

Department of the Treasury
Bureau of the Fiscal Service

FY 2019
Capital Investment Plan

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The OMB FY 2019 IT Budget – Capital Planning Guidance changed how certain IT Investments should be categorized. The Agency IT portfolio summary consists of Part 1: IT Investments for Mission Delivery; Part 2: IT investment for Administrative Services and Support Systems, and Part 3, IT Investments for IT infrastructure, IT Security, and IT Management. The guidance no longer requires Part 3 investments to be reported as major or non-major investments. However, the Department of the Treasury’s Capital Investment Plan will continue to report these investments as well as the non-IT investments included in prior-year plans.

Treasury guidance requires five years of investment data for most IT investments. However, cybersecurity and non-major IT investments are not required to provide this level of detail. In addition, Treasury gives discretion to Bureaus on what level of detail to provide for out-year cost data. Due to this, there is some variability in the presentation of out-year cost estimates in this document.

Major IT Investments

Agency Accounting Services (AAS)

Description:

AAS includes Oracle e-Business Suite, PRISM, WebTA, PAWS, moveLINQ, and BFEM 015-999990254. This investment serves as the core system for providing administrative support to agencies subscribed to Fiscal Service Federal Shared Service Provider offerings.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	33.75	11.77	4.37	4.45	4.53	4.62	NA	NA	63.50
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	113.84	21.98	27.53	27.68	28.24	28.80	NA	NA	248.06
Total Costs	147.59	33.75	31.90	32.13	32.77	33.42	NA	NA	311.57
Number of FTE	152.01	109.26	131.24	108.79	103.91	NA	NA	NA	605.21

Summary of Purpose, Goals, and Benefits:

AAS is supported by Oracle e-Business Suite, PRISM and WebTA systems, and also includes BFEM, PAWS and moveLINQ. This investment serves as the core system for providing administrative support to agencies subscribed to Fiscal Service's Shared Service Provider offerings. The use of a common platform and utilization of common resources eliminates duplication of effort leading to cost reduction and increased efficiencies within the federal government. The system enables financial management of budget execution, purchasing, accounts payable, accounts receivable, disbursements, fixed assets, project accounting, inventory and order management, and employee time and attendance data. Revenue enhancement will occur through economies of scale as new customers are added to this platform. There are no dependencies between this investment and other investments. Continuing initiatives include the

implementation of business intelligence tools (Oracle Analytics/Hyperion) to provide better reporting capabilities for our customers. AAS will continue to evaluate potential upgrades within the shared instance and manufacturing instance within Oracle for future implementation.

Return on Investment:

The organization is able to function as a federal shared service provider. The organization uses a common platform and utilizes common resources in order to eliminate duplication of efforts across government agencies. This can lead to cost reductions and increased efficiencies across the federal Government. It also allows agencies to focus on their core missions. The 5 year Return on Investment is -3.77 percent. While this structure does provide several efficiencies, we currently have two large projects in process that do not have a direct increase in revenue or reduction of expense correlated to them. We expect to see an increase in revenue in future years with the implementation of these projects; however, the current cost/price model does not project those amounts. Revenue enhancement will be updated as new information becomes available.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential Directive: N/A.

Accomplishments and Future Objectives:

FY 2017 accomplishments include:

- Implemented a Service Oriented Architecture (SOA) solution to meet customer agency desires for real time processing of their data.
- Provided a solution that is compatible with and provides the appropriate adapters as part of the integration solution that works with OFF, version 12.1.3.
- Managed Cloud Services infrastructure, and design the structure for the reporting administrative layer.

FY 2018 and beyond business needs were reassessed and include the following initiatives for FY 2018:

- Implement a Data Warehousing/Data Analytics/Business Intelligence Reporting that will help handling large amounts of unstructured data to help identify, develop and otherwise create new strategic business opportunities.
- Seek an Accounts Receivable Tracking solution that will enable us to be more transparent to our customers, and reduce their costs simultaneously.
- Evaluate potential system or system enhancements to streamline accounts receivable processes.
- Complete Oracle 12.2 upgrade.
- Evaluate applications which will provide workflow management capabilities for both business and technology related processes.
- Implement plan for replacing Oracle Discoverer Reporting tool.
- Evaluate and enhance budget formulation services for existing and potential customers.
- Complete detailed planning for the final Discovery phase of the Debt Management Services (DMS) implementation project.
- Complete the definition of all DMS requirements for implementation of DMS program accounting system onto ARC's Oracle platform.

- Complete detailed planning for the implementation phase of the DMS implementation project.
- Support activities associated with Financial Innovation and Transformation (FIT) Office's Federal Integrated Business Framework (FIBF).
- Work with Office of Shared Services to evaluate and improve contract vehicles for customer onboarding and ongoing support needs.
- Develop a plan to implement system enhancements in support of platform only customers as a result of lessons learned with cabinet level agencies.

Details of Useful Life Period:

Year the investment began: 1999

End Year of the current planning cycle: 2022

Description of why the investment is not consistent with life cycle model defined in OMB Circular A-131.: N/A.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target*	Latest Actual Result	Date of Latest Actual Result
Percentage of monthly closings within three days. (WebTA)	Financial Performance	Over target	Monthly	Percentage	100.00	100.00	11/30/2017
Average call response time (seconds) for system support	Customer Satisfaction (Results)	Under target	Monthly	Seconds	8.00	7.75	11/30/2017
Percentage of system availability for the month.	Strategic and Business Results	Over target	Monthly	Percentage	99.00	99.89	11/30/2017
Percentage of help desk tickets closed within 60 minutes of being logged. (PRISM)	Strategic and Business Results	Over target	Monthly	Percentage	75.00	84.11	11/30/2017
Percentage of E-mails resolved with 1 Business Day. (Oracle)	Customer Satisfaction (Results)	Over target	Monthly	Percentage	65.00	69.33	11/30/2017
Percentage of calls resolved within 60 Minutes. (Oracle)	Customer Satisfaction (Results)	Over target	Monthly	Percentage	65.00	77.01	11/30/2017
The BFEM application system availability will exceed 99% during core business hours.	Strategic and Business Results	Over target	Monthly	Percentage	99.00	99.00	11/30/2017
System is available during normal business hours 98% of the time. (MoveLinq)	Customer Satisfaction (Results)	Over target	Monthly	Percentage	98.00	98.00	11/30/2017
Collabralink shall resolve Critical Incidents in 4 hours, (contractor shall be expected to actively work such incidents 24x7 until resolution). (PAWS)	Customer Satisfaction (Results)	Over target	Monthly	Percentage	95.00	95.00	11/30/2017

* CY Target also refers to FY 2019 target.

Automated Standard Application for Payments (ASAP)

Description:

ASAP is a recipient-initiated electronic payment and information system used to make federal grant payments issued by federal agencies and reimbursements to financial agents for financial services on behalf of the government for debit cards program.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	85.61	4.62	4.29	4.12	4.38	4.74	NA	NA	107.77
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	86.19	4.80	4.81	5.36	5.42	5.52	NA	NA	112.10
Total Costs	171.80	9.42	9.10	9.49	9.80	10.26	NA	NA	219.87
Number of FTE	271.63	13.00	11.50	12.00	12.00	12.00	NA	NA	332.13

Summary of Purpose, Goals, and Benefits:

Consistent with the Fiscal Service and Treasury missions, ASAP is a recipient-initiated electronic payment and information system used to make: federal grant payments; reimbursements to financial agents for services performed on behalf of the government; and make authorized benefit disbursements to states. It is a shared service provider. The Federal Reserve Bank, Treasury's fiscal agent (12 U.S.C. 391), develops and operates ASAP under Fiscal Service's direction. For FY 2017, ASAP had 19,305+ users and made payments totaling \$480 billion (FY to date as of 7/31/2017).

Primary beneficiaries of the investment include states, Financial Institutions, universities, non- and for-profit organizations, Indian tribal organizations, Federal Program Agencies (FPAs) and the Fiscal Service. As stakeholders, users receive direct benefit from using the system for payment and/or reporting/information services.

ASAP supports the Fiscal Service, Treasury, and user FPAs' abilities to exercise sound financial management practices and controls. ASAP's primary function is to make payments electronically via automated clearing house (ACH) and Fedwire. Its real-time interface with these systems provides next-day and same-day payments to recipients as well as provides immediate financial information to recipients, FPAs and Treasury, to enable informed decision making.

ASAP supports grant payment needs of FPAs through account management features that address federal cash management regulations such as the Cash Management Improvement Act of 1990, Debt Collection Improvement Act of 1996, and Public Law 106-107 (Federal Financial Assistance Management Improvement Act of 1999). FPAs streamline the administration of grant payment processing by using ASAP's business processes and cash management functions.

ASAP was selected by the Chief Financial Officer (CFO) Council as one of two approved grant payment systems. Design efficiencies and robust functionality eliminates the need for redundant payment systems.

ASAP management is dedicated to CPIC best practices, ensuring effective use of taxpayer dollars. An earned value management system is used to measure the project performance and

certified project managers employ sound practices to manage development, production, and control activities.

Return on Investment:

ASAPs projected 5-year rate of return is -9.86 percent. The following cost saving and avoidance benefits have been identified through ongoing project cost benefit analysis and alternatives analysis:

- 1) Time saved due to ASAP program office and FRB function automation in ASAP.gov
- 2) Streamlined problem diagnosis/system process
- 3) Alignment with Treasury's enterprise architecture
- 4) Elimination of duplicative FPA payment systems
- 5) O&M savings
- 6) Customer satisfaction
- 7) Repurpose development resources

Qualitative benefits:

- 1) ASAP remains operational and processes payment transactions timely and accurately.
- 2) Support personnel have access to people and processes to support development and operational activities.
- 3) Accessible by technical support and external systems to perform business functions.
- 4) Security protocols appropriately protect sensitive information from access by unauthorized entities and inappropriate use by authorized entities.
- 5) ASAP and its host environment can be easily modified to meet new business and/or technical requirements.
- 6) Platform offers support and technology with demonstrated track record of success for a similar application type.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential Directive: The CFO Council, in conjunction with the Office of Management and Budget (OMB), selected ASAP as one of two approved grant payment systems for civilian grants. See OMB Circular A-110, "Grants and Agreements with Institutions of Higher Education, Hospitals and Other Non-Profit Organizations".

Accomplishments and Future Objectives:

FY 2017 accomplishments include:

- Completed FA consolidation from FRB NY to FRB KC
- Release 24.0 HSPD-12 Compliance for PIV-I authentication
- Release 25.0 Part 1 of Same Day ACH implementation
- Two minor releases that focused on vital infrastructure upgrades
- Continued and supported all production efforts
- Continued to achieve stated benefits

FY 2018 objectives include:

- Release 26.0 Part 2 of Same Day ACH implementation

- Release 27.0 Initial migration to ISIM user provisioning system
- Continue all production efforts and required infrastructure upgrades

FY 2017 and beyond development and operations objectives predominately include and focus on system enhancements and modernization. These initiatives include interfacing with external systems to improve system efficiency, customizable information reporting for FPA, and system notification enhancements. ASAP will also continue supporting stated benefits, all production efforts, required infrastructure upgrades, and enrolling new FPAs.

Details of Useful Life Period:

Year the investment began: 1998

End Year of the current planning cycle: 2028

Description of why the investment is not consistent with life cycle model defined in OMB Circular A-131.: N/A.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target*	Latest Actual Result	Date of Latest Actual Result
Percent of timely and accurate reporting of end-of-day Governmentwide Accounting data by 07:00 daily. End-of-day accounting data reported to GWA must exceed 95% accuracy and timeliness. Metric supports the Bureau of the Fiscal Services strategic goal of Timely and Accurate Financial Information that Contributes to the Improved Quality of Financial Decision Making.	Strategic and Business Results	Over target	Monthly	Percent	95.00	100.00	11/30/2017
Percent of payment system availability to users. Meet or exceed 99% system availability to ASAP users (M-F, 08:00 - 23:59 Eastern Time). Metric supports the Bureau of the Fiscal Services strategic goal of Timely, Accurate and Efficient Disbursement of Federal Payments.	Strategic and Business Results	Over target	Monthly	Percent	99.00	100.00	11/30/2017
Percent of ASAP ACH payments made accurately (i.e., as directed by Federal program agency and payment recipient) and on time (i.e., based on requested settlement date). Meet or exceed 99.99% of accuracy and timeliness for all FPA approved ASAP EFT payments. Metric supports the Bureau of the Fiscal Services strategic goal of Timely, Accurate and Efficient Disbursement of Federal Payments.	Strategic and Business Results	Over target	Monthly	Percent	99.99	100.00	11/30/2017
Percent of ASAP Fedwire payments made accurately (i.e., as directed by Federal program agency and payment recipient) and on time (i.e., based on requested settlement date). Meet or exceed 99.99% of accuracy and timeliness for all FPA approved ASAP EFT payments. Metric supports the Bureau of the Fiscal Services strategic goal of Timely, Accurate and Efficient Disbursement of Federal Payments.	Financial Performance	Over target	Monthly	Percent	99.99	100.00	11/30/2017
Percent of ASAP Help Desk Tier I support calls resolved. Resolve at least 98% of all end users issues that the help desk receives. Metric supports the Bureau of the Fiscal Services performance measure to indicate an overall service rating of satisfactory or better in customer service.	Customer Satisfaction (Results)	Over target	Monthly	Percent	98.00	100.00	11/30/2017

* CY Target also refers to FY 2019 target.

Central Accounting Services (CAS)

Description:

CAS provides a central point and location for all government-wide accounting data and reports within Fiscal Service.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	24.10	11.32	9.60	10.24	9.87	10.07	NA	NA	75.20
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	49.94	61.34	71.31	69.56	71.68	73.12	NA	NA	396.94
Total Costs	74.04	72.66	80.91	79.80	81.55	83.18	NA	NA	472.14
Number of FTE	271.84	243.23	295.22	290.60	290.00	291.39	NA	NA	1682.28

Summary of Purpose, Goals, and Benefits:

Central Accounting Services (CAS) provides Fiscal Service with the systems necessary to advance informed decision-making and improve government effectiveness by providing timely, reliable and transparent financial services and information. It also instills confidence and promotes reliance on federal government accounting and reporting. CAS includes systems such as Central Accounting and Reporting System (CARS), Division of Infrastructure Management Services (DIMS), CASH TRACK, Foreign Currency Accounting System (FCAS), Government-wide Treasury Account Symbol (GTAS), Governmentwide Financial Reporting System (GFRS), and Intra-Governmental Payment and Collection (IPAC). It provides a central point and location for all government-wide accounting data and reports within Fiscal Service, including the Daily Treasury Statement (DTS), Monthly Treasury Statement (MTS), Schedules of Federal Debt, and the Financial Report (FR) of the United States Government. It also records investment and borrowing activity for government agencies.

Return on Investment:

The five-year Return on Investment for CAS is calculated as 1.25 percent. Benefits, both quantitative and qualitative, of this investment include: tailored functionality; customer satisfaction; user friendliness; speed and efficiency; reduction of errors; and strong internal controls.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential Directive: N/A.

