	Maintain Response Time non-Peak: 0.08 seconds and 2) Average Response Time Peak: 0.07 seconds	Average Response Time Peak: 0.07 seconds *Supports Strategic Goal 11: Public Diplomacy and Public Affairs
2006	Technology	Financial (Technology)	Overall Costs	Operations Costs, Licensing Costs, Overall Costs, Support Costs, Training and User Costs.	CMS continues to provide a centralized enterprise-wide service for Posts and Public Diplomacy bureaus providing Hosting, Search capabilities, reporting and analysis, security, software licensing, and professional services at no costs to customers	The CMS will add the following services to its offering: Photo Repository, Photo Gallery, Chat Capability, Wiki Capability, Blogging capability at no additional cost.	4 out of 5 Improvement services have been deployed to date. *Supports Strategic Goal 11: Public Diplomacy and Public Affairs*Supports Strategic Goal 12: Management and Organizational Excellence
2006	Technology	Information and Data	Data Standardization or Tagging	Data Reliability and Quality, Data Standardization and Tagging, Data Storage, Data Sharing	Before the CMS there was no standardization of data, no data tags were defined, and storage of the data was decentralized and data was not archived. Information repurposing and reuse of Washington-produced content was performed by only a handful	The CMS continues to provide 100% of all data in XML format from a centralized repository that includes RSS syndication capability of all published content. In FY05, 86 embassy sites were utilizing Washington Syndicated content on their websites.	To date, 130 embassy sites are utilizing Syndicated content on their websites, representing over a 50% increase in usage. *Supports Strategic Goal 11: Public Diplomacy and Public Affairs*Supports Strategic Goal 12: Management and Org Excellence
2006	Technology	Reliability and Availability	Availability	Availability, Reliability of all CMS-hosted Sites	100% uptime of all CMS-hosted web sites: 365 days/year, 24	Maintain 100% uptime of all CMS-hosted websites: 365	Uptime of all CMS-hosted sites to date is 100%: 365 days/year, 24 hours/day. *Supports

					hours/day.	days/year, 24 hours/day.	Strategic Goal 11: Public Diplomacy and Public Affairs
2007	Customer Results	Customer Benefit	Customer Impact or Burden	IT Infrastructure Maintenance, IT Security, Information Management, Lifecycle/Change Management, Record Retention, System Development, System Maintenance	100% of all CMS-related software and services continue to be offered at no cost through a centralized Application Services Model.	CMS continues to provide a centralized enterprise-wide service for Posts and Public Diplomacy bureaus providing Hosting, Search capabilities, reporting and analysis, security, software licensing, and professional services at no costs to customers.	
2007	Customer Results	Customer Benefit	Customer Satisfaction	Customer Satisfaction, Retention, Complaints: Continued use of Foresee Survey to survey and collect visitor info for metrics: Content, Functionality, Image, Look and Feel, Navigation, Search, & Performance to generate a customer satisfaction index.	Current Customer Satisfaction Index is 71	Maintain Customer Satisfaction index over 70.	
2007	Customer Results	Service Accessibility	Access	Availability, percentage uptime.	100% uptime of all CMS-hosted web sites	Maintain 100% uptime of all CMS-hosted websites.	
2007	Customer Results	Service Quality	Accuracy of Service or Product Delivered	Foresee Content Survey Score.	The CMS shields the user from knowing HTML or other technical aspects, thereby allowing the user to focus more time to producing a higher quality products. Maintain Foresee content score above 72.	Maintain Foresee content score above 72.	
2007	Customer Results	Service Quality	Accuracy of Service or Product Delivered	Response Time: Response times using the Keynote service to measure website response times from keynote's servers located all over the world.	Response Times for peak and non-peak activity under 1 second world-wide.	Maintain Response Times for peak and non-peak activity under 1 second world-wide.	
2007	Mission and Business Results	International Affairs and Commerce	Foreign Affairs	Official Information Dissemination, Product Outreach: Number of new Posts/Websites implemented within CMS.	225 (FY05 Target) Posts/Websites implemented to date.	20 additional Posts/Websites Implemented.	

