

Department of the Treasury
Bureau of the Fiscal Service

Congressional Justification
for Appropriations and
Annual Performance
Report and Plan

FY 2018

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Section I – Budget Request

A – Mission Statement

Promote the financial integrity and operational efficiency of the Federal Government through exceptional accounting, financing, collections, payments, and shared services.

B – Summary of the Request

Fiscal Service’s multi-faceted mission supports the National Critical Financial Infrastructure of the Federal Government. Specifically, Fiscal Service provides central payment services to Federal Program Agencies (FPAs); operates the Federal Government's collections and deposit systems; provides government-wide accounting and reporting services; conducts all Treasury debt financing operations; issues, services, and accounts for all Treasury marketable securities and non-marketable securities, including U.S. savings bonds; delivers reimbursable support services to FPAs; and manages the collection of delinquent debt. Fiscal Service regularly interacts with businesses and private citizens, through our payment, collection and debt collection programs; this relationship drives us to continually review our customer service guidelines to ensure our support is second to none in the Federal Government.

Fiscal Service works with the federal financial community to identify improvements to core programs and streamline operations government-wide and is looked to as a leader in financial management. In addition, Fiscal Service supports the Department of Defense's (DoD) financial management requirements in austere and other unique environments at bases around the world and on Navy ships supporting the needs of service members.

Fiscal Service, through efficient and effective management of these critical programs, demonstrates high performance and achieves outcomes and results that includes:

- Making available \$8 trillion to fund critical daily Federal Government operations and activities by hosting 269 auctions of marketable Treasury securities through our Wholesale Securities Program.
- Supporting key government agencies by securely and timely disbursing 85 percent of all federal payments (1.2 billion payments, totaling more than \$3.3 trillion per year in over 100 currencies in over 170 countries).
- Financing federal operations by collecting \$4 trillion in revenues including, for example, Internal Revenue Service (IRS) tax revenues, National Park Service entrance fees, student loan debt, U.S. passport fees, and Customs and Immigration Service fees.

All of these accomplishments support Fiscal Service’s vision to “transform financial management and the delivery of shared services in the Federal Government” as well as the following bureau strategic goals:

- Serve as a catalyst for effective government through initiative and innovation
- Cultivate an engaged, highly effective and skilled workforce
- Deliver exceptional programs and services
- Promote data transparency and usefulness as a public good
- Move federal financial management and administrative services to an affordable, sustainable service provider

1.1 – Appropriations Detail Table

Dollars in Thousands

Fiscal Service Appropriated Resources	FY 2016		FY 2017		FY 2018		FY 2017 to FY 2018			
	Enacted		Annualized CR		Request		\$ Change		% Change	
	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT
New Appropriated Resources										
Accounting and Reporting	423	\$125,752	441	\$124,352	437	\$109,379	(4)	(\$14,973)	-0.91%	-12.04%
Collections	152	\$38,798	159	\$38,598	158	\$33,951	(1)	(\$4,647)	-0.63%	-12.04%
Payments	537	\$118,454	561	\$117,362	556	\$108,517	(5)	(\$8,845)	-0.89%	-7.54%
Retail Securities Services	436	\$70,038	454	\$69,038	451	\$65,712	(3)	(\$3,326)	-0.66%	-4.82%
Wholesale Securities Services	78	\$10,808	78	\$13,808	78	\$13,278	0	(\$530)	0.00%	-3.84%
Subtotal New Appropriated Resources	1,626	\$363,850	1,693	\$363,158	1,680	\$330,837	(13)	(\$32,321)	-0.77%	-8.90%
Other Resources:										
Reimbursables	417	\$349,801	427	\$368,000	427	\$377,980	0	\$9,980	0.00%	2.71%
Subtotal Other Resources	417	\$349,801	427	\$368,000	427	\$377,980	0	\$9,980	0.00%	2.71%
Total Budgetary Resources	2,043	\$713,651	2,120	\$731,158	2,107	\$708,817	(13)	(\$22,341)	-0.61%	-3.06%

Note: FY 2016 Appropriated Resources and Actual Other Resources

1.2 – Budget Adjustments Table

Dollars in Thousands

Fiscal Service	FTE	Amount
FY 2017 Annualized CR	1,723	\$363,158
Changes to Base:		
Maintaining Current Levels (MCLs):	-	\$6,971
Pay-Raise	-	\$3,027
Pay Annualization	-	\$1,109
Non-Pay	-	\$2,835
Non-Recurring Costs	-	(\$14,890)
DATA Act	-	(\$10,780)
Rent Savings	-	(\$4,110)
Efficiency Savings	(30)	(\$1,935)
Program Efficiencies	(30)	(\$1,935)
Subtotal Changes to Base	(30)	(9,854)
Total FY 2018 Base	1,693	\$353,304
Program Changes:		
Program Decreases	(13)	(\$22,467)
Accounting and Reporting	-	(\$3,066)
Collections	-	(\$2,788)
Payments	-	(\$2,603)
Retail Securities Services	-	(\$1,600)
Support Services	-	(\$8,323)
Streamlining Staff/Other Efficiencies	(13)	(\$4,087)
Subtotal Program Changes	(13)	(22,467)
Total FY 2018 Request	1,680	330,837

C – Budget Increases and Decreases Description

Maintaining Current Levels (MCLs) +\$6,971,000 / +0 FTE

Pay-Raise +\$3,027,000 / +0 FTE

Funds are requested for the proposed January 2018 pay-raise.

Pay Annualization +\$1,109,000 / +0 FTE

Funds are requested for annualization of the January 2017 pay-raise.

Non-Pay +\$2,835,000 / +0 FTE

Funds are requested for inflationary adjustments to non-labor costs such as travel, contracts, rent, supplies, and equipment.

Non-Recurring Costs and Efficiency Savings -\$16,825,000 / -30 FTE

The Digital Accountability and Transparency Act of 2014 (DATA Act) -\$10,780,000 / +0 FTE

With the implementation of the DATA Act anticipated to be well underway, it is expected that Fiscal Service will be able to decrease the funding needed to complete the balance of the government-wide legislative requirements.

Rent Savings -\$4,110,000 / +0 FTE

With the final closeout of the Emeryville, California lease, Fiscal Service is realizing the last portion of the Payment Center Closure savings.

Program Efficiencies -\$1,935,000 / -30 FTE

Anticipated savings from reduced programmatic and FTE requirements to align with operating levels.

Program Decreases -\$22,467,000 / -13 FTE

Accounting and Reporting -\$3,066,000 / +0 FTE

Delay the remediation of non-DoD material weaknesses related to the Financial Report of the U.S. Government and the implementation of critical updates to systems.

