

Bureau of the Fiscal Service

FY 2018

Capital Investment Plan

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.

Investment Name: Agency Accounting Services (AAS)

Type of Investment: Major IT Investment

Description:

AAS includes Oracle e-Business Suite, PRISM, WebTA, PAWS, moveLINQ, and BFEM. 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	2015 and Prior Actual	2016 Actual	2017 Enacted	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 and Beyond Estimated	Total
DME Costs	25.04	8.71	12.37	12.61	13.37	13.66	N/A	N/A	85.76
O&M Costs	95.19	18.65	21.38	21.30	21.84	22.27	N/A	N/A	200.63
Total Costs	120.23	27.36	33.75	33.91	35.21	35.93	N/A	N/A	286.39

Number of FTE	67.70	84.31	84.31	84.31	84.31	N/A	N/A	N/A	404.94
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Summary of Purpose, Goals, and Benefits:

AAS is the renamed investment of Federal Franchise Administrative Services (FFAS). It 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 (FSSP) 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 -3.63 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 Mandate: OMB M-13-08.

Agency Strategic Plan / Annual Performance Plan: The investment implements and promotes the shared-service model for financial management across government. This supports Treasury's Strategic Objective 3.1, "Improve the efficiency and transparency of federal financial management and government-wide accounting" and Treasury's Strategic Objective 5.3, "Promote efficient use of resources through shared services, strategic sourcing, streamlined business processes, and accountability".

Accomplishments and Future Objectives:

Business needs were reassessed and include the following initiatives for FY 2017:

- Implement a Service Oriented Architecture (SOA) solution to meet customer agency desires for real time processing of their data.
- Provide 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.
- Manage Cloud Services infrastructure, and design the structure for the reporting administrative layer.
- Train the end users on the new system and making the system available to those end users in a phased approach beginning with ARC users.
- Acquire and implement a tool to assist in the preparation of financial statements and supporting reconciliations, and the Agency Financial Report (AFR) as required in the OMB A-136.

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

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	03/31/2017
Average call response time (seconds) for system support	Customer Satisfaction (Results)	Under target	Monthly	Seconds	8.00	7.69	03/31/2017
Percentage of system availability for the month.	Strategic and Business Results	Over target	Monthly	Percentage	99.00	99.86	03/31/2017
Percentage of help desk tickets closed within 60 minutes of being logged. (PRISM)	Strategic and Business Results	Over target	Monthly	Percentage	75.00	85.42	03/31/2017
Percentage of E-mails resolved with 1 Business Day. (Oracle)	Customer Satisfaction (Results)	Over target	Monthly	Percentage	65.00	80.95	03/31/2017
Percentage of calls resolved within 60 Minutes. (Oracle)	Customer Satisfaction (Results)	Over target	Monthly	Percentage	65.00	80.36	03/31/2017
The BFEM application system availability will exceed 99% during core business hours.	Strategic and Business Results	Over target	Monthly	Percentage	99.00	99.00	03/31/2017
System is available during normal business hours 98% of the time. (MoveLinq)	Customer Satisfaction (Results)	Over target	Monthly	Percentage	98.00	98.00	03/31/2017
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	03/31/2017

Investment Name: Automated Standard Application for Payments (ASAP)

Type of Investment: Major IT Investment

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	2015 and Prior Actual	2016 Actual	2017 Enacted	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 and Beyond Estimated	Total
DME Costs	81.64	3.97	3.86	3.69	3.91	4.47	N/A	N/A	101.54
O&M Costs	82.85	3.33	4.74	5.24	5.42	5.59	N/A	N/A	107.17
Total Costs	164.49	7.30	8.60	8.93	9.33	10.06	N/A	N/A	208.71

Number of FTE	259.00	12.63	12.63	12.63	12.63	N/A	N/A	N/A	309.52
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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 2016, ASAP had 14,000+ users and made payments totaling \$526 billion (FY to date as of 8/31/2016) - which is approximately 20 percent of all Fiscal Service payments in terms of dollar value.

