



EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

March 27, 2013

M-13-09

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

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SUBJECT: Fiscal Year 2013 PortfolioStat Guidance: Strengthening Federal IT Portfolio Management

Purpose

In March 2012, the Office of Management and Budget (OMB) established PortfolioStat¹ accountability sessions, engaging directly with agency leadership to assess the effectiveness of current information technology (IT) management practices and address opportunities to improve management of IT resources. The results from PortfolioStat so far have been significant – agencies identified and committed to nearly 100 opportunities to consolidate or eliminate commodity IT² investments, such as combining multiple email systems and eliminating duplicative mobile or desktop contracts.

This memorandum builds upon the successes of PortfolioStat to date by highlighting lessons learned, integrating PortfolioStat and the Federal Data Center Consolidation Initiative (FDCCI),³ streamlining agency reporting requirements, and establishing guidance for the conduct of PortfolioStat sessions in Fiscal Year 2013 (FY 2013).

Lessons Learned from PortfolioStat in Fiscal Year 2012 (FY 2012)

Information technology plays a vital role in virtually every Government operation and action. Sound management of IT ensures that the Federal Government maximizes the return on its investment in Federal IT, drives innovation to meet customer needs and advances mission-focused objectives, while securing and protecting systems and data.

¹ See OMB M-12-10, Implementing PortfolioStat, http://www.whitehouse.gov/sites/default/files/omb/memoranda/2012/m-12-10_1.pdf. PortfolioStat is a tool that agencies use to assess the current maturity of their IT portfolio management process, make decisions on eliminating duplication, augment current CIO-led capital planning and investment control processes, and move to shared solutions in order to maximize the return on IT investments across the portfolio.

² See OMB M-11-29, Chief Information Officer Authorities, <http://www.whitehouse.gov/sites/default/files/omb/memoranda/2011/m11-29.pdf>. Commodity IT was defined as including services such as, “IT infrastructure (data centers, networks, desktop computers and mobile devices); enterprise IT systems (e-mail, collaboration tools, identity and access management, security, and web infrastructure); and business systems (finance, human resources, and other administrative functions).”

³ See The FDCCI, http://www.whitehouse.gov/sites/default/files/omb/assets/egov_docs/federal_data_center_consolidation_initiative_02-26-2010.pdf

In accordance with OMB Memorandum M-12-10, OMB analyzed the results from PortfolioStat sessions, solicited agency feedback, and incorporated insights from the Federal Chief Information Officers (CIO) Council to identify noteworthy management practices. Evidence suggested that many agencies are managing IT in a decentralized manner, missing opportunities to leverage enterprise scale and leading to inefficiencies and duplication in the allocation of IT resources. The agencies most effective in managing IT had strong agency-wide governance, which encouraged the development of mission-focused IT and streamlined commodity IT investments at the enterprise level. Based on this review, the below best practices were identified:

- **Empowering Agency CIOs.** IT solutions are most effective when they result from a strong partnership between program and mission officials and empowered CIOs. Program and mission officials are responsible for understanding customer needs and establishing business requirements. Agency CIOs must support mission programs by providing secure and effective commodity IT and business systems that take enterprise needs into account.

Consistent with OMB Memorandum M-11-29, CIOs must be empowered by the agency head to drive operating efficiencies by having authority over IT governance, commodity IT systems, information security, and IT program management oversight. Agencies without an empowered CIO regularly lack a complete and accurate inventory of IT assets and services (including mission systems) across the enterprise. This lack of visibility reduces agencies' capacity to consolidate redundant applications, promote modular development, use enterprise license agreements, and migrate to a service orientation.

- **Strengthening IT portfolio governance.** Strong oversight of spending through the use of effective investment review boards (IRBs) that include Chief Operating Officers (COOs), CIOs, Chief Human Capital Officers (CHCOs), Chief Financial Officers (CFOs), Chief Acquisition Officers (CAOs), Performance Improvement Officers (PIOs), program officials, and other key executive decision makers is essential for efficient and effective IT portfolio management. Agencies with rigorous IRBs ensure that all stakeholder needs are addressed and that decisions are made in the best interest of the agency. Effective IRBs include the use of:
 - Enterprise-wide architectures that link business and technology to ensure that IT solutions meet business requirements, as well as identify areas of waste and duplication wherever consolidation is possible; and
 - Valuation methodologies used by decision makers to evaluate investments based on their value to the agency and the cost to the taxpayer. This enables greater consistency and rigor in the process of selecting, controlling and evaluating investments an agency decides to fund, de-fund or terminate.

