

Exhibit 300 FY2010

Phoenix - Financial System Integration (FSI)

Part I: Summary Information And Justification (All Capital Assets)

Description: In Part I, complete Sections A, B, C, and D for all capital assets (IT and non-IT). Complete Sections E and F for IT capital assets.

I.A. Overview (All Capital Assets)

Description: The following series of questions are to be completed for all investments.

I.A.1. Date of Submission:	2009-04-10
I.A.2. Agency:	184
I.A.3. Bureau:	15
I.A.4. Name of this Capital Asset: Description: (Up to 250 characters)	Phoenix - Financial System Integration (FSI)
I.A.5. Unique Project (Investment) Identifier: Description: For IT investment only, see section 53. For all other, use agency ID system.	184-15-01-01-01-1000-00
I.A.6. What kind of investment will this be in FY2010? Description: Please NOTE: Investments moving to O&M in FY2010, with Planning/Acquisition activities prior to FY2010 should not select O&M. These investments should indicate their current status.	Operations and Maintenance
I.A.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: Description: (Up to 2500 characters)	<p>Phoenix is USAID's core financial management system and is the accounting system of record. The Phoenix project is in its post-deployment Steady State phase. Funding is split between operating expense funding and the Capital Investment Fund-supported Joint Financial Management System. Steady State operations entail maintenance/support, implementing enhancements/initiatives, coordinating Phoenix with new/existing interfaces and extending Phoenix as an integral component of Agency operations. The FSI project will continue to provide accurate and timely financial reporting information to Agency managers and bureaus, developing further system and interface enhancements, and continuing integration activities with other initiatives such as the GLAAS, E2 Travel, and webTA. These activities improve access to timely data and automated business processes. The overarching goal is to enhance the soundness of decision making by implementing a system upgrade, upgrading reporting capabilities, automating interfaces, initiating cost accounting and providing support to users. Phoenix is USAID's worldwide accounting system and supports the following Presidential Management Agenda initiatives: Strategic Management of Human Capital through its standard process for accounting, Expanded E-Gov as a web-based system and support of other initiatives, Budget and Performance Integration through its cost allocation, Financial Management Performance through its improved reporting and its Accounting Code reorganization to State/F. Phoenix is a federally compliant/secure system allowing Agency managers to better direct, analyze, and allocate the limited resources that fund the bureaus, missions, and programs. Furthermore, Phoenix's underlying Momentum software has a cost accounting module, which Agency management has indicated will be the future of Agency financial decision making. As the Agency continues its drive toward e-Gov, Phoenix will remain the cornerstone and interface with many new initiatives and systems.</p>
I.A.9. Did the Agency's Executive/Investment Committee approve this request?	yes
I.A.9.a. If "yes," what was the date of this approval?	2008-07-31
I.A.10. Did the Project Manager review this Exhibit?	yes
I.A.12. Has the agency developed and/or promoted cost effective, energy-efficient and environmentally sustainable techniques or practices for this project?	no
I.A.12.a. Will this investment include electronic assets (including computers)?	yes
I.A.12.b. Is this investment for new construction or major retrofit of a Federal building or facility? (answer applicable to non-IT assets only)	no
I.A.12.b.1. If "yes," is an ESPC or UESC being used to help fund this investment?	
I.A.12.b.2. If "yes," will this investment meet sustainable design principles?	
I.A.12.b.3. If "yes," is it designed to be 30% more energy efficient than relevant code?	
I.A.13. Does this investment directly support any of the PMA initiatives?	yes
I.A.13.a. If "yes," select all that apply:	Human Capital Budget Performance Integration Financial Performance Expanded E-Government