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 -4 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 functions rolled into ASAP.gov - achieved
- 2) Streamlined problem diagnosis / system process - ongoing through FY 2018
- 3) Alignment with Treasury's enterprise architecture - ongoing
- 4) Elimination of duplicative FPA payment systems - achieved
- 5) O&M savings - ongoing
- 6) Customer satisfaction - ongoing
- 7) Repurpose development resources - ongoing

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:

Agency Strategic Plan / Annual Performance Plan: ASAP aligns with the Treasury Strategic Goal #1: Promote domestic economic growth and stability while continuing reforms of the financial system, and strategic objectives 1.4: Facilitate commerce by providing trusted and secure US currency, products, and services for use by the public. ASAP is both an information and payments system, and a shared service that can be utilized to make timely and accurate payments.

Other Requirement: 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 2016 accomplishments include:

- Release 22.0 Payment Information Repository Phase 2 & Treasury Account Management and Monitoring Information (TAMMI) Phase 1 Implementation
- Release 23.0 Post-Payment System Interface & Infrastructure Updates
- Continued and supported all production efforts
- Continued to achieve stated benefits

FY 2017 objectives include:

- Complete Fiscal Agent Consolidation Efforts
- Release 24.0 HSPD-12 & Agency Requested Enhancements
- Release 25.0 Same Day ACH
- Continue all production efforts and required infrastructure upgrades.

FY 2017 and beyond development and operations objectives will 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.

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	03/31/2017
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	03/31/2017
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	Strategic and Business Results	Over target	Monthly	Percent	99.99	100.00	03/31/2017

the Fiscal Services strategic goal of Timely, Accurate and Efficient Disbursement of Federal Payments.							
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	03/31/2017
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	03/31/2017

Investment Name: Central Accounting Services (CAS)

Type of Investment: Major IT Investment

Description:

Central Accounting Services (CAS) includes CARS, SDAS, CASH TRACK, FCAS, DIMS, GTAS, GFRS, GAIS and IPAC systems. It provides a central point and location for all government-wide accounting data and reports within Fiscal Service.

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

Type	2015 and Prior Actual	2016 Actual	2017 Enacted	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 and Beyond Estimated	Total
DME Costs		24.10	14.95	13.90	13.03	13.29	N/A	N/A	79.28
O&M Costs		49.94	62.52	63.02	63.15	64.40	N/A	N/A	303.03
Total Costs		74.04	77.47	76.92	76.18	77.70	N/A	N/A	382.30

Number of FTE		271.84	247.81	247.62	244.67	250.91	N/A	N/A	1262.85
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Summary of Purpose, Goals, and Benefits:

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 CARS, DIMS, CASH TRACK, FCAS, GTAS, GFRS, and 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:

This investment consolidates the previous CARS (M), SDAS (M), FIRST (NM), GAIS (NM), IPAC (NM), and FCAS (NM). 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:

Audit Finding or Material Weakness: Eliminate all material weaknesses in the FR related to Treasury's systems, policies, and procedures used to collect and consolidate government-wide financial information by 2019.

Agency Strategic Plan / Annual Performance Plan: CAS helps adopt uniform accounting, reporting, and data standards and systems; produces timely and accurate financial information that contributes to the improved quality of financial decision-making; and provides support,

guidance, and training to assist FPAs in improving their government-wide accounting and reporting responsibilities. These requirements support Treasury's Strategic Objective 3.1, "Improve the efficiency and transparency of federal financial management and government-wide accounting".

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 and beyond objectives include:

- Incorporate OMB and DATA Act requirements into the CARS system.
- 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.
- 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 2.0 of G-Invoicing to enable Personal Identify Verification (PIV-I), centralized user administration and conversion to ISIM.
- Successfully implement G-Invoicing release 2.1 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

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	03/31/2017
Submit accurate Daily Treasury Statement (Tables IIIA and IIIC) information each business day. (DIMS)	Financial Performance	Over target	Monthly	Percentage	100.00	100.00	03/31/2017
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	03/31/2017
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	03/31/2017
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	03/31/2017
FCAS will produce required reports within 45 days of quarter end.	Strategic and Business Results	Over target	Quarterly	Percentage	100.00	100.00	03/31/2017
Deliver agency trial balance data to key stakeholders following each reporting. (GTAS)	Customer Satisfaction (Results)	Over target	Monthly	Percentage	100.00	100.00	03/31/2017
GFRS System Availability	Customer Satisfaction (Results)	Over target	Monthly	Percentage	99.00	99.00	03/31/2017

Investment Name: Debit Gateway

Type of Investment: Major IT Investment

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	2015 and Prior Actual	2016 Actual	2017 Enacted	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 and Beyond Estimated	Total
DME Costs	18.56	1.44	1.57	1.47	1.46	1.68	1.74	1.79	29.71
O&M Costs	41.19	6.33	8.28	8.52	8.60	9.02	9.23	9.45	100.62
Total Costs	59.75	7.77	9.85	9.99	10.06	10.70	10.97	11.24	130.33

Number of FTE	13.00	2.48	2.48	2.48	2.48	2.48	N/A	N/A	25.40
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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 other Fiscal Service systems and 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. These systems depend on the Debit Gateway for an important critical part of

their daily operations (i.e., the completion of the collections function through the settlement process).