Thus, the most advanced agencies employ their IRBs to implement effective IT solutions using savings gained from eliminating unnecessary and lower value investments, reducing operating costs, and freeing up capital to re-invest and pioneer innovative platforms, consistent with OMB guidance for Fiscal Year 2014 (FY 2014) IT spending in M-12-13.⁴

⁴ See OMB M-12-13, Fiscal Year 2014 Budget Guidance, <http://www.whitehouse.gov/sites/default/files/omb/memoranda/2012/m-12-13.pdf>.

- **Advancing service delivery.** Agencies with advanced IT portfolio management see eliminating duplication, such as closing duplicative data centers, as a means of optimizing computing power for the enterprise. These agencies have found that cloud computing is a more scalable and transparent way to provision IT services, giving agencies a viable enterprise alternative to major and often stove-piped, capital IT investments. By procuring technology “as-a-service,” agencies can quickly stand up enterprise IT solutions, paying only for what they need, and reducing duplication.

Integration of PortfolioStat and the FDCCI

PortfolioStat has led to recognition that agencies should focus on an enterprise-wide approach to address commodity IT in a comprehensive manner. Looking at the FDCCI and PortfolioStat efforts together yielded an insight: when an agency wants to have the most impact in optimizing its data centers, it needs to first rationalize its application inventory. As an agency rationalizes its application inventory, it must also factor in the impact on agency data centers, and on its plans to shift to cloud computing.⁵ Because of these and other interdependencies, moving forward, the FDCCI will integrate with, and play a significant role in, supporting and achieving the goals of PortfolioStat. As these efforts converge, agencies will continue to focus on optimizing those data centers that are pivotal to delivering taxpayer services, while closing duplicative and inefficient data centers.

Currently, the FDCCI’s strategic goal is for agencies to close 40% of the Federal Government’s baseline number of data centers, by FY 2015.⁶ Agencies have already made great progress, closing 420 data centers as of February 2013.

To more effectively measure the efficiency of an agency’s data centers assets, effective immediately, agency progress under the FDCCI will no longer be solely measured by closures. Instead the FDCCI Task Force (Task Force) shall categorize agency data center populations into two categories: core and non-core. While the government will continue to plan to close 40% of agency-identified, non-core data centers, agencies will also be measured by the extent to which their core data centers are optimized for total cost of ownership. To enable this, the Task Force shall develop energy, facility, labor, storage, virtualization and cost per operating system metrics.

Moreover, all cost savings goals previously associated with the FDCCI will be integrated into broader agency efforts to reshape their IT portfolios through a cut and re-invest strategy.⁷

Streamlining of Agency Reporting

Based on the above, as well as the need to improve the outcomes of PortfolioStat and to advance agency IT portfolio management, OMB is consolidating previously collected IT plans, reports and data calls into three primary collection channels:

1. **IRM Strategic Plans.** According to Circular A-130,⁸ “Information Resources Management (IRM) Strategic Plans⁹ should support the agency Strategic Plan required in OMB Circular A-11,

⁵ See the Federal Cloud Computing Strategy, http://www.whitehouse.gov/sites/default/files/omb/assets/egov_docs/federal-cloud-computing-strategy.pdf

⁶ See Fiscal Year 2012, Analytical Perspectives, Budget of the U.S. Government, <http://www.whitehouse.gov/sites/default/files/omb/budget/fy2012/assets/spec.pdf>.

⁷ See OMB M-12-13, FY 2014 Budget Guidance, <http://www.whitehouse.gov/sites/default/files/omb/memoranda/2012/m-12-13.pdf>.

⁸ See Circular A-130 (Revised), Management of Federal Information Resources, http://www.whitehouse.gov/omb/circulars_a130_a130trans4

and provide a description of how information resources management activities help accomplish agency missions, and ensure that information resource management decisions are integrated with organizational planning, budget, procurement, financial management, human resources management, and program decisions.” In addition to requirements established in OMB Circular A-130, IRM Strategic Plans must now be signed by the Agency COO and agencies will be required to address the specific requirements that are defined in Appendix A of this memorandum;

