Slide 1
- Welcome to CMS IT Governance Training - Target Life Cycle Overview.

Slide 2
- Federal IT Governance is a very complex topic and covers many areas, including capital planning and budget, data security and privacy, technical standards, accessibility, risk management and records management.
- The Target Life Cycle, or TLC, is the framework for CMS IT Governance, to help project teams navigate the multiple governance processes and get the guidance they need for smart project planning and strategic IT portfolio decisions.

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- The TLC is designed with people at the center to provide assistance to project teams to add value to their planning and help them follow good governance practices.
- The TLC brings these experts together as the Governance Review Team, or GRT, which acts as a resource pool for project teams that are planning new IT acquisitions or significant changes to existing systems.
- We know that planning an IT project can be a formidable challenge for people who are not familiar with all the details of the process, so Project Teams can come to the GRT for help through the process and to make necessary contacts.
- The GRT includes a range of technical experts, as well as experts in financial reporting, budget, acquisitions, security, infrastructure, and enterprise tools and services.
- Since governance is such a complex topic, the GRT will allow you to engage experts early and make them familiar with your project so they can warn you if they see any pitfalls ahead.

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- The first step for a project manager is to fill out an Intake form.
- For many projects, a Life Cycle ID is issued within a day or two.
- For those projects that need additional assistance, a meeting with an enterprise architect and a few Subject Matter Experts is needed to assist with defining the path forward, before issuing their LCID.
- If a project warrants a full review process, a meeting date is set for the project team to discuss their business case and alternatives analysis with the GRT.
- The GRT can help the project team refine their business case, suggest alternative solutions, and provide project planning guidance.
- These remarks are documented and sent to the project team.
- The GRT also makes recommendations to the Governance Review Board, or GRB, about the alternatives that the project team has documented, and their potential benefits and risks.
- The project team then presents their business case to the GRB, which makes a decision about whether the IT investment will move forward or not, or whether it needs changes to do so.
- If the GRB approves the project, a Life Cycle ID is issued, which will allow the project to move forward in the acquisition and funding processes.
- However, the GRB cannot approve funding, that is done by the budget development groups.

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- After the contract and funding have been awarded, the project is now in the development phase.
- The project team has chosen their preferred project management methodology to use, which have their own processes for planning and documentation.
- Project managers should adhere to the best practices of their chosen Project Management Methodology to support good governance.
- Artifacts that support that planning should be stored on CMS infrastructure, so that they are available in case we are audited. If documentation is on contractor infrastructure we may lose it when a contract ends.

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- When any part of your system is in the production environment, you are in the Operate phase.
- Projects are often in the operate and develop phase at the same time, as you make changes to your system.
- If major new development is needed, the project may have to go back to the initiate phase to get GRB approval for the additional cost and scope.

Slide 7
- When a system is ready for decommissioning, it enters the retire phase. Depending on the complexity of the system being retired, planning and execution of a system retirement could take several years.
- A System Disposition Checklist is required to be completed, which outlines many of the steps you may need to take for a system disposition, with the project team responsible for making sure everything happens.
- Not all steps are applicable to every situation, so project teams should tailor the checklist as needed.
- To chart a path forward, the GRT SMEs can help document the required elements needed prior to retirement.
- The CMS Records Management function must be consulted, because every system will have some type of record that needs to be archived.
- The business owner attests to completion of the checklist when all tasks are done and sends it to IT Governance.
- We will inform the system census and IT Security so it can be removed from their systems inventory.

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- The TLC was designed to allow Project Teams maximum flexibility in selecting the methodologies that they want to use for Systems Development.
- By allowing this flexibility, once past the Initiate Phase, IT Governance is also allowing the Project Teams to largely govern themselves, by following the best practices of the Methodologies that they choose, and by maintaining that documentation where it is accessible in case of Audit.
- But remember, the TLC has Subject Matter Experts ready to help you at any time, to ensure success with your project.

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- To get started, visit CMS.gov/TLC and click on Intake. For questions about the TLC, contact IT_Governance@CMS.hhs.gov