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 26.33 percent over the period FY 2016 through FY 2020.

Requirements/ Benefits/ Mandates:

Agency Strategic Plan / Annual Performance Plan: Aligns with Treasury Strategic Plans for FY 2014 - FY 2017. Specifically, it aligns to Treasury Strategic Goal 1: Promote domestic economic growth and stability while continuing reforms of the financial system; and Treasury Strategic Objective Goal 1: Strategic objectives 1.1 - 1.4.

Presidential Priority: The Debit Gateway is a designated Treasury critical infrastructure and key resource (CI/KR) and is subject to Homeland Security Presidential Directive (HSPD)-7, which was superseded by PDD-63. A Critical Infrastructure Dependency and Interdependency Analysis for Debit Gateway was completed in March 2012. Based on this analysis, the Debit Gateway was found to have zero single points of failure. The CI/KR's and assets directly in contact with the Debit Gateway application have sufficient, redundant or alternate means to ensure the continued functionality of Debit Gateway in the event of failures of any of the components that are documented and tested annually, or as warranted by major system changes.

Accomplishments and Future Objectives:

FY 2016 accomplishments included:

- The implementation of Release 1.9 which allowed the Debit Gateway (DG) to decrease the time it takes to save historical data, enhanced return descriptions to assist collection channels, and ensured compliance with NACHA rules. Also, the release implemented phase 1 of Extract, Transform, Load (ETL) enhancements for moving DG operations data to History database to improve performance, error handling and maintainability.
- Release 1.10 completed a new process to save historical data, added an automated calendar to replace the manual calendar, added new return codes, and enhanced the ability of the DG to handle returns, and corrected some backlogged minor defects. Phase 2 of Extract, Transform and Load (ETL) was implemented.

FY 2017 and beyond objectives include:

- Debit Gateway will continue to have two 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. DG will define the optimal Recovery Time Objective (RTO); plan and execute Debit Gateway resiliency independent assessment.
- Work with Fiscal Service to assess and implement cyber security measures which includes: Encrypt account numbers in the database and purge transaction data history quarterly after 7 years.
- Implement same-day ACH initiative contingent upon 31CFR210 changes accepting Same Day ACH for US Government transactions.

- Investigate Duplicate Detection tools for industry best practices.
- Implement User Interface redesign for improved performance.

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

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	03/31/2017
Timely delivery of Agency report data to collection channels (by 10 am ET).	Customer Satisfaction (Results)	Over target	Monthly	Percentage	99.00	100.00	03/31/2017
ACH entries received by midnight are originated by 2:15 am ET.	Strategic and Business Results	Over target	Monthly	Percentage	99.00	100.00	03/31/2017
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	03/31/2017
Overall success rate of presentment.	Strategic and Business Results	Over target	Monthly	Percentage	99.00	99.39	03/31/2017
Percentage of time DG is available to customers during normal processing time.	Customer Satisfaction (Results)	Over target	Monthly	Percentage	99.00	100.00	03/31/2017

Investment Name: Debt Collection Services (DCS)

Type of Investment: Major IT Investment

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	2015 and Prior Actual	2016 Actual	2017 Enacted	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 and Beyond Estimated	Total
DME Costs	95.57	11.61	7.80	6.40	3.12	N/A	N/A	N/A	124.50
O&M Costs	71.78	15.80	13.92	15.50	13.63	N/A	N/A	N/A	130.63
Total Costs	167.35	27.41	21.72	21.90	16.75	N/A	N/A	N/A	255.13

Number of FTE	385.77	66.67	57.96	49.86	N/A	N/A	N/A	N/A	560.26
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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 Mandate: Debt Collection Improvement Act of 1996.