Accomplishments and Future Objectives:

The investment looks to improve reporting capabilities to advance Treasury initiatives for financial reporting, cash management and management of securities. CAS also provides a foundation for future modernization efforts with a central accounting system founded on standard financial terms and formats and directly supports and enables Fiscal Service data transparency efforts and the President's Open Government Initiative.

FY 2017 accomplishments include:

- Created two files, one from CARS and one from GTAS, as authoritative files for the DATA Act Broker. We also created a connection to the DATA ACT Broker and a mechanism to automatically send those files during open window periods.
- PRC and CAT B changes requested by OMB are included in the GTAS 2.10 release. Define started in March of 2017. Development was completed in June 2017. Testing of the release occurred the remainder of the FY.
- Completed GFRS 7.3 release.
- Completed the Implement release 2.0 of G-Invoicing to enable Personal Identity Verification (PIV-I), centralized user administration and conversion to ISIM.
- Completed the implement G-Invoicing release 2.1 to support General Terms and Conditions (GT&C) enhancements to enable Governmentwide on-boarding for interagency agreements, deploys in March of FY 2018.

FY 2018 and beyond objectives include:

- Continue to support the DATA Act and OMB by continuing to send and troubleshoot issues with the authoritative files. We are also working on requirements to add a new file for MTS related information.
- Meet the requirements for becoming a full CARS reporter.
- Decommission outdated systems.
- Support OMB high priority initiatives by successfully implementing the requested Apportionment Category B and Program Code (PRC) changes. GTAS 2.10 release testing to be completed in FY' 18. Deployment to be completed February 2018.
- Successfully implement GTAS releases to incorporate Notes and Other Data functionality, Journal Vouchers, CFO & IG sign-off.
- Implement minimal changes in GFRS as needed.
- Successfully Implement release 2.1 and 2.2 of G-Invoicing to enable Personal Identify Verification (PIV-I), centralized user administration and conversion to IBM Security Identity Manager (ISIM).
- Successfully implement G-Invoicing release 2.2 to support General Terms and Conditions (GT&C) enhancements to enable Government-wide on-boarding for interagency agreements.

Details of Useful Life Period:

Year the investment began: 2016

End Year of the current planning cycle: 2026

Description of why the investment is not consistent with life cycle model defined in OMB Circular A-131.: N/A.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target*	Latest Actual Result	Date of Latest Actual Result
DIMS Percentage of daily financial statements produced within 3 business days.	Strategic and Business Results	Over target	Monthly	Percentage	100.00	100.00	11/30/2017
Submit accurate Daily Treasury Statement (Tables IIIA and IIIC) information each business day. (DIMS)	Financial Performance	Over target	Monthly	Percentage	100.00	100.00	11/30/2017
Process all source system/agency files accurately and publish the MTS from CARS on the 7th business day each month. (CARS)	Customer Satisfaction (Results)	Over target	Monthly	Percentage	100.00	100.00	11/30/2017
Process all Intragovernmental transactions received daily from agencies and submitted to CARS within month-end and fiscal year-end deadlines. (IPAC)	Strategic and Business Results	Over target	Monthly	Percentage	100.00	100.00	11/30/2017
Process all interface files to support the generation and publication of the Daily Treasury Statement prior to 4:00 PM ET. (CASHTRACK)	Strategic and Business Results	Over target	Monthly	Percentage	100.00	100.00	11/30/2017
FCAS will produce required reports within 45 days of quarter end.	Strategic and Business Results	Over target	Quarterly	Percentage	100.00	100.00	11/30/2017
Deliver agency trial balance data to key stakeholders following each reporting. (GTAS)	Customer Satisfaction (Results)	Over target	Monthly	Percentage	100.00	100.00	11/30/2017
GFRS System Availability	Customer Satisfaction (Results)	Over target	Monthly	Percentage	99.00	99.00	11/30/2017

* CY Target also refers to FY 2019 target.

Debit Gateway

Description:

The Debit Gateway receives check and ACH debit data from collection channels, determines best clearing method, creates/delivers entry presentment/origination files to payment mechanisms, and processes returned items.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	20.00	1.57	1.15	1.11	1.68	2.04	NA	1.79	29.32
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	47.51	8.28	7.98	7.62	8.18	8.21	NA	9.45	97.23
Total Costs	67.51	9.85	9.13	8.72	9.86	10.25	NA	11.24	126.56
Number of FTE	15.48	2.48	2.48	2.48	2.48	2.48	NA	NA	27.88

Summary of Purpose, Goals, and Benefits:

The Debit Gateway is an application that processes electronic check and Automated Clearing House (ACH) debit transactions received from Fiscal Service collection channels and a handful of federal agencies, which result in the depositing of funds into the Treasury. It includes the ability to "decision" electronic check transactions whereby checks are converted to ACH debits or truncated and presented as image cash letters to optimize collectability and reduce unit clearing costs. It is built as a reusable service that can be utilized by other applications, so that these applications no longer need to present these transactions for settlement on their own. The Debit Gateway is designed to implement an enterprise architecture goal of having one (and only one) system per Fiscal Service business line. In this case, the business line is the settlement of electronic check and ACH debit transactions received via the collection channels on behalf of federal agencies, as opposed to each channel needing to provide settlement individually.

The Debit Gateway benefits the Fiscal Service's mission of providing financial services, because a large portion of the government's revenue is received through this application. In addition, the Debit Gateway replaced a number of unnecessarily duplicative solutions in favor of a single, dedicated application for this business line. Also, the Debit Gateway benefits the Fiscal Service's mission of providing financial services to a large number of government agencies in an efficient and cost effective manner thus eliminating the need for redundant check/ACH clearing services offered by Financial Agents.

Currently, the Debit Gateway processes transactions on behalf of multiple Fiscal Service collection channel applications: Pay.gov, OTCnet, Electronic Check Processing (ECP) system, and Agency Direct.

Return on Investment:

Debit Gateway life cycle benefits are based on the historically-observed unit cost for processing collection transactions through multiple predecessor systems versus the unit cost of processing through the Debit Gateway. The cost avoidance realized by processing through one system, the Debit Gateway, is projected to yield a return on investment of 25.64 percent over the period FY 2017 through FY 2021.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential Directive: N/A.

Accomplishments and Future Objectives:

FY 2017 accomplishments included:

- The implementation of Release 1.11 which allowed the Debit Gateway (DG) to merge core version 3.6.5 with custom DG code, allow duplicate detection at the Channel, ALC and ALC+2 levels so that duplicate detection parameters can be set to satisfy each agency's needs and add ability to view and update the matched transaction MICR for NCI check adjustments in the Check Adjustment Photo-in-Lieu Review Gauge in order to correct the MICR and send those items out electronically instead of in a paper Cashletter.
- Released 2.0 which integrated latest Core 3.7.8. with the Debit Gateway code base and Web UI

Phase I.

- Exposed sub-set of Reports and Searches to a web-based user interface.

FY 2018 and beyond objectives include:

- Debit Gateway will have three releases per year to enhance the system and ensure all required processing changes from Check 21 and ACH are incorporated into the Debit Gateway.
- Debit Gateway will enhance Incident Response and address any resiliency gaps.
- Work with Fiscal Service to assess and implement cyber security measures which includes encrypting account numbers in the database and purge transaction data history after 7 years.
- Roll out phased User Interface (UI) upgrades.
- Upgrade DG using the latest Java version to improve performance, simplify tuning, and help with new user Interface framework.

Details of Useful Life Period:

Year the investment began: 2008

End Year of the current planning cycle: 2028

Description of why the investment is not consistent with life cycle model defined in OMB Circular A-131.: N/A.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target*	Latest Actual Result	Date of Latest Actual Result
Unit cost without overhead (in dollars, \$0.00) to collect Gateway transactions	Financial Performance	Under target	Monthly	Cost	0.07	0.02	11/30/2017
Timely delivery of Agency report data to collection channels (by 10 am ET).	Customer Satisfaction (Results)	Over target	Monthly	Percentage	99.00	100.00	11/30/2017
ACH entries received by midnight are originated by 2:15 am ET.	Strategic and Business Results	Over target	Monthly	Percentage	99.00	100.00	11/30/2017
Check items/images received by 4:00 am ET sent to Check21 by 10:00 am ET.	Strategic and Business Results	Over target	Monthly	Percentage	99.00	100.00	11/30/2017
Overall success rate of presentment.	Strategic and Business Results	Over target	Monthly	Percentage	99.00	99.35	11/30/2017
Percentage of time DG is available to customers during normal processing time.	Customer Satisfaction (Results)	Over target	Monthly	Percentage	99.00	100.00	11/30/2017

* CY Target also refers to FY 2019 target.

Debt Collection Services (DCS)

Description:

DCS collects delinquent non-tax debt & tax via levy, prevents improper payments and strives to be fiscally responsible with federal funds. It includes the FedDebt, TOP, CSNG, DIR, IDMS and TROR.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	107.19	7.38	8.51	5.00	4.91	4.90	NA	NA	137.89
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	87.58	13.93	15.53	11.76	NA	NA	NA	NA	128.80
Total Costs	194.76	21.30	24.04	16.76	4.91	4.90	NA	NA	266.69
Number of FTE	452.44	57.96	49.86	NA	NA	NA	NA	NA	560.26

Summary of Purpose, Goals, and Benefits:

FedDebt provides Treasury's delinquent debt collection business with an integrated system that combines the legacy Treasury Offset Program (TOP) system with the legacy Debt Management Servicing Center/Private Collection Agency Monitoring and Control system. FedDebt provides Fiscal Service with a single platform and entry portal for its business applications; online access for creditor agencies via a web-based customer interface; and a single database for reporting. FedDebt integrates the collection services that Fiscal Services provides to FPAs through its TOP and Cross-Servicing programs. TOP matches a database of delinquent debtors against outgoing federal payments and offsets or levies those payments to recipients who owe delinquent debts. The Cross-Servicing program uses Treasury demand letters, Private Collection Agencies, administrative wage garnishment, repayment agreements, and other collection tools to collect delinquent debt owed to the federal government. In addition to debt collection, the systems within the DCS portfolio allow government users to quickly and efficiently access data, view reports and provide requested information to debtors. Training on each of these systems is provided to users.

The Integrated Document Management System (IDMS) is also being reported under the DCS investment. IDMS has been in operation since 1999 and currently supports 632 Fiscal Service users in sixteen configurations at seven locations throughout the United States. IDMS provides customers Digital Document Storage and Retrieval, Digital Business Processes, and Records Management Solutions for the Fiscal Service internal customers. IDMS integrates and supports Treasury Offset Program as well as Cross-Servicing.

The Debt Information Repository (DIR) is a critical component of the Fiscal Service's efforts to increase the collection of delinquent debt owed to the federal government. The DIR standardizes data from operational data systems and other sources in a secure environment. It allows authorized users to access summary and transaction level data on government-wide receivables, delinquent debt and debt collection, as well as operational performance. DIR utilizes an architecture optimized to support sophisticated data analysis, reporting and enhanced operational processing efficiency. It will continue to feed the Financial Information Repository for enhanced BI and visualization capabilities of DMS data.

Return on Investment:

The Return on Investment over a five year (2016-2020) life cycle is 966.72 percent.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential Directive: Debt Collection Services (DCS) is mission-critical to the Fiscal Service in carrying out its responsibilities under the Debt Collection Information Act and collecting over \$7 billion annually in delinquent debt.

Accomplishments and Future Objectives:

FY 2017 Accomplishments:

CSNG

- 1) New CSNG environments configured.
- 2) Complete end-user training.

TOP

Below is a small list of the many accomplishments and improvements that the TOP team made in FY 2017. It is limited to the character count, a full list of accomplishments is available upon request.

- 1) Requested that ISS (Information & Security Services) shut down TOP Legacy Batch/Database Servers, which reduces ISS costs
- 2) Kicked Off Data Analysis Planning Sessions for TOP Data
- 3) Security Assessment and Authorization (SA&A) kickoff.
- 4) Disaster Recovery Exercise (DRE) completed - No major issues, submitting supporting documentation to ISS.
- 5) New Interactive Voice Response (IVR) server went live on August 15th.
- 6) Improved CAST (code development security and quality) scores.

DIR

- 1) Develop, test, and implement DIR integration with CSNG.
- 2) Complete ISS Infosphere and WebFocus upgrade/technical refresh projects.
- 3) Complete phases 2, 3, and 4 of DIR/TOP interface.
- 4) Completed transition to the new DIR Technical Refresh environment.

FedDebt

- 1) 4.41 Tech Refresh Phase II.
- 2) 4.42 Change Request.
- 3) 4.43 IAI.

IDMS

- 1) Implemented two new projects for the Comprehensive Correspondence effort to capture, index, and automate debt management correspondence into a paperless electronic workflow/case management system
- 2) IDMS Legacy systems and application decommission completed
- 3) Completed build of the IDMS Development and PreProduction environments
4. Completed build of Esker Development environments

FY 2018 Future Objectives:

CSNG

- 1) Complete configurations for Phase 2 of project.
- 2) Implement CSNG into production in the beginning of the year.

TOP

- 1) Complete Data Analysis per our data plan
- 2) Incorporate new Payment Streams into TOP, resulting in higher collections
- 3) Increase Number of Debts
- 4) Increase operational efficiencies and effectiveness
- 5) present Fuzzy logic business case to modify Treasury policy

IDMS

- 1) Completing the IDMS development environment
- 2) Resolving security findings from 2017 security assessment
- 3) Deploying business pack patch to the Esker production environments
- 4) Installing eFix 18 to IDMS-Records Management (RM)
- 5) Upgrading IBML Scanning Environment to Meet Security Requirements

DIR

- 1) Develop, test, and implement DIR integration with CSNG.
- 2) Develop and test the new DMS Accounting System, currently planned for inclusion under the DIR umbrella.

FedDebt

- 1) Decommissioning of FedDebt system.

Details of Useful Life Period:

Year the investment began: 2001

End Year of the current planning cycle: 2020

Description of why the investment is not consistent with life cycle model defined in OMB Circular A-131.: N/A.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target*	Latest Actual Result	Date of Latest Actual Result
Dollars collected through all offset programs (billions).	Strategic and Business Results	Over target	Annual	Dollars in billions	7.29	7.26	09/30/2017
Online system uptime as a percentage of scheduled system uptime	Customer Satisfaction (Results)	Over target	Monthly	Percentage	98.00	100.00	11/30/2017
Severity 1 production problems for all applications in the investment	Strategic and Business Results	Under target	Monthly	Number	3.00	1.00	11/30/2017
Percentage of total incoming TOP calls handled by automation.	Strategic and Business Results	Over target	Quarterly	Percentage	92.00	91.00	09/30/2017
Amount of delinquent debt collected for every \$1 spent, per delinquent debt collections.	Financial Performance	Over target	Annual	Dollars	37.00	34.00	09/30/2017

* CY Target also refers to FY 2019 target.