Collections -\$2,788,000 / +0 FTE

Reductions to contractor support and security assessments associated with the expansion of electronic collections and settlement activities.

Payments -\$2,603,000 / +0 FTE

System modernization efforts related to improved customer agency support and the ability to decommission costly antiquated legacy systems will be delayed.

Retail Securities Services -\$1,600,000 / +0 FTE

Improvements to retail securities customer services will be postponed.

Support Services -\$8,323,000 / +0 FTE

Fiscal Service will be unable to implement planned space efficiencies designed to maximize the bureau's use of space within its D.C. facility. Additionally, plans to elevate the physical security threshold and increase security measures in several facilities will be cancelled.

Streamlining Staff/Other Efficiencies -\$4,087,000 / -13 FTE

Anticipated savings as a result of streamlining staff and realizing any associated efficiencies.

1.3 – Operating Levels Table

Fiscal Service Object Classification	FY 2016 Actual	FY 2017 Annualized CR	FY 2018 Request
11.1 - Full-time permanent	142,818	146,927	139,894
11.3 - Other than full-time permanent	411	514	524
11.5 - Other personnel compensation	3,655	4,754	5,853
11.8 - Special personal services payments	0	23,434	23,879
11.9 - Personnel Compensation Total	146,884	175,629	170,150
12.0 - Personnel benefits	48,800	50,170	48,181
13.0 - Benefits for former personnel	107	100	100
Total Personnel and Compensation Benefits	\$195,791	\$225,899	\$218,431
21.0 - Travel and transportation of persons	1,947	1,976	2,021
22.0 - Transportation of things	133	150	121
23.1 - Rental payments to GSA	26,254	22,214	21,418
23.2 - Rental payments to others	583	519	445
23.3 - Communication, utilities, and misc charges	8,069	8,089	7,555
24.0 - Printing and reproduction	132	245	237
25.1 - Advisory and assistance services	23,905	21,515	15,218
25.2 - Other services from non-Federal sources	23,558	18,848	12,622
25.3 - Other goods and services from Federal sources	59,946	54,016	45,664
25.4 - Operation and maintenance of facilities	2,124	1,041	950
25.7 - Operation and maintenance of equipment	4,043	2,100	1,603
26.0 - Supplies and materials	3,273	2,763	2,708
31.0 - Equipment	13,876	2,769	1,234
32.0 - Land and structures	215	1,014	610
43.0 - Interest and dividends	1	0	0
Total Non-Personnel	\$168,059	\$137,259	\$112,406
Total Budgetary Resources	\$363,850	\$363,158	\$330,837
FTE	2,043	2,120	2,107

Note: This table includes total annually appropriated funding (actuals for FY 2016, FY 2017 Annualized CR and FY 2018).

D – Appropriations Language and Explanation of Changes

Appropriations Language	Explanation of Changes
<p style="text-align: center;">DEPARTMENT OF THE TREASURY BUREAU OF THE FISCAL SERVICE <i>Federal Funds</i></p> <p style="text-align: center;">SALARIES AND EXPENSES</p> <p><i>For necessary expenses of operations of the Bureau of the Fiscal Service, \$330,837,000; of which not to exceed \$4,210,000, to remain available until September 30, 2020, is for information systems modernization initiatives; and of which \$5,000 shall be available for official reception and representation expenses. In addition, \$165,000, to be derived from the Oil Spill Liability Trust Fund to reimburse administrative and personnel expenses for financial management of the Fund, as authorized by section 1012 of Public Law 101–380.</i></p> <p>Note.—A full-year 2017 appropriation for this account was not enacted at the time the budget was prepared; therefore, the budget assumes this account is operating under the Further Continuing Appropriations Act, 2017 (P.L. 114–254). The amounts included for 2017 reflect the annualized level provided by the continuing resolution.</p>	

Federal Reserve Bank Permanent, Indefinite Appropriation

The Federal Reserve Banks (FRBs) act as fiscal agents of the United States when directed by the Secretary of the Treasury in accordance with 12 U.S.C. 391. Under this account, the FRBs support fiscal operations unrelated to the administration of the public debt and provide banking and financial services on behalf of the Treasury of the United States. Specifically, this account supports the accounting and reporting, collections, and payments programs. These and other programs are vital to Fiscal Service’s strategic goals, the National Financial Critical Infrastructure and the expanding of e-government efforts to reduce costs, improve accuracy and increase options available to citizens to conduct transactions with the Federal Government. Fiscal Service estimates that the cost of FRB services for FY 2018 will be approximately \$585.8 million.

Reimbursements to the Federal Reserve Banks

Public Law 101-509, 104 Stat. 1389, 1394 (1990), established a permanent, indefinite appropriation to pay such sums as necessary to reimburse the FRBs for acting as fiscal agents. This account was further defined in FY 1992 to solely support those activities related to the administration of the public debt. Claims for reimbursements are closely monitored for compliance with the Instructions for Filing Reimbursement Claims for Fiscal Agent Services Provided to Fiscal Service. Funding for FY 2018 is estimated at \$149.5 million.

Financial Agent Services Permanent, Indefinite Appropriation

Congress has given the Secretary of the Treasury broad discretion to deposit money in financial institutions and obtain banking services by designating financial institutions to act/serve as

Financial Agents (FA) of the United States. The services support many Fiscal Service programs, such as collections, payments, securities and accounting and reporting. These and other programs are vital to Fiscal Service’s strategic goals, the National Financial Critical Infrastructure and the expanding of e-government efforts to reduce costs, improve accuracy and increase options available to citizens to conduct transactions with the Federal Government. The services provided by the FAs are authorized under numerous statutes including, but not limited to, 12 U.S.C. 90 and 265.

Fiscal Service estimates that the cost of FA services for FY 2018 will be approximately \$801.9 million, which includes \$2 million for Government Sponsored Enterprise - Mortgage Backed Securities administrative costs.

Government Losses in Shipment

Public Law 103-329 established a permanent, indefinite appropriation to pay such sums as necessary to make payments for the replacement of valuables, or the value thereof, lost, destroyed, or damaged in the course of United States Government shipments. The Government Losses in Shipment Act was enacted July 8, 1937 to dispense with the necessity for insurance by the government against loss or damage to valuables in shipment and for other purposes. The Act was amended in 1943 to cover losses resulting from the redemption of savings bonds (for example, stolen bonds, which were fraudulently negotiated even though the paying agent followed identification guidelines established by the Treasury). All authority of the Treasury under the Act has been delegated to the Commissioner of Fiscal Service. In FY 2018, the funding estimated to support payments for the replacement of valuables is \$1.2 million.

1.4 – Permanent, Indefinite Appropriations Table

Dollars in Thousands

Permanent, Indefinite Appropriation	FY 2016 Actuals	FY 2017 Requested	FY 2018 Requested
Federal Reserve Bank ¹	\$495,866	\$580,200	\$585,800
Reimbursements to the Federal Reserve Banks	\$129,062	\$147,550	\$149,480
Financial Agent Services ^{1,2}	\$728,549	\$794,698	\$801,920
Government Losses in Shipment	\$502	\$1,123	\$1,200

¹ Approximately \$75M is reimbursed from other government agencies and deposited into the General Fund each year.

² FY 2016 and FY 2017 include \$3M and FY 2018 includes \$2M for the Government Sponsored Enterprise - Mortgage Backed Securities administrative costs.

E – Legislative Proposals

Fiscal Service has no legislative proposals.

Section II – Annual Performance Plan and Report

A – Strategic Alignment

Fiscal Service fulfills its mission and vision through five annually appropriated budget activities and one mandatory budget activity, funded through debt revenue.

The FY 2018-2022 strategic plan is currently under development. The annual performance plan will be updated in the FY 2019 budget to reflect the new priorities.

Enterprise Priorities

Government-wide Shared Services

- Create efficient and effective government-wide best practices by bringing together the federal financial management community to develop a set of standard use cases that describe the fundamental financial work processes of all agencies.
- Continue to support and advance the adoption of shared services by coordinating input from the financial marketplace, managing financial business processes and expanding lessons learned into other lines of business.
- Improve delivery of services, stabilize shared ecosystems and identify additional opportunities for agency collaboration by supporting the GSA's Unified Shared Services Management.

Accounting and Reporting

Fiscal Service accomplished the following during FY 2016:

- Accounted for and reported on all financial activity related to the \$19.6 trillion public debt, managed a daily cash flow of \$96.6 billion and issued and serviced nearly \$5.6 trillion in Treasury securities invested by 79 federal agencies in over 247 Federal Government trust and investment accounts, including \$3.2 trillion in 22 Treasury managed trust funds.
- Continued to implement corrective actions outlined in the material weakness remediation plan for the Financial Report of the U.S. Government including preparation of the General Fund reporting entity to undergo an independent external audit.
- Continued the remediation of the non-DoD material weaknesses included in the independent auditor's report to the Financial Report of the U.S. Government in conjunction with the Office of Management and Budget (OMB).
- Increased the public accessibility and visibility into the financial health of the Federal Government by enhancing the Financial Information Repository (FIR).
- Continued implementation of the DATA Act to include necessary government-wide financial system enhancements and providing assistance to agencies. This included developing the technical platform/architecture to collect data across disparate systems in the Federal Government.

FY 2017

- Implement DATA Act and develop a publication platform that provides consistent, reliable, and searchable government-wide spending data to the American public.
- Enable Treasury to monitor and manage its cash position in near real time by modifying payment, collection, and accounting systems.

FY 2018

- Implement necessary data transparency enhancements to further improve consistency, reliability, and searchability of government-wide spending data available to the public.
- Maintain the accounting and reporting of financial activities related to the public debt, daily cash flows, Treasury securities and Treasury managed trust funds.

Collections

Fiscal Service accomplished the following during FY 2016:

- Collected over \$3.96 trillion in federal revenue, settled over \$3.89 trillion (98.2 percent of total revenue collected) through EFT and processed over 175 million transactions worth over \$152 billion through Pay.Gov.
- Increase options available to citizens to conduct transactions with the Federal Government by advancing Treasury's E-Commerce initiative to have non-tax collections and remittances submitted electronically.

FY 2017

- Continue to increase convenience and accessibility for customers to conduct transactions with the Federal Government by implementing a variety of mobile apps and increasing agency implementation of digital wallet providers and offering online bill payment.

FY 2018

- Maximize the collection of federal revenue by continuing to expand the adoption of Online Bill Payment, Digital Wallets, and Mobile Applications.
- Complete the review and update of 31 CFR Part 206 to include mandate of electronic funds transfer for the collection of federal funds from business entities and individuals.

Payments

Fiscal Service accomplished the following during FY 2016:

- Facilitated the payment of Social Security and Veterans' benefits, income tax refunds and other payments by disbursing 1.2 billion Federal payments, totaling \$3.3 trillion.
- Continued to support and expand the DirectExpress prepaid card program, which provided more than 4.4 million cardholders, most of whom do not have a bank accounts, with a safe, secure, convenient, low-cost way to receive payments electronically and allows cardholders to, among other things, check their account balance.
- Took steps to ensure payee claims of non-receipt were processed, stale uncashed checks were cancelled, misdirected electronic payments were returned, monies erroneously paid to deceased individuals were recovered, checks returned in the mail were properly safeguarded and funds redirected to the right payee or held safely in the U.S. Treasury.
- Supported the Inspector General, Assistant U.S. Attorneys, and state and local law enforcement agencies in the investigation and prosecution of criminals engaged in fraud related to the Treasury payment system, which resulted in 107 arrests, 83 convictions, and \$24 million recovered through fines, restitution, and seizures.
- Supported the U.S. Military by expanding the Stored Value Card program replacing more than \$8 billion in cash and checks by issuing over 3.5 million cards to servicemen and women in austere environments, on U.S. Navy ships, and on military bases around the world in 15 countries.

- Provided Government vendors with a self-service portal to view transaction and payment statuses across multiple agencies totaling more than 400,000 vendor invoices valued at \$17 billion through Fiscal Service’s centralized E-invoicing system.

FY 2017

- Eliminate redundancies in the Federal Government by centralizing all Federal payment disbursements by continuing to work with the DoD and other agencies that disburse their own payments.
- Improve Do Not Pay analytics capabilities through the use of new algorithms and predictive modeling; acquire income, expanded death, and credit data; and implement authorities to work with Federal legislative and judicial programs and federally funded state-administered programs.
- Continue to increase the percentage of payments disbursed electronically, and decrease the number of payments disbursed by checks.

FY 2018

- Centralize the payment activities of a large portion of the DoD and other non-Treasury disbursing agencies at Fiscal Service.
- Support industry “faster payments” solutions by implementing Same Day Automated Clearing House (ACH) capability allowing for settlement of electronic payments on the same day.
- Continue to increase the percentage of payments disbursed electronically, and decrease the number of payments disbursed by checks.

Retail Securities Services

Fiscal Service accomplished the following during FY 2016:

- Issued and serviced \$28.7 billion in savings and marketable securities held by 592,000 investors in TreasuryDirect.
- Timely and accurately made 2.6 million retail payments worth \$13.5 billion.
- Identified the future customer base and clarified the most effective channels for interacting with customers by completing a review of the Retail Securities Services program to refocus program direction and solidify the mission and long-term vision.
- Enhanced the capability for customers to purchase, reinvest, redeem, transfer, and hold securities electronically, through the development of a new retail securities system and web interface.
- Improved the customer experience through process automation and creating a virtual contact center in addition to the development of virtual case files allowing financial institutions to electronically stamp bond images.

FY 2017

- Continue enhancing the capability for customers to purchase, reinvest, redeem, transfer, and hold securities electronically, through the development of a new retail securities system and web interface.

FY 2018

- Continue to support investors by servicing and issuing savings and marketable securities through TreasuryDirect.

Wholesale Securities Services

Fiscal Service accomplished the following during FY 2016:

- Made available \$8 trillion to fund critical daily Federal Government operations and activities by hosting 269 auctions of marketable Treasury securities.
- Continue to develop and deploy plans to improve and modernize the TAAPS application software and technology components.

FY 2017

- Make funds available for critical daily Federal Government operations and activities by hosting auctions of marketable Treasury securities.
- Continue the stabilization, modernization, and migration of TAAPS.

FY 2018

- Make funds available for critical daily Federal Government operations and activities by hosting auctions of marketable Treasury securities.
- Complete the stabilization, modernization, and migration of TAAPS to a new technical platform and continue to modernize the software components.
- Continue to develop and deploy plans to improve and modernize the TAAPS application software and technology components to strengthen operational resiliency.

Debt Collection

Fiscal Service accomplished the following during FY 2016:

- Collected \$7.41 billion through all offset programs and \$269.9 million through cross-servicing tools. Expanded Treasury Offset Program (TOP) State Income Tax Program to service a total of 41 states, the TOP State Reciprocal Program to service a total of 11 states and D.C. and expanded TOP Unemployment Insurance (UI) Program to service a total of 43 states and D.C.
- Serviced a total of 53 agencies, processed 48,192 cases and collected nearly \$30 million through the Centralized Receivables program.
- Facilitated repayment or resolution of defaulted student loans by continuing a Cross-Servicing debt collection pilot program with the Department of Education.

FY 2017

- Maximize the collection of delinquent debt by expanding the use of state-of-the-art debt collection mechanisms and strategies.
- Achieve greater efficiency with government resources by finalizing the results of the Department of Education Student Loan Pilot and making recommendations for future servicing of Education debts.

FY 2018

- Increase collection and resolution of delinquent debt through excellent operations and addition of new customer agencies and payment streams.


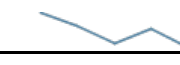

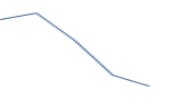
B – Budget and Performance by Budget Activity

2.1.1 – Accounting and Reporting Resources and Measures

Dollars in Thousands

Resource Level	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
	Actual	Actual	Actual	Actual	Actual	Annualized CR	Request
Appropriated Resources	\$88,629	\$86,628	\$102,661	\$104,600	\$113,413	\$124,352	\$109,379
Reimbursable Resources	\$7,416	\$6,517	\$6,699	\$10,256	\$24,155	\$25,395	\$27,399
Budget Activity Total	\$96,045	\$93,145	\$109,360	\$114,856	\$137,568	\$149,747	\$136,778
FTE	490	464	357	374	425	443	439

Note: FY 2016 Appropriated Resources are Actual

Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2016	FY 2017	FY 2018	FY 2012 - FY 2016
	Actual	Actual	Actual	Actual	Actual	Target	Target	Target	
Cost Per Government Agency Investment Services Transaction (\$)	33.48	35.2	35.99	56.38	57.16	56.38	56.38	56.38	
Cost Per Summary Debt Accounting Transaction (\$)	22.47	19.86	16.36	19.26	15.67	19.26	19.26	19.26	
Percentage Summary Debt Accounting Reports Submitted Timely and Accurately	N/A	N/A	N/A	N/A	N/A	N/A	100.0	100.0	N/A
Percentage of Government-Wide Accounting Reports Issued Timely	99.86	100.0	100.0	99.5	100.0	100.0	100.0	100.0	
Collect and Disburse Interest/Principal Payment Amounts for Government Agency Investment Services Investments/Borrowings Timely and Accurately	N/A	N/A	N/A	N/A	N/A	N/A	98	98	N/A
Percent of Respondents Selecting the Highest Rating of Customer Satisfaction with Government Agency Investment Services (%)	60	61	57	52	50.4	59	DISC	DISC	

Key: DISC - Discontinued; B – Baseline

2.1.1 – Accounting and Reporting Budget and Performance

(\$109,379,000 from direct appropriations, and \$27,399,000 from reimbursable resources):

The Accounting and Reporting activity consists of three programs: Government Agency Investment Services, Government-wide Accounting and Reporting, and Summary Debt Accounting.

The Government Agency Investment Services (GAIS) program issues, services, and redeems Government Account Series (GAS) securities for federal agencies that have legislative authority to invest; administers State and Local Government Series (SLGS) securities and offers a flexible investment alternative for state and local governments to refinance their outstanding tax-exempt

debt; and represents Treasury's role in the federal loan program including accounting for and reporting on loans made to other federal agencies with legislative authority to borrow. The strategic goal of GAIS is to strengthen and streamline controls for government investments. GAIS is committed to positioning government agency customers to more effectively manage their investments.

The Government-wide Accounting (GWA) program produces timely and accurate financial information that contributes to the improved quality of financial decisions made by operating and overseeing the government's Central Accounting Reporting System and implementing the data transparency requirements included in the DATA Act. Fiscal Service collects, analyzes, and publishes government-wide financial information made available to both the public and private sectors to provide transparency on the government's financial status. GWA publications include the Daily Treasury Statement, the Monthly Treasury Statement, the Treasury Bulletin, the Combined Statement of the United States Government, and the Financial Report of the United States Government (FR).

Fiscal Service is taking significant steps to address the material weaknesses found in the compilation process of the FR that include:

- Requesting federal entities to provide root cause analysis and corrective action plans for any recurring intragovernmental differences;
- Expanding feedback by providing scorecards to additional federal entities to ensure coverage over the material intragovernmental differences;
- Collecting data from all identified reporting entities and/or demonstrating their data is immaterial;
- Ensuring engagement with federal entities and that adequate support is gathered for all journal vouchers;
- Ensuring appropriate information regarding litigation is included in the Financial Report;
- Implementing a process to work in a more collaborative manner with key federal entity personnel in the preparation of complex areas in the Financial Report;
- Providing reasonable assurance that new or substantially revised federal accounting standards are consistently implemented among federal entities;
- Determining the significance of data contained in the Financial Report that does not have audit assurance;
- Performing an analysis of the variances for all financial statement lines and disclosures;

The Summary Debt Accounting (SDA) program reports daily on the balances and composition of the public debt, publishes the Monthly Statement of the Public Debt, and issues the annual, audited Schedules of Federal Debt (Schedules). The Schedules report on the single largest liability in Treasury's Agency Financial Report and received an unmodified opinion for each of the past 19 years.

Description of Performance:

The GAIS program strives to provide high-quality customer service, reliable transaction processing, and accurate and timely payment distribution. To aid in measuring performance, the organization conducted an annual customer survey with the intent to increase the percentage of customers rating GAIS as "Excellent." Fiscal Service streamlined the customer service surveys

by integrating all individual surveys into a single annual survey. A new efficiency measure to ensure timely and accurate reporting of investment and borrowing activity is now used to measure the success of the GAIS program. The FY 2017 and FY 2018 reporting targets for the new measure are 98 percent.

In FY 2016, Fiscal Service established and met a target of 100 percent for the *Percentage of Government-wide Accounting Reports, which include the Daily Treasury Statement (DTS), Monthly Treasury Statement (MTS), and consolidated Financial Report, issued on time* measure for FY 2016. The timeliness standard of each report is as follows:

- DTS target to be published by 4:00 pm (Eastern Time) each business day.
- MTS target to be published by the eighth business day each month.
- Consolidated Financial Report must be published annually.

Fiscal Service continues to achieve its targets by maintaining the established process of validating and reconciling data with reporting sources such as FPAs and various electronic deposit and payment applications. The bureau will continue modernization efforts to ensure the timeliness of these reports and anticipates it will continue to achieve the 100 percent target for FY 2017 and FY 2018.

In FY 2017, SDA eliminated unnecessary and/or duplicative business processes and replaced them with a new measure, *Percentage of Summary Debt Accounting reports submitted timely*, with a target of 100 percent.

2.1.2 – Collections Resources and Measures

Dollars in Thousands

Resource Level	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Annualized CR	FY 2018 Request
Appropriated Resources	\$21,166	\$20,851	\$30,469	\$34,982	\$37,394	\$38,598	\$33,951
Reimbursable Resources	\$1,419	\$176	0	\$3,898	\$8,265	\$8,690	\$10,033
Budget Activity Total	\$22,585	\$21,027	\$30,469	\$38,880	\$45,659	\$47,288	\$43,984
FTE	122	120	139	144	152	159	158

Note: FY 2016 Appropriated Resources are Actual

Measure	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target	FY 2012 - FY 2016 Trend
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Percentage of Total
Federal Government
Receipts Settled
Electronically (in dollars)

97.0 97.0 98.0 98.0 98.2 98.0 98.0 98.0



Key: DISC - Discontinued; B – Baseline

2.1.2 – Collections Budget and Performance

(\$33,951,000 from direct appropriations, and \$10,033,000 from reimbursable resources):

Fiscal Service manages the collection of federal revenues such as individual and corporate income tax deposits, customs duties, loan repayments, fines, and proceeds from leases.

In addition, Fiscal Service establishes and implements collection policies, regulations, standards, and procedures for the Federal Government. These efforts also support the following Fiscal Service strategic goals:

- Serve as a catalyst for effective government through initiative and innovation.
- Deliver exceptional programs and services.
- Promote data transparency and usefulness as a public good.

Fiscal Service continues to promote the use of electronic systems in the collections process and to assist agencies in converting collections from paper to electronic media with programs such as:

- Electronic Federal Tax Payment System (EFTPS): Fiscal Service communicates the benefits of EFTPS – accuracy, security, simplicity, and flexibility – to financial institutions, small businesses, and tax practitioners. The goal is to continue to require businesses to pay their federal taxes electronically and focus efforts on increasing the number of individuals that pay taxes electronically.
- Pay.gov: Pay.gov is a system allowing individuals and businesses to make non-tax payments to federal agencies over the internet. Recent developments have focused on a mobile-friendly user interface; incorporation of a new digital wallet providers, Amazon Payments, in addition to PayPal and Dwolla; and enhanced functionality in the areas of electronic billing and electronic forms.
- Check Conversion and Truncation: Fiscal Service is employing strategies to reduce the number of paper checks it receives and to ensure that those it does receive are converted for electronic processing. The Over the Counter Channel Application (OTCnet) and Electronic Check Processing (ECP) are programs that provide a complete electronic record of all check images and related financial data that is accessible by agencies and eliminate the costly and time-consuming need to photocopy checks, safeguard checks, or process paper.

Description of Performance:

The measure, *Percentage of Total Federal Government Receipts Settled Electronically*, reflects the dollar value of collections received (settled) electronically. In FY 2016, Fiscal Service's commitment to agency outreach efforts resulted in 98.2 percent of all Federal Government receipts settled electronically, exceeding the 98 percent target. Fiscal Service will continue agency outreach and offer new products, such as mobile applications, online bill presentment, and expand the use of digital wallets to further demonstrate the cost efficiency realized through the use of electronic transactions. Fiscal Service expects to maintain an annual electronic collections rate of at least 98 percent through FY 2018.

2.1.3 – Payments Resources and Measures

Dollars in Thousands

Resource Level	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
	Actual	Actual	Actual	Actual	Actual	Annualized CR	Request
Appropriated Resources	\$142,265	\$130,570	\$114,650	\$120,769	\$127,943	\$117,362	\$108,517
Reimbursable Resources	\$131,165	\$102,401	\$78,625	\$81,953	\$111,088	\$116,792	\$119,408
Budget Activity Total	\$273,430	\$232,971	\$193,275	\$202,722	\$239,031	\$234,154	\$227,925
FTE	730	711	577	521	562	569	564

Note: FY 2016 Appropriated Resources are Actual

Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2016	FY 2017	FY 2018	FY 2012 -
	Actual	Actual	Actual	Actual	Actual	Target	Target	Target	FY 2016
Percentage of Treasury Payments and Associated Information Made Electronically	88.0	92.5	94.4	94.7	94.9	95.0	95.2	96.0	Trend

Key: DISC - Discontinued; B - Baseline

2.1.3 – Payments Budget and Performance

(\$108,517,000 from direct appropriations, and \$119,408,000 from reimbursable resources):

The Payments budget activity supports the National Financial Critical Infrastructure in addition to the strategic objective “to improve the disbursement and collection of federal funds and reduce improper payments made by the U.S. Government.” Major payments include Social Security Benefits, Supplemental Security Income, Federal Pension Benefits, Veterans’ Compensation and Pension, Railroad Retirement Pensions, and tax refunds.

Through the Payments budget activity, Fiscal Service is also responsible for controlling and providing financial integrity to the payment process through reconciliation, accounting, and claims activities. The claims activities settle claims against the United States resulting from Federal Government checks that have been forged, lost, stolen, or destroyed, as well as claims and reclamations of EFT payments. Fiscal Service also collects monies from those parties liable for fraudulent or otherwise improper negotiation of government checks.

In addition, Fiscal Service actively encourages recipients to convert to electronic payment methods through a nationwide public education campaign, called Go Direct®, as well as offering the unbanked and those beneficiaries who prefer a prepaid debit card the Direct Express® card, which enables benefit payments to be deposited into the recipient’s card account on the payment date. As a result, 98.1 percent of benefit payments were disbursed electronically in FY 2016. Electronic payments provide timely, accurate, and efficient disbursement of Federal Government payments; eliminate the costs associated with postage and the re-issuance of lost or stolen checks; and help protect against fraud and identity theft.

Fiscal Service has undertaken considerable efforts to modernize its payment systems, incorporating new technologies and the internet. Some programs that continue to be in focus are:

- **Stored Value Card (SVC):** SVCs streamline financial requirements during initial entry into training of military personnel, remove physical cash from government locations overseas as

well as from ships at sea, and provide a safe and secure means for government personnel stationed overseas to access and safeguard their personal funds in locations with limited or no internet connectivity. SVCs effectively reduce the high costs of securing, transporting, and accounting for physical currency. The program also provides a safe and convenient payment method for government, military, and support personnel. Currently, SVCs replace cash, checks, and coins at over 60 military bases and installations in 15 countries (including the U.S.) and on 130 Naval ships. Meeting this global demand necessitates the deployment of over 8,700 pieces of equipment including kiosks (cashless ATMs), point-of-sale terminals, laptops, and other related hardware.

- Invoice Processing Platform (IPP): IPP is a government-wide, secure, web-based electronic invoice exchange network connecting federal agencies and their vendors. IPP promotes the efficient use of resources by enabling federal agencies to receive invoices electronically from their vendors, transforming existing paper-based invoice processes into a streamlined electronic process that integrates with existing agency core financial systems. IPP's single point of entry allows vendors to invoice multiple IPP enrolled agencies via online or batch invoice submission. Vendors can view and receive notification of payments (including debt offsets) associated with their invoices via IPP. In addition, IPP supports the Financial Innovation and Transformation initiative to develop a standard for electronic invoicing government-wide.
- Payment Application Modernization (PAM): The PAM investment supports the production and delivery of over 1.2 billion federal payments on behalf of more than 200 agencies with a single application. PAM replaced 30 legacy Fiscal Service payment applications that generated check, ACH, International ACH Transaction (IAT), and wire transfer payments, thus modernizing the distribution of domestic payments. PAM also automatically interfaces with core Treasury systems such as the Do Not Pay Business Center and the Treasury Offset Program (TOP) in order to prevent improper payments and collect delinquent debt owed to the Federal Government, respectively, and allows FPAs to comply with the Government-wide Accounting mandate to submit valid data components on all payments when originated.
- Post Payment System (PPS) Consolidation: Fiscal Service is investing in the consolidation of several post payment systems into a single, centralized system that will unify disparate business processes, eliminate data redundancy across systems, and provide a customer portal to be leveraged by FPAs and financial institutions for post-payment processing and reporting. By consolidating all post payment processing into one comprehensive application, Fiscal Service will be able to decommission five legacy systems resulting in one authoritative data source for all payment and post payment data – the official System of Record. PPS will include functionality to support: payment matching and verification, returns and cancellations, inquiries, calls and claims, funds receipt/funds management, reclamations, reconciliation, fraud detection, integrity analysis, and reporting and integrated customer engagement. PPS will provide Fiscal Service and post-payment stakeholders with enhanced reconciliation activities, improved information exchange, reduced reliance on paper, and more robust fraud detection. In addition, it will use standardized Common Government-wide Accounting Classification (CGAC) reporting structure and leverage commercial off-the-shelf software solutions, when appropriate, to provide common, best practice functionality and proven implementation methodologies.

Fiscal Service's Do Not Pay provides a single, centralized point of access to timely, accurate, and actionable data for informed decision making and can help identify, prevent, detect, and recover improper payments throughout the payment life cycle while protecting individuals' privacy. In addition, Do Not Pay provides real-time matching at the time of payment, resulting in more timely access to potential improper payments that may require further investigation; more actionable results and fewer false positive matches.

In FY 2016, Do Not Pay deployed a robust state-of-the-art analytics tool to support advanced analytics methodologies to include not only descriptive and diagnostic analytics, but predictive and prescriptive analytics as well. Do Not Pay continued offering Business Process Mapping services in order to improve customer agencies' internal controls and to increase efficiency in identifying improper payments while focusing engagement efforts on targeted high-risk improper payment issues within specific agencies.

Through FY 2018, Do Not Pay will continue pursuing valuable data sources to provide timely, accurate, and actionable results by enhancing the Do Not Pay portal through user-defined feedback. In addition, Do Not Pay analytics will mature to include the creation and execution of predictive models, which will provide customer agencies with much needed additional tools to identify potential improper payments before payment in addition to at the time of payment or post-payment.

Description of Performance:




The measure *Percentage of Treasury Payments and Associated Information Made Electronically* supports efforts to fairly and effectively reform and modernize the federal financial management, accounting, and tax systems. Due to the continued success of the Go Direct® and Direct Express® programs and implementation of the All Electronic Treasury priority, Fiscal Service issued 98.1 percent of its benefit payments and 94.9 percent of its total payments via EFT in FY 2016. Fiscal Service expects to achieve its targets in the out years by expanding electronic conversion efforts to additional benefit agencies and payment types, such as other vendor miscellaneous payments and federal tax refunds.

2.1.4 – Retail Securities Services Resources and Measures

Dollars in Thousands

Resource Level	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
	Actual	Actual	Actual	Actual	Actual	Annualized CR	Request
Appropriated Resources	\$116,260	\$110,876	\$95,249	\$76,711	\$71,252	\$69,038	\$65,712
Reimbursable Resources	\$17,166	\$16,841	\$17,400	\$6,006	\$16,026	\$16,849	\$17,515
Budget Activity Total	\$133,426	\$127,717	\$112,649	\$82,717	\$87,278	\$85,887	\$83,227
FTE	676	605	491	442	436	454	451

Note: FY 2016 Appropriated Resources are Actual

Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2016	FY 2017	FY 2018	FY 2012 -
	Actual	Actual	Actual	Actual	Actual	Target	Target	Target	FY 2016
									Trend
Cost Per Electronic Transaction (\$)	N/A	N/A	N/A	N/A	N/A	N/A	B	4	N/A
Cost Per Customer Service (\$)	N/A	N/A	N/A	N/A	N/A	N/A	B	115.29	N/A
Cost Per TreasuryDirect Assisted Transaction (\$)	4.58	7.3	7.18	9.55	15.25	9.55	DISC	DISC	
Cost Per TreasuryDirect Online Transaction (\$)	2.28	1.72	1.84	1.49	1.14	1.49	DISC	DISC	
Increase the Number of Customers Who Buy Treasury Retail Securities Electronically	301,737	269,180	222,790	193,120	189,790	185,000	DISC	DISC	

Key: DISC - Discontinued; B - Baseline

2.1.4 – Retail Securities Services Budget and Performance

(\$65,712,000 from direct appropriations, and \$17,515,000 from reimbursable resources):

Fiscal Service’s Retail Securities Services (RSS) program offers simple, safe, and affordable Treasury investment choices that enable Americans to invest and save for their future. The RSS program continues to examine the saving and investing needs of customers by researching new Treasury retail securities and services that will promote savings and appeal to the American public.

The RSS program encourages customers to buy securities, access their accounts, and conduct transactions electronically. The program plans to implement a new securities investment management system that will enhance capabilities for customers to purchase, reinvest, redeem, transfer, and hold securities electronically. Investors will be able to learn about retail products and services, make informed decisions about buying Treasury securities, and manage their Treasury investments more efficiently.

Focused efforts to enhance the retail customer experience, increase opportunities for self-service capabilities and expand customer interactions include the implementation of an automated process to notify customers when the status of their case files change. To reduce the burden on customer service representatives and to expedite case file processing, the program will also begin to develop web applications designed to assist the customer in perfecting their case before submitting documentation and evidence. These are just two examples of improvements to

customer interactions that will be implemented while the program simultaneously refines requirements for future system changes and explores new technology platforms.

Description of Performance:

The Cost per TreasuryDirect Online Transaction and Cost per TreasuryDirect Assisted Transaction measures have been discontinued to allow Fiscal Service to measure performance for securities transactions regardless of the system used and for the incorporation of future offerings.

Fiscal Service created new baseline performance measures in FY 2017 to support the bureau’s goal to serve as a catalyst for effective government through initiative and innovation. The Cost per Electronic Transaction demonstrates the efficiency of investor self-service for all retail securities currently offered. Customers are able to conduct several transactions independently of customer service representatives, including creating online accounts to purchase and hold securities, updating account information, purchasing and redeeming securities, etc.



The Cost per Customer Service Transaction demonstrates the efficiency of customer service operations for all retail securities currently offered. The RSS customer service staff handles phone and email inquiries, offline authentications, paper savings bond conversions, changes in bank information, and transactions requiring legal evidence. The Cost per Customer Service Transaction is projected to be \$120.53 in FY 2017 and \$115.29 in FY 2018.

2.1.5 – Wholesale Securities Services Resources and Measures

Dollars in Thousands

Resource Level	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
	Actual	Actual	Actual	Actual	Actual	Annualized CR	Request
Appropriated Resources	\$23,120	\$22,092	\$12,840	\$10,676	\$13,848	\$13,808	\$13,278
Reimbursable Resources	\$3,051	\$3,000	\$2,346	\$927	\$3,115	\$3,275	\$3,404
Budget Activity Total	\$26,171	\$25,092	\$15,186	\$11,603	\$16,963	\$17,083	\$16,682
FTE	124	113	121	109	78	78	78

Note: FY 2016 Appropriated Resources are Actuals

Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2016	FY 2017	FY 2018	FY 2012 -
	Actual	Actual	Actual	Actual	Actual	Target	Target	Target	FY 2016
									Trend
Cost Per Debt Financing Operation (\$)	159,449	141,115	137,888	174,998	211,397	165,716	DISC	DISC	
Percent of Auction Results Releases Accurately (%)	100	99.6	99.3	99.6	100	100	100	100	

Key: DISC - Discontinued; B - Baseline

2.1.5 – Wholesale Securities Services Budget and Performance

(\$13,278,000 from direct appropriations, and \$3,404,000 from reimbursable resources):

The Wholesale Securities Services (WSS) program supports the National Financial Critical Infrastructure by managing a critical Treasury High Value Asset (HVA) that enables the Federal Government to finance daily operations. WSS ensures that communications, systems, processes, and contingency plans provide for high-level performance and business continuity for wholesale

auction operations. In addition, WSS is responsible for the announcement, auction, issuance, and settlement of marketable Treasury bills, notes, bonds, Treasury Inflation-Protected Securities and Floating Rate Notes. The program also oversees the portion of the federal infrastructure that provides for the transfer, custody, and redemption of all Treasury marketable securities, purchased mostly by commercial market participants.

In an effort to ensure the system used to finance daily operations remains fully functional, Fiscal Service began a multi-year effort to stabilize, modernize, and migrate the system to a new technical platform in FY 2017. The bureau has also begun another multi-year initiative to modernize the system’s application software and technology components by FY 2019.

Description of Performance:

Fiscal Service strives to efficiently deliver its debt financing operations, including auctions and buybacks, at the lowest possible cost. The Cost per Debt Financing Operation in FY 2016 was \$211,397, above the target of \$165,716, principally as a result of the migration of TAAPS to a new technical infrastructure. Also impacting this measure is the change in Fiscal Service’s cost accounting methodology. This measure is discontinued in FY 2017 as Fiscal Service assesses how to better measure operational efficiency of debt operations given that the number of auctions is outside the control of the bureau. Fiscal Service plans to implement a new outcome measure in FY 2019.

The accurate and timely release of auction results, with an emphasis on accuracy, is critical to the success of the WSS program. An emphasis on accuracy ensures preservation of public confidence in Treasury securities and stability of the financial market. Therefore, in FY 2015, Fiscal Service modified its performance measure from Percent of Auction Results Released in Two Minutes +/- 30 Seconds to Percent of Auction Results Released Accurately, with a target of 100 percent. Released accurately is defined as auction results released to the public without any subsequent revisions. Fiscal Service met this target in FY 2016 and anticipates continuing to meet its target through ongoing business process reviews and regularly scheduled contingency planning and mock auction exercises.

2.1.6 – Debt Collection Resources and Measures

Dollars in Thousands

Resource Level	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Annualized CR	FY 2018 Request
Reimbursable Resources	\$133,257	\$153,667	\$139,377	\$174,634	\$187,152	\$197,000	\$200,221
Budget Activity Total	\$133,257	\$153,667	\$139,377	\$174,634	\$187,152	\$197,000	\$200,221
FTE	496	560	363	406	390	417	417

Note: FY 2016 Appropriated Resources are Actual

Measure	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target	FY 2012 - FY 2016 Trend
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Amount of Delinquent Debt Collected Through All Available Tools (\$ billions)

\$6.17 \$7.02 \$6.91 \$7.28 \$7.41 \$7.36 \$7.54 \$7.57



Key: DISC - Discontinued; B - Baseline

2.1.6 – Debt Collection Budget and Performance

(\$200,221,000 from reimbursable resources):

The Debt Collection program supports the goal to improve the disbursement and collection of federal funds and reduce improper payments made by the U.S. Government. Fiscal Service collects delinquent government, state, and child support debt by providing centralized debt collection, oversight, and operational services to FPAs and states pursuant to the Debt Collection Improvement Act of 1996 (DCIA) and related legislation. Fiscal Service uses two debt collection programs: Treasury Offset Program (TOP) and Cross-Servicing.

Fiscal Service acquired a new Cross-Servicing collection system (Cross-Servicing Next Generation [CSNG]), a commercial off the shelf product, which enables optimized, cost-effective collection and resolution approaches. CSNG, implemented during the second quarter of FY 2017, permits greater automation, improved functionality and reliable data. The Debt collection program continues to optimize the call center, as necessary; expand the use of highly productive debt collection approaches, such as wage garnishment; and transition to a data-driven, analytical approach.

Also, in close partnership with the Department of Education, the Cross-Servicing program conducted a 24-month pilot program to service a total of 12,000 student loan debts. This began in February 2015 and ended in January 2017. The results of that pilot are being analyzed to determine applicable next steps to be taken in the future. Furthermore, Fiscal Service continues to help agencies implement Section 5 of the DATA Act, which amended the DCIA to require agencies to refer to TOP eligible debt at 120 days delinquent, rather than 180 days, and requires Treasury to report non-compliance to Congress. Fiscal Service continues to work with OMB and agencies on the new requirements and tools developed for tracking compliance, as required.

Description of Performance:

Fiscal Service's goals for FY 2017 and FY 2018 are to collect \$7.54 billion and \$7.57 billion, respectively, in delinquent debt by expanding the use of the administrative wage garnishment collection tool and enhancing the use of analytics. In FY 2019, Fiscal Service hopes to propose legislative changes such as authorizing Treasury to offset federal income tax refunds to collect delinquent state tax obligations regardless of where the debtor resides.

Section III – Additional Information

A – Summary of Capital Investments

Fiscal Service leads the way for responsible, effective government through commitment to cutting-edge technologies, service, efficient operations, sharing of best practices, and openness to change in order to meet the operating needs of the Federal Government. Fiscal Service systematically analyzes the demand for its services, considers effective methods for delivery, and identifies the broad asset implications through sound governance and investment management.

Effective Investment Governance

Fiscal Service Governance and Capital Planning and Investment Control programs ensure the selection/re-selection, comparison, and prioritization of the most effective Information Technology (IT) investments to support the mission and long range plans for Fiscal Service and Treasury. These programs also ensure the IT investment portfolio is well managed, cost effective, and achieving intended results through monthly tracking and progress reports. A monthly investment health assessment of cost, schedule, and operational performance is in place in addition to a formal TechStat process that engages appropriate senior level officials for insight and successful remediation of significant issues or risks.

Effective Project Execution

Fiscal Service has a disciplined and consistent approach to project management (PM) as facilitated through a bureau-wide project management program that manages PM standards, procedures, and training. In addition, a standing monthly project management community of practice is in place providing practitioners the opportunity for collaboration and continuous learning of creative problem solving/solution design related to practical lessons learned. Each IT investment has a dedicated program manager and a fully staffed integrated program team. The systems that support each investment are enhanced using iterative development techniques.

Enterprise Architecture Services

Enterprise Architecture (EA) services ensure that Fiscal Service applies a common language and framework to describe and analyze investments. Fiscal Service EA program is designed to facilitate cross-agency analysis of capabilities, knowledge, processes, and relationships to apply evidence-based techniques, to identify duplicative investments, to discover goals and opportunities for collaboration with other agencies, and to establish a line-of-sight from the highest level strategic goals to the infrastructure that enables the achievement of those goals. The value of EA services is to facilitate planning by documenting where Fiscal Service is currently and determining what the bureau should look like in the future so that it can make plans to transition from current state to future state. The planning is enabled by a holistic suite of integrated services that incorporates architecture perspectives from business, data, technical, and security.

Risk Management

The nature of Fiscal Service's work requires effective risk management and high levels of performance to ensure the bureau maintains operational excellence while seeking innovative solutions to improve efficiencies and transform financial management and the delivery of shared services in the Federal Government. As such, Fiscal Service has established an Enterprise Risk

Management (ERM) office to promote a common understanding and approach to risk management. Through the development and issuance of an ERM framework, the bureau incorporates risk management practices in decision making processes such as strategic and tactical planning, workforce planning, capital investment planning, and budget formulation. Fiscal Service will continue to communicate the importance of effective risk management to all employees.

Cybersecurity

Fiscal Service protects the enterprise architecture and infrastructure to ensure the confidentiality, integrity, and availability of information technology resources. This is accomplished by monitoring the network for both internal and external information attacks, proactive vulnerability assessment, effective patch management, and expedient incident response. In addition, Enterprise Cybersecurity ensures Fiscal Service information technology resources are in compliance with National Institute of Standards and Technology security standards and fulfills annual security audit requirements. Furthermore, as the bureau responsible for a number of Treasury's High Value Assets, Fiscal Service will work with the Treasury Chief Information Office to identify appropriate cybersecurity initiatives that most effectively leverage the funds requested in the Cybersecurity Enhancement Account.

A summary of capital investment resources, including major information technology and non-technology investments, can be viewed and downloaded here:

<http://www.treasury.gov/about/budget-performance/Pages/summary-of-capital-investments.aspx>

This website also contains a digital copy of this document.