	Eliminating Improper Payments Right Sized Overseas Presence
I.A.13.b. Briefly and specifically describe for each selected how this asset directly supports the identified initiative(s)? (e.g. If E-Gov is selected, is it an approved shared service provider or the managing partner?) Description: (Up to 500 characters)	
HC: Phoenix allows for standardized training and user support. BPI: The Cost Allocation module of Phoenix assigns costs to program areas and elements. FP: Improved use of Phoenix data drove current status from Yellow to Green. E-Gov: Phoenix is web-based and is interfaced with CCR and the procurement, grant, loan systems. EIP: Phoenix controls validate payment versus availability. R-S O P: The operating and security model allow for regionalization and reduction of overseas staff.	
I.A.14. Does this investment support a program assessed using the Program Assessment Rating Tool (PART)? Description: (For more information about the PART, visit www.whitehouse.gov/omb/part .)	yes
I.A.14.a. If "yes," does this investment address a weakness found during a PART review?	yes
I.A.14.b. If "yes," what is the name of the PARTed program?	10004603 - USAID's Development Assistance for Sub-Saharan Africa
I.A.14.c. If "yes," what rating did the PART receive?	Moderately Effective
I.A.15. Is this investment for information technology?	yes
I.A.16 What is the level of the IT Project? (per CIO Council PM Guidance) Description: Level 1 - Projects with low-to-moderate complexity and risk. Example: Bureau-level project such as a stand-alone information system that has low- to-moderate complexity and risk. Level 2 - Projects with high complexity and/or risk which are critical to the mission of the organization. Examples: Projects that are part of a portfolio of projects/systems that impact each other and/or impact mission activities. Department-wide projects that impact cross-organizational missions, such as an agency-wide system integration that includes large scale Enterprise Resource Planning (e.g., the DoD Business Mgmt Modernization Program). Level 3 - Projects that have high complexity, and/or risk, and have government-wide impact. Examples: Government-wide initiative (E-GOV, President's Management Agenda). High interest projects with Congress, GAO, OMB, or the general public. Cross-cutting initiative (Homeland Security).	Level 2
I.A.17. In addition to the answer in 1.A.11.d, 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
I.A.18. Is this investment or any project(s) within this investment identified as "high risk" on the Q4-FY 2008 agency high risk report? (per OMB Memorandum M-05-23)	no
I.A.19. Is this a financial management system?	yes
I.A.19.a. If "yes," does this investment address a FFMA compliance area?	yes
I.A.19.a.1. If "yes," which compliance area: Description: (Up to 250 characters)	Financial Management (FMS), Accounting Standards, SGL at the Transaction Level
I.A.19.a.2. If "no," what does it address? Description: (Up to 500 characters)	
I.A.19.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 Description: (Up to 2500 characters)	Phoenix Financial Management System (PHOENIX)
I.A.20. What is the percentage breakout for the total FY2010 funding request for the following? Description: (This should total 100%)	
I.A.20.a. Hardware	0
I.A.20.b. Software	0
I.A.20.c. Services	100
I.A.20.d. Other	0
I.A.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?	n/a
I.A.23. Are the records produced by this investment appropriately scheduled with the National Archives and Records Administration's approval?	yes
I.A.24. Does this investment directly support one of the GAO High Risk Areas?	yes

I.B. Summary of Spending (All Capital Assets)

I.B.1 Summary of Spending Table

Description: 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. Federal personnel costs should be included only in the row designated "Government FTE Cost," and should be excluded from the amounts shown for "Planning," "Full Acquisition," and "Operation/Maintenance." The "TOTAL" estimated annual cost of the investment is the sum of costs for "Planning," "Full Acquisition," and "Operation/Maintenance." For Federal buildings and facilities, life-cycle costs should include long-term energy, environmental, decommissioning, and/or restoration costs. The costs associated with the entire life-cycle of the investment should be included in this report.

Note: For the multi-agency investments, this table should include all funding (both managing partner and partner agencies). Government FTE Costs should not be included as part of the TOTAL represented.

I.B.1.a. Summary of Spending for Project Phases

	PY-1 and earlier	PY 2008	CY 2009	BY 2010
Planning	\$7.220	\$0.000	\$0.000	\$0.000
Acquisition	\$58.880	\$1.136	\$0.000	\$0.000
Subtotal Planning and Acquisition	\$66.100	\$1.136	\$0.000	\$0.000
Operations and Maintenance	\$34.500	\$3.948	\$4.723	\$8.624
TOTAL	\$100.600	\$5.084	\$4.723	\$8.624
Government FTE Costs	\$137.430	\$0.900	\$0.900	\$0.900

I.B.1.b. Summary of Spending for Project Phases (Government FTE Costs Only)

	PY-1 and earlier	PY 2008	CY 2009	BY 2010
Number of FTE represented by cost	35	6	6	6

I.B.2. Will this project require the agency to hire additional FTE's? no

I.B.2.a. If "yes," How many and in what year?

Description: (Up to 500 characters)

I.B.3. If the summary of spending has changed from the FY2009 President's budget request, briefly explain those changes:

Description: (Up to 2500 characters)

The summary of spending has changed based on the CBJ targets from FY2009 because of a strategic shift in the Phoenix program's dual source funding, which comes from the OE IT Cost Center, reflected by this E300 and supporting operations and maintenance, and the Capital Investment Fund (CIF) supported JFMS program, accounted for in a separate State E300 and supporting development/modernization/enhancement initiatives. Due to declining budgets of each over the past years, the Phoenix project has been forced to blend the funding into overall operations support, thus certain JFMS funds supported a number of O&M costs. For FY10, the Phoenix program attempts to separate funding back to the traditional sources. Thus, the higher summary of spending reflects the movement of ongoing O&M costs, formerly funded by CIF funds, back to its OE source.