Do Not Pay (DNP)

Description:

DNP Business Center (DNPBC) provides centralized access to data as well as analytical services to help detect and prevent improper payments. DNPBC is comprised of the DNP Portal and Data Analytics Services.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	29.61	4.90	3.96	4.20	4.35	4.53	NA	8.59	60.15
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	24.12	10.46	11.90	12.67	13.28	13.83	NA	14.35	100.61
Total Costs	53.73	15.36	15.87	16.87	17.63	18.36	NA	22.94	160.76
Number of FTE	159.00	4.00	4.00	4.00	4.00	NA	NA	47.00	222.00

Summary of Purpose, Goals, and Benefits:

The Do Not Pay Portal is used by agencies to verify information about potential recipients of federal payments or benefits. To the extent permitted by law, the Data Analytics Center employs data analytics to help federal and state users reduce the amount of improper payments made in federally-funded programs.

The DNPBC allows agencies administering federal programs to better utilize technology to access eligibility information through a single portal in a timely, more cost effective manner. The initial implementation allowed online interaction by program offices and contracting officers through a user interface to improve program decision-making. Since its initial launch, the investment added the capability to submit files for batch processing or to be continuously monitored in the Portal. The long-term strategic direction is to assist agencies in using database checks and analytics to identify improper payments through seamless integration into the Treasury payment stream. The DNPBC supports Fiscal Service's mission of promoting the financial integrity and operational efficiency of the U.S. government.

Return on Investment:

The DNPBC is a Treasury shared service that provides agencies access to information needed to identify, reduce, and prevent improper payments. The goal of the DNPBC is to prevent improper payments made through programs funded by the federal government. Improper payments occur when funds go to the wrong recipient, the recipient receives the incorrect amount of funds (including overpayments and underpayments), documentation is not available to support a payment, or the recipient uses funds in an improper manner. By stopping and identifying improper payments, DNPBC has achieved \$85.6 million in cost-avoidance in 2017. In addition, the DNBC estimates \$87.3 million in cost-avoidance in FY 2018 for our customers.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential Directive: OMB issued Memorandum M-12-11 in April 2012 asking CFO Act agencies to submit their plans for integrating Do Not Pay into their business processes. OMB issued Memorandum M-13-20 in August of 2013 clarifying IPERIA to include Do Not Pay as a "Treasury Working System".

Accomplishments and Future Objectives:

FY 2017 accomplishments included:

- Developed history tables, improve filtering, enhance screens and update UI in the Do Not Pay Portal.
- Pursued additional data sources to include expanded death data.
- Engaged with customer agencies to complete analytics.
- Continued to pursue designation of additional data sources for Do Not Pay.

FY 2018 and beyond objectives include:

- Ensure operational resiliency of the DNP application and Program operations.
- Sustain business operations by providing leadership and business and technical expertise to deliver quality operations, including customer service and application support and maintenance.
- Expand the DNP Analytics Center service and product offerings for agencies, focusing on enhancing predictive and risk-based modeling approaches to identify potential high risk improper payments.
- Work with Fiscal Service to assess and implement its prioritized cybersecurity measures.

Details of Useful Life Period:

Year the investment began: 2012

End Year of the current planning cycle: 2022

Description of why the investment is not consistent with life cycle model defined in OMB Circular A-131.: N/A.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target*	Latest Actual Result	Date of Latest Actual Result
Average number of seconds to return online search results to user in the Portal	Customer Satisfaction (Results)	Under target	Quarterly	seconds	5.00	5.00	04/18/2017
Percentage of Payment Application Modernization (PAM) Payments received that are screened for improper payments.	Financial Performance	Over target	Annual	Percentage	99.99	100.00	11/30/2015
Number of incidents which delay processing of batch matching files beyond 24 hour turnaround	Strategic and Business Results	Under target	Monthly	Count	1.00	0.00	12/08/2017
Number of incidents which delay processing of continuous monitoring files beyond 24 hour turnaround	Strategic and Business Results	Under target	Monthly	Count	1.00	0.00	12/08/2017
Number of incidents which delay processing of payment integration files beyond 24 hour turnaround	Strategic and Business Results	Under target	Monthly	Count	1.00	0.00	12/08/2017

* CY Target also refers to FY 2019 target.

Electronic Federal Tax Payment System (EFTPS)

Description:

EFTPS was launched in 1996 in response to a Congressional mandate for Treasury to process government collections electronically. EFTPS enables both business and individual taxpayers to pay federal taxes electronically.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	75.23	18.12	23.13	17.35	11.62	11.83	NA	NA	157.27
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	733.25	113.40	133.52	131.90	134.19	136.87	NA	NA	1383.13
Total Costs	808.48	131.53	156.65	149.24	145.81	148.70	NA	NA	1540.41
Number of FTE	49.00	6.00	16	16	16	16	NA	NA	55.00

Summary of Purpose, Goals, and Benefits:

EFTPS enables both business and individual taxpayers to pay federal taxes electronically via phone, internet (www.eftps.gov, IRS Direct Pay), Fedwire, ACH credit, credit cards, or via a third party. EFTPS is managed by a designated Treasury Financial Agent (TFA), pursuant to the authority delegated to the Fiscal Service by the Secretary of the Treasury to designate Financial Institutions to provide banking services to the federal government (12 U.S.C. 90 and 265). This multi-function investment directly supports the government-wide financial management mission

of the Fiscal Service, and is a partnership program with the Internal Revenue Service (IRS).

The primary justifications for investing in EFTPS are the following:

- Maximize the percentage of tax collections received electronically by the federal government
- Minimize the amount of time for taxpayers to complete a tax payment using electronic payments
- Reduce the government cost to process a federal tax - provide a 24 x 7 x 365 mechanism to collect federal tax revenue

The Fiscal Service has been given authority for a Permanent and Indefinite appropriation from Congress as part of the Consolidated Appropriations Act, 2004 (Pub. L 108-199) to perform critical banking services on behalf of the federal government, including for the purposes of tax collection for FY 2004 and beyond. Funds for this investment are allocated from this authority and are submitted to OMB on an annual basis as part of the congressional justification for the President's Budget. EFTPS has been in existence since the FY 1996 appropriations to cover the operations and maintenance of the following critical functions:

- New taxpayer enrollment;
- Tax payment processing;
- Fulfillment/mail services;
- Customer service; and
- General operations.

Less than 10 percent of each FY funding is allocated to minor software enhancements to accommodate changes to the tax code.

Return on Investment:

Based on the current Alternative Analysis, the return on investment for this investment is \$140 million based on the cost avoidance of processing electronic payments versus paper.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential

Directive: All Electronic Treasury

Treasury Directive 9507 Regulation 153340-09.

Accomplishments and Future Objectives:

FY 2017 and beyond future objectives include implementing the following requirements and functionality:

- Email Confirmation.
- NACHA Rule.
- Direct Pay enhancements.
- Credit Card 2017.
- EFile 2017.
- Contact Center Enhancements.
- Bulk Provider enhancement (ADP modernization & Intuit).

FY 2018 and beyond future objectives include implementing the following requirements and functionality:

- Release 28.70 MQ.
- Release 29.1.0 Annual statutory changes (2018 EFile & 2018 credit card updates), 508 mobile.
- Release 29.2.0 Cybersecurity enhancement, Online Authentication.
- Release 29.3.0 EFTU Drop box change from FTP, Resiliency phase 1 finding 21B.
- Release 29.4.0 Cybersecurity, Resiliency phase 1 finding 4.
- Release 29.4. Cybersecurity, resiliency phase 1 finding.
- Release 29.3.0 Resiliency-Entity validation redundancy.

Details of Useful Life Period:

Year the investment began: 1996

End Year of the current planning cycle: 2026

Description of why the investment is not consistent with life cycle model defined in OMB

Circular A-131.: N/A.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target*	Latest Actual Result	Date of Latest Actual Result
Percentage of Depository Employment Taxes Received Electronically	Strategic and Business Results	Over target	Monthly	Percentage	99.00	99.00	11/30/2017
Service Level (non-peak) 75% of calls answered in 30 seconds or less for Peak Days (defined as all days other than Peak Days). Days over 115% to forecast are excluded from the calculation.	Strategic and Business Results	Over target	Monthly	Percentage	75.00	99.86	11/30/2017
Accuracy of Paper Enrollment Data Captured	Customer Satisfaction (Results)	Over target	Monthly	Percentage	99.50	100.00	11/30/2017
Reports transmitted late	Customer Satisfaction (Results)	Under target	Monthly	Percentage	0.00	0.00	11/30/2017
Payment Dollars Received	Financial Performance	Over target	Annual	Trillions of Dollars	2.60	2.80	09/30/2017
Service Level (Peak) 75% of calls answered in 90 seconds or less for Peak Days (defined as the top three volume days each month). Days over 115% to forecast are excluded from the calculation.	Strategic and Business Results	Over target	Monthly	Percentage	75.00	99.82	11/30/2017
System Availability EFTPS shall be up and available for processing 24X7X365 except for scheduled and preapproved maintenance windows.	Customer Satisfaction (Results)	Over target	Monthly	Percentage	100.00	100.00	11/30/2017

* CY Target also refers to FY 2019 target.

Financial Management Line of Business (FMLOB)

Description:

FMLOB is a government-wide E-government initiative supporting efforts to implement

business-driven solutions that transform federal financial management, reduce costs, and increase transparency. Fiscal Service is the designated managing partner.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	13.07	NA	NA	NA	NA	NA	NA	NA	13.07
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	8.08	5.46	6.28	6.32	6.37	6.46	NA	NA	38.97
Total Costs	21.15	5.46	6.28	6.32	6.37	6.46	NA	NA	52.04
Number of FTE	22.71	15.00	20.00	20.00	20.00	20.00	NA	NA	117.71

Summary of Purpose, Goals, and Benefits:

The primary beneficiaries of the investment are the 24 CFO-Act federal agencies as they move to implement financial system solutions (processes and technologies) that reduce cost and/or improve productivity of back-office financial accounting operations. Federal agencies should also experience additional resource availability to dedicate to mission delivery, as a result. The general public will also benefit from the delivery of financial accounting information that is more timely and reliable, and is compliant with open standards.

Return on Investment:

The Financial Management Line of Business (FMLOB) investment is a government-wide E-government initiative supporting efforts to implement business-driven solutions that transform federal financial management, reduce costs, and increase transparency. Fiscal Service is the designated managing partner. Though FMLOB is an initiative charged with improving federal IT administrative systems for financial management, it is not an IT system. A formal alternatives analysis/cost-benefit analysis (AA/CBA) has not been conducted for this investment so there are no dollarized/quantifiable benefits. Neither the CFO Council nor OMB has earmarked current or future funding to conduct an AA/CBA. However, FMLOB has extensive qualitative benefits, such as:

- Standardization of financial management processes, in the form of use cases, fill a vast gap for a government-wide standard approach to processing transactions. Adoption of these standards allow federal agencies to focus government resources on fewer, standardized solutions implemented and operated by more experienced staff.
- Collaboration on top financial management issues and best practices, as fostered and managed by the Financial Management Steering Committee. The steering committee facilitates an improved understanding of FM standards and initiatives government and industry-wide.
- Research and development/piloting in innovative technologies, such as Robotic Process Automation, to drive cost savings and efficiencies (estimated to save the federal financial management community \$500-\$750M). Use of robotics will allow government resources time to focus on higher priority tasks and analysis, as opposed to manual processing of repeatable tasks.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential

Directive: Legislative mandates, Outstanding audit findings or Material weakness, Presidential Directive: Office of Management and Budget (OMB) designated the Department of the Treasury as the FMLOB Managing Partner in FY2013 to provide support to partner agencies under the guidance and strategic direction of OMB, Chief Financial Officer Council (CFOC), and the Council on Financial Assistance Reform (COFAR). The FMLOB initiative is charged with implementing business-driven solutions that respond to the management needs of participating agencies (24 CFO Act agencies). FMLOB is also supported by the President's Management Agenda/Cross Agency Priority Goals and OMB Memoranda M-10-26, M-13-08, M-13-23, and M-16-11.

<https://obamaadministration.archives.performance.gov/content/benchmark-and-improve-mission-support-operations.html#overview>.

Accomplishments and Future Objectives:

FY2017 accomplishments include:

- providing operational funding to agencies (e.g., GSA/USSM) to execute additional FMLoB initiatives, such as shared services and government-wide grants management initiatives;
- developed a collection of Federal Financial Management Business Use Cases to standardize the end-to-end business requirements of back-office financial management processes.
- managed the Financial Management Steering Committee (FMSC) that informs on future financial management (FM) policy and serves as a change management board for commonly used systems/or services. The FMSC functions as the FM community's platform to discuss FM needs and develop standardized solutions that promote financial integrity and operational efficiency across government. In addition, it delivers value to the FM community by providing agency perspectives on potential changes and improvements to the following Treasury FM Standard References: Treasury Financial Manual Treasury System Business Requirements; Federal Financial Management System Requirements (FFMSR); FM Functions & Activities List; Federal FM Business Use Cases; and FM Data Element Definitions.
- developed a Maturity Model to help Chief Financial Officers and their staff self-assess the maturity of their agency's back-office financial management operations. It focuses on three areas (operational efficiency, financial systems & reporting, and financial integrity) to better understand where operations stand within one of the five levels of maturity, from "inadequate" to "leading."

FY2018 and beyond objectives include:

- Reducing waste by eliminating low-value financial reporting activities.
- Improving the effectiveness of Federal programs with emerging technologies.
- Achieving economies-of-scale in Federal financial management through common approaches and standardization.
- Engaging the Federal financial management community in FIT's program to improve back office productivity, eliminate wasteful reporting, and improve program effectiveness.

Details of Useful Life Period:

Year the investment began: 2010

End Year of the current planning cycle: 2023

Description of why the investment is not consistent with life cycle model defined in OMB

Circular A-131.: The life cycle cost model defined assumes a finite life cycle with a known end date as well as disposal costs. FMLOB is a line of business established by OMB to expand E-government initiatives and is not planned for replacement or decommissioning. All known DME efforts were included through FY 2015 and O&M estimates through FY 2023. To date, FMLOB has not conducted an Alternative Analysis and OMB has not expressed a desire to conduct one. Given the above, the only inconsistencies between the standard cost model and the one FMLOB used in determining its costs are: 1) no disposal costs were included, and 2) FMLOB is expected to continue operating beyond the implied end date of FY 2023. (Note: The FMLOB is not a system and has no end date; the year 2023 is arbitrary).

International Treasury Services (ITS.gov)

Description:

ITS.gov is the federal government shared service system for processing international payments and collections. ITS supports the Fiscal Service mission to provide centralized payments and provides screening for Office of Foreign Asset Control compliance.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	21.84	4.45	4.85	5.09	5.42	5.55	NA	NA	47.20
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	32.79	9.73	9.64	9.52	9.87	10.15	NA	NA	81.71
Total Costs	54.63	14.19	14.49	14.61	15.29	15.71	NA	NA	128.91
Number of FTE	47.31	11.00	13.50	14.00	14.00	14.00	NA	NA	113.81

Summary of Purpose, Goals, and Benefits:

ITS.gov supports the Fiscal Service mission to provide centralized federal payment, collection, and reporting services. ITS.gov provides consolidated, web-based international payment, collection, and reporting, with Office of Foreign Asset Control (OFAC) screening, for federal agencies. ITS.gov supports payments to more than 200 foreign countries or territories in over 100 currencies for both Treasury-Disbursed Offices (TDO) and Non Treasury-Disbursed Offices (NTDO) including the Department of Defense, Veterans Administration, and Social Security Administration. For FY 2017 ITS.gov processed more than 7.4 million foreign payment transactions valued at more than \$26.2 billion US Dollars. ITS also provided shared service OFAC screening for more than 3.4 million domestic Fedwire and IAT ACH transactions valued

at over \$220 Billion USD. In total in FY2017, ITS processed more than 11 million payments valued at over \$246 billion US Dollars.