2. **Enterprise Roadmap.** In alignment with the IRM Strategic Plan, the Enterprise Roadmap¹⁰ documents an agency’s current and future views of its business and technology environment from an architecture perspective. It does so by reflecting the implementation of new or updated business capabilities and enabling technologies that support the agency’s strategic goals and initiatives. It also contains a transition plan to show the sequence of actions needed to implement the IRM Strategic plan. Moreover, it focuses on increasing shared approaches to IT service delivery across mission, support, and commodity areas; and
3. **Integrated Data Collection.** OMB has established an Integrated Data Collection channel for agencies to report structured information. Agencies will use this channel to report agency progress in meeting IT strategic goals, objectives and metrics as well as cost savings and avoidances¹¹ resulting from IT management actions. This data includes information previously reported by agencies as well as data which agencies shall report by May 15, 2013 and then update every three months thereafter. Subsequent updates will be on the last day of August, November, and February of subsequent fiscal years. Appendix B provides more detail on this Integrated Data Collection and a link to reporting instructions and guidance for the May 15, 2013 deadline.

This Integrated Data Collection will draw on information previously reported under PortfolioStat, the FDCCI, the Federal Digital Government Strategy,¹² quarterly Federal Information Security Management Act¹³ metrics, the Federal IT Dashboard,¹⁴ and selected human resource, financial management, and procurement information requested by OMB.

Accordingly, agencies will no longer be required to submit the following plans to OMB as individual reports:

- Commodity IT consolidation plans previously required under PortfolioStat;¹⁵
- Commodity IT consolidation plans previously required as part of an agency’s Enterprise Roadmap;¹⁶ and

⁹ Consistent with the Government Performance and Results Act (GPRA) Modernization Act of 2010 (<http://www.gpo.gov/fdsys/pkg/BILLS-111hr2142enr/pdf/BILLS-111hr2142enr.pdf>), agency IRM Strategic plans should support agency Strategic Plans and cover a time horizon of FYs 2014 - FY18.

¹⁰ Detailed guidance on the format and contents for the agency Enterprise Roadmap is provided in “The Common Approach to Enterprise Architecture”, see Increasing Shared Approaches to Information Technology Services, http://www.whitehouse.gov/sites/default/files/omb/assets/egov_docs/sharedapproachmemo_0502.pdf. The Enterprise Roadmap, which had previously been due April 1, 2013, is now due May 15, 2013.

¹¹ See OMB Circular A-131, http://www.whitehouse.gov/omb/circulars_a131.

¹² See the Federal Digital Government Strategy, <http://www.whitehouse.gov/sites/default/files/omb/egov/digital-government/digital-government.html>.

¹³ See <http://csrc.nist.gov/drivers/documents/FISMA-final.pdf>.

¹⁴ See <http://www.itdashboard.gov>.

¹⁵ See OMB M-12-10.

¹⁶ See Increasing Shared Approaches to Information Technology Services,

http://www.whitehouse.gov/sites/default/files/omb/assets/egov_docs/sharedapproachmemo_0502.pdf.

- Data center consolidation plans previously required under the FDCCI.¹⁷

Implementation of the following agency requirements in the Federal Digital Government Strategy will be reported through the IRM Strategic Plan, Enterprise Roadmap and Integrated Data Collection:¹⁸

- Section 1.2 -- Ensure all new IT systems follow the open data, content, and web API policy;
- Section 2.2 -- Publish a plan to transition additional high-value systems;
- Section 5.2 -- Develop an enterprise-wide inventory of mobile devices and wireless service contracts;
- Section 5.3 -- Evaluate government-wide contract vehicles in the alternatives analysis for all new mobile-related procurements;
- Section 6.3 -- Ensure all new digital services follow digital services and customer experience improvement guidelines; and
- Section 7.2 -- Publish a plan for improving additional, existing priority customer-facing services for mobile use and improving existing services.

Implementation of the following agency requirement under the Federal Risk Authorization Management Program (FedRAMP) will be reported through the Integrated Data Collection:¹⁹

- Section 4.d.vii -- Provide to the Federal CIO annually on April 30, a certification in writing from the Executive department or agency CIO and CFO, a listing of all cloud services that an agency determines cannot meet the FedRAMP security authorization requirements with appropriate rationale and proposed resolutions.

The information provided through these three channels will inform the PortfolioStat process as described below.