I.D. Performance Information (All Capital Assets)

I.D.1. Performance Information Table

Description: 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 (indicators) 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 measure.

Agencies must use the following table to 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 (for each fiscal year). The PRM is available at www.e.gov.gov. The table can be extended to include performance measures for years beyond the next President's Budget.

Fiscal Year	Strategic Goal(s) Supported	Measurement Area	Measurement Grouping	Measurement Indicator
2008	Strengthening Consular and Management Capabilities	Mission and Business Results	Funds Control	% of appropriated transactions processed through Phoenix.
2008	Strengthening Consular and Management Capabilities	Mission and Business Results	Funds Control	% of appropriated agency funds processed through Phoenix.
2008	Strengthening Consular and Management Capabilities	Mission and Business Results	Continuity Of Operations	COOP tests are done on a yearly basis.

2008	Strengthening Consular and Management Capabilities	Customer Results	Service Availability	Phoenix Availability
2008	Strengthening Consular and Management Capabilities	Customer Results	Response Time	Customer Service Standards Report
2008	Strengthening Consular and Management Capabilities	Processes and Activities	Productivity	Phoenix transaction data is mapped to the State/F Foreign Assistance Framework.
2008	Strengthening Consular and Management Capabilities	Processes and Activities	Productivity	Percentage of card transactions captures by the Phoenix credit card module.
2008	Strengthening Consular and Management Capabilities	Technology	Availability	Customer Service Standards Report
2009	Strengthening Consular and Management Capabilities	Mission and Business Results	Funds Control	% of appropriated transactions processed through Phoenix.
2009	Strengthening Consular and Management Capabilities	Mission and Business Results	Funds Control	% of appropriated agency funds processed through Phoenix.
2009	Strengthening Consular and Management Capabilities	Mission and Business Results	Continuity Of Operations	COOP tests are done on a yearly basis.
2009	Strengthening Consular and Management Capabilities	Customer Results	Service Availability	Phoenix Availability
2009	Strengthening Consular and Management Capabilities	Customer Results	Response Time	Customer Service Standards Report
2009	Strengthening Consular and Management Capabilities	Processes and Activities	Productivity	Phoenix transaction data is mapped to the State/F Foreign Assistance Framework.
2009	Strengthening Consular and Management Capabilities	Processes and Activities	Productivity	Percentage of card transactions captures by the Phoenix credit card module.
2009	Strengthening Consular and Management Capabilities	Technology	Availability	Customer Service Standards Report
2010	Strengthening Consular and Management Capabilities	Mission and Business Results	Funds Control	% of appropriated transactions processed through Phoenix.
2010	Strengthening Consular and Management Capabilities	Mission and Business Results	Funds Control	% of appropriated agency funds processed through Phoenix.
2010	Strengthening Consular and Management Capabilities	Mission and Business Results	Continuity Of Operations	COOP tests are done on a yearly basis.
2010	Strengthening Consular and Management Capabilities	Customer Results	Service Availability	Phoenix Availability
2010	Strengthening Consular and Management Capabilities	Customer Results	Response Time	Customer Service Standards Report
2010	Strengthening Consular and Management Capabilities	Processes and Activities	Productivity	Phoenix transaction data is mapped to the State/F Foreign Assistance Framework.
2010	Strengthening Consular and Management Capabilities	Processes and Activities	Productivity	Percentage of card transactions captures by the Phoenix credit card module.
2010	Strengthening Consular and Management Capabilities	Technology	Availability	Customer Service Standards Report
2011	Strengthening Consular and Management Capabilities	Mission and Business Results	Funds Control	% of appropriated transactions processed through Phoenix.
2011	Strengthening Consular and Management Capabilities	Mission and Business Results	Funds Control	% of appropriated agency funds processed through Phoenix.
2011	Strengthening Consular and Management Capabilities	Mission and Business Results	Continuity Of Operations	COOP tests are done on a yearly basis.
2011	Strengthening Consular and Management Capabilities	Customer Results	Service Availability	Phoenix Availability
2011	Strengthening Consular and Management Capabilities	Customer Results	Response Time	Customer Service Standards Report
2011	Strengthening Consular and Management Capabilities	Processes and Activities	Productivity	Phoenix transaction data is mapped to the State/F Foreign Assistance Framework.
2011	Strengthening Consular and Management Capabilities	Processes and Activities	Productivity	Percentage of card transactions captures by the Phoenix credit card module.
2011	Strengthening Consular and Management Capabilities	Technology	Availability	Customer Service Standards Report

I.F. Enterprise Architecture (EA) (IT Capital Assets only)

Description: 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.