ITS.gov benefits include:

- Web-Based, secure payment and collections portal;
- Designed around a distributed, stable processing platform with consolidated database support;
- Enforces encrypted access controls with separation of duties to ensure payment security and integrity;
- Eliminates multiple legacy foreign payment systems across government and allows Treasury to realize savings through a consolidated economy of scale system;
- Reduces the need for agencies to maintain large cash balances outside of Treasury/
- Provides Office of Foreign Asset Control screening for all payments and as a shared service to other Fiscal Service applications;
- Expedites foreign payment settlement;
- Automates processing to improve data integrity;
- Supports manual and bulk file processing;
- Provides on-demand, customizable electronic reporting capabilities.

Return on Investment:

ITS.gov has a 225% return on investment achieved through savings and cost avoidance projected through FY 2021. ITS.gov provides a unique and valuable combination of international payment and collection capabilities and represents a valuable shared services provider for both the Fiscal Service federal Agency community. ITS.gov provides savings and cost avoidance through the consolidation of services for Federal Agencies, the economy of scale achieved in the market place through that consolidation, to provide a single point of processing for payment delivery to almost 190 countries world-wide. ITS provides Federal Agencies with the ability to convert transactions to the Recipient's local currency for settlement - support almost 135 currency options - and has achieved savings and cost avoidance through the buying power achieved through the consolidation of processing via this investment. This investment has allowed the Fiscal Service to continue to expand its international financial service capabilities while saving money by leveraging a critical mass of volume to achieve economies of scale and realize significant cost avoidance and savings related to foreign exchange costs. ITS.gov has been able to significantly reduce the cost associated with processing payments to foreign recipients by converting large numbers of transactions to electronic payments, and continues to achieve savings by supporting both spot and advanced exchange rate options for Customers.

Additionally, ITS.gov has improved average transaction costs by extending the OFAC shared services functionality to other Fiscal Service systems. ITS.gov has integrated the OFAC screening tools into the payment process allowing other Fiscal applications to leverage these capabilities to screen payments without incurring additional development or ongoing operating costs to each business line.

ITS.gov also improves ROI through consolidated foreign payment collection and foreign currency conversion capabilities and has automated processing to enhance the interfaces with Fiscal's Credit Gateway and Collection Information Repository (CIR) systems. ITS.gov provides payment information reporting to the Payment Information Repository (PIR) for all Treasury

Disbursed Organization payment activity and will begin interfacing with the new Post Payment System in FY 2017 to support Fiscal Service initiatives to improved financial data reporting and transparency.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential Directive: N/A.

Accomplishments and Future Objectives:

FY 2017 accomplishments included:

- Completed ITS-PPS (Post Payment System) interface (phase 1).
- Implemented technical Debt modernization enhancements.
- Implemented new Static Code Monitoring Systems.
- Enhanced certification management tools.
- Implemented new customer-requested reporting tools to support DOD NTDO conversion efforts.
- Expanded International Direct Deposit Country support - a major SSA initiative.
- Began work on Payment Management 2020 Vision Initiative and work with Project team on "as is' requirements for future state analysis and planning.

FY 2018 and beyond objectives include:

- Infrastructure system updates.
- Payment certification control and process enhancements (phase 1).
- Technical Debt remediation.
- Report interface updates and enhancements.
- System Library and Data Archiving updates.
- Continued International Direct Deposit country expansion to support Federal benefit agencies.
- Payment certification control and process enhancements (phase 2).
- MT Files handling enhancements.
- ISO File Standard enhancements.
- Technical Debt updates.
- Interface enhancements.
- Resiliency enhancements.
- Supporting development for PM2020 Future State system requirements.

Details of Useful Life Period:

Year the investment began: 2009

End Year of the current planning cycle: 2029

Description of why the investment is not consistent with life cycle model defined in OMB Circular A-131.: N/A.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target*	Latest Actual Result	Date of Latest Actual Result
Percentage of ITS.gov EFT and check payments made on time based on the requested settlement date, as directed by Federal agency and payment recipient. (The number of business days in which ITS did not need to request an extension of Citi's 2:00pm EST deadline divided by the number of business days).	Strategic and Business Results	Over target	Monthly	%	99.00	100.00	11/30/2017
Percentage of Fedwire payments made on time based on the requested settlement date, as directed by the Federal agency and payment recipient. (The number of business days in which ITS.gov submits all Fedwire payments timely divided by the number of business days).	Strategic and Business Results	Over target	Monthly	%	99.00	100.00	11/30/2017
Percentage of straight-through processing of payments. (The total number of payments less returned payments divided by total number of payments).	Financial Performance	Over target	Monthly	%	99.00	99.87	11/30/2017
Percentage of timely availability of FX rate files to customers by 8:00am ET. (The number of business days in which ITS.gov has FX rates available for customers by 8:00am ET divided by the number of business days).	Strategic and Business Results	Over target	Monthly	%	99.00	100.00	11/30/2017
Percentage of system availability to users (Monday-Friday). (Actual application availability divided by scheduled application availability).	Customer Satisfaction (Results)	Over target	Monthly	%	99.00	100.00	11/30/2017

* CY Target also refers to FY 2019 target.

Invoice Processing Platform (IPP)

Description:

IPP provides a centralized electronic invoicing and payment information portal accessible to all participants in federal payment transactions.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	26.32	5.55	NA	NA	NA	NA	NA	NA	31.86
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	85.81	15.85	22.81	21.07	20.65	20.59	NA	NA	186.79
Total Costs	112.13	21.39	22.81	21.07	20.65	20.59	NA	NA	218.66
Number of FTE	28.00	6.00	6.00	6.00	NA	NA	NA	NA	46.00

Summary of Purpose, Goals, and Benefits:

IPP provides a centralized electronic invoicing and payment information portal accessible to all participants in federal payment transactions: agencies, payment recipients, and the Fiscal Service. IPP enables the presentation of electronic orders, receipt of electronic invoices, automated routing and approval (workflow), electronic notifications and Treasury payment information.

IPP is designed to yield government-wide efficiencies by (1) reducing or eliminating paper based processing by accounts payable, (2) enhancing Treasury's value and service to its citizens by increasing access to and quality of payment data, and (3) providing a single central application in which government finance departments can engage with their suppliers, and in which government suppliers can engage with agencies. IPP supports the Fiscal Service's goal to provide accurate, timely payments by optimizing agency use of electronic mechanisms. IPP stakeholders include federal agencies and their commercial vendors.

Responsive customer service is a key performance indicator for most federal agencies. Fiscal Service and the federal agencies it serves encounter difficulties and delays in obtaining information needed to respond to customer inquiries about payment transactions. Currently, detailed data required by agencies to address inquiries and handle payment disputes is housed in multiple, disparate systems (procurement, accounts payable, and Treasury accounting systems), which makes research time consuming and costly for the agencies and suppliers. IPP will provide a single central repository that will allow suppliers access to the data they need to handle many inquiries on their own and avoid numerous disputes.

Return on Investment:

The projected return on investment by the end of FY 2018 is -50.69 percent which is lower than reported last year. The change in ROI is a direct result of the change in reporting costs and reduced projections for invoice transactions. Agencies have been slow to fully implement IPP as planned. The delays in implementation have impacted invoice transaction totals. More agencies have completed implementation of IPP and/or went live with IPP as their primary e-invoicing solution to include the National Science Foundation, Nuclear Regulatory Commission and the U.S. Marshals Service. The change in cost reporting, coupled with the decision from management to reduce invoice transaction projections (due to slow adoption) impacted cost savings which factors into the ROI. IPP is expected to have a positive ROI in 2020 of (8.95 percent). As the number of invoice transactions increase, the Invoice Processing Platform (IPP) will continue to prove to be beneficial both within the government (agencies) and external to the government (vendors). Cost savings and benefits are directly attributed to the number of invoice transactions processed. By 2020, IPP expects to realize an annual cost savings of approximately \$22.5 million per year.

Federal agencies can save time and money by adopting IPP:

- Saves time by automating a formerly paper-intensive procurement process.
- Available at no charge to federal agencies.
- Aids federal agencies avoid Prompt Payment penalties and capture early payment discounts.
- Supports paperwork reduction initiatives.
- Leverages cloud computing best practices to help federal agencies comply with the federal

cloud first policy.

IPP makes it easier for vendors to do business with the government:

- Provides multiple options for vendors to create and submit invoices electronically.
- Provides vendors with greater visibility into all transaction data and documents associated with a purchase order.
- Contains self-service features that save time by enabling vendors to quickly answer payment-related questions.
- Available at no charge to vendors.
- Enables vendors to better manage their cash flow projections.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential

Directive: In 2012, IPP began utilizing the Do Not Pay continuous monitoring feature as a value-added service to assist agencies in their efforts to reduce improper payments. On July 17, 2015, OMB issued Memorandum M-15-19 (Improving Government Efficiency and Saving Taxpayer Dollars Through Electronic Invoicing) which directed agencies to transition to electronic invoicing for appropriate federal procurements. OMB named IPP as a well-established electronic invoicing solution agencies should consider. IPP website: <https://www.ipp.gov>.

Accomplishments and Future Objectives:

FY 2017 accomplishments included:

- On boarded a total of 84 Federal Agencies to-date.
- Successfully deployed RAD 4.1 and 5.0 in December 2016 and June 2017, respectively.
- Held its annual spring Agency User Group Meeting on June 2, 2017.
- Successfully completed the compliance with annual audit requirements.
- Invoice volumes continually increased month-to-month for 2017 compared against 2016 volumes which reflects IPP's increased usage across the government.
- Received a signed authority to operate.
- Transitioned daily operations from the FRB Boston to the FRB St. Louis.

FY 2018 and beyond objectives include:

- Seamless transition from UPS to an alternate user provisioning solution.
- Completion of SAM interface.
- Increase of electronic invoicing transactions submitted through IPP.
- Onboarding of additional agencies and suppliers.
- Complete activities associated with the FAC consolidation.
- Batch file feedback.
- Security fixes, infrastructure modernization and optimization.
- Outreach expansion for agencies and suppliers.

Details of Useful Life Period:

Year the investment began: 2007

End Year of the current planning cycle: 2027

Description of why the investment is not consistent with life cycle model defined in OMB Circular A-131.: N/A.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target*	Latest Actual Result	Date of Latest Actual Result
IPP is available to meet its user's needs with minimum interruption.	Strategic and Business Results	Over target	Monthly	Percentage	95.00	99.00	11/30/2017
Major Software Releases and patches Deployed with No Service Disruption	Strategic and Business Results	Over target	Quarterly	Percentage	94.00	98.00	10/31/2017
Percentage of helpdesk calls answered within 60 seconds	Customer Satisfaction (Results)	Over target	Monthly	Percentage	88.00	91.00	11/30/2017
Number of Invoices processed in IPP (out of 31,000)	Strategic and Business Results	Over target	Monthly	Number	35000.00	38671.00	11/30/2017
The cost savings for invoices processed using IPP equates to \$15 cost savings per invoice.	Financial Performance	Over target	Monthly	Dollars	525000.00	580065.00	11/30/2017

* CY Target also refers to FY 2019 target.

Over the Counter Channel Application (OTCnet)

Description:

OTCnet is the government's one system solution for the collection of \$150 billion annually in all types of checks, currency, and coins transacted at federal agency Point of Sale locations worldwide.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	79.55	10.76	11.56	13.25	13.75	14.06	NA	NA	142.93
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	57.74	10.38	12.62	15.43	8.22	8.12	NA	NA	112.51
Total Costs	137.29	21.14	24.17	28.68	21.97	22.18	NA	NA	255.44
Number of FTE	35.50	75.55	75.05	73.20	72.70	72.55	NA	NA	404.55

Summary of Purpose, Goals, and Benefits:

OTCnet is a web-based system that enables federal agencies to integrate check conversion and deposit reporting activities, so that all checks and cash deposits are handled by one web-based application. OTCnet is a complex system that utilizes a broad range of technologies with 12 external interfaces and a substantial user community who uses the system across the globe.

Future functionality includes: data quality management enhancements, and corrections functionality for deposits. The primary beneficiaries of this investment are the agency end users, Financial Institutions, and government. OTCnet yields substantial cost savings as a shared service across the government servicing over 96 agencies and over 80 Financial Institutions.

Return on Investment:

OTCnet replaced two legacy systems (TGAnet and PCC OTC) and utilizes one service provider instead of two from the legacy systems. By providing a shared service for all OTC collections globally, it eliminates the need for multiple systems across the government. Using automated check processing functionality in OTCnet eliminates the need for manually processing the checks at TGA locations. Using IBM Tivoli Identity Manager (ITIM) for single sign-on and automated user recertification provides productivity improvements to agencies for large number of users and less manual effort from the customer support team. Utilizing a web-based training tool for agencies reduces the number of Instructor Led training requests in OTCnet and provides cost benefits.

Processing of Adjustment/Correction and Rescinds for checks in addition to deposits improves agency reporting, supports decommissioning of FRB Ca\$hLink, and also improves the reconciliation processes.

With the implementation of the data quality management enhancements, Fiscal Service will be able to use business analytics and data mining to increase revenue collections efficiencies, as well as address the integrity, timeliness, accuracy and completeness of the collections data.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential Directive: N/A.

Accomplishments and Future Objectives:

FY 2017 accomplishments included:

- Technology upgrade primarily focusing on the WebLogic upgrade and WebFOCUS server decommission by converting all WebFOCUS reports to Jasper.
- Implemented a Data Quality Management (DQM) release which addressed high and critical DQM issues and confirmed that OTCnet is accurately reporting data elements to the Collections Information Repository (CIR)
- Implemented an upgrade to the OTCnet client-side architecture to align with the latest developments in browser and other client workstation technologies.

FY 2018 and beyond objectives include:

- Implement data quality management enhancements to increase revenue collections efficiencies.
- Support Treasury Cyber security strategy.
- Sustain and improve business operations and operational and business resiliency.
- Implement Corrections functionality for deposits.

Details of Useful Life Period:

Year the investment began: 2009

End Year of the current planning cycle: 2020

Description of why the investment is not consistent with life cycle model defined in OMB

Circular A-131.: N/A.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target*	Latest Actual Result	Date of Latest Actual Result
System Availability, percent of system will be available 24x7x365.	Strategic and Business Results	Over target	Monthly	%	97.00	100.00	11/30/2017
Provide Timely ACH File Processing via Debit Gateway. ACH/ Check 21 transactions received before the daily cutoff times of, 1:30AM (FedACH) and 8:30AM(Check 21), are sent on time to the Debit Gateway per month.	Strategic and Business Results	Over target	Monthly	%	94.00	100.00	11/30/2017
Deposit reports received by OTCnet, before daily cutoff times of 2:30PM (Fedwire) and 9:10PM (End of Day), are transmitted on time to TRS per month.	Financial Performance	Over target	Monthly	%	94.00	100.00	11/30/2017
Percent of Deposit and Debit Voucher Reports that are available on time or delivered to agencies by 10AM daily.	Strategic and Business Results	Over target	Monthly	%	100.00	100.00	11/30/2017
Monthly customer service telephone call abandonment rate will not exceed 3%	Customer Satisfaction (Results)	Under target	Monthly	%	3.00	12.05	11/30/2017

* CY Target also refers to FY 2019 target.