Agency Strategic Plan / Annual Performance Plan: Aligns with Treasury and Fiscal Service Strategic Plans for FY 2014 - FY 2017. Specifically, it aligns to Fiscal Service Strategic Goal One: Serve as a catalyst for effective government through initiative and innovation; Strategic Goal Two: Cultivate an engaged, highly effective and skilled workforce; Strategic Goal Three: Deliver exceptional programs and services; and Strategic Goal Four: Promote data transparency and usefulness as a public good.

Other Requirement: Debt Collection Services (DCS) is mission-critical to the Fiscal Service in carrying out its responsibilities under the DCIA and collecting over \$7 billion annually in delinquent debt.

Accomplishments and Future Objectives:

FY16 Accomplishments:

CSNG

- 1) Completed requirements session with all major business areas.
- 2) New CSNG environments configured.

TOP

- 1) Started using DIR for as our Accounting Source to FACDR.
- 2) Began offset of SSA Prior Month Accrual
- 3) Changed Matching logic for IRS Alternative Names to use Primary Name Control from PaymentFile.
- 4) Implemented incremental backups.

DIR

- 1) Completed the CRS November, April, and September releases.
- 2) Completed major updates to the CRS reports.
- 3) Completed the Accounting Phase I initiative - the FACDR file is now produced in DIR.
- 4) Completed ETL updates to support the DMS Education Pilot.
- 5) Completed updates to assist in the TROR DATA Act transition and TROR technical refresh.
- 6) Completed effort to ingest FedDebt audit tables and other Cross Servicing tables into the DIR.
- 7) Completed TOP Data reload/resync release.
- 8) Completed release to update views in the FIR.
- 9) Completed DIR/TOP interface phase 1.

FedDebt

- 1) 4.34 Tech Refresh Phase I.
- 2) 4.36 Maintenance CR Release.
- 3) 4.37 AWG Release.
- 4) 4.38 CBR/Autodialer Release.
- 5) 4.39 CR Release.
- 6) 4.40 TOP Sync Phase I.

IDMS

- 1) Legacy IDM data import is complete.
- 2) Elyton03 System decommission can begin.
- 3) Application Stress test to begin tomorrow, and facilitated by DMS integrator Latonia Williamson.
- 4) Oracle Licenses for DR DB server have been acquired, and DBA's are working to acquire licenses for Preproduction.

FY17 Future Objectives:

CSNG

- 1) Complete configurations for Phase 1 of project.
- 2) Complete end-user training.
- 3) Implement CSNG into production.

IDMS

- 1) Perform version upgrade on the COTS application from 7.4 to 8.1.
- 2) Implement Comprehensive Correspondence effort to capture, index, and automate debt management correspondence into a paperless electronic workflow/case management system.
- 3) Reduce the amount of stored documents to comply with the approved records schedule.

DIR

- 1) Develop, test, and implement DIR integration with CSNG.
- 2) Complete ISS Infosphere and WebFocus upgrade/technical refresh projects.
- 3) Begin the process of developing and testing the new DMS Accounting System, currently planned for inclusion under the DIR umbrella.
- 4) Complete phases 2, 3, and 4 of DIR/TOP interface.

FedDebt

- 1) 4.41 Tech Refresh Phase II.
- 2) 4.42 CR Release.
- 3) 4.43 IAI.
- 4) WebFocus.
- 5) One Release by KC FRB.

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	7.14	09/30/2016
Online system uptime as a percentage of scheduled system uptime	Customer Satisfaction (Results)	Over target	Monthly	Percentage	98.00	100.00	03/31/2017
Severity 1 production problems for all applications in the investment	Strategic and Business Results	Under target	Monthly	Number	5.00	2.00	03/31/2017
Percentage of total incoming TOP calls handled by automation.	Strategic and Business Results	Over target	Quarterly	Percentage	90.00	99.00	03/31/2017
Amount of delinquent debt collected for every \$1 spent, per delinquent debt collections.	Financial Performance	Over target	Annual	Dollars	37.00		

Investment Name: Do Not Pay (DNP)

Type of Investment: Major IT Investment

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	2015 and Prior Actual	2016 Actual	2017 Enacted	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 and Beyond Estimated	Total
DME Costs	25.55	4.06	5.33	4.81	4.17	0.29	N/A	8.59	52.80
O&M Costs	17.49	6.63	13.31	13.46	14.08	14.54	N/A	14.35	93.86
Total Costs	43.04	10.69	18.64	18.27	18.25	14.83	N/A	22.94	146.64

Number of FTE	155.00	4.00	4.00	4.00	4.00	4.00	N/A	47.00	222.00
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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 achieved \$37.61 million in gross cost-savings in FY 2016. In

addition, by centralizing data, the DNBC estimates nearly \$0.96 million in gross cost-avoidance in FY 2016, for a total of \$38.07 million for FY 2016.

Requirements/ Benefits/ Mandates:

Legislative Mandate: Improper Payments Elimination and Recovery Act of 2010 (IPERA) requires agencies to assess their level of improper payments and establish internal controls to mitigate improper payments. Improper Payments Elimination and Recovery Improvement Act of 2012 (IPERIA) calls for the establishment of a "Do Not Pay Working System" and requires all Executive Branch agencies to review, as appropriate the five databases listed in the June 2010 Presidential Memorandum Enhancing Payment Accuracy Through a "Do Not Pay List" prior to making a payment or award.

Federal Improper Payments Coordination Act of 2015 expands DNP authority to non-legislative entities.

Agency Strategic Plan / Annual Performance Plan: Aligns with the Treasury and Fiscal Service Strategic Plan for Fiscal Years 2014 - 2017.

Presidential Priority: The President Memorandum Enhancing Payment Accuracy Through a "Do Not Pay List" collectively referred to five data sources as the "Do Not Pay List" and called for the establishment of a single point of entry to access these databases. DNP serves as this single point of entry.

Other Requirement: 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 2016 accomplishments:

- Developed and refined automated business rules to payments matched through the Do Not Pay Portal
- Expanded the number of available data sources to assist agencies in identifying and preventing improper payments
- Pursued designation of Do Not Pay data sources in "Treasury's Working System"
- Developed web services capability to assist integration into agency business process
- Developed a standard report summarizing agency usage of the Do Not Pay Portal.

FY 17 Objectives:

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

Details of Useful Life Period:

Year the investment began: 2012

End Year of the current planning cycle: 2020

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

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	1.00	04/05/2017
Number of incidents which delay processing of continuous monitoring files beyond 24 hour turnaround	Strategic and Business Results	Under target	Monthly	Count	1.00	1.00	04/05/2017
Number of incidents which delay processing of payment integration files beyond 24 hour turnaround	Strategic and Business Results	Under target	Monthly	Count	1.00	1.00	04/05/2017

Investment Name: Electronic Federal Tax Payment System (EFTPS)

Type of Investment: Major IT Investment

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	2015 and Prior Actual	2016 Actual	2017 Enacted	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 and Beyond Estimated	Total
DME Costs	66.19	9.04	18.12	12.52	12.76	13.01	N/A	N/A	131.64
O&M Costs	631.48	101.77	113.40	111.57	107.04	108.08	N/A	N/A	1173.34
Total Costs	697.67	110.81	131.52	124.09	119.80	121.09	N/A	N/A	1305.00

Number of FTE	43.00	6.00	6.00	N/A	N/A	N/A	N/A	N/A	55.00
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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:

Agency Strategic Plan / Annual Performance Plan: Aligns with the U.S. Department of the Treasury Strategic Plan for Fiscal Years 2014 - 2017. Aligns with Treasury Strategic Plans for FY 2014 - FY 2017. Specifically, it aligns to Treasury Strategic Goal 1: Promote domestic economic growth and stability while continuing reforms of the financial system; and Treasury Strategic Objective Goal 1: Strategic objectives 1.1 - 1.4.

Other Requirement: All Electronic Treasury
Treasury Directive 9507 Regulation 153340-09.

Accomplishments and Future Objectives:

FY 2016 and beyond future objectives include implementing the following requirements and functionality:

- Increase direct pay capacity
- Midrange phase 1&2
- FY2016 Credit Card Changes
- EFile 2016 Balance due
- Direct Pay Enhancements
- FATCA update
- Tax Type 5065X ISRP
- EFTPS Linkage third party Payer phase 2

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.

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	99.99	02/28/2017
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	99.79	02/28/2017
Accuracy of Paper Enrollment Data Captured	Customer Satisfaction (Results)	Over target	Monthly	Percentage	99.50	100.00	02/28/2017
Reports transmitted late	Customer Satisfaction (Results)	Under target	Monthly	Percentage	0.00	0.00	02/28/2017
Payment Dollars Received	Financial Performance	Over target	Annual	Trillions of Dollars	2.60	2.71	09/30/2016
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	99.99	02/28/2017
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	02/28/2017

Investment Name: Financial Management Line of Business (FMLOB)

Type of Investment: Major IT Investment

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	2015 and Prior Actual	2016 Actual	2017 Enacted	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 and Beyond Estimated	Total
DME Costs	13.07								13.07
O&M Costs	3.99	4.09	6.30	6.33	6.37	6.41	6.51	13.33	53.33
Total Costs	17.06	4.09	6.30	6.33	6.37	6.41	6.51	13.33	66.40

Number of FTE	11.21	11.50	21.00	21.00	21.00	21.00	21.00	42.00	169.71
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Summary of Purpose, Goals, and Benefits:

The primary beneficiaries of the investment include federal agencies as they move to implement financial systems or financial system solutions that reduce costs 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 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 benefits at this time. Neither the CFO Council nor OMB has earmarked current or future funding to conduct an AA/CBA. Given the absence of benefits, the ROI for the FMLOB investment is -100%.

Requirements/ Benefits/ Mandates:

- Legislative Mandate:*** - Chief Financial Officers Act of 1990;
- Federal Financial Management Improvement Act of 1996;
- Information Technology Management Reform Act of 1996 (ITMRA or Clinger-Cohen Act of 1996) 40 U.S.C. 11302;
- Economy Act, 31U.S.C.1535;
- OMB Memoranda M-16-11;
- OMB Memoranda M-13-08.

Agency Strategic Plan / Annual Performance Plan: Aligns with the Treasury and Fiscal

Service Strategic Plans for Fiscal Years 2014 - 2017. Specifically, it aligns to Fiscal Service Strategic Goal #5, "Create a 21st-century approach to government by improving efficiency, effectiveness, and customer interaction".

Other Requirement: OMB designated Treasury as the FMLOB Managing Partner in FY 2013 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. FMLOB is also supported by Office of Management and Budget (OMB) Memoranda M-13-08 and M-16-11.

Accomplishments and Future Objectives:

FY 2016 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;
- embarking on a solution to develop a pre-configured FM system starting point for each major Federal financial software brand through standardizing functional requirements; and
- developing a Product Control Board that informs on future FM policy and serves as a change management board for commonly used systems/or services.

FY 2017 and beyond objectives include:

- defining, analyzing, and implementing solutions that will enable improved financial management systems and operational solutions for the financial management community using an innovative and government-wide approach. Specific focus will be on continuing to meet OMB Memoranda 16-11 requirements focused on defining the processes and business rules associated with financial management business functions; shaping existing or informing future policy by coordinating input from the FM stakeholder community and making recommendations to the appropriate policy authority (e.g., Treasury, OMB); and by developing and managing a change management process for commonly used systems and/or services that ensures one Government voice of the user community.

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.

Investment Name: Fiscal Agent Infrastructure Services (FAIS)

Type of Investment: Major IT 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	2015 and Prior Actual	2016 Actual	2017 Enacted	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 and Beyond Estimated	Total
DME Costs	71.14	12.15	18.44	13.93	11.96	11.96	N/A	11.96	151.54
O&M Costs	346.41	73.38	74.01	82.72	85.95	85.95	N/A	85.95	834.37
Total Costs	417.55	85.53	92.45	96.65	97.91	97.91	N/A	97.91	985.91

Number of FTE	65.00	3.00	3.00	3.00	3.00	3.00	N/A	3.00	83.00
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Summary of Purpose, Goals, and Benefits:

FAIS investment includes the Treasury Web Application Infrastructure (TWA), 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. TWA 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 TWA environment on behalf of the Fiscal Service.

The investment's goals and anticipated benefits include:

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

Return on Investment:

As of June 2016, the estimated five year return on investment for the FAIS investment is 5.74 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:

Agency Strategic Plan / Annual Performance Plan: Aligns with Treasury and Fiscal Service

Strategic Plans for FY 2016 - FY 2019. Specifically, it aligns to Fiscal Service Strategic Goal #3, "Deliver exceptional programs and services".

Accomplishments and Future Objectives:

FY 2016 accomplishments include:

1. East Rutherford