PortfolioStat Guidance and Agency Requirements

Moving forward, PortfolioStat sessions will put particular emphasis on assessing agency adoption of each of the aforementioned best practices for maturing agency management of IT resources. PortfolioStat will take place in three phases: (1) Preparation; (2) Session; and (3) Post-Session. The following provides details on each phase with guidance on the schedule and requirements to ensure PortfolioStat is consistently implemented. In order to maximize the return on investments in IT, agency leadership must engage in proactive performance management using high-quality, targeted data on the maturity of agency portfolios, as well as strategic, architectural, and asset inventory information. Decisions made in PortfolioStat sessions shall inform budget formulation activities for Fiscal Year 2015 (FY 2015), continuing the cut and re-invest approach laid out in OMB M-12-13.

¹⁷ See http://www.whitehouse.gov/sites/default/files/omb/assets/egov_docs/federal_data_center_consolidation_initiative_02-26-2010.pdf, http://www.whitehouse.gov/sites/default/files/omb/assets/egov_docs/fdcci-update-memo-07202011.pdf, and http://www.whitehouse.gov/sites/default/files/omb/assets/egov_docs/cio_memo_fdcci_deliverables_van_roekel_3-19-12.pdf. FY 2013 PortfolioStat will utilize current data from agency FDCCI inventories. Agency FY 2013 FDCCI inventories are still required to be submitted to the FDCCI Program Management Office at the General Services Administration on June 30, 2013. Agencies are also required to continue reporting actual and planned closures publicly on <http://www.data.gov> per the schedule outlined in the March 19, 2012 FDCCI memorandum.

¹⁸ See the Federal Government Digital Strategy, <http://www.whitehouse.gov/sites/default/files/omb/egov/digital-government/digital-government.html>. Agencies will continue to report progress publicly through their [agency].gov/digitalstrategy pages.

¹⁹ See FedRAMP, <http://www.fedramp.gov>.

Phase 1: Preparation

By May 15, 2013, agencies will submit to OMB draft versions of their IRM Strategic Plans²⁰ and Enterprise Roadmaps as well as the first Integrated Data Collection.

By June 19, 2013, OMB will complete its analysis, use the data submitted by agencies to prepare metrics used at PortfolioStat sessions, determine the state of an agency's IT portfolio management, share feedback with the agencies, and develop an agenda tailored to the unique findings of each agency. OMB will provide agency PortfolioStat leads with this agenda and reported findings, which will focus on areas OMB identifies as most appropriate opportunities to innovate, optimize and protect systems and data. Agencies are encouraged to work closely with OMB to provide clarifications and improvements to the preparation prior to the PortfolioStat session.

Phase 2: Session

Immediately following release of this memorandum, agency PortfolioStat leads shall work with OMB to schedule a two-hour PortfolioStat session to be conducted no later than July 31, 2013. In the session, the Federal CIO, along with agency senior leadership to include the COO, CIO, CAO, CHCO, CFO, PIO, and key program and evaluation officials will review the agency's draft Strategic IRM Plan and Enterprise Roadmap, as well as the first Integrated Data Collection. FY 2013 PortfolioStat sessions will focus on the best practices identified in this document, with an emphasis on the following:

- Summary of agency actions taken since FY 2012 PortfolioStat, including implementing and realizing planned FY 2013 commodity IT savings;
- Assessment of agency plans to implement the CIO's authorities;
- Efforts to strengthen IT portfolio governance, including the use of IRBs;
- Implementation of valuation methodologies and accountability standards for IT investments;
- Optimization and rationalization of commodity IT (including data centers);
- How agencies drive innovation into all aspects of their IT portfolios;
- How agencies use evidence²¹ to guide the reinvestment of funds from low- to high-return on investment activities;²²
- Delivery of IT as a service; and
- Agency-specific items which speak to how portfolio management enables agencies to better meet mission priorities.

Based on findings of the discussion, OMB and the agency will identify and agree on actionable next steps and specific timeframes for the actions to be taken, which OMB will formalize and transmit in a memorandum to the agency within two weeks of the completed session, and no later than August 31, 2013. Where appropriate, results from these sessions shall be integrated into agency FY 2015 budget submissions and Congressional Budget Justifications, including planned funding needs, and actual or planned cost savings and cost avoidances realized or to be realized in FYs 2013, 2014 and 2015.

²⁰ Only the final Strategic IRM Plan – not the draft Strategic IRM Plan – is required to be signed by the agency COO.

²¹ See OMB M-12-14, Use of Evidence and Evaluation in the 2014 Budget, <http://www.whitehouse.gov/sites/default/files/omb/memoranda/2012/m-12-14.pdf>.