I.F.1. Is this investment included in your agency's target enterprise architecture? no

I.F.1.a. If "no," please explain why?

USAID is working with the State Department to develop a Joint

Description: (Up to 2500 characters)	Enterprise Architecture (JEA) and Transition Strategy.
I.F.2. Is this investment included in the agency's EA Transition Strategy?	no
I.F.2.a. If "yes," provide the investment name as identified in the Transition Strategy provided in the agency's most recent annual EA Assessment. Description: (Up to 500 characters)	
I.F.2.b. If "no," please explain why? Description: (Up to 2500 characters)	USAID is working with the State Department to develop a Joint Enterprise Architecture (JEA) and Transition Strategy.
I.F.3. Is this investment identified in a completed and approved segment architecture?	no
I.F.3.a. If "yes," provide the six digit code corresponding to the agency segment architecture. The segment architecture codes are maintained by the agency Chief Architect. For detailed guidance regarding segment architecture codes, please refer to http://www.egov.gov . Description: (In the format "XXX-000")	

I.F.4. Service Component Reference Model (SRM) Table

Description: 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.egov.gov>.

- a. Use existing SRM Components or identify as "NEW". A "NEW" component is one not already identified as a service component in the FEA SRM.
- b. 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.
- c. '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.
- d. Please provide the percentage of the BY requested funding amount used for each service component listed in the table. If external, provide the percentage of the BY requested funding amount transferred to another agency to pay for the service. The percentages in this column can, but are not required to, add up to 100%.

Agency Component Name	Agency Component Description	FEA SRM Service Type	FEA SRM Component (a)	Service Component Reused - Component Name (b)
Financial Administration	Defines the set of capabilities that support the charging, collection and reporting of an organization's accounts.	Financial Management	Billing and Accounting	Billing and Accounting
Financial Administration	Defines the set of capabilities that support the use of credit cards or electronic funds transfers for payment and collection of products or services.	Financial Management	Credit / Charge	Credit / Charge
Financial Administration	Defines the set of capabilities that support the management and reimbursement of costs paid by employees or an organizations.	Financial Management	Expense Management	Expense Management
Financial Administration	Defines the set of capabilities that support the process of accounts payable.	Financial Management	Payment / Settlement	Payment / Settlement
Financial Administration	Defines the set of capabilities that support the process of accounts receivable.	Financial Management	Debt Collection	Debt Collection
Financial Administration	Defines the set of capabilities that support the allocation and re-investment of earned net credit or capital within an organization.	Financial Management	Revenue Management	Revenue Management

I.F.5. Technical Reference Model (TRM) Table

Description: 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.

- a. 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.
- b. 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.

FEA SRM Component (a)	FEA TRM Service Area	FEA TRM Service Category	FEA TRM Service Standard	Service Specification (b) (i.e., vendor and product name)
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Internal Controls	Service Access and Delivery	Service Requirements	Hosting	Internal (within Agency)
Expense Management	Service Access and Delivery	Access Channels	Web Browser	Internet Explorer
Internal Controls	Service Access and Delivery	Service Requirements	Legislative / Compliance	Section 508
Internal Controls	Service Access and Delivery	Service Requirements	Legislative / Compliance	Security
Internal Controls	Service Access and Delivery	Service Transport	Service Transport	Transport Control Protocol (TCP)
Internal Controls	Service Access and Delivery	Service Transport	Service Transport	Internet Protocol (IP)
Internal Controls	Service Access and Delivery	Service Transport	Supporting Network Services	Directory Services (X.500)
Internal Controls	Service Platform and Infrastructure	Database / Storage	Database	Oracle
Internal Controls	Service Platform and Infrastructure	Delivery Servers	Web Servers	Internet Information Server
Internal Controls	Service Platform and Infrastructure	Hardware / Infrastructure	Local Area Network (LAN)	
Internal Controls	Service Platform and Infrastructure	Hardware / Infrastructure	Network Devices / Standards	Switch
Internal Controls	Service Platform and Infrastructure	Software Engineering	Software Configuration Management	Defect Tracking
Internal Controls	Service Platform and Infrastructure	Software Engineering	Test Management	Load/Stress/Volume Testing
Internal Controls	Service Platform and Infrastructure	Software Engineering	Test Management	Functional Testing
Billing and Accounting	Service Platform and Infrastructure	Support Platforms	Independent Platform	Windows 2000
NEW	Component Framework	User Presentation / Interface	Static Display	Hyper Text Markup Language (HTML)
Internal Controls	Component Framework	Security	Certificates / Digital Signatures	Digital Certificate Authentication
Decision Support and Planning	Component Framework	Business Logic	Platform Independent Technologies	C, C
Billing and Accounting	Service Interface and Integration	Integration	Middleware	Transaction Processing Monitor
Internal Controls	Service Interface and Integration	Interface	Service Description / Interface	Application Program Interface (API) / Protocol
Internal Controls	Service Interface and Integration	Interoperability	Data Format / Classification	
Internal Controls	Component Framework	Data Management	Database Connectivity	Open Database Connectivity
Internal Controls	Service Access and Delivery	Service Requirements	Hosting	Internal (within Agency)

I.F.6. Will the application leverage existing components and/or applications across the Government (e.g. USA.gov, Pay.gov, etc.)? yes

I.F.6.a. If "yes," please describe.
Description: (Up to 2500 characters)

1. Vendor Self Service (VSS): VSS is critical to meeting the Presidents Management Agenda (PMA) mandates for e-Gov and also key to successfully implementing the newly selected grants and acquisitions systems. VSS is a web-based application separate from Phoenix that allows an agency and its vendors to complete their procurement and invoicing activities electronically. It provides a method for vendors to view and respond to various business opportunities with real-time interaction. Deploying VSS for electronic submission of invoices and enabling vendors to research the status of their payments on-line will allow USAID to move toward PMA mandates for e-Gov. 2. e-Travel system, E2.: A Phoenix subsystem, E2 accounts for financial activity associated with the travel management process. The Phoenix travel system is intended for use with a third party e-Travel system, E2. The travel accounting module will allow for the following benefits: -Bridge Phoenix with the C-W Travel Manager system. - Third Party Payment Vouchers - Withholding Tax allowance - System Determined Advanced Liquidations - Automatically Generate Obligation Documents 3. The Federal Agencies' Centralized Trial-Balance System (FACTS II): The Department of Treasury is creating this system that will allow agencies to submit one set of accounting data. This data includes budgetary information that is required for the Report on Budget Execution and Budgetary Resources (SF 133), the Year-End Closing Statement (FMS 2108), and much of the initial data that will appear in the prior year column of the Program and Financing (P&F) Schedule of the President's Budget. Building an automated interface with this system into Phoenix will facilitate real-time reporting with the DoT. 4. Contractor Central Registry Connector (CCRC): CCRC is critical to meeting the PMA mandates for e-Gov and is key to successfully implementing the newly selected grants and acquisitions systems. CCRC captures CCR information from the GSA web-site for updating or adding vendor records in the Phoenix vendor table. It is the designated site for vendors to have a single point of contact for updating their information for all Federal agencies. USAID implemented CCRC as an interface with CCR in November 2006. 5. Cost Accounting: Federal agencies are moving toward incorporating cost accounting functionality within their financial management systems. Adding cost accounting to Phoenix is one of USAID's FY10 initiatives.

Part IV: Planning for "Multi-Agency Collaboration" ONLY

Description: Part IV should be completed only for investments identified as an E-Gov initiative, a Line of Business (LOB) Initiative, or a Multi-Agency Collaboration effort. The "Multi-Agency Collaboration" choice should be selected in response to Question 6 in Part I, Section A above. Investments identified as "Multi-Agency Collaboration" will complete only Parts I and IV of the exhibit 300.

IV.A. Multi-Agency Collaboration Oversight (All Capital Assets)

Description: Multi-agency Collaborations, such as E-Gov and LOB initiatives, should develop a joint exhibit 300.

IV.A.1. Stakeholder Table

Description: As a joint exhibit 300, please identify all the agency stakeholders (all participating agencies, this should not be limited to agencies with financial commitment). All agency stakeholders should be listed regardless of approval. If the partner agency has approved this joint exhibit 300 please provide the date of approval.

IV.A.9. Will the selected alternative replace a legacy system in-part or in-whole?

IV.A.9.a. If "yes," are the migration costs associated with the migration to the selected alternative included in this investment, the legacy investment, or in a separate migration investment?

IV.A.9.b. If "yes," please provide the following information: