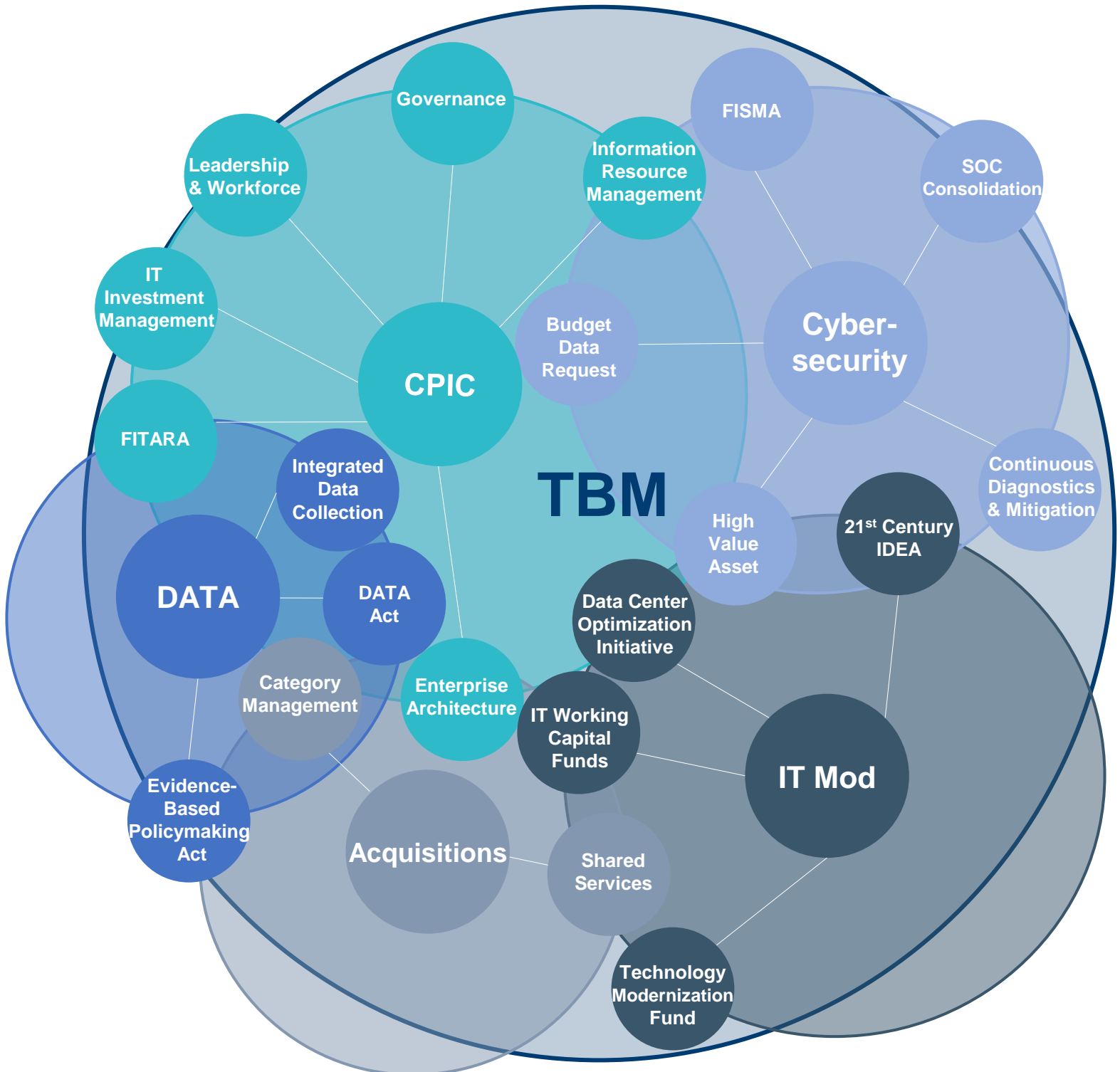


# Meeting IT Priorities with TBM

How IT Cost Transparency Helps You Meet Your IT Goals

July 2020



## OVERVIEW

Technology Business Management (TBM) is an information technology (IT) management framework that standardizes categorization of IT costs, technologies, resources, applications, and services. It aligns cost to IT services to improve delivery and efficiency.

This guide explains how IT Cost Transparency can be enhanced via the TBM framework to help federal agencies meet their responsibilities under various federal IT initiatives. Each section organizes related resources and tools that support a specific IT priority.

## PURPOSE

**Socialize Initiatives** | Promote to technology stakeholders and decision-makers the benefits of using IT Cost Transparency techniques like the TBM Framework to apply standard data sources to categorize technology spend.

**Demonstrate Links** | Connect the threads of key federal IT initiatives with the IT Cost Transparency through the TBM framework to help federal agencies meet their responsibilities under various federal IT initiatives.

**Foster Collaboration** | Share our research with IT Cost Transparency practitioners and participants.

## AUDIENCE

### Executive Leadership

Business-aligned IT strategy and investments. Leverages repeatable processes to reduce efforts to identify mission needs and transfer successful solutions across the Agency.

#### Chief Acquisition Officer

Smarter buying and informed reporting enables cross agency comparisons to identify cost savings, successful shared services, and best practices.

#### Chief Financial Officer

Accurately align budget formulation and execution with IT delivery. Increases the ability to map employee work efforts correctly.

#### Contracting Officer

Enable proper accounting for IT contracts, via contract line items (CLINS), and negotiate billing details.

#### IT Project/Portfolio Mgmt

Establish project financial management discipline and oversee project portfolio and governance.

#### Enterprise Architects

Align IT plans with business strategy & planning, to define and manage business capabilities.

#### Service Owners

Smarter buying and informed reporting enables cross agency comparisons to identify cost savings, successful shared services, and best practices.

#### Chief Information Officer

Make data-driven decisions using transparency, real-time IT data and understand services consumption to support IT conversations with stakeholder groups.



This document explains how agencies can use TBM as a part of a larger IT Cost Transparency effort to meet IT priorities. Each priority outlines initiatives and related requirements from OMB guidance, memos, and/or legislation. The guide below provides a crosswalk to identify and understand how TBM can help satisfy relevant requirements.

**IT Modernization**

Related Priorities: [MGTACL Report on IT Modernization](#)

Sources: [MGTACL Report on IT Modernization](#)

Modernization is not accomplished through one-off and disparate interventions. Rather, it requires changes across agency technology operations. Agencies need to iteratively improve policies, technical guidance, and business requirements to match changing needs, and drive positive outcomes, to keep their IT portfolios from becoming obsolete. IT modernization is a discipline woven into most priority initiatives.

IT modernization is a key goal in the President's Management Agenda.

**Data Center Optimization Initiative (DCOI)**

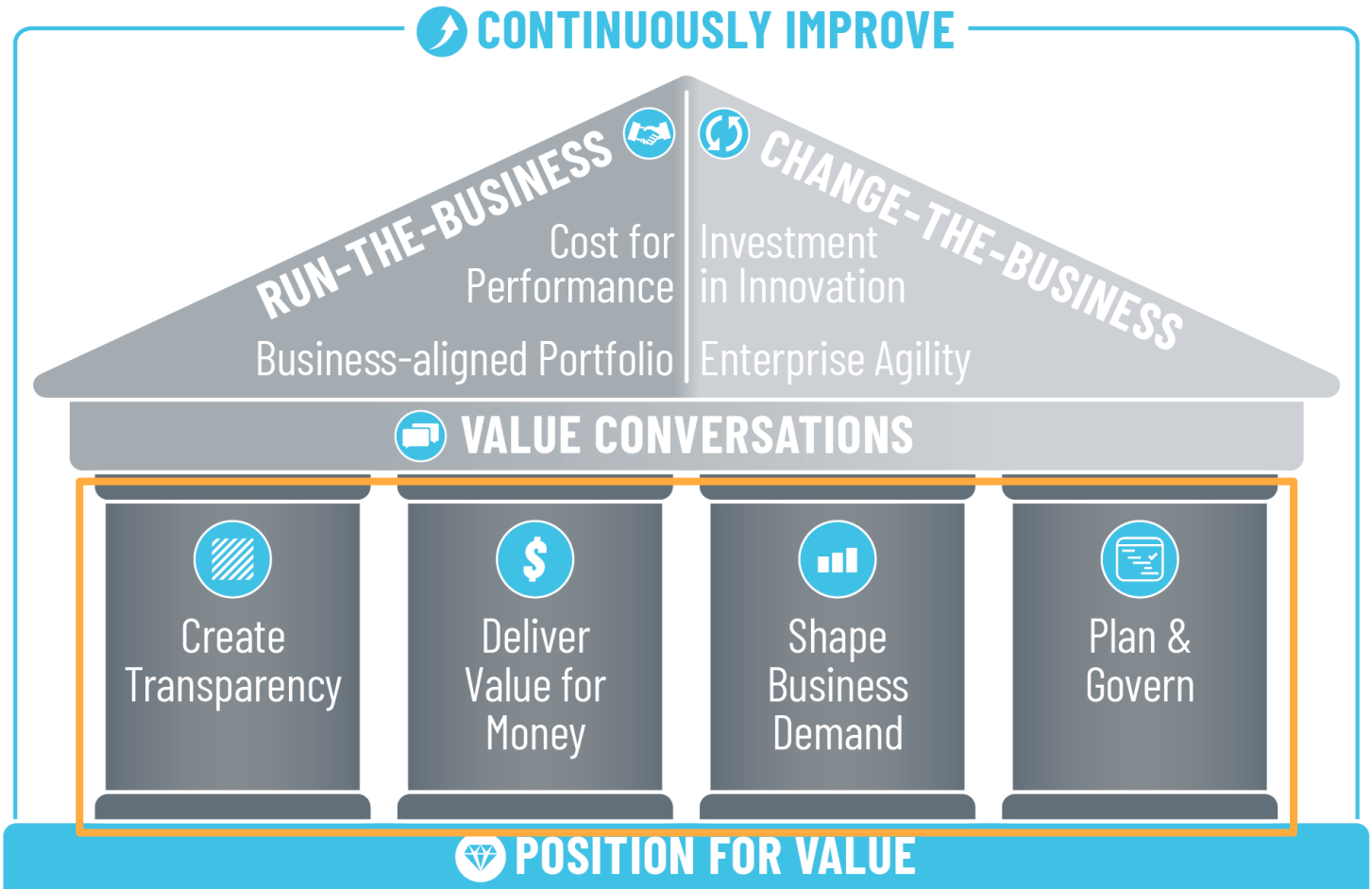
In June 2019, OMB released [OMB M-19-18](#), an update to the DCOI memo, extending the policy and target key areas for improvement. With increased IT spend transparency, agencies have matured from focusing on consolidating infrastructure to consolidating systems and applications. Agencies should begin using tactics outlined in Cloud Smart and the Application Rationalization Playbook to identify the TCO of applications and roadmap a leaner and more efficient enterprise architecture.

What Agencies Need To Do	How TBM Helps
1. Submit annually a comprehensive inventory of data centers owned, operated, or maintained by or on behalf of the agency	Transparency; Deliver Value: Provides a central process for maintaining data center information and shows the costs to operate data centers
2. Develop a multi-year strategy to consolidate and optimize these data centers	Plan and Govern, Transparency: Integrates TBM into the infrastructure and support, allowing for optimization

**Callout Boxes:**

- Related priorities**: Points to the 'Related Priorities' header.
- Authoritative Sources**: Points to the 'Sources' link.
- Priorities of the Federal CIO and PMA**: Points to the circular diagram.
- Description**: Points to the main text block.
- About the priority**: Points to the 'IT modernization is a key goal...' callout.
- President's Management Agenda (PMA) priorities**: Points to the 'IT modernization is a key goal...' callout.
- Shows how a specific initiative fits into overarching priorities**: Points to the circular diagram.
- Initiatives are set through policy or statute**: Points to the DCOI header.
- Related resources and tools**: Points to the 'Tools' list.
- Agency actions**: Points to the table's first column.
- How TBM can help agencies accomplish each action by aligning to the TBM discipline.**: Points to the table's second column.

The **disciplines** of the TBM framework are the WHAT of TBM. The 'How TBM Helps' section of each initiative highlights the alignment to the discipline.



### Create Transparency:

Describes the tools and approaches for translating between financial, technology and business perspectives and gives decision makers the facts and insights they need to understand and make good tradeoffs.

Core to this is the TBM taxonomy and model.

### Deliver Value for Money:

Talks about the tools and approaches for measuring and demonstrating that IT dollars are being used judiciously to create the most value possible, both via supply-side efficiencies and through informed consumer behavior.

### Shape Business Demand:

Describes how to use transparency with business partners and internal consumers, like application owners, to both hold them accountable for the costs they drive and give them tools to make good decisions.

Think of this as creating good internal customers.

### Plan and Govern:

Contrasts traditional planning approaches with the approaches afforded through TBM:

Such as zero-based or hybrid budgeting

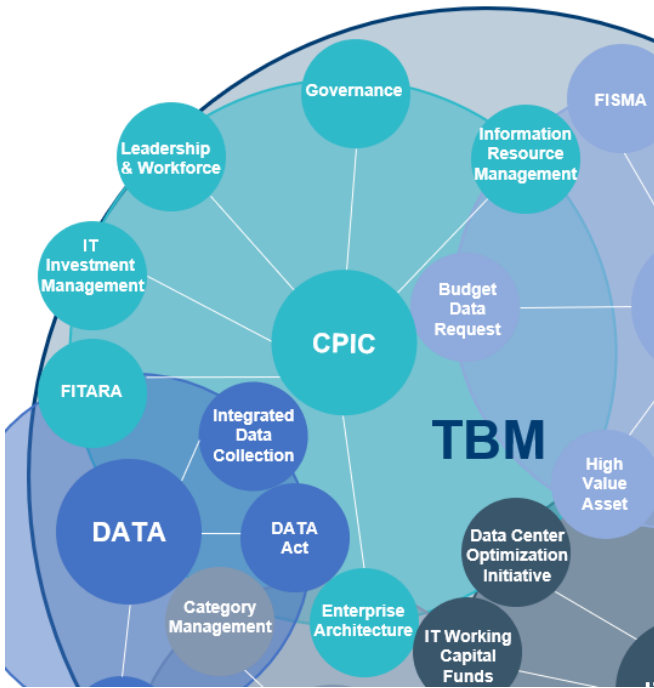
And linking business demand to IT resource requirements.



# Capital Planning and Investment Control (CPIC)

Related Priorities: Cyber Data IT Mod Acq.


Sources: [Circular A-130](#), [Circular A-11](#)



CPIC establishes general policy for IT planning, budgeting, governance, acquisition, and management of federal information, personnel, equipment, funds, IT resources and supporting infrastructure and services.

**Why TBM?**

TBM related data collection is directly required in the CPIC process. This IT Cost Transparency implementation results in a direct line for updating the CPIC tool with the same IT Tower and Cost Pool information, saving time and improving data quality.




## Information Resource Management (IRM) Strategic Plan

Agencies are required to align all technology and information resource goals to the mission and business needs of the agency. The Information Resource Management (IRM) Strategic Plan outlines the management and maintenance of this alignment. When drafting your plan, consider:

The IRM Strategic Plan **sets the vision** of your agency's IT needs, and it's foundational for many other initiatives.

	What Agencies Need To Do	How TBM Helps
1	Align IT resource goals to agency mission and priorities	<i>Plan and Govern:</i> Normalize the data to effectively measure metrics aligned to mission, monitor trends, and determine success
2	Maintain an inventory of information systems	<i>Transparency:</i> Enables understanding of the current environment, to more easily determine application total cost of ownership (TCO) (part of application rationalization); streamlines reporting requirements for CPIC and FISMA
3	Obtain and maintain inventories of physical and software assets associated with information systems	<i>Transparency:</i> Provides insight into consumption data, helps determine standard rates for services, and enables planning through end of life transparency
4	Manage risks	<i>Plan and Govern:</i> Supports value conversations on initiating, maintaining, transitioning, or retiring applications and/or services



# Capital Planning and Investment Control (CPIC)



## Federal IT Acquisition Reform Act (FITARA)

The [Federal IT Acquisition Reform Act \(FITARA\)](#) became law in 2014. It expands agency CIO authority to manage IT resources. Congress passed the [FITARA Enhancement Act of 2017](#) eliminating the sunset date of several provisions. Agency performance is graded by Congress and reported on a bi-annual basis via the FITARA scorecard.

[OMB M-15-14](#) lays out the seven major requirements of FITARA

1

**Reinforce agency CIO authority**

*Plan and Govern:* Provides data and insights to successfully manage agency IT spend

2

**Improve transparency and risk management in IT investments**

*Transparency, Deliver Value:* Calculates Total Cost of Ownership (TCO) for IT Services and applications to understand investment tradeoffs and risks

3

**Conduct regular and thorough IT portfolio reviews**

*Plan and Govern:* Helps manage consumption and spend, improving transparency into IT portfolio rationalization

4

**Consolidate federal data centers**

*Transparency, Deliver Value:* Offers insight into agency data center costs, to enable prioritization around consolidation, migration, and adoption of shared services

5

**Expand training and governance through IT acquisition cadres**

*Deliver Value:* Leverage organizational data to support key management processes, such as governance boards and strategic planning

6

**Maximize benefits of Category Management and the [Federal Strategic Sourcing Initiative \(FSSI\)](#)**

*Shape Business Demand:* Transparency into the ownership, value, consumption and total cost of IT services improves management and service delivery

7

**Use the governmentwide software purchasing program**

*Deliver Value:* Identifies software capabilities and costs, to improve how you manage software assets, consolidate purchasing, and increase bargaining power





Priority

# Capital Planning and Investment Control (CPIC)

Initiative

## IT Investment Management (ITIM)

[Circular No A-130](#) and [Circular No A-11](#) outline agency requirements for managing IT investments, including reporting on such things as, cost, schedule, risk, system inventory, project information, cloud data, and security.

### ITIM Resources and Tools:

- [IT Budget-Capital Planning Guidance](#)
- [FIBF Framework](#)
- [IT Dashboard](#)

	What Agencies Need To Do	How TBM Helps
1	<b>Conduct definitive technical, cost, and risk analyses of alternative implementations or operations</b>	<i>Transparency, Deliver Value:</i> Provides authoritative data analyze and evaluate the health of investments
2	<b>Consider existing federal contract solutions or shared services</b>	<i>Transparency, Deliver Value:</i> Provides cost data (including labor, storage, and data centers) to analyze the value of shared services
3	<b>Align IT procurement requirements with agency strategic goals</b>	<i>Plan and Govern:</i> Integrates strategic goals with current and desired environments to effectively plan and manage procurement
4	<b>Require CIO approval for all IT acquisitions</b>	<i>Plan and Govern:</i> Authority designated to CIOs in FITARA
5	<b>Designate IT investments according to OMB Circular A-11</b>	<i>Plan and Govern:</i> Identifies the spend for standard investments; helps align investments by strategic goals, services, and procurement needs
6	<b>Ensure all IT resources are included in IT investment planning</b>	<i>Plan and Govern, Transparency:</i> Provides a framework to standardize all IT spend (including labor)
7	<b>Include evidence in business cases to support decisions related to major IT investments</b>	<i>Plan and Govern:</i> Ensures business cases use current, accurate information; incorporates business case review into investment and IT Portfolio reviews
8	<b>Implement an agile development approach, as appropriate</b>	<i>Deliver Value:</i> Validates the best approach (agile development, shared services, or a commercial solution)



# Capital Planning and Investment Control (CPIC)



## Enterprise Architecture (EA)

The [Federal Enterprise Architecture \(FEA\) Framework](#) was released in 2012 to provide agencies with a common and standardized approach to building a road map from a baseline to a target architecture.

OMB is working with agency stakeholders to buildout Business Service Application extensions.

	What Agencies Need To Do	How TBM Helps
1	Align to IRM strategic plan	<i>Plan and Govern:</i> Enables a holistic view into architecture and how it ties to metrics defined in the IRM Strategic Plan
2	Align IT resources to strategic outcomes	<i>Deliver Value:</i> Identifies how services support agency mission
3	Describe baseline and target architectures	<i>Transparency, Deliver Value:</i> Provides data to establish the baseline architecture and framework for establishing the target architecture
4	Develop plan to transition from the current state to the future state	<i>Plan and Govern:</i> Provides insight into the costs, benefits, and risks used to develop the transition plan



## Leadership and Workforce

Agencies need processes and procedures to ensure teams have core competencies to effectively manage, acquire, and maintain IT resources.

Federal IT priorities and initiatives focus on the importance of a skilled workforce.



	What Agencies Need To Do	How TBM Helps
1	Develop competency requirements for IT staff	<i>Deliver Value, Shape Business Demand:</i> Identifies the IT skills necessary to meet business needs
2	Establish an agency-wide critical element for IT leaders	<i>Plan and Govern:</i> Establishes a standard approach for IT management across the organization





## Governance

Defined governance processes are essential to effectively manage IT spending, security, and privacy.

Note: Many IT priorities and initiatives depend on strong governance boards and processes for success.

1

**Establish governance boards, processes, and policies to manage information resources appropriately**

*Plan and Govern:* Provides data and insight into decision levers (cloud, shared services, agile development) for development of effective governance policies, procedures, and standards

2

**Evaluate the cost, schedule, and performance of the IT Portfolio**

*Plan and Govern:* Provides a standard framework to conduct investment reviews to gain transparency

3

**Measure performance in accordance with OMB Circular A-11 Capital Programming Guide and OMB Circular A-130**

*Plan and Govern, Transparency:* Gives a holistic view of an agency's environment, enabling development of KPIs and metrics that communicate strengths, weaknesses, and trends

4

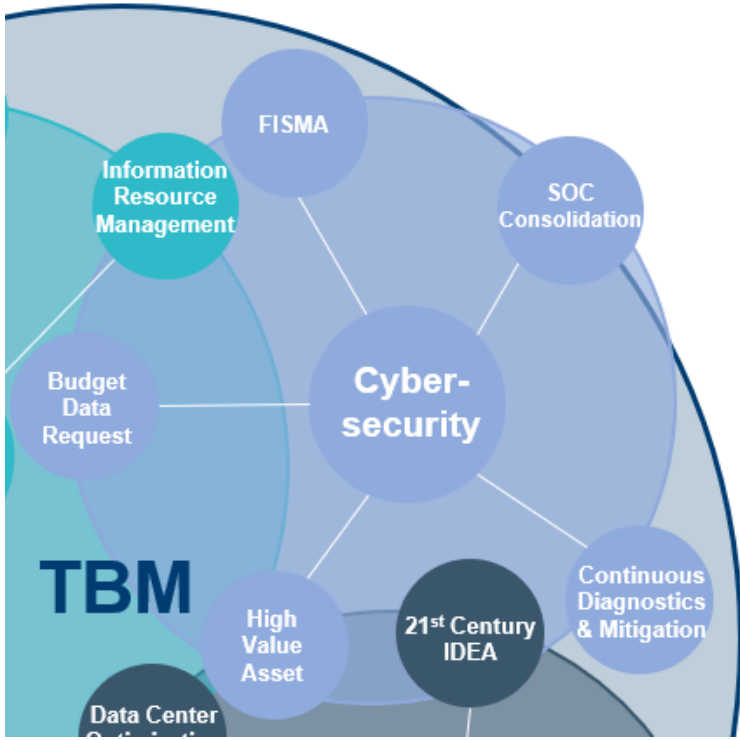
**Replace end-of-life (unsupported) systems and system components**

*Plan and Govern, Transparency:* Identifies IT investments that are at end-of-life and replacement costs for supported systems



# Cybersecurity

Related Priorities: CPIC IT Mod



Cybersecurity is one of the most significant tools to protect U.S. government infrastructure and data against threats and, several initiatives are at work to protect agencies' networks.

The [NIST Cybersecurity Framework](#) is voluntary guidance that promotes standardization “to better manage and reduce cybersecurity risk.”

“The [Federal Risk and Authorization Management Program \(FedRAMP\)](#) is a government-wide program that provides a standardized approach to security assessment, authorization, and continuous monitoring for cloud products and services.”



## Federal Information Security Modernization Act (FISMA)

FISMA was signed into law in 2002 to combat increased cybersecurity risk. The 2002 law was replaced in 2014. It requires agencies to increase cyber protection and improve responses to cyber threats. CIO FISMA metrics are organized around the NIST Framework: identify, protect, detect, respond, and recover.

[OMB M-19-02](#) consolidates several older cybersecurity memos into one; rescinds OMB M-18-02 and OMB M-14-03.

1

What Agencies Need To Do	How TBM Helps
<p><b>Report CIO FISMA metrics to OMB and DHS on a quarterly basis</b></p>	<p><i>Transparency, Deliver Value:</i> Provides cost information for FISMA metrics to demonstrate operational costs of cyber program, and uncover risks in spending gaps; creates efficiency in annual cyber budget data request (BDR) reporting; normalizes the data to support the FISMA metrics through trend data and KPIs</p>



## Continuous Diagnostics and Mitigation (CDM) Program

The CDM Program provides agencies with capabilities and tools to monitor threats and vulnerabilities in near real-time, which strengthens the overall security posture of the federal government. The asset management capability covers hardware and software assets, security management configuration settings, and software vulnerabilities; includes data sets to build out agency cost models. [OMB M-19-02](#) contains the most recent agency guidance on the CDM Program.

Learn more about the CDM program at [cisa.gov/cdm](https://cisa.gov/cdm).

**1**

What Agencies Need To Do	How TBM Helps
<p><b>Prepare a spend plan documenting dedicated CDM resources (including estimated staff time)</b></p>	<p><i>Transparency, Deliver Value:</i> Provides TCO for CDM</p>



## Cyber Budget Data Request (BDR)

OMB annually gathers information on cybersecurity spend from agencies to meet the requirement that the President's Budget must include a cybersecurity funding analysis ([Consolidated Appropriations Act of 2017](#)). OMB also reports this data to congress through the FISMA Report.

Cyber BDR information is released on OMB Max; [2021 Cyber Activities](#).

**1**

What Agencies Need To Do	How TBM Helps
<p><b>Align reporting on cybersecurity spend with the FISMA CIO Metrics and the NIST Cybersecurity Framework at the capability level</b></p>	<p><i>Transparency, Deliver Value:</i> Links and validates the cyber spend reported in the CPIC process under the security tower</p>



## High-Value Assets (HVA) Program

The HVA program, established in 2015, protects the government’s high impact and critical information systems. The program identifies and remediates major weaknesses and risks to HVA systems. [OMB M-19-03](#) provides the most current guidance.

The HVA initiative is a binding operational directive (BOD). Find out more about [BOD 18-02](#).

1

2

3

4

What Agencies Need To Do	How TBM Helps
<p><b>Establish governance processes to protect HVAs; incorporate HVA activities into broader IT initiatives such as EA, CPIC, and contract management</b></p>	<p><i>Plan and Govern:</i> Connects HVA governance to enterprise-wide governance through standard datasets and frameworks</p>
<p><b>Align HVAs to these categories: information value, mission essential, and federal civilian enterprise essential</b></p>	<p><i>Plan and Govern:</i> Establishes process and criteria to categorize information systems and align to mission goals</p>
<p><b>Prioritize data-informed implementation</b></p>	<p><i>Transparency:</i> Analyzes cost and risks to prioritize HVAs and enable decisions to ensure security</p>
<p><b>Finalize remediation plans with agency leadership; coordinate with budget offices and governance structures to ensure cybersecurity budget requests are properly prioritized</b></p>	<p><i>Deliver Value:</i> Defining HVAs’ TCO of helps CISOs understand the true cost and risk of high-value assets</p>



## Security Operations Center (SOC) Consolidation

The May 2018 [Federal Cybersecurity Risk Determination Report and Action Plan](#) found a lack of visibility into what’s on agency networks. [OMB M-19-02](#) outlines agency requirements to mature SOC’s and improve their cybersecurity posture.

Implement Office of the Director of National Intelligence’s [Cyber Threat Framework](#) to prioritize efforts and manage cybersecurity risks

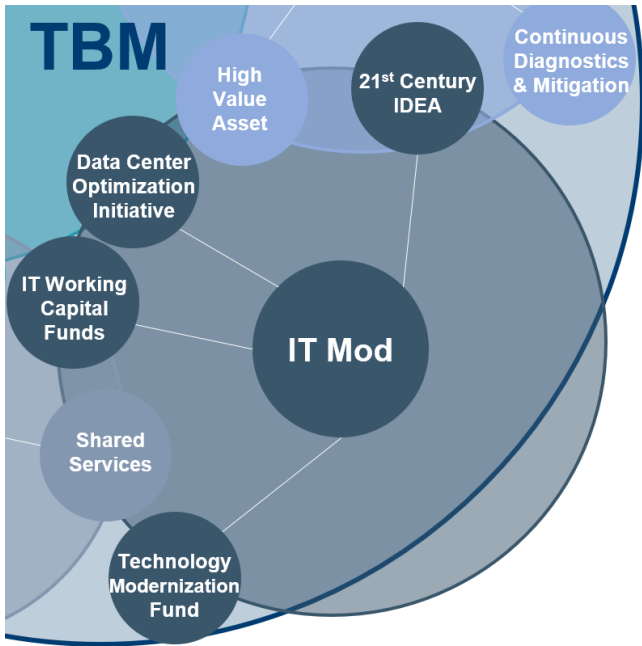
	What Agencies Need To Do	How TBM Helps
<b>1</b>	<b>Describe and document the cybersecurity operations’ operating models</b>	<i>Plan and Govern, Transparency:</i> Understand the costs, risks, dependencies, and ownership of cybersecurity operations; develop a strategic modernization roadmap
<b>2</b>	<b>Document how your agency will mature cybersecurity operations (through SOC consolidation and process improvement, migration to a service provider, or a combination of the two)</b>	<i>Plan and Govern, Deliver Value:</i> Applies the cost, dependencies, and enterprise-wide prioritization and rationale for consolidation or migration
<b>3</b>	<b>Develop a proposed timeline for actions that cannot be taken immediately due to budget constraints</b>	<i>Plan and Govern, Transparency:</i> Standardizes cost data to create accurate funding requests and timelines based on known risks, dependencies, and resources



# IT Modernization

Related Priorities: CPIC Cyber Acq.

Sources: [MGT Act](#), [Report on IT Modernization](#)



Modernization is not accomplished through one-off and disparate interventions. Rather, it requires establishing ongoing culture of changes across all agency technology operations. Agencies need to iteratively improve policies, technical guidance, and business requirements to match changing needs, and drive positive outcomes, to keep their IT portfolios from becoming obsolete. IT modernization is a discipline woven into most priorities and initiatives.

IT modernization is a key goal in the [President's Management Agenda](#).



## Data Center Optimization Initiative (DCOI)

In June 2019, OMB released [OMB M-19-19](#), an update to the DCOI memo, extending the policy and target key areas for improvement. With increased IT spend transparency, agencies have matured from focusing on consolidating infrastructure to consolidating systems and applications. Agencies should begin using tactics outlined in Cloud Smart, the Application Rationalization Playbook, and the TBM Framework to identify the TCO of applications and roadmap a leaner and more efficient enterprise architecture.

- Tools**
- [Cloud Smart](#)
  - [Application Rationalization Playbook](#)

	What Agencies Need To Do	How TBM Helps
1	<b>Submit annually a comprehensive inventory of data centers owned, operated, or maintained by or on behalf of the agency</b>	<i>Transparency, Deliver Value:</i> Provides a standard taxonomy to establish a data repository for maintaining data center information and shows the costs to operate data centers
2	<b>Develop a multi-year strategy to consolidate and optimize these data centers</b>	<i>Plan and Govern, Transparency:</i> Provides transparency into the infrastructure and applications that data centers support, allowing for optimization





# IT Modernization

Initiative

## The Technology Modernization Fund (TMF)

The TMF, laid out in [OMB M-18-12](#), is not a required initiative but one that agencies might find valuable if additional funding is needed to replace legacy systems. Agencies have the opportunity to submit proposals to the TMF Board requesting funds for projects that align with mission objectives and have a high probability of success. Agencies are required to pay back these funds within five years.

Learn more about the TMF at [tmf.cio.gov](http://tmf.cio.gov).

	What Agencies Need To Do	How TBM Helps
1	Align to agency mission	<i>Transparency:</i> Identifies project opportunities and potential cost savings needed to improve mission delivery
2	Estimate project cost	<i>Transparency, Deliver Value:</i> Better estimates of expected project costs and forecasting based on other projects' actual costs
3	Define success metrics	<i>Deliver Value:</i> Normalize data to measure metrics for projects that align to mission objectives

Initiative

## Working Capital Funds (WCF)

The Modernizing Government Technology (MGT) Act authorizes all CFO Act agencies to establish an IT WCF. It allows agencies to transfer unused funds into the IT WCF. These funds can then be used to modernize legacy systems, strengthen cybersecurity, or to pay back funds owed to the TMF. IT investments funded by the WCF are subject to oversight reporting to OMB. [OMB M-18-12](#) describes activities agencies need to adhere to.

Two agencies (USDA, SBA) have received congressional authority to establish IT WCFs.

	What Agencies Need To Do	How TBM Helps
1	Report and justify all planned transfers and reprogramming actions for the upcoming quarter to OMB	<i>Plan and Govern, Transparency:</i> Provides transparency into IT investments and standardizes the management of the IT portfolio
2	Update the IT Dashboard to reflect changes to all IT WCF-funded investments or projects in the prior quarter and planned for funding in upcoming quarters	<i>Plan and Govern, Transparency:</i> Standardizes the process to review IT investments, make required reporting updates, and identify transferable funds
3	Report fiscal year actual obligations, expenditures, and unused balances to OMB	<i>Transparency:</i> Uses authoritative financial data to identify spend by project and/or IT investment

## 21st Century Integrated Digital Experience Act (IDEA)

**IDEA** was passed into law in December 2018 and requires all government-produced digital products, including websites and applications, to be consistent, modern, mobile-friendly, and accessible to individuals with disabilities.

The Act builds on past legislation and policy, including [OMB M-17-06](#).

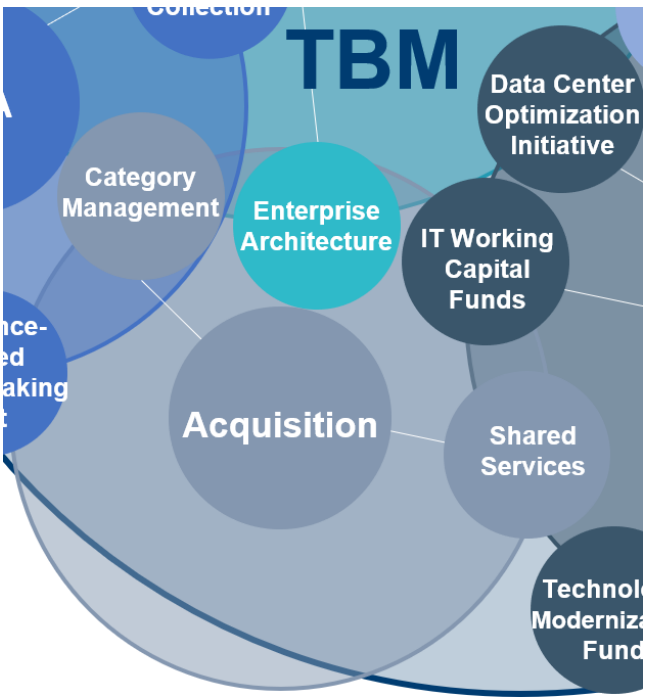
	What Agencies Need To Do	How TBM Helps
1	<b>Review each website or digital service</b>	<i>Transparency:</i> Provides a list of websites and their cost for digital services
2	<b>Submit to Congress a website modernization plan that includes an inventory of most-visited websites, and a prioritization of websites and digital services to be modernized</b>	<i>Plan and Govern:</i> Integrates modernizing agency’s websites and digital services into the agency’s other IT initiative priorities to build an accurate timeline and aligns to mission objectives
3	<b>Submit cost and schedule estimates to modernize to Congress</b>	<i>Deliver Value:</i> Provides TCO for forecasting improvements on projects and initiatives



# Acquisition

Related Priorities: CPIC IT Mod Data

Source: [Acquisition.gov](https://www.acquisition.gov)



The federal government is one of the nation's largest buyers of IT goods and services. It is imperative the government has an efficient and streamlined approach to acquiring IT goods and services to ensure responsible spend management, timely procurement, and mission alignment.

According to recent changes to the Federal Acquisition Regulation (FAR), it is possible to break a contract line item number (CLIN) into smaller sublines and associate each subline with a [Product Service Code \(PSC\)](#). There are specific IT PSCs and there is an effort to align to category management.



## Shared Services

In April 2019, OMB released [M-19-16](#) detailing the government's plan to increase the number of shared services agencies use for routine services. The purpose is to increase standardization and customer satisfaction while reducing duplication and cost. The [Federal Integrated Business Framework \(FIBF\)](#) will be used to identify a common set of capabilities for designated mission-support functions.

Learn more about Unified Shared Service Management at [ussm.gsa.gov](https://ussm.gsa.gov)

	What Agencies Need To Do	How TBM Helps
1	<b>Appoint a Senior Accountable Point of Contact (SAPOC) to coordinate the adoption of shared services strategies</b>	<i>Transparency, Deliver Value:</i> Engage with the SAPOC to provide data to drive informed decision making
2	<b>Provide OMB and GSA regular updates on the activities and capabilities of mission support functions and the maturity of establishing centralized or shared capabilities</b>	<i>Plan and Govern, Shape Demand:</i> Identifies agency's current services and capabilities, helps establish KPIs and performance metrics aligned to mission goals, and demonstrates maturity trends
3	<b>Enhance workforce-to-mission alignment</b>	<i>Deliver Value:</i> Identifies the skills needed to meet the current and future IT needs; standardizes across government



## Category Management



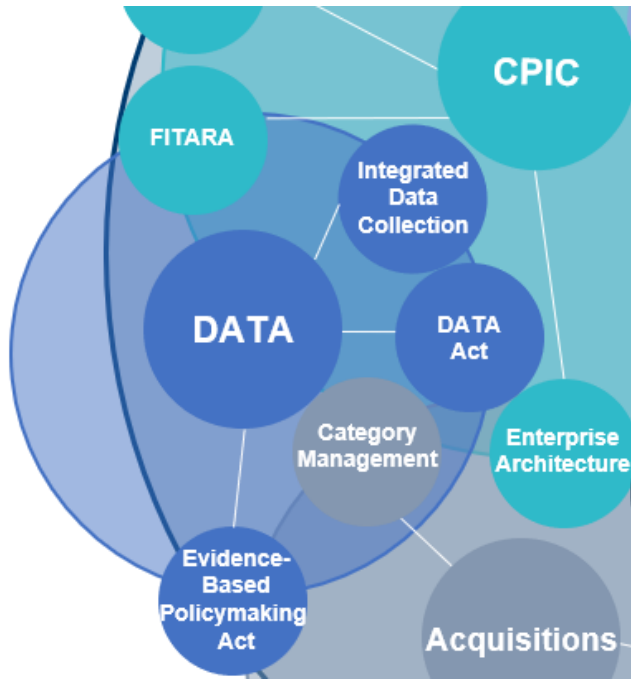
Category Management, detailed in [OMB M-19-13](#), streamlines acquisition of common services across the federal space. It aims to leverage the federal government’s buying power to offer savings, value, and efficiency for federal agencies.

**Tool:**  
[Government-Wide Category Management Oversight & Performance Management Tools](#)

	What Agencies Need To Do	How TBM Helps
<b>1</b>	<b>Establish annual plans to reduce unaligned spend and increase the use of “Best in Class” (BIC) solutions for common goods and services, consistent with small business and other statutory socioeconomic responsibilities</b>	<i>Transparency:</i> Provides visibility into common IT goods and services for more efficient acquisitions and unveils cost and risks for analyses of alternatives
<b>2</b>	<b>Develop effective vendor management strategies to improve communications with contractors, especially those that support mission-critical functions</b>	<i>Transparency:</i> Provides clarity into current vendor portfolio, a standard methodology for reviewing vendor spend, and a standard program for communicating with vendors
<b>3</b>	<b>Implement demand management strategies to eliminate inefficient purchasing and consumption behaviors</b>	<i>Shape Demand:</i> Provides cost data to establish rates of services; empower leaders to shape the demand through value conversations
<b>4</b>	<b>Share data across the federal government to help other agencies buy quality, high-value goods and services</b>	<i>Transparency, Deliver Value:</i> Provides standardized approach to categorizing costs for use of benchmarking
<b>5</b>	<b>Train and develop the workforce in category management</b>	<i>Plan and Govern:</i> Incorporate category management training into overall training and processes of financial transparency and change management

Related Priorities: CPIC Acq.

Sources: [Leveraging Data as a Strategic Asset](#)



The President's Management Agenda has identified data as a strategic asset. Understanding and leveraging data can provide transparency and metrics into delivering mission goals more efficiently, promoting collaboration, and transforming how the government works.



[OMB M-19-18](#) established the [Federal Data Strategy](#) consisting of 10 principles and 39 practices for agencies to leverage. It also included a 2020 action plan to support agencies in implementing the strategy. Every data practitioner also needs to be aware of [OMB M-19-15](#) and [OMB M-13-13](#).



## Evidence-Based Policymaking Act of 2018

[Evidence-Based Policymaking Act of 2018](#) was passed in January 2019 and requires the federal government to modernize its data management practices and use of evidence to improve information used to make critical decisions. The law is broken down into three titles with the first two being most applicable to TBM (Title I: Federal Evidence-Building Activities; Title II: Open Government Data Act). To date, OMB has released two memos regarding the Evidence Act: [OMB M-19-23](#) and [OMB M-20-12](#).

Note: The CIO must be included on any data governance boards and the IRM Strategic Plan will include agencies' Open Data Plan

	What Agencies Need To Do	How TBM Helps
<b>1</b>	<b>Develop learning agendas - set priorities for evidence building</b>	<i>Plan and Govern:</i> Provides a standard and systematic approach to evaluating IT program; establishes metrics to align IT services to mission goals
<b>2</b>	<b>Designate a Chief Data Officer, Evaluation Officer, and Statistical Official</b>	<i>Plan and Govern, Transparency:</i> Provides a central repository of IT performance data needed for reporting
<b>3</b>	<b>Develop annual evaluation plans, undertake capacity assessments, and identify the data needed</b>	<i>Plan and Govern:</i> Identifies the skills needed to meet the current and future IT needs and demands; standardizes across the government



## Digital Accountability and Transparency Act

The [Digital Accountability and Transparency Act](#) (DATA Act) was passed in 2014 and requires federal agencies to report spending information in a standard format. This data is made available to the public. [OMB M-15-12](#) establishes the initial requirements with [OMB MPM 2016-03](#) and [OMB M-17-04](#) following to expand on those requirements.

[DATA Act Information Model Schema \(DAIMS\)](#)

[USASpending.gov](#)

	What Agencies Need To Do	How TBM Helps
1	<b>Establish data standards and release agency-level financial data (OMB M-15-12)</b>	<i>Transparency, Plan and Govern:</i> Applies an industry approved taxonomy to DATA Act standards resulting in a more robust way to understand and report on agency financial data; normalizes government-wide financial data for benchmarking
2	<b>Report at the appropriations account level of obligations and outlays by program activity and by object class (OMB M-15-12)</b>	<i>Transparency:</i> Leverages this information to normalize data reporting and provide insights into IT spend
3	<b>Use a standard data exchange ("DATA Act Schema") for reporting of agency-level data (OMB M-15-12)</b>	<i>Transparency:</i> Applies an industry approved taxonomy to agency financial data for DATA Act reporting; normalizes government-wide financial data for benchmarking
4	<b>Ensure linkage of agency-level and award-level financial data (OMB M-15-12)</b>	<i>Transparency, Deliver Value:</i> Interprets the connection between the financial data and award data to enable more informed decision making





## Integrated Data Collection (IDC)

The IDC was created in 2013 and has evolved into a mechanism for OMB to consolidate and simplify reporting for IT initiatives. Many of the initiatives that have been covered in this paper are reported through the IDC. Agencies' IDC submissions are a great resource for initial data gathering to begin or enhance TBM implementation. Below are relevant portions of the IDC and what data it provides that may be useful for TBM.

Quarterly IDC instructions are published on [the IDC's OMB Max page](#).

	IDC Requirements	What Data it Provides
1	<b>Agency Engagements and Action Items</b>	Tracks PortfolioStat and TechStat engagements, and any action items resulting from these
2	<b>Agency Staff Count</b>	Can be used to establish a headcount for data distribution
3	<b>Cloud Email Adoption</b>	Includes the number of on-premises inboxes, cloud email licensing, number of off-premises inboxes, cost per user
4	<b>Code Sharing and Reuse (<a href="#">OMB M-16-21</a>)</b>	Includes labor hours spent on custom code development
5	<b>Data Center Optimization Initiative (DCOI) (<a href="#">OMB M-19-19</a>)</b>	Location and metrics for data centers
6	<b>Open Data Progress, Use, and Impact</b>	Updates on an agency's open data progress
7	<b>Self- Assessments</b>	Reported annually
8	<b>Category Management: Laptops &amp; Desktops (<a href="#">OMB M-16-02</a>)</b>	Includes the number of devices and costs
9	<b>Category Management: Software Licensing (<a href="#">OMB M-16-12</a>)</b>	Provides validation of best approach (i.e., agile development vs. shared services or a commercial solution)
10	<b>Category Management: Mobile Devices &amp; Services (<a href="#">OMB M-16-20</a>)</b>	Includes device count, number of voice and data plans, and invoice costs

Title	Link	Priority	Initiative
21 <sup>st</sup> Century Integrated Digital Experience Act	<a href="#">IDEA</a>	IT Mod	IDEA
Additional Guidance for DATA Act Implementation: Further Requirements for Reporting and Assuring Data Reliability	<a href="#">OMB M-17-04</a>	Data	DATA Act
Additional Guidance for DATA Act Implementation: Implementing Data-Centric Approach for Reporting Federal Spending Information	<a href="#">OMB MPM 2016-03</a>	Data	DATA Act
The Application Rationalization Playbook	<a href="#">AppRat</a>	IT Mod	DCOI
Category Management: Laptops & Desktops	<a href="#">OMB M-16-02</a>	Data	IDC
Category Management: Making Smarter Use of Common Contract Solutions and Practices	<a href="#">OMB M-19-13</a>	Acq	Cat Mgmt
Category Management: Mobile Devices & Services	<a href="#">OMB M-16-20</a>	Data	IDC
Category Management: Software Licensing	<a href="#">OMB M-16-12</a>	Data	IDC
Centralized Mission Support Capabilities for the Federal Government	<a href="#">OMB M-19-16</a>	Acq	Shared Svc
Continuous Diagnostics and Mitigation	<a href="#">CDM</a>	Cyber	CDM
Cyber Budget Data Request	<a href="#">2021 Cyber Activities</a>	Cyber	BDR
Cyber Threat Framework	<a href="#">Cyber Threat</a>	Cyber	SOC
DATA Act Information Model Schema	<a href="#">DAIMS</a>	Data	DATA Act
Digital Accountability and Transparency Act of 2014	<a href="#">DATA Act</a>	Data	DATA Act
Evidence-Based Policymaking Act of 2018	<a href="#">Evidence Act</a>	Data	Evid Act
Federal Cloud Computing Strategy	<a href="#">Cloud Smart</a>	IT Mod	DCOI
Federal Cybersecurity Risk Determination Report and Action Plan	<a href="#">Risk Report</a>	Cyber	SOC
Federal Data Strategy	<a href="#">FDS</a>	Data	
Federal Data Strategy – A Framework for Consistency	<a href="#">OMB M-19-18</a>	Data	
Federal Enterprise Architecture Framework	<a href="#">FEA Framework</a>	CPIC	EA
Federal Integrated Business Framework	<a href="#">FIBF</a>	CPIC, Acq	ITIM, Shared Svc
Federal IT Acquisition Reform Act	<a href="#">Public Law 113-291</a>	CPIC	FITARA
Federal Risk and Authorization Management Program	<a href="#">FedRAMP</a>	Cyber	FISMA
Federal Source Code Policy: Achieving Efficiency, Transparency, and Innovation through Reusable and Open Source Software	<a href="#">OMB M-16-21</a>	Data	IDC
Federal Strategic Sourcing Initiative	<a href="#">FSSI</a>	CPIC	FITARA
Government-Wide Category Management Oversight & Performance Management Tools	<a href="#">D2D</a>	Acq	Cat Mgmt

Title	Link	Priority	Initiative
Guidance on Federal Information Security and Privacy Management Requirements	<a href="#">OMB M-19-02</a>	Cyber	FISMA, CDM, SOC
High Value Asset Program	<a href="#">OMB M-19-03</a>	Cyber	HVA
Improving Implementation of the Information Quality Act	<a href="#">OMB M-19-15</a>	Data	
Increasing Transparency of Federal Spending by Making Federal Spending Data Accessible, Searchable, and Reliable	<a href="#">OMB M-15-12</a>	Data	DATA Act
Integrated Data Collection	<a href="#">IDC</a>	Data	IDC
IT Budget – Capital Planning Guidance	<a href="#">IT Budget Guide</a>	CPIC	ITIM
IT Dashboard	<a href="#">IT Dashboard</a>	CPIC	ITIM
Leveraging Data as a Strategic Asset	<a href="#">PMA - Data</a>	Data	
Management and Oversight of Federal Information Technology	<a href="#">OMB M-15-14</a>	CPIC	FITARA
Managing Information as a Strategic Resource	<a href="#">Circular No. A-130</a>	CPIC	ITIM
Modernize IT to Increase Productivity and Security	<a href="#">PMA – IT Mod</a>	IT Mod	
Modernizing Government Technology Act	<a href="#">OMB M-18-12</a>	IT Mod	TMF, WCF
NIST Cybersecurity Framework	<a href="#">NIST</a>	Cyber	
Open Data Policy-Managing Information as an Asset	<a href="#">OMB M-13-13</a>	Data	
Phase 1 Implementation of the Foundations for Evidence-Based Policymaking Act of 2018: Learning Agendas, Personnel, and Planning Guidance	<a href="#">OMB M-19-23</a>	Data	Evid Act
Phase 4 Implementation of the Foundations for Evidence-Based Policymaking Act of 2018: Program Evaluation Standards and Practices	<a href="#">OMB M-20-12</a>	Data	DATA Act
Policies for Federal Agency Public Websites and Digital Services	<a href="#">OMB M-17-06</a>	IT Mod	IDEA
Preparation, Submission, and Execution of the Budget	<a href="#">Circular No. A-11</a>	CPIC	ITIM
Product Service Code Manual	<a href="#">PSCs</a>	Acq	
Report to the President on Federal IT Modernization	<a href="#">Report on IT Mod</a>	IT Mod	
Securing High Value Assets	<a href="#">BOD 18-02</a>	Cyber	HVA
The Technology Modernization Fund	<a href="#">TMF</a>	IT Mod	TMF
Update to Data Center Optimization Initiative (DCOI)	<a href="#">OMB M-19-19</a>	IT Mod	DCOI
Unified Shared Service Management	<a href="#">USSM</a>	Acq	Shared Svc
USAspending.gov	<a href="#">USAspending.gov</a>	Data	DATA Act