Pay.gov

Description:

Pay.gov is the government's internet collection channel for all non-tax collections. It offers a suite of electronic financial services to assist agencies in their electronic collection.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	54.23	4.18	5.39	6.20	6.42	6.76	NA	NA	83.18
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	138.22	18.37	17.10	16.98	17.55	13.83	NA	NA	222.05
Total Costs	192.45	22.55	22.49	23.18	23.97	20.59	NA	NA	305.23
Number of FTE	44.00	5.00	5.00	5.00	5.00	NA	NA	NA	64.00

Summary of Purpose, Goals, and Benefits:

Pay.gov Services (Pay.gov) provides a government-wide Internet collection channel for Federal Program Agencies (FPAs) to collect non-tax revenue. It provides a suite of electronic financial services and interfaces to enable federal agencies to make financial collections electronically, specifically over the Internet. By providing the Internet collection channel, Pay.gov helps promote the all-electronic Treasury vision. Pay.gov Services directly support the collection and deposit of funds into the Treasury on behalf of federal agencies. This is a key component of the multi-faceted government-wide financial management mission of the Fiscal Service. One of the critical goals of the Fiscal Service is to convert paper-based transactions to electronic methods; Pay.gov is the primary program supporting this goal. Fiscal Service also had the goal of providing citizens with convenient and secure payment options, Pay.gov delivers this medium. Previous strategic goals that Pay.gov has helped the Fiscal Service meet include: 1) Providing timely collection of federal government receipts, at the lowest cost, through an all-electronic Treasury; and 2) Establishing policies and processes to facilitate the integration of e-commerce technologies into the payments and collections infrastructure. Pay.gov services support the Fiscal Service's mission by providing a secure, efficient, and user-friendly collection channel for citizens and businesses to use when paying an agency. This service promotes operational efficiency and financial integrity.

The key beneficiaries of Pay.gov are the FPAs and citizens. By collecting funds over the Internet, Treasury and FPAs receive the funds faster, more securely and more accurately than mailed or in person transactions. Citizens benefit from Pay.gov by being able to make payments from any Internet-capable device. In addition, the cost per payment through Pay.gov is less than the cost per paper payment. As a service, FPAs are both the primary customers and stakeholders of Pay.gov.

Return on Investment:

Pay.gov life cycle benefits are based on historic unit cost for processing Internet based collection transactions versus the unit cost of paper based collection methods which results in a cost avoidance.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential Directive: Pay.gov was developed to meet the Fiscal Service's commitment to process collections electronically using Internet technologies. Pay.gov satisfies agencies and consumers demands for electronic alternatives by providing the ability to complete forms, make payments and submit queries 24 hours a day electronically. Pay.gov is web based allowing customers to access their accounts from any computer with Internet access. Pay.gov provides a suite of services allowing agencies to obtain and process collections in an efficient and timely manner. Pay.gov's services rest on the four cornerstones: Collections--Enabling end-users to authorize electronic transaction funds transfers over the Internet that will be settled through a number of methods; Forms acceptance and direct billing--Accepting agency forms submitted by end-users over the Internet and presenting agency bills to end-users over the Internet; Reporting-- Maintaining, processing, and providing online financial information and database documents for Treasury, agencies, and the public about transactions. The services of Pay.gov are modular; in

other words, each of the services can be invoked separately of the others, sometimes from an agency's own Web site.

Accomplishments and Future Objectives:

FY 2017 accomplishments included:

- Collecting \$154.7 billion dollars through 186.5 million transactions while increasing agency applications to 2780.
- Implemented fraud prevention and detection enhancements identified by the fraud team (HPO #5).
- Activated self-enrolled account through email and require country for card transactions on public collection (HPO #5).
- Complied with Treasury Debt-for-debt initiative and limited debt payments by credit card, PayPal and eBilling once it has been determined that a payment is beyond the due date. Customers are then allowed to make payment on debt via either debit card or ACH.
- Partnered with Card Acquiring Service program of the Settlement Services Division from Fifth Third Bank to Comerica to support Fiscal Service agreement with new settlement bank, Comerica, to settle card transactions.
- Established recurring payments for US Mint through use of PayPal's Billing Agreements.
- Added additional attributes with eBilling for bill line items to improve accuracy of receivables, added ability to pay individual line items for DFAS, and customized access code email.
- Implemented reCAPTCHA on public website for increased security.
- Enhanced batch duplicate detection for Adapter interface (HPO #2) and de-coupled PayPal's reporting and settlement processes in support of operational excellence.
- Pay.gov teams worked to schedule and implement various form service enhancements for 2017 and are in the process of developing an RFP for a forms solution due to proof of concept limitations with earlier reviews (Future of the Forms Service (HPO #4)).
- Completed transition off legacy OCI Non-interactive interface (HPO #4) and implemented ACH Credit as a Pay.gov Payment option to support high dollar and business customers to pilot late in 2017.

FY 2018 and beyond objectives include:

- Collect \$157 billion dollars through 195 million transactions while increasing agency applications to 2900 with system availability at 99.8 %.
- Continuous Availability technology and process-based tactics to strengthen the demonstrated level of Operation Excellence as measured by downtime, stability, scalability, and availability.
- Future of the Forms Service -develop new requirements for forms service to ensure that solution selected meets needs of multiple programs.
- Implement Fraud prevention and detection enhancements.

Details of Useful Life Period:

Year the investment began: 2004

End Year of the current planning cycle: 2021

Description of why the investment is not consistent with life cycle model defined in OMB Circular A-131.: n/a.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target*	Latest Actual Result	Date of Latest Actual Result
Collect \$13.0B per month in FY18	Strategic and Business Results	Over target	Monthly	Billions of dollars collected	13.00	12.86	11/30/2017
Process 16.25 million collection transactions per month in FY 2018	Financial Performance	Over target	Monthly	Millions of transactions processed	16.25	15.43	11/30/2017
Maintain system availability of 99.8%	Customer Satisfaction (Results)	Over target	Monthly	system availability %	99.80	100.00	11/30/2017
Percent of ACH Files sent to the Debit Gateway timely (by 2am EST cutoff)	Strategic and Business Results	Over target	Monthly	Percentage of Files Sent	100.00	100.00	11/30/2017
Percentage of Credit/Debit card payments submitted to Card Acquiring Bank delivered timely (by 2am EST cutoff)	Strategic and Business Results	Over target	Monthly	Percent of transactions submitted	100.00	100.00	11/30/2017

* CY Target also refers to FY 2019 target.

Payment Services (PS)

Description:

Payment Services is the domestic payment disbursement engine of the federal government. The systems included in the investment are used by agencies to create and disburse all checks, EFT and wire transfer payments in a secure manner.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	18.87	16.35	12.37	12.78	13.37	13.87	NA	NA	87.60
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	24.29	28.95	37.60	36.65	35.49	36.39	NA	NA	199.38
Total Costs	43.17	45.31	49.97	49.43	48.86	50.26	NA	NA	286.99
Number of FTE	154.04	146.60	148.81	143.50	140.29	NA	NA	NA	733.24

Summary of Purpose, Goals, and Benefits:

Payment Services (PS) is the only resource for Federal Program Agencies (FPAs) to certify ACH, Check, wire transfers, IAT, CTX, ASAP, and ITS.gov payments. PS reduces costs for the federal government by eliminating redundant certification tools, overhead, and unique applications for over 200 agencies (such as Social Security Administration (SSA), Office of Personnel Management (OPM), and the Internal Revenue Service (IRS)). PS provides a security assurance level 4 system for payment certification and maintains the only resources for processing, settlement, and distribution payments. In addition, PS is the conduit for all eligible

payments to be screened thru DNP and TOP for possible elimination of improper payments, and payment offsets when debts are owed, therefore saving the government dollars. This investment also includes the system of record for all payment voucher data eliminating the need for agencies to have their own infrastructure for maintaining this information. It also includes Certifying Officer Training, which is provided to FPA users to improve the accuracy and data quality with the payment initiation process.

Return on Investment:

Payment Services represents multiple projects that are modernizing or fully replacing outdated legacy systems and processes resulting in a -86.96 percent return on investment. The low ROI is mainly due to limited data for benefit analysis for several of the projects which were not previously reporting via the CPIC process and newly implemented cost policy, which raised cost (from a reporting perspective). All the projects under the PS investment contribute to the streamlined and automated payment origination service(s) offered by the Fiscal Service to Treasury Disbursed Organizations (TDO).

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential Directive: There are no specific requirements for Payment Services as a results of legislative mandates, outstanding audit findings, material weakness or Presidential Directive. Payment Services represents multiple projects that are modernizing or fully replacing outdated legacy systems. Payment Services also ensures that payments made by Federal Program Agencies are certified and transmitted securely, timely, and accurately thus reducing improper payments.

Accomplishments and Future Objectives:

FY 2017 accomplishments included:

- SPS and PAM completed analysis and requirements to support Same Day ACH.
- PAM implemented new infrastructure and application changes to support the resiliency recommendations from IBM.
- PAM supported the DoD efforts to convert more ALC's/payment volume to become TDOs. SPS improved 508 compatibility, removed non-GWA functionality, converted all Treasury users to PIV, and provided capability for SPS Admin to broadcast critical messages to users.
- PIR completed its transition to the DataStage platform.

FY 2018 and beyond objectives include:

- SPS and PAM will implement Same Day ACH phase 1 for small volume payments, and continue to support DoD transition to TDO.
- PAM will also continue PAM DataStage transition from MVS to Parallel Jobs.
- SPS will enhance the application to provide functionality for users to obtain PAM Notification Report via SPS; submit operational requests (SNU reuse, PRF Removal, etc) to PAM/SPS Helpdesk; generate recertification reports/letters to manage user access to SPS; and transmit wire payments from SPS to ITS.gov in contingency situation if PAM is non-operational.
- SPS and PAM will Implement Same Day ACH Phase II, which would allow for bulk file payments.
- PAM will work with TOP to allow for Wire Transfer offset processing.

- SPS enhancements include providing functionality to receive RTNs from PAM, generating Redesignation letter for agencies, enabling TOP offsets for wire payments, displaying notifications from PAM/PAM Admins to SPS users, onboarding agencies with non-treasury PIV, and continue working with DoD TDO transition effort.
- PIR will complete database unification with PPS to decrease storage costs and duplication.

Details of Useful Life Period:

Year the investment began: 2016

End Year of the current planning cycle: 2026

Description of why the investment is not consistent with life cycle model defined in OMB Circular A-131.: N/A.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target*	Latest Actual Result	Date of Latest Actual Result
Number of Production Severity 1 problems reports	Strategic and Business Results	Under target	Monthly	Number of severity 1 problems reported	1.00	3.00	11/30/2017
Percentage of check and EFT payments processed accurately and on time.	Strategic and Business Results	Over target	Monthly	% of payments processed accurately and on time	100.00	100.00	11/30/2017
Average cost per payment based on project costs and transactions processed by PAM in cents. The metric aligns with the Fiscal Service AC's goal to keep costs at a cent (0.01) or below.	Financial Performance	Under target	Monthly	Cost (in Cents) per payment processed in PAM	0.01	0.01	11/30/2017
Percentage of System Availability during Normal Operations (PAM)	Customer Satisfaction (Results)	Over target	Monthly	% of System Availability	1.00	1.00	11/30/2017
Percentage of System Availability during Normal Operations (NTAP)	Customer Satisfaction (Results)	Over target	Annual	% of System Availability	99.00	100.00	10/31/2017
Percentage of Schedules processed in SPS and sent to PAM within 4 minutes of being certified	Strategic and Business Results	Over target	Monthly	% of schedules processed within 4 minutes	99.00	100.00	11/30/2017
Number of Unscheduled Outages (PRinCE)	Strategic and Business Results	Under target	Quarterly	Number of instances	0.00	0.00	09/30/2017
DSSV System Availability	Customer Satisfaction (Results)	Under target	Monthly	Hours of Downtime	4.00	0.00	11/30/2017
Number of incidents the Daily PIR Voucher File is not delivered to GWA by 12am.	Customer Satisfaction (Results)	Under target	Monthly	Number of incidents	0.00	0.00	11/30/2017
Percentage of System Availability during Normal Operations (CO Training)	Customer Satisfaction (Results)	Over target	Annual	% of System Availability	98.00	100.00	10/31/2017

* CY Target also refers to FY 2019 target.

Post Payment Services

Description:

Post Payment Services (PPS) provides a single source for aftermath payment processing for Federal Program Agencies. It simplifies reconciliation activities, improves information exchange, and reduces paper-based processes for users.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	28.78	12.62	13.95	14.05	14.50	13.93	NA	NA	97.84
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	30.11	43.06	43.23	43.03	40.46	38.35	NA	NA	238.23
Total Costs	58.89	55.68	57.18	57.08	54.96	52.28	NA	NA	336.07
Number of FTE	73.79	31.72	44.85	45.25	46.30	48.68	NA	NA	290.59

Summary of Purpose, Goals, and Benefits:

Post Payment Services will consolidate all payment aftermath processing into one comprehensive application by merging processing currently performed by six legacy systems: Post Payment System (PPS), Treasury Check Information System (TCIS), Payments, Claims and Enhanced Reconciliation (PACER), Treasury Receivable, Accounting and Collection System (TRACS), Teletrace, and Treasury Offset Program (TOP) Control System (TCS). The consolidation of post payment systems will reduce costs associated with operations and maintenance of legacy systems, reduce duplicative functionality, eliminate redundancy of data across systems and provide a single source for aftermath payment processing for FPAs.

Post Payment Services will utilize standardized reporting using Common Government-wide Accounting Classification (CGAC) structure, and leverage commercial off-the-shelf (COTS) software solutions, when appropriate, to provide common, best practice functionality and proven implementation methodologies. Post Payment Services will provide enhanced streamlined business processes and productivity gains that will simplify reconciliation activities, improve information exchange, reduce paper-based processes, integrate disparate processes, improve fraud detection, and enable self- service functions for agencies and Financial Institution users.

PPS will include functionality to process claims/adjudications, cancellations, check reconciliation, settlements, offsets, and accounting, with customer service and self-service applications. Legacy post payment systems will be retired through phased implementation of PPS. Quantitative and qualitative benefits will be realized through cost avoidance, cost savings, and performance improvements as measured by:

- decommission of systems;
- improved ability to deliver services and respond to customer inquiries more accurately and

quickly;

- improved access to information for FPA and Financial Institution users;
- elimination of duplicate assets;
- minimized interfaces and duplication of data;
- improved reliability of systems;
- improved ability to maintain a single system;
- accommodate increases in workload or demand;
- reduce manual Regional Finance Center (RFC) operations;
- improved efficiency;
- modernized operations; and
- modernized technical environment.

Beneficiaries include government agencies, Non-Treasury Disbursing Offices, the Federal Reserve Bank, Financial Institutions, and the American public.

Return on Investment:

The Post Payment System (PPS) is the only Post Payment Services system with active DME projects, and expects to achieve a five year ROI of 64.10 percent. PPS will yield significant benefits and productivity gains through process improvements, centralization and automation of functionality and systems consolidations. Cost savings will be achieved through decommissioning of legacy systems, elimination of contracts, and reductions and re-purposing of staff resources.

The centralized PPS will provide Treasury many qualitative benefits including:

- increased IT system flexibility and efficiency;
- compatibility with Treasury and Fiscal Service Enterprise Architecture (EA);
- improved risk management and control;
- improved mission performance;
- increased reporting capabilities;
- increased ability to implement organizational strategies; and
- improved reliability of information and increased confidence from agency customers.

PPS will enhance development capabilities by elimination of obsolete software and technology platforms, and increasing scalability for future expansion. Monetary benefits from staff savings or reinvestment will be realized through:

- future cost avoidance;
- permanent reduction in staff hours related to the affected Fiscal Service business processes;
- re-purposing of saved staff hours within the identical business process to meet discretionary workload increases
- staff savings across government due to reduced reporting and reconciliation requirements; and
- staff savings across government due to more timely availability and accuracy of data to support decision making.

System of record functionality will be transferred from legacy applications to PPS with each phase, and legacy systems will be decommissioned as appropriate. PPS customers from Philadelphia Finance Center, FPAs, and Financial Institutions will benefit from a consolidated

source of all post payment data and reconciliation tools with minimized use of paper based communication. Customers will have access to summary and detailed reports to perform transaction and accounting reconciliation in a central location. Portal users will have access to all payment and post payment data, with the ability to research issues through use of standard reports, analytical tools, and enhanced communication with PFC personnel via instant chat and inbox messaging. FPAs will be able to perform online tasks via self-service functions.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential

Directive: The Post Payment System (PPS) does not have legislative mandates, outstanding audit findings, or Presidential Directives that drive system requirements. All of our core requirements are driven from legacy system that will be decommissioned in the upcoming fiscal years. Listed below are the core URL's of those legacy systems.

1. Check Claims: https://fiscal.treasury.gov/fsservices/gov/pmt/chkClaims/chkClaims_home.htm
2. Payment, Claims and Enhanced Reconciliation (PACER):
https://fiscal.treasury.gov/fsservices/gov/pmt/pacer/pacer_home.htm
3. Treasury Check Information System:
https://fiscal.treasury.gov/fsservices/instit/pmt/tcis/tcis_home.htm.

Accomplishments and Future Objectives:

FY 2017 accomplishments included:

- Implemented PPS Release 3.0 which included accounting functionality, and the establishment of a parallel production simulation to validate various accounting functions. Production testing will ensure complete accuracy of all incoming and outgoing agency data transfers prior to the accounting model going live with PPS Release 4.0.

FY 2018 and beyond objectives include:

- Implement PPS Release 4.0 (FY 2019), 5.0 (FY 2021), and 6.0 (FY 2022). Functionality will include that of TCS, PACER, and Teletrace, and permit their decommissioning. Release 5.0 expands PPS with additional components for ACH claims processing, check claims, call-center, workflow enhancements, and enhancements of the interactive Portal. Release 5.0 will transfer remaining functionality from legacy systems PACER and TCS, and allow for their concurrent decommissioning. The final PPS development phase, Release 6.0, will complete the fulfillment of remaining PPS requirements, with the addition of Straight Through Processing (STP) and NTDO Payment Reporting.

Details of Useful Life Period:

Year the investment began: 2016

End Year of the current planning cycle: 2023

Description of why the investment is not consistent with life cycle model defined in OMB Circular A-131.: N/A.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target*	Latest Actual Result	Date of Latest Actual Result
Percentage of published hours of availability met by the PPS application	Customer Satisfaction (Results)	Over target	Monthly	Percentage	0.97	99.80	11/30/2017
Percentage of non-match's with PACER identified and reported within 24 hours of the exception	Strategic and Business Results	Over target	Semi-Annual	Percentage	0.97	1.00	11/30/2017
Percentage of ad hoc query request are processed within 48 hours	Strategic and Business Results	Over target	Monthly	Percentage	0.97	1.00	11/30/2017
Percentage of payee object file updated within 24 hours of activity	Strategic and Business Results	Over target	Monthly	Percentage	0.97	1.00	11/30/2017
TCIS Percentage of published hours of availability	Customer Satisfaction (Results)	Over target	Monthly	percentage	0.96	0.85	11/30/2017
PACER: System Response Time for requests	Customer Satisfaction (Results)	Over target	Monthly	seconds	2.00	1.00	12/05/2017
Suspect payment amount.	Financial Performance	Over target	Monthly	dollars	0.13	1.09	12/05/2017
TRACS Percentage of published hours of availability of the TRACS application	Customer Satisfaction (Results)	Over target	Monthly	percentage	0.98	0.97	11/30/2017
TRACS Ad-Hoc Query requests are processed within 48 hours	Customer Satisfaction (Results)	Over target	Monthly	percentage	0.98	0.97	11/30/2017

* CY Target also refers to FY 2019 target.

Retail Securities Services (RSS)

Description:

Retail Securities Services (RSS) is a consolidated investment containing multiple systems and applications used to sell and service U.S. Treasury securities held directly by private individuals and organizations.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	75.87	7.59	11.64	9.96	3.70	NA	NA	NA	108.76
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	204.12	31.56	27.81	29.28	31.07	35.17	NA	NA	359.01
Total Costs	279.99	39.15	39.46	39.24	34.77	35.17	NA	NA	467.77
Number of FTE	630.68	97.80	102.90	99.80	80.20	72.00	NA	NA	1083.38

Summary of Purpose, Goals, and Benefits:

The Fiscal Service mission is to promote the financial integrity and operational efficiency of the U.S. government through exceptional accounting, borrowing, collections, payments, and shared services. Within this core mission, the Fiscal Service manages the Retail program.

The mission of the Retail program is to provide private individuals and organizations the means to purchase U.S. Treasury securities directly from the U.S. Department of the Treasury, and to have these holdings maintained and serviced by representatives of the Department at minimal or no cost to the customer. This program was initiated to provide the U.S. citizenry with the option to directly own debt obligations of their federal government with minimal involvement of a third party. Throughout its long history, the Retail program has continuously re-engineered its business processes and exploited the latest technological innovations to remain relevant to its customer base, and to operate in the most cost-effective and efficient manner.

In addition to selling new Treasury securities, the Retail program is also responsible for servicing older Treasury debt instruments that matured years ago but remain un-redeemed by the owners. This legacy debt dates back to the founding of our federal republic in 1789. This servicing is not provided as a courtesy, but directly serves a core goal of our federal republic to maintain the "full faith and credit of the U.S. Federal government," by honoring all debt obligations of the federal government regardless of its age.

In order to achieve its mission, the Retail program maintains multiple IT applications to sell and service its products. These systems are maintained under the consolidated investment portfolio known as the Retail Securities Servicing (RSS). These applications include relatively new internet-based systems and older mainframe-based systems that are hosted on various IT platforms maintained by both Fiscal Service and Federal Reserve personnel.

For the last twenty years, the Retail program has aggressively pursued its goals by utilizing IT innovations, telecommunication improvements and the internet to upgrade its product line, services and operations. The internet has provided us an opportunity to provide our customers more interactive services that empower self-servicing. These innovations allow the Retail program to continue to remain relevant into the 21st century.

Return on Investment:

The updated 5-Year ROI (FY2017 - FY2021) is over 24000%. This investment provides benefit to the taxpayer and translates to opportunities for greater versatility and improved operational effectiveness of the Federal Government. The government's borrowing needs are continuing to be met through the accounts and relationships effectively processed and managed by Retail's systems. The RSS investment, on average, sells at least \$9 billion dollars each year in debt securities, which provides additional revenue to the U.S. federal government. The anticipated sales volume is a new factor that was introduced into the investment's ROI calculations this year. This change was made to acknowledge the additional revenue that the Retail program generates to fund federal activities, and helps defrays the cost of the program. Retail's Development Modernization and Enhancement (DME) dollars are presenting the additional benefit of offering customers more self-service options reducing the need for customer service intervention. Retail's DME dollars are also working towards reducing the duplication of effort between processing

sites and increasing first contact resolution which should reduce staffing requirements.

For the future, Retail is engaging in a series of long-term projects to develop a replacement for the TreasuryDirect system (our current public facing internet application) that will modernize the current servicing program by providing better tools and infrastructure to accomplish direct-access retail investing. The project's goal is to deploy a solution with more streamlined functionality that will appeal to a wider and more diverse clientele. In addition to developing better applications, Retail is actively reviewing its inventory of IT resources in order to better assess its IT needs and how to best meet these needs with a reduced and less costly IT foot-print.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential Directive: Legislative Mandates:

- Borrowing Authority for Bonds; Title 31, United States Code (USC), Subtitle III, Chapter 31, Subchapter I, Section 3102.
- Borrowing Authority for Notes; Title 31, USC, Subtitle III, Chapter 31, Subchapter I, Section 3103.
- Borrowing Authority for Certificates of Indebtedness and Bills; Title 31, USC, Subtitle III, Chapter 31, Subchapter I, Section 3104.
- Borrowing Authority for U.S. Savings Bonds and Savings Certificates; Title 31, USC, Subtitle III, Chapter 31, Subchapter I, Section 3105.
- Borrowing Authority for Retirement and Savings Bonds; Title 31, USC, Subtitle III, Chapter 31, Subchapter I, Section 3106.

Audit Finding(s) or Material Weakness(es): N/A.

Presidential Directive(s): N/A.

Accomplishments and Future Objectives:

FY 2017 accomplishments included:

- Completed the improvements to the TreasuryDirect system to better integrate its processes into the Retail business processes.
- Enabled TreasuryDirect to sell and service potential offerings of an extended term U.S. Treasury Marketable bond.
- Made significant gains in developing a replacement application to issue Tax-Time savings bonds in paper form as the current application is rapidly approaching the end of its functional life, and a replacement system was needed.
- Identified over a dozen small-scale applications that are no longer needed to support Retail operations, and begun the process to decommission these applications.
- Completed development work on the Core Framework, which will support Retail's future plans to develop a more efficient and easy-to-use internet-based application to sell and service U.S. Treasury marketable securities.

FY 2018 and beyond objectives include:

- Complete development of the Tax-Time bond issuance application.
- Develop a more technologically current and streamlined application to process paper savings bond redemptions as the current application is approaching the end of its supportable life.
- Enhance an existing applications that will centralize and simplify the process of calculating updated Current Redemption Value (CRV) factors for savings securities.
- Implement deferred enhancements to Retail's centralized application for disbursing payments.
- Continue on-going efforts to develop the next generation public-facing application to sell and service U.S. Treasury marketable securities to the general public.
- Continue efforts to eliminate unneeded and obsolete applications.

Details of Useful Life Period:

Year the investment began: 2010

End Year of the current planning cycle: 2030

Description of why the investment is not consistent with life cycle model defined in OMB Circular A-131.: N/A.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target*	Latest Actual Result	Date of Latest Actual Result
Percentage of customer satisfaction survey results rated Good or Better	Customer Satisfaction (Results)	Over target	Monthly	Percentage.	86.50	92.50	11/30/2017
Percentage of maturing marketable par that customers reinvest into new purchases	Strategic and Business Results	Over target	Monthly	Percentage	65.00	65.67	11/30/2017
Percentage of time with 24/7 mainframe system access.	Strategic and Business Results	Over target	Monthly	Percentage	99.50	100.00	11/30/2017
Percentage of time financial and accounting data is sent to the Summary Debt Accounting System (SDAS) by 7:00 am each business day.	Financial Performance	Over target	Monthly	Percentage	99.50	100.00	11/30/2017
Percentage of accounts successfully verified online.	Customer Satisfaction (Results)	Over target	Monthly	Percentage	82.00	84.01	11/30/2017
Customer Service Work-Load Turn-Over	Strategic and Business Results	Over target	Monthly	Percent	100.00	103.80	11/30/2017

* CY Target also refers to FY 2019 target.

Revenue Collections Support Services (RCSS)

Description:

RCSS is a collection of systems that improve the collection and concentration of the flow of government funds into the Treasury General Account.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	3.71	5.67	6.27	6.11	7.04	6.82	NA	NA	35.61
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	29.11	20.67	22.60	23.06	18.90	22.46	NA	NA	136.82
Total Costs	32.82	26.34	28.87	29.17	25.94	29.28	NA	NA	172.43
Number of FTE	13.73	18.00	15.59	18.09	18.09	18.09	NA	NA	101.59

Summary of Purpose, Goals, and Benefits:

RCSS consolidates the following systems: Bank Management System (BMS), Collections Information Repository (CIR), Cash Management Improvement Act System (CMIAS), Treasury Collateral Management and Monitoring (TCMM) and Treasury Cash Management System (TCMS). Collectively, these systems enable revenue collection and associated information that enable the federal government to operate and serve the public. The systems provide a general support role in the revenue collections broader business line. Most of the systems are in a steady state and have a low funding level.

Return on Investment:

RCSS became into existence in FY16 as a new major investment, it consolidated the previous DDM (M), CMIAS (NM), FRB CASHLINK (NM), TCMM (NM) and TCMS (NM) investments. In FY 2017 BMS will also be incorporated into RCSS. The five-year Return on Investment for RCSS is calculated as 107.73 percent. Benefits, both quantitative and qualitative, of this investment include: tailored functionality; speed and efficiency; reduction of errors; and strong internal controls.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential Directive:

The following is the legislative mandate that BMS supports - Pursuant to 31 United States Code (U.S.C.) § 3303, 12 U.S.C. §§ 90 and 265 and other authorities (see, e.g., 12 U.S.C. §§ 266, 1464(k), 1767 and 1789a), the Secretary of the Treasury is authorized to designate financial institutions to be depositaries and financial agents of the United States.

CMIAS meets the CMIA ACT legislatives mandate. TCMM meets the requirements of the enterprise architecture effort within the Bureau of the Fiscal Service called the CCMM initiative. TCMS supports Federal Reserve Bank Permanent, Indefinite Appropriation mandate and the The Federal Reserve Reimbursement and Fiscal Responsibility Act of 1997 amended section 3302 (f) of title 31, U.S.C.

Accomplishments and Future Objectives:

FY 2017 accomplishments included:

CIR

October 2016, the CIR operational responsibilities were moved from the Financial Agent, PNC Bank, to the Federal Reserve Bank of Kansas City (FRBKC) and the Federal Reserve Bank of Cleveland (FRBC) in their capacity as fiscal agents.

March 2017 - Implemented Release 4.2. This included new password requirements, assisted Card Acquiring Service with their transition to a new Financial Agent, and assisted the Central Accounting Reporting System with an enhanced classification feature.

September 2017 - Implemented Release 4.3. this included * assisting the Credit Gateway with their same day ACH initiative, Download Report enhancements, and supported NavyCash with their transition from JP Morgan Chase to the Federal Reserve Bank of Boston (FRBB).

TCMS

December 2016 - Release 2.3 included removing all §FMS' verbiage and replacing with §Bureau of the Fiscal Service', enhanced reporting capabilities, and other DVS CBAF enhancements.

March 2017 - Release 2.3.1 included enhancements to CBAF capabilities as well as numerous technical enhancements.

June 2017 - Release 2.4 included enhancements to All DVS Users Roles, CBAF User Roles and Audit Reporting.

September 2017 - Release 2.4.1 included enhancements and addition of CBAF capabilities as well as numerous technical enhancements to ensure consistent and rapid development of new features.

FY 2018 and beyond objectives include:

CIR

Release 5.0 - includes changes in support of the Data Movement Strategy, moving to the Fiscal Service LDAP, enhanced reporting, data quality and governance, and technical debt, and Informatica being available in production.

Release 5.1 - includes changes in support Phase 2 of the Data Movement Strategy, re-write of the User Interface, enhanced reporting, migrating commercial ACR entries from CIR to DVS and new code that will support Sending Trading Partners on the 4.6 schema.

Release 5.2 -includes changes in support of the Data Movement Strategy (Phase 3), re-write of the User Interface, and enhanced reporting.

TCMS

Release 2.5 - DVS & TCMS Oracle 12c compliance, GCD/Compass changeover support.

Release 2.6 - DVS Commercial Voucher support (enhancements to replace the CIR GUI for manual voucher entry), Application-based security/access control.

Release 2.7 - TCMS Application-based security/access control, Upgrade to Java 1.7/1.8.

Details of Useful Life Period:

Year the investment began: 2016

End Year of the current planning cycle: 2026

Description of why the investment is not consistent with life cycle model defined in OMB Circular A-131.: N/A.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target*	Latest Actual Result	Date of Latest Actual Result
TCMS NSS voucher transfers	Customer Satisfaction (Results)	Over target	Monthly	Percentage of Transfers on expected Transfer date	100.00	100.00	11/30/2017
Time of Day that the DVS CBAF closes out their processing day.	Customer Satisfaction (Results)	Over target	Monthly	percentage closure by 9:00pm ET	100.00	100.00	11/30/2017
CIR - Percentage of calls answered in less than 40 seconds	Customer Satisfaction (Results)	Over target	Monthly	seconds	80.00	81.74	11/30/2017
CMIAS - Users enrolled within 4 business days of receipt Rules of Behavior form	Customer Satisfaction (Results)	Over target	Quarterly	percentage enrolled	85.00	100.00	09/30/2017
CIR - Percentage of time CIR is available to customers during normal processing time	Strategic and Business Results	Over target	Monthly	Percentage	99.00	100.00	11/30/2017
TCMM - Resolve customer issues on the first call	Strategic and Business Results	Over target	Monthly	calls	85.00	97.00	11/30/2017
BMS - Answer provisioning and password reset calls within 30 seconds	Customer Satisfaction (Results)	Over target	Monthly	seconds	92.00	89.00	11/30/2017
CIR - Percentage of Extracts Generated Timely.	Strategic and Business Results	Under target	Monthly	percentage	97.84	94.89	11/30/2017

* CY Target also refers to FY 2019 target.

Stored Value Card (SVC)

Description:

SVC is a cash management service that uses smart cards to reduce/eliminate cash and associated workload/risk in "closed" environments such as military bases and ships.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	13.03	9.07	7.79	9.37	10.80	9.49	NA	NA	59.54
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	24.30	34.19	37.79	34.46	35.89	30.70	NA	NA	197.33
Total Costs	37.33	43.26	45.58	43.82	46.69	40.19	NA	NA	256.87
Number of FTE	11.00	6.00	6.00	6.00	6.00	NA	NA	NA	35.00

Summary of Purpose, Goals, and Benefits:

SVC manages the U.S. Government's finances effectively by converting previous paper based financial transactions into electronic payments. The primary goal of the SVC program is to provide a cost effective solution for the government that enables them to meet their electronic cash management needs. In this effort SVC is consolidating the current three separate and distinct SVC programs (EZpay, EagleCash, and Navy Cash/Marine Cash) into a universal One-Card Solution to minimize duplication, avoid proprietary technologies, and gain more economies of scale through reuse of shared services across military services, as measured by successful consolidation, which will result in a cost savings of over \$918 million by FY 2019.

SVC's key customers are the military starting in basic training and continuing on through the life of the military personnel while deployed on land as well as on ships at sea. There are over 20 stakeholders for SVC. The primary stakeholders are: The Departments of the U.S. Army, Air Force, Marine Corp. and Navy; Defense Finance and Accounting Service (DFAS); Navy Supply System (NAVSUP); Federal Reserve Bank of Boston (FRBB); J.P. Morgan Chase (JPMC); and PNC Bank.

Return on Investment:

SVC's five year ROI in FY 2018 is estimated at 43.02 percent, which is lower than last year due to the increased costs for the One-Card development; and increased costs for 3 service providers: FRBB, JPMC, and PNC related to the change to FRBB picking up the processing and back end system for Navy Cash and PNC taking over as issuer. Navy cardholders began receiving new cards from PNC to replace the cards from JPMC. This effort will continue until all cards are replaced by late 2018.

SVC reduces the more than \$2 billion in coins, currency, and checks in circulation at military bases across the world with electronic currency, thus reducing the high costs associated with securing, transporting, and accounting for cash. In FY 2016, over 3.5 million EFT transactions in excess of \$446.4 million were processed through the SVC e-commerce program. Program to date, over 62.9 million EFT transactions in excess of \$8.6 billion. SVC helps Fiscal Service reach the President's mandate to complete government-wide implementation of shared e-commerce solutions. SVC has effectively replaced or reduced cash at over 56 military bases and

installations in 16 countries (including the U.S.) and on 127 naval ships. Benefits that have been gained are estimated at over \$720 million since program inception through FY 2017.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential

Directive: President Obama (Oct. 2014) signed an Executive Order mandating the use of chip-and-pin EMV (Europay, Mastercard & Visa) technology for all government debit, credit, and payment cards. The chip that SVC uses will be the EMV chip with the One-Card.

Accomplishments and Future Objectives:

SVC accomplishments for the fiscal year 2017 include:

- Issued over 425K cards: 118K EagleCash, 184K EZpay, and 123K Navy Cash cards;
- Processed over 35M financial transactions for \$915M: 10.9M EagleCash financial transactions for \$582M, 1.5M EZpay financial transactions for \$126M, and 23.7M financial transactions for \$207M Navy Cash;
- Trained, in quarterly sessions, 108 Army, Air Force, Navy and Marine personnel in the operation of EagleCash;
- Processed 7,398 transactions for \$65,519 in Unclaimed Funds on expired or canceled SVCs to the SVC cardholder, bringing unclaimed funds returned to 49,374 transactions \$720,383 total by end of FY16;
- Submitted 510 Suspicious Activity Reports (SARS) based on thresholds set as part of a SVC Fraud and Anti-Money Laundering Program;
- Upgrade SVC Laptops to v 8.0 (formerly 7.2) to support 64 bit Windows 7, TLS 1.2, .NET software, and 2887 Adobe Electronic Signature;
- Upgraded the SVC Portal to version .8;
- Continued Phase 1 (development) of the 3 Phase EMV One-Card program to replace all legacy SVC programs with one Closed-loop card and one Open/Closed-loop card;
- Submitted Request for Proposal (RFP) for EMV card manufacturer and make selection of G&D;
- Performed yearly Security Assessments and Authorizations (SA&A) processes. Fiscal Services requires that the SVC Program conduct an annual SA&A on all systems forward facing and back office; focusing on all changes to SVC systems and forward facing devices that have occurred since the last SA&A;
- Develop Navy Cash v2.0 to simplify ship device management;
- Completed the transition of Navy/Marine Cash systems, development and management from JPMC to FRBB and PNC; and
- Completed development for PNC Bank to replace JPMC strip card Open-loop processing.

FY 2018 and beyond future objectives include:

- Continue Phase 1, Procure, Design and Develop, of the 3-Phase EMV One-Card project to replace all legacy SVC programs with one Closed-loop card and one Open/Closed-loop card.
- Phase 2 will deploy the One-Card and EMV-compliant devices to the bases and ships. Phase 3 will consolidate the back-office systems and processes.
- The One-Card initiative is a large, multi-year project that involves several organizations, complex technology, and significant development areas. Every SVC component will require updating to support the new One-Card.

Details of Useful Life Period:

Year the investment began: 1999

End Year of the current planning cycle: 2021

Description of why the investment is not consistent with life cycle model defined in OMB

Circular A-131.: N/A.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target*	Latest Actual Result	Date of Latest Actual Result
Transaction Unit Cost: cost to process transactions.	Financial Performance	Under target	Monthly	Dollars	1.14	0.74	11/30/2017
Cost for Dollars Moved: cost based on dollars moved through SVC.	Strategic and Business Results	Under target	Monthly	Dollars	0.12	0.09	11/30/2017
Average amount of time for calls to be answered.	Customer Satisfaction (Results)	Under target	Monthly	Seconds - Time	15.00	16.00	11/30/2017
Abandoned Calls (3% is good).	Customer Satisfaction (Results)	Under target	Monthly	Percent	3.00	3.96	11/30/2017
Kiosk File Delivery Success	Strategic and Business Results	Over target	Monthly	Percent	0.88	0.83	11/30/2017
Average Number of Days to Complete an initial Suspicious Activity Report (SAR) filing.	Strategic and Business Results	Under target	Monthly	Number of days	30.00	28.00	11/30/2017

* CY Target also refers to FY 2019 target.

USAspending.gov

Description:

USAspending.gov fulfills certain requirements of the Federal Funding Accountability and Transparency (FFAT) Act of 2006, and Digital Accountability and Transparency (DATA) Act of 2014. It is a Treasury investment reporting under the Fiscal Service.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	11.01	3.03	2.72	2.71	2.71	2.71	2.71	NA	27.58
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	7.63	9.41	11.55	11.29	11.29	11.29	11.29	NA	73.76
Total Costs	18.64	12.44	14.26	14.00	14.00	14.00	14.00	NA	101.34
Number of FTE	0.25	16.00	6.00	8.00	8.00	8.00	8.00	NA	54.25

Summary of Purpose, Goals, and Benefits:

USAspending.gov provides the public with government spending information in response to the Federal Funding Accountability and Transparency Act of 2006 (FFATA) which directed that a free, single, searchable website be available to the public and described the type of information that must be included with each award (e.g. unique name, award amount, description).

USAspending.gov promotes the principles of open government (transparency, participation, and collaboration) by collecting and publicly publishing data on federal obligations for contracts, first-tier subcontracts, grants, first-tier sub grants, direct payments, insurance, and other forms of financial assistance. USAspending.gov allows the user to search and view government spending in several ways, such as by state, time period, recipient, contractor, and program. Specific types of spending can also be viewed. USAspending.gov obtains data from multiple external sources including agency systems and government-wide systems.

Under the Digital Accountability and Transparency Act of 2016 (DATA Act), Treasury will post additional financial data reported by Federal agencies on the USAspending.gov (or a successor website) as of May 2017 and on a quarterly basis going forward. Federal agencies are reporting to Treasury additional financial information using the established DATA Act definition standards provided by OMB and Treasury for reporting of agency appropriations account summary-level data (pursuant to Section 3) of FFATA, as amended) and Federal award-level data (pursuant to Section 2(b)(1) of FFATA, as amended). Agencies are reporting the additional information in accordance with the technical guidance provided in the DATA Act Information Model Schema (DAIMS), which enables Treasury to post consistent and comparable data.

Treasury has modernized USAspending.gov to meet Treasury's statutory responsibilities under the DATA Act. This includes developing and supporting the technical reporting specifications (i.e., DAIMS); the technical platform/architecture to collect, validate, and publish data across disparate systems in the federal Government; and developing visualizations to improve the user experience as well as enhancing place-based reporting capabilities. Once submitted, the data is displayed on a searchable website available to taxpayers and policy makers so that they can track Federal spending more effectively.

Return on Investment:

The USAspending.gov website and investment were mandated by OMB to be part of the Fiscal Service investment portfolio. The site provides the public with government spending information in response to the Federal Funding Accountability and Transparency Act (FFATA).

USAspending.gov is also aligned with the Administration's Open Government Plan to promote the principles of open government (transparency, participation, and collaboration) by collecting and publicly publishing data on federal obligations. It also serves to improve the reputation of the government by providing transparent data to the public. USAspending.gov allows the user to search and view government spending in several ways such as by state, time period, recipient, contractor, and program. Specific types of spending can also be viewed. USAspending.gov obtains data from multiple external sources and it is dependent upon the continued operation of those systems.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential

Directive: - Open Government Directive - Federal Spending Transparency issued on April 6, 2010.

- Department of the Treasury Open Government Plan 2.1, issued in September 2012, describes USAspending.gov's assistance in the Department's compliance with the Open Government Directive.

- Department of the Treasury Agency Priority Goal FY16-17, Develop and promote financial transparency policies and their adoption that reflect a 21st century economy and data-driven decision-making to enable a more efficient and effective government. By May 2017, federal spending data is standardized, reliable, and accessible to public in a structured industry format.

Accomplishments and Future Objectives:

FY 2017 accomplishments included:

- Launched beta.usaspending.gov, the successor site to USAspending.gov
- Continued to build out features on beta.usaspending.gov to allow for the eventual sun-setting of the legacy site in the next fiscal year
- Transitioned the Award Submission Portal (ASP) to the DATA Act Broker infrastructure for financial assistance award submissions
- Implemented the requirements of the DATA Act Information Model Schema (DAIMS) releases in the DATA Act Broker for agency submissions

FY 2018 and beyond objectives include:

- Complete build out of the beta.usaspending.gov
- Sunset the legacy USAspending.gov site
- Implement the new versions of the DAIMS in the DATA Act Broker
- Integrate the Data Lab, analytics tools to expand users' ability to explore data, to the new USAspending.gov.

Details of Useful Life Period:

Year the investment began: 2014

End Year of the current planning cycle: 2099

Description of why the investment is not consistent with life cycle model defined in OMB

Circular A-131.: N/A.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target*	Latest Actual Result	Date of Latest Actual Result
Maintain availability of system	Financial Performance	Over target	Monthly	Percentage of time	95.00	100.00	11/30/2017
Average user session length	Strategic and Business Results	Over target	Monthly	Average user session length	225.00	272.00	11/30/2017
Help Desk-Assign service desk tickets	Strategic and Business Results	Over target	Monthly	Assign service desk tickets within the SLA times	98.00	100.00	11/30/2017
Help Desk-Resolve service desk tickets	Strategic and Business Results	Over target	Monthly	Resolve service desk tickets within the SLA times	95.00	100.00	11/30/2017
Number of CFO Act agencies reporting successfully in the DATA Act Operating Infrastructure	Customer Satisfaction (Results)	Over target	Monthly	Number of CFO Act agencies reporting	95.00	96.00	11/30/2017

* CY Target also refers to FY 2019 target.

Wholesale Securities Services (WSS)

Description:

Wholesale Securities Services (WSS) supports the sale and issuance of Treasury marketable securities through the Treasury Automated Auction Processing System (TAAPS), which conducts over 260 marketable securities auctions a year.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	45.89	20.18	14.85	12.25	8.10	7.84	NA	NA	109.11
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	126.85	19.86	23.69	28.58	26.95	26.52	NA	NA	252.46
Total Costs	172.74	40.04	38.54	40.83	35.05	34.36	NA	NA	361.57
Number of FTE	272.94	57.85	71.16	75.86	72.22	67.51	NA	NA	617.54

Summary of Purpose, Goals, and Benefits:

Operating under the auspices of Treasury, the Bureau of the Fiscal Service manages the Wholesale Securities Services (WSS) investment. This investment is used to fund critical daily federal government operations and activities. Through the investment, Treasury conducts more than 260 marketable securities auctions a year to borrow the monies needed for U.S. government operations. Treasury auctions are high dollar volume, time critical operations, with a broad range of bidders in each auction. WSS remains strategic in its operations with development, modernization, and enhancement efforts to TAAPS in an effort to ensure Treasury's ability to

maintain regular and predictable financing patterns. Approximately \$17.4 to \$32.5 trillion in auction bids are received and processed annually, with about \$6.7 to \$8.5 trillion in securities awarded at auction and issued.

WSS is supported by Treasury Automated Auction System (TAAPS), which handles the announcement, auction, reporting of results, and settlement of all Treasury securities. TAAPS includes both inbound and outbound data flow dependencies with numerous financial IT investments. Through state of the art technology, WSS reduces its dependence on human intervention, thus enabling it to carry out the mission of maintaining flawless Treasury financing operations.

Return on Investment:

WSS estimated five year return on investment is 23,099,096 percent. The functional return on investment for WSS is to make Treasury Debt Financing better by evaluating the automated systems, operational processes, and methods supporting Treasury Auctions. The return that WSS receives is measured by the cost efficiencies, change flexibility, and customer responsiveness, which is worth lower cost to taxpayers, quicker time to market and improved customer satisfaction. The return on investment is calculated based on the dollar amount issued divided by the cost to perform the auctions. Given the large dollar amount raised each year, and the efficiencies obtained from TAAPS, a high return on investment results.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential Directive: The Chief Financial Officer's Act of 1990 (Public Law 101-576) mandates that agency CFOs are to develop and maintain agency financial management systems that comply with applicable accounting principles, standards, and requirements; internal control standards; and requirements of OMB, the Department of the Treasury, and others. Agency financial management systems are to provide complete, reliable, consistent, and timely information. Financial data are to be prepared on a uniform basis and be responsive to the financial information needs of agency management.

Treasury has statutory authority to designate Federal Reserve Banks as depositaries and fiscal agents of the United States (12 USC 391). Federal Reserve Bank of New York (FRB NY) effectively manages the capital permanent and indefinite funding for the WSS investment. Treasury reimburses the cost for the WSS investment through the fiscal agent reimbursable process for the services provided.

Accomplishments and Future Objectives:

FY 2017 accomplishments included:

- Successfully upgrading the core infrastructure of the auction processing component, along with the implementation of security enhancements to the auction system.
- Continued a multi-year effort to modernize the application software and associated technology components of TAAPS to ensure that critical auction processes continue to work flawlessly, remain secure, and operate without service disruptions.
- Completed requirements definition, application design and began application code

development.

Objectives associated with FY 2018 and beyond include:

- Continued efforts to modernize the Auctions infrastructure and applications;
- Strengthen the resiliency and security of the Auction system and operations.

Details of Useful Life Period:

Year the investment began: 2005

End Year of the current planning cycle: 2025

Description of why the investment is not consistent with life cycle model defined in OMB Circular A-131.: N/A.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target*	Latest Actual Result	Date of Latest Actual Result
Percent of auction results released accurately.	Financial Performance	Over target	Monthly	Percentage	100.00	100.00	11/30/2017
Percent of time TAAPS is available to customers during normal hours of operation	Strategic and Business Results	Over target	Monthly	Percentage	100.00	100.00	11/30/2017
Time in months to evaluate new risks and ensure all gaps are addressed.	Strategic and Business Results	Under target	Monthly	Months	12.00	12.00	11/30/2017
Percent of customer feedback evaluated through configuration management.	Customer Satisfaction (Results)	Over target	Monthly	Percentage	100.00	100.00	11/30/2017
Percent of action items from dealer feedback addressed.	Strategic and Business Results	Over target	Monthly	Percentage	100.00	100.00	11/30/2017

* CY Target also refers to FY 2019 target.

Fiscal Agent Infrastructure Services (FAIS)

(Previously reported as a major IT investment but now categorized as a part 3 investment)

Description:

Fiscal Agent Infrastructure Services (FAIS) includes the Treasury Web Application Infrastructure (TWA) platform which is a multi-tiered web environment for highly secure systems that provide public access.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	83.29	18.91	13.81	19.19	11.96	NA	NA	11.96	159.11
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	419.78	73.54	88.19	87.81	85.47	NA	NA	85.95	840.75
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	503.08	92.45	102.00	107.00	97.43	NA	NA	97.90	999.86
Number of FTE	68.00	3.00	4.00	4.00	4.00	NA	NA	3.00	86.00

Summary of Purpose, Goals, and Benefits:

FAIS investment includes the Treasury Web Application Infrastructure (TWAI), which provides a multi-tiered web environment that balances the business need for a highly secure access system with the need to provide public access to the applications. TWAI currently houses over 20 Treasury applications including Central Accounting Reporting System (CARS), Pay.gov, Electronic Check Processing (ECP), Treasury Check Information System (TCIS), International Treasury Services (ITS) and Post Payment System (PPS). Federal Reserve Information Technology (FRIT) is the entity responsible for managing and maintaining the TWAI environment on behalf of the Fiscal Service.

The investment's goals and anticipated benefits include:

- assure exceptional performance of TWAI daily operations;
 - deliver on TWAI commitments;
 - enhance the end-to-end customer experience;
 - generate exceptional value for TWAI's invested capital and application of critical resources;
- and
- develop, challenge, and grow TWAI Team Members.

Return on Investment:

As of June 2017, the estimated five year return on investment for the FAIS investment is 100 percent. The estimate is based on the cost avoidance of obtaining Fiscal Agent infrastructure support services for the Fiscal Service from an alternative provider.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential Directive: NA.

Accomplishments and Future Objectives:

FY 2017 accomplishments include:

1. East Rutherford Operations Center (EROC) annual FISMA compliance disaster recovery

exercise completed August 2017. A total of fifteen applications participated in the DRE with four applications (FPS, CTW TCMS/DVS operating at their alternate site (Dallas) for a two week extended stay.

2. FIR Public go-live in the Cloud
3. CIR Migration to the TWAI
4. SAS soft launch in the TWAI
5. Navy Cash - Completed go-live of Navy Cash ship patching, Data Relay (Ships round trip), and all environment builds
6. Partnered with Revenue Collections and FRB Cleveland on a proposal for pay.gov continuous availability
7. TITAN - Delivered Dev and INT environments
8. Completed first phase of TWAI migration to new compute platform (TBTI)
9. Tax Time Bonds (TTB) - Delivered IT, FT and QA environments
10. PPS 3.0 - Completed infrastructure build
11. Completed first phase of TWAI migration to new compute platform (TBTI)
12. Auction application - Completed the migration to new SMI infrastructure ahead of original schedule
13. TWAI 2017 releases - 65 total releases (major releases - 12; minor releases - 21; patch releases - 33)

FY 2018 key Initiatives for 2018 and beyond:

1. Treasury Business Technology Strategy and Implementation (TBTS) - phase 1 series of projects to address technology debt. These projects will migrate infrastructure components to Solaris Thereafter and modernize the underlying hardware.
2. Treasury Business Technology Strategy and Implementation (TBTS) - phase 2 include efforts to establish or further build the service groupings, and includes Public Cloud and Analytics.
3. Achieve operational efficiency, effectiveness, stability and resilience through multiple aspects of the Treasury Business Technology Strategy initiatives and the implementation of mandates from the Treasury Cyber Security Activities.
4. Improvement, enhancement and development of existing and new cybersecurity related capabilities are required over the next 3 years.

Details of Useful Life Period:

Year the investment began: 2003

End Year of the current planning cycle: 2022

Description of why the investment is not consistent with life cycle model defined in OMB Circular A-131.: NA.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target*	Latest Actual Result	Date of Latest Actual Result
SLA #1 Critical hour of production availability	Customer Satisfaction (Results)	Over target	Monthly	Full Day of Infrastructure availability	99.99	100.00	11/30/2017
SLA Metric #3 Priority 1 incident response. The Mean Time to Restore P1 Infrastructure Incidents	Strategic and Business Results	Under target	Monthly	minutes	120.00	0.00	11/30/2017
Total Open Audit Findings	Strategic and Business Results	Under target	Monthly	Total Open Audit Findings and Observations	49.00	16.00	11/30/2017
Problem Work Days to Root Cause for Priority 1 Incidents	Strategic and Business Results	Under target	Monthly	Number of Days	15.00	0.00	11/30/2017
Number of SOW Projects Currently not on Schedule	Financial Performance	Under target	Monthly	Count	2.00	0.00	11/30/2017

* CY Target also refers to FY 2019 target.

Fiscal IT Infrastructure Services (FIIS)

(Previously reported as a major IT investment but now categorized as a part 3 investment)

Description:

The FIIS investment provides data center, network, and end user services to support the Bureau of the Fiscal Service.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	23.34	18.45	18.97	18.92	19.30	19.68	19.68	19.68	158.03
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	112.91	114.16	102.96	105.02	107.12	109.27	109.27	109.27	869.97
Total Costs	136.25	132.61	121.93	123.94	126.42	128.95	128.95	128.95	1028.00
Number of FTE	269.00	312.06	316.66	316.00	316.66	316.66	316.66	316.66	2480.36

Summary of Purpose, Goals, and Benefits:

The Fiscal IT Infrastructure Services (FIIS) investment provides data center, network, and end user services to support Fiscal Service's IT infrastructure and users. The goal of the FIIS investment is to deliver exceptional programs and services through information technology strategies that establish flexible, adaptable, and practical applications and processes while at the same time minimizing overall IT infrastructure expenses.

Return on Investment:

As of August 2017, the estimated five year return on investment for the FIIS investment is 100 percent. The estimate is based on the cost avoidance of obtaining infrastructure support services for Fiscal Service from an alternative provider. These services are identified as providing a complete return on investment since all funding would need to be used to procure the services if not provided by Fiscal Service.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential Directive: Not applicable.

Accomplishments and Future Objectives:

Objectives for the FIIS investment include continuing to provide support for mainframe processes, servers, data center facilities, data storage, network devices, and end users. The investment enables Fiscal Service to improve results, manage IT resources effectively to accomplish the Bureau's mission, and deliver quality customer service. This leads to improved operational effectiveness, improved timeliness of investment information to investors, and increased opportunities in meeting the borrowing needs of the federal government.

FY2017 Accomplishments:

1. Completed infrastructure related project with activities that provided infrastructure hardware refresh processes, infrastructure upgrades, data center upgrades, virtualization infrastructure maintenance, and infrastructure capacity expansion to meet increased demand.
2. Completed platform related project with activities that provided platform hardware refresh processes, servers deployed for file transfer and proxy enhancements, and platform maintenance and growth.
3. Completed end user related project with activities that provided network, telephony, and video teleconference infrastructure upgrades, remote access enhancement, and a building move that included additional video systems installation.

Details of Useful Life Period:

Year the investment began: 2016

End Year of the current planning cycle: 2026

Description of why the investment is not consistent with life cycle model defined in OMB

Circular A-131.: The FIIS investment is comprised of services of an on-going nature, not discrete systems. The services are evaluated for maintenance, routine refreshes, and transition to new technological capabilities. A five year planning cycle is used.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target*	Latest Actual Result	Date of Latest Actual Result
Customer Satisfaction - Percentage of Data Center, Network, and End User customer satisfaction survey results ratings good (4.00) to excellent (5.00).	Customer Satisfaction (Results)	Over target	Monthly	Percentage	85.00	96.88	11/30/2017
Incident Resolution - Percentage of Data Center, Network, and End User incident resolution time met. (Incidents considered met when resolved within established time frames.)	Strategic and Business Results	Over target	Monthly	Percentage	80.00	94.93	11/30/2017
Network Availability - Percentage of network/communication service available to customers during normal hours of operation excluding planned maintenance outages.	Strategic and Business Results	Over target	Monthly	Percentage	99.00	100.00	11/30/2017
Service Request Resolution - Percentage of Data Center, Network, and End User service requests resolved on time. (Requests considered met when resolved within established time frames.)	Strategic and Business Results	Over target	Monthly	Percentage	85.00	91.29	11/30/2017
Security Patching - Percentage of critical or high security patches implemented 30 days after release of the patch by vendors.	Financial Performance	Over target	Monthly	Percentage	95.00	100.00	11/30/2017

* CY Target also refers to FY 2019 target.

IT Security and Compliance (ITSEC)

(Previously reported as a major IT investment but now categorized as a part 3 investment)

Description:

The Information Technology Security and Compliance (ITSEC) investment reports security program costs for the Bureau of the Fiscal Service.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	NA	13.99	NA	NA	NA	NA	NA	NA	13.99
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	NA	28.76	17.86	17.86	17.86	17.86	17.86	17.86	135.90
Total Costs	NA	42.75	17.86	17.86	17.86	17.86	17.86	17.86	149.89
Number of FTE	NA	72.00	37.00	37.00	37.00	37.00	37.00	37.00	294.00

Summary of Purpose, Goals, and Benefits:

The Fiscal Service ITSEC investment covers costs associated with IT Security resources setting policy, establishing process and means, measuring compliance, and responding to security

breaches. Additionally, the Investment captures costs associated with IT compliance such as establishing controls and measuring compliance to relevant legal and compliance requirements. Costs associated with a specific system's Security Assessment and Accreditation (SA&A) or Information System Security Officer (ISSO) labor costs are not included. The investment also includes costs associated with privacy but does not include mission (non-IT) security and compliance.

Return on Investment:

The overall five year ROI for the investment is estimated to be 100%. The estimate is based on the cost avoidance of obtaining security program support services from an alternative provider.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential Directive: Not applicable.

Accomplishments and Future Objectives:

The goal of the ITSEC investment is to continue supporting the mission of Fiscal Service to promote the financial integrity and operational efficiency of the federal government through exceptional accounting, financing, collections, payments, and shared services. The benefit of annotating a security investment allows security program resources and costs to be individually quantified and reflects the importance of data security to the Fiscal Service mission.

Details of Useful Life Period:

Year the investment began: 2017

End Year of the current planning cycle: 2027

Description of why the investment is not consistent with life cycle model defined in OMB Circular A-131.: The ITSEC investment is comprised of services of an on-going nature, not discrete systems. A five year planning cycle is used.