²² See Guidance on Exhibits 53 and Exhibit 300 – Information Technology and E-Government, p. 28, http://www.whitehouse.gov/sites/default/files/omb/assets/egov_docs/fy14_guidance_on_exhibits_53_and_300.pdf.

Phase 3: Post-Session

Upon receipt of the action item memorandum, agency PortfolioStat leads shall work with the Office of E-Government and Information and Technology to establish follow-up discussions as appropriate to track progress against action items identified. Deviation from the committed schedule shall trigger a requirement for follow-up briefings by the agency to the Federal CIO no less frequently than quarterly, until corrective actions have been implemented or the action item is back on schedule.

By August 31, 2013, November 30, 2013, February 28, 2014, and the last day of each quarter thereafter, agencies shall update their Integrated Data Collection.

No later than two weeks after the transmittal to Congress of the President's Budget for FY 2015, agencies shall document and catalog successes, challenges, and lessons learned throughout the process, submit a consolidated document to OMB, and update their IRM Strategic Plan (in conjunction with broader agency Government Performance and Results Act (GPRA) Modernization Act strategic planning activities) and Enterprise Roadmap to reflect FY 2013 PortfolioStat sessions, FY 2014 budget execution activities and FY 2015 budget formulation.

To assist with PortfolioStat, OMB has created a MAX page to share information related to FY 2013 PortfolioStat implementation (<https://max.omb.gov/community/x/A5YqJw>). For questions regarding this memorandum, contact the Office of E-Government and Information and Technology at egov@omb.eop.gov with "PortfolioStat" as the subject line.

Appendix A – Additional Information Resources Management (IRM) Strategic Plan and Enterprise Roadmap Reporting Requirements

While the structures of the IRM Strategic Plan and Enterprise Roadmap are left to the discretion of each agency, OMB requires that, in addition to meeting agency-specific needs, the IRM Strategic Plan and Enterprise Roadmap address the following:

(Please include the four-letter code for each of the following items at the beginning of the content in your document where you address each item.)

- **Agency Strategic Goals and Objectives**²³
 - Identify agency strategic goals and objectives supported by the IRM strategic plan (AXXA); and
 - Describe how activities of the IRM Strategic Plan and Enterprise Roadmap advance these goals and objectives (AXXB).
- **Improving Services to Customers**
 - Describe how your agency regularly evaluates existing and planned customer-facing services to:
 - Measure customer use and satisfaction through analytics and other approaches (BXXA);
 - Improve usability, availability, and accessibility of services, including optimization of services for mobile use (BXXB); and
 - Advance agency performance goals (BXXC).
- **Governance and Management Processes**
 - Describe the governance process the agency uses to ensure that current law and policy are followed when planning, prioritizing, funding, executing, and decommissioning IT investments. If there are differences in the way the governance process is implemented across organizational units, describe those differences and why they exist. At a minimum, address:
 - The scope of the governance process, including Investment Review Board and other Portfolio Governance Boards (as appropriate) along with delegation of authority to bureaus or other organizational units (as appropriate) (CXXA);
 - Which agency stakeholders are engaged, including “C”-level leadership (CXXB);
 - The valuation methodology used to comparatively evaluate investments, including what criteria and areas are assessed (CXXC);
 - How the agency ensures investment decisions are mapped to agency goals and priorities (CXXD);
 - A high-level description of the process used to assess proposed investments and make decisions, including frequency of meetings and how often the process is updated (CXXE);
 - How you coordinate between investment decisions, portfolio management, enterprise architecture, procurement, and software development methodologies (CXXF); and
 - Describe the agency’s IT strategic sourcing plan, to include processes for addressing enterprise licenses (CXXG).

²³ Consistent with the GPRM Modernization Act of 2010 (<http://www.gpo.gov/fdsys/pkg/BILLS-111hr2142enr/pdf/BILLS-111hr2142enr.pdf>), agency IRM Strategic Plans should support agency Strategic Plans and cover a time horizon of FYs 2014 - FY18.

- **CIO Authorities**
 - Describe how the agency policies, procedures and authorities implement CIO authorities, consistent with OMB Memorandum 11-29, “Chief Information Officer Authorities” (DXXA).
- **Cybersecurity Management**
 - Summarize your agency’s strategy to ensuring that IT investment and portfolio decisions align with the Administration’s Cybersecurity Priority Capabilities and your agency’s IT security goals, and how you will continue to strengthen this alignment (EXXA); and
 - Describe your agency’s approach to ensure all mission critical applications have the proper continuity of operation and disaster recovery capabilities such that the agency can support the proper level of continuity of Government operations in accordance with Federal statute and guidance (EXXB).
- **Workforce**
 - Summarize your agency’s approach to IT human capital planning, including the ability to build a future ready workforce to support the agency’s strategic goals and objectives (FXXA).
- **Managing Information as an Asset**
 - Include how your agency will promote interoperability and openness throughout the information life cycle and properly safeguard information that may require additional protection.
 - Specifically address how information collection and creation efforts, information system design, and data management and release practices will support interoperability and openness (GXXA).
 - Describe how your agency ensures that personal information, including personally identifiable information (PII) and controlled, unclassified information (CUI), is accessible only to authorized personnel and how frequently these controls are verified (GXXB).
- **Commodity IT and Shared Services**
 - Describe your agency’s approach to maturing the IT portfolio, to include optimizing commodity IT (including data centers), rationalizing applications and adopting a service orientation approach (HXXA);
 - Describe the agency’s plan to re-invest savings resulting from consolidations of commodity IT resources (including data centers) (HXXB); and
 - Describe your agency’s approach to maximizing use of inter- and intra-agency shared services (such as those enabled by common platforms and lines of business) and shared acquisition vehicles for commodity IT, such as those determined by the Strategic Sourcing Leadership Council, in order to reduce duplicative contract vehicles (HXXC).
- **Accessibility**
 - Describe the agency’s approach to:
 - Creating a diverse environment where individuals of all abilities can work, interact, and develop into leaders (IXXA);
 - Integrating accessibility considerations into the processes used in developing, procuring, maintaining, or using IT (IXXB); and
 - Building workforce skills to support an environment where Section 508 requirements and responsibilities are well understood, communicated, implemented, and enforced (IXXC).

Appendix B – Integrated Data Collection

PortfolioStat sessions will focus on the categories described below; detailed instructions are available through the FY 2013 PortfolioStat MAX page (<https://max.omb.gov/community/x/A5YqJw>).

Innovation

- Agencies will report on the quality, completeness and openness of their data asset inventories. This includes the number of datasets in the agency's enterprise data inventory and the number that may be made publicly available and to support decision-making by agency delivery partners and other target audiences, as well as the number of datasets in the agency's public data listing and the percent available in open formats.
- Agencies will report on the modularity of IT deployments, time to deliver services to users, the extent that "cut and re-invest" approaches are driving new development, and whether agency IT planning efforts deliver customer functionality required by the agency's strategic priorities and goals
- Agencies will report on their use of modern tools and technologies to deliver better digital services, including the development of mobile optimized customer-facing services, and the use of digital services performance metrics and analytics.

Return on Investment

- Agencies will report on the state of an agency's data center population, including the number of core and non-core data centers, agency progress on closures, and the extent to which an agency's data centers are optimized for total cost of ownership. This includes energy, facility, labor, storage, virtualization and cost per operating system metrics.
- Agencies will report on the efficiency of their IT acquisitions efforts, including the number and types of planned commodity acquisitions, the extent to which an agency leverages enterprise wide license agreements and strategic sourcing vehicles, the types of acquisition vehicles employed, the level of duplication which may exist across agency IT acquisition efforts, the risk profile of existing IT procurements (e.g. types of contract), and the opportunity profile across the IT portfolio (e.g. small businesses, competition).
- Agencies will report on the optimization of financial management systems and the optimization of support and help desk functions.
- Agencies will report on their mobile and wireless service contract inventory by providing current prices for differentiated levels of voice, text and data services contrasted to the number of devices for each major mobile operating system.
- Agencies will report on the implementation of the Cloud First policy, including the adoption of infrastructure-as-a-service, platform-as-a-service and software-as-a-service solutions.

- Agencies will report quarterly on actual and planned cost savings and/or avoidances achieved or expected through the implementation of IT investments supported by agency IRM Strategic Plans and Enterprise Roadmaps. This reporting channel will include, but not be limited to, agency migration to shared services and cloud solutions, the consolidation of commodity IT, and savings achieved through data center consolidation.

Cybersecurity

- Agencies will report on efforts to improve cybersecurity performance by focusing on what data and information is entering and exiting their networks, what components are on their information networks and when their security status changes, and who is on their systems.
- Agencies will report on the listing of all cloud services that an agency determines cannot meet the FedRAMP security authorization requirements with appropriate rationale and proposed resolutions.

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