2007	Processes and Activities	Cycle Time and Resource Time	Cycle Time	Cycle Times, Timeliness	A typical web-based product takes on average less than one month to implement. Embassy websites with core-level content have been stood up in as little as 5 days.	Maintain this average for entry-level websites.	
2007	Processes and Activities	Productivity and Efficiency	Productivity	Efficiency and productivity.	On average, publishing tasks take 45 minutes or less depending upon page complexity.	Add an additional 5% to FY06 productivity gains.	
2007	Technology	Efficiency	Response Time	Accessibility, Improvement, Interoperability, Load Levels, Response Time: Locally-served web content to website visitors	World-wide Response Times for peak and non-peak activity under 1 second world-wide.	Maintain Worldwide Response Times for peak and non-peak activity under 1 second world-wide.	
2007	Technology	Information and Data	Data Standardization or Tagging	Data Reliability and Quality, Data Standardization and Tagging, Data Storage, Data Sharing	The CMS will continue to provide 100% of all data in XML format from a centralized repository in XML format, syndication feeds available in RSS format, and all data is accessible through the Internet.	The CMS will continue to provide 100% of all data in XML format from a centralized repository in XML format, syndication feeds available in RSS format, and all data is accessible through the Internet.	
2007	Technology	Reliability and Availability	Availability	Availability, Reliability of all CMS-hosted Sites	100% uptime of all CMS-hosted web sites	Maintain 100% uptime of all CMS-hosted websites.	
2008	Customer Results	Customer Benefit	Customer Complaints	Customer Satisfaction, Retention, Complaints: Continued use of Foresee Survey to survey and collect visitor info for metrics: Content, Functionality, Image, Look and Feel, Navigation, Search, & Performance to generate a customer satisfaction index.	Current Customer Satisfaction Index is 71	Maintain Customer Satisfaction index over 70.	
2008	Customer Results	Customer Benefit	Customer Impact or Burden	IT Infrastructure Maintenance, IT Security, Information Management, Lifecycle/Change Management, Record Retention, System Development, System	100% of all CMS-related software and services continue to be offered at no cost through a centralized Application Services Model.	CMS continues to provide a centralized enterprise-wide service for Posts and Public Diplomacy bureaus providing Hosting, Search capabilities,	

				Maintenance		reporting and analysis, security, software licensing, and professional services at no costs to customers.	
2008	Customer Results	Service Accessibility	Access	Availability, percentage uptime.	100% uptime of all CMS-hosted web sites	Maintain 100% uptime of all CMS-hosted websites.	
2008	Customer Results	Service Quality	Accuracy of Service or Product Delivered	Foresee Content Survey Score.	Maintain Foresee content score above 72.	The CMS shields the user from knowing HTML or other technical aspects, thereby allowing the user to focus more time to producing a higher quality products. Maintain Foresee content score above 72.	
2008	Customer Results	Service Quality	Accuracy of Service or Product Delivered	Response Time: Response times using the Keynote service to measure website response times from keynote's servers located all over the world.	Response Times for peak and non-peak activity under 1 second world-wide.	Maintain Response Times for peak and non-peak activity under 1 second world-wide.	
2008	Mission and Business Results	International Affairs and Commerce	Foreign Affairs	Official Information Dissemination, Product Outreach: Number of new Posts/Websites implemented within CMS.	225 (FY05 Target) Posts/Websites implemented to date.	20 additional Posts/Websites Implemented.	
2008	Processes and Activities	Cycle Time and Resource Time	Cycle Time	Cycle Times, Timeliness	A typical web-based product takes on average less than one month to implement. Embassy websites with core-level content have been stood up in as little as 5 days.	Maintain this average for entry-level websites.	
2008	Processes and Activities	Productivity and Efficiency	Efficiency	Efficiency and productivity.	On average, publishing tasks take 45 minutes or less depending upon page complexity.	Add an additional 5% to FY06 productivity gains.	
2008	Technology	Efficiency	Accessibility	Accessibility, Improvement, Interoperability, Load Levels, Response Time: Locally-served web content to website visitors	World-wide Response Times for peak and non-peak activity under 1 second world-wide.	Maintain Worldwide Response Times for peak and non-peak activity under 1 second world-wide.	
2008	Technology	Information and Data	Data Reliability and Quality	Data Reliability and Quality, Data	The CMS will continue to provide 100% of all data	The CMS will continue to provide 100% of all	

				Standardization and Tagging, Data Storage, Data Sharing	in XML format from a centralized repository in XML format, syndication feeds available in RSS format, and all data is accessible through the Internet.	data in XML format from a centralized repository in XML format, syndication feeds available in RSS format, and all data is accessible through the Internet.	
2008	Technology	Reliability and Availability	Availability	Availability, Reliability of all CMS-hosted Sites	100% uptime of all CMS-hosted web sites	Maintain 100% uptime of all CMS-hosted websites.	

I.E. Security and Privacy

In order to successfully address this area of the business case, each question below must be answered at the system/application level, not at a program or agency level. Systems supporting this investment on the planning and operational systems security tables should match the systems on the privacy table below. Systems on the Operational Security Table must be included on your agency FISMA system inventory and should be easily referenced in the inventory (i.e., should use the same name or identifier).

All systems supporting and/or part of this investment should be included in the tables below, inclusive of both agency owned systems and contractor systems. For IT investments under development, security and privacy planning must proceed in parallel with the development of the system/s to ensure IT security and privacy requirements and costs are identified and incorporated into the overall lifecycle of the system/s.

Please respond to the questions below and verify the system owner took the following actions:

1. Have the IT security costs for the system(s) been identified and integrated into the overall costs of the investment:	Yes
a. If "yes," provide the "Percentage IT Security" for the budget year:	6.05
2. Is identifying and assessing security and privacy risks a part of the overall risk management effort for each system supporting or part of this investment.	Yes

5. Have any weaknesses related to any of the systems part of or supporting this investment been identified by the agency or IG?	No
a. If "yes," have those weaknesses been incorporated agency's plan of action and milestone process?	Yes
6. Indicate whether an increase in IT security funding is requested to remediate IT security weaknesses?	No
a. If "yes," specify the amount, provide a general description of the weakness, and explain how the funding request will remediate the weakness.	

I.F. Enterprise Architecture (EA)

In order to successfully address this area of the business case and capital asset plan you must ensure the investment is included in the agency's EA and Capital Planning and Investment Control (CPIC) process, and is mapped to and supports the FEA. You must also ensure the business case demonstrates the relationship between the investment and the business, performance, data, services, application, and technology layers of the agency's EA.

1. Is this investment included in your agency's target enterprise architecture? Yes

a. If "no," please explain why?

2. Is this investment included in the agency's EA Transition Strategy? Yes

a. If "yes," provide the investment name as identified in the Transition Strategy provided in the agency's most recent annual EA Assessment.

b. If "no," please explain why?

3. Service Reference Model (SRM) Table:
 Identify the service components funded by this major IT investment (e.g., knowledge management, content management, customer relationship management, etc.). Provide this information in the format of the following table. For detailed guidance regarding components, please refer to <http://www.whitehouse.gov/omb/egov/>.

Agency Component Name	Agency Component Description	Service Domain	FEA SRM Service Type	FEA SRM Component	FEA Service Component Reused Name	FEA Service Component Reused UPI	Internal or External Reuse?	BY Funding Percentage
Data Classification	Allow the classification of data	Back Office Services	Data Management	Data Classification			No Reuse	1
Data Exchange	Support the interchange of information between multiple systems or applications; includes verification that transmitted data was received unaltered	Back Office Services	Data Management	Data Exchange			No Reuse	3
Extraction and Transformation	Support the manipulation and change of data	Back Office Services	Data Management	Extraction and Transformation			No Reuse	1
Meta Data Management	Support the maintenance and administration of data that describes data	Back Office Services	Data Management	Meta Data Management	Data Classification	014-00-01-05-02-1487-00	Internal	1
Ad Hoc	Support the use of dynamic reports on an as needed basis	Business Analytical Services	Reporting	Ad Hoc			No Reuse	5
Standardized / Canned	Support the use of pre-conceived or pre-written reports	Business Analytical Services	Reporting	Standardized / Canned			No Reuse	1
Business Rule	Manage the enterprise processes	Business	Management of	Business Rule			No Reuse	2

Management (New DoS Service)	that support an organization and its policies	Management Services	Processes	Management					
Change Management	Control the process for updates or modifications to the existing documents, software or business processes of an organization	Business Management Services	Management of Processes	Change Management			No Reuse	9	
Governance / Policy Management	Influence and determine decisions, actions, business rules and other matters within an organization	Business Management Services	Management of Processes	Governance / Policy Management			No Reuse	5	
Program / Project Management (New DoS Service)	Manage and control a particular effort of an organization	Business Management Services	Management of Processes	Program / Project Management			No Reuse	12	
Quality Management (New DoS Service)	Help determine the level that a product or service satisfies certain requirements	Business Management Services	Management of Processes	Quality Management			No Reuse	2	
Requirements Management (New DOS Service)	Gather, analyze and fulfill the needs and prerequisites of an organization's efforts	Business Management Services	Management of Processes	Requirements Management			No Reuse	2	
Assistance Request	Support the solicitation of support from a customer	Customer Services	Customer Initiated Assistance	Assistance Request			No Reuse	5	
Risk Management	Support the identification and probabilities or chances of hazards as they relate to a task, decision or long-term goal	Customer Services	Customer Initiated Assistance	Assistance Request			No Reuse	3	
Online Help	Provide an electronic interface to customer assistance	Customer Services	Customer Initiated Assistance	Online Help			No Reuse	1	
Online Tutorials	Provide an electronic interface to educate and assist customers	Customer Services	Customer Initiated Assistance	Online Tutorials			No Reuse	1	
Self-Service (New DoS Service)	Allow an organization's customers to sign up for a particular service at their own initiative	Customer Services	Customer Initiated Assistance	Self-Service			No Reuse	1	
Alerts and Notifications	Allow a customer to be contacted in relation to a subscription or service of interest	Customer Services	Customer Preferences	Alerts and Notifications			No Reuse	1	
Personalization (New DoS Service)	Change a user interface and how data is displayed	Customer Services	Customer Preferences	Personalization			No Reuse	1	
Subscriptions	Allow a customer to join a forum, listserv, or mailing list	Customer Services	Customer Preferences	Subscriptions			Internal	1	
Customer / Account Management (New DoS Service)	Support the retention and delivery of a service or product to an organization's clients	Customer Services	Customer Relationship Management	Customer / Account Management			No Reuse	1	
Customer Analytics (New DoS Service)	Allow for the analysis of an organization's customers, as well as the scoring of third-party information as it relates to an organization's customers	Customer Services	Customer Relationship Management	Customer Analytics			No Reuse	2	

Product Management (New DoS Service)	Facilitate the creation and maintenance of products and services	Customer Services	Customer Relationship Management	Product Management			No Reuse	4
Surveys	Are used to collect useful information from an organization's customers	Customer Services	Customer Relationship Management	Surveys			Internal	1
Content Authoring	Allow for the creation of tutorials, CBT courseware, web sites, CD-ROMs and other interactive programs	Digital Asset Services	Content Management	Content Authoring			No Reuse	1
Content Publishing and Delivery	Allow for the propagation of interactive programs	Digital Asset Services	Content Management	Content Publishing and Delivery			No Reuse	14
Content Review and Approval	Allow for the approval of interactive programs	Digital Asset Services	Content Management	Content Review and Approval			No Reuse	1
Syndication Management (New DoS Service)	Control and regulate an organization's brand	Digital Asset Services	Content Management	Syndication Management			No Reuse	1
Tagging and Aggregation	Support the identification of specific content within a larger set of content for collection and summarization	Digital Asset Services	Content Management	Tagging and Aggregation			No Reuse	1
Information Mapping / Taxonomy	Support the creation and maintenance of relationships between data entities, naming standards and categorization	Digital Asset Services	Knowledge Management	Information Mapping / Taxonomy			Internal	1
Information Retrieval	Allow access to data and information for use by an organization and its stakeholders	Digital Asset Services	Knowledge Management	Information Retrieval	Data Classification	014-00-01-05-02-1487-00	Internal	1
Information Sharing (New DoS Service)	Support the use of documents and data in a multi-user environment for use by an organization and its stakeholders	Digital Asset Services	Knowledge Management	Information Sharing			No Reuse	1
Inbound Correspondence Management (New DoS Service)	Manage externally initiated communication between an organization and its stakeholders	Process Automation Services	Routing and Scheduling	Inbound Correspondence Management			No Reuse	1
Outbound Correspondence Management (New DoS Service)	Manage internally initiated communication between an organization and its stakeholders	Process Automation Services	Routing and Scheduling	Outbound Correspondence Management			No Reuse	1
Case Management (New DoS Service)	Manage the life cycle of a particular claim or investigation within an organization to include creating, routing, tracing, assignment and closing of a case as well as collaboration among case handlers	Process Automation Services	Tracking and Workflow	Case Management			No Reuse	1
Conflict Resolution (New DoS Service)	Support the conclusion of contention or differences within the	Process Automation	Tracking and Workflow	Conflict Resolution			No Reuse	1

	business cycle	Services						
Process Tracking (New DoS Service)	Allow the monitoring of activities within the business cycle	Process Automation Services	Tracking and Workflow	Process Tracking			No Reuse	1

Use existing SRM Components or identify as "NEW". A "NEW" component is one not already identified as a service component in the FEA SRM.

A reused component is one being funded by another investment, but being used by this investment. Rather than answer yes or no, identify the reused service component funded by the other investment and identify the other investment using the Unique Project Identifier (UPI) code from the OMB Ex 300 or Ex 53 submission.

'Internal' reuse is within an agency. For example, one agency within a department is reusing a service component provided by another agency within the same department. 'External' reuse is one agency within a department reusing a service component provided by another agency in another department. A good example of this is an E-Gov initiative service being reused by multiple organizations across the federal government.

Please provide the percentage of the BY requested funding amount used for each service component listed in the table. If external, provide the funding level transferred to another agency to pay for the service.

4. Technical Reference Model (TRM) Table:

To demonstrate how this major IT investment aligns with the FEA Technical Reference Model (TRM), please list the Service Areas, Categories, Standards, and Service Specifications supporting this IT investment.

FEA SRM Component	FEA TRM Service Area	FEA TRM Service Category	FEA TRM Service Standard	Service Specification (i.e. vendor or product name)
Content Publishing and Delivery	Component Framework	Business Logic	Platform Independent	Object based modeling used with Open Source products to interface with COTS products
Data Exchange	Component Framework	Data Interchange	Data Exchange	Data Interchange is achieved via standardized XML formats
Content Publishing and Delivery	Component Framework	Presentation / Interface	Content Rendering	Application Content Rendering is dynamic and static via a browser interface.
Tagging and Aggregation	Service Access and Delivery	Access Channels	Other Electronic Channels	Automated back-end process which process, publish and categorize content
Alerts and Notifications	Service Access and Delivery	Access Channels	Other Electronic Channels	E-Mail: Automatically-generated email notifications based on work flow triggers
Content Publishing and Delivery	Service Access and Delivery	Service Requirements	Hosting	Hosting is done collaboratively with Public Affairs externally at Digex using Akamai
Content Publishing and Delivery	Service Access and Delivery	Service Transport	Service Transport	Service Transport - The following Protocols are utilized: FTP, HTTP, HTTPS, IP, IPSEC and TCP
Content Publishing and Delivery	Service Access and Delivery	Service Transport	Service Transport	Supporting Network Services: The following network services are utilized: BGP, DHCP, DNS, MIME, SMTP
Data Exchange	Service Interface and Integration	Integration	Enterprise Application Integration	Centralized XML repository
Content Publishing and Delivery	Service Platform and Infrastructure	Database / Storage	Database	OracleSQL Server
Content Publishing and Delivery	Service Platform and Infrastructure	Database / Storage	Storage	SAN

Content Publishing and Delivery	Service Platform and Infrastructure	Delivery Servers	Media Servers	Windows Media
Content Publishing and Delivery	Service Platform and Infrastructure	Delivery Servers	Web Servers	Apache and Internet Information Server
Content Publishing and Delivery	Service Platform and Infrastructure	Hardware / Infrastructure	Local Area Network (LAN)	Ethernet
Content Publishing and Delivery	Service Platform and Infrastructure	Hardware / Infrastructure	Network Devices / Standards	Gateway
Content Publishing and Delivery	Service Platform and Infrastructure	Software Engineering	Integrated Development Environment	Software engineering practices are in effect: modeling, configuration and test management
Content Publishing and Delivery	Service Platform and Infrastructure	Support Platforms	Platform Independent	Platform Independence was achieved by using open source products and browser-based interfaces to CMS components and services.

Service Components identified in the previous question should be entered in this column. Please enter multiple rows for FEA SRM Components supported by multiple TRM Service Specifications

In the Service Specification field, Agencies should provide information on the specified technical standard or vendor product mapped to the FEA TRM Service Standard, including model or version numbers, as appropriate.

5. Will the application leverage existing components and/or applications across the Government (i.e., FirstGov, Pay.Gov, etc)? No

a. If "yes," please describe.

6. Does this investment provide the public with access to a government automated information system? No

a. If "yes," does customer access require specific software (e.g., a specific web browser version)?

1. If "yes," provide the specific product name(s) and version number(s) of the required software and the date when the public will be able to access this investment by any software (i.e. to ensure equitable and timely access of government information and services).

Exhibit 300: Part III: For "Operation and Maintenance" investments ONLY (Steady State)

III.A. Risk Management

Part III should be completed only for investments which will be in "Operation and Maintenance" (Steady State) in FY 2008, i.e., selected the "Operation and Maintenance" choice in response to Question 6 in Part I, Section A above.

You should have performed a risk assessment during the early planning and initial concept phase of this investment's life-cycle, developed a risk-adjusted life-cycle cost estimate and a plan to eliminate, mitigate or manage risk, and be actively managing risk

throughout the investment's life-cycle.

Answer the following questions to describe how you are managing investment risks.

1. Does the investment have a Risk Management Plan? Yes

a. If "yes," what is the date of the plan? 7/24/2006

b. Has the Risk Management Plan been significantly changed since last year's submission to OMB? No

c. If "yes," describe any significant changes:

2. If there currently is no plan, will a plan be developed?

a. If "yes," what is the planned completion date?

b. If "no," what is the strategy for managing the risks?

III.B. Cost and Schedule Performance

1. Was operational analysis conducted? Yes

a. If "yes," provide the date the analysis was completed. 8/31/2006

b. If "yes," what were the results?

The operational analysis results have provided additional evidence that the CMS project continues to deliver value to its customers. In addition to the supporting evidence through the polls, surveys, and gap analysis that are continually performed with CMS customers, the fact that participation in the CMS project is on a fully volunteer basis is significant. Any product or service that's offered in any market will only survive if that product or service delivers value to its customers. The value delivered by the CMS project has attracted over 60% of all posts as customers today, and continues to do so on a daily basis. The value delivered by the CMS has also been noted in upper management's decision to make the CMS mandatory, thereby maximizing the CMS' value for the department as a whole. Both these points together provide sufficient evidence that the CMS supports its customers in delivering their business and strategic results, providing an innovative platform to meet those needs at a cost-effective enterprise level.

c. If "no," please explain why it was not conducted and if there are any plans to conduct operational analysis in the future:

An Operational Analysis process and Guide has been developed and approved within the Department. The process will be used in several pilots during the 4th quarter of FY06 with the incorporation of the process into the Department's capital planning process by the end of the first quarter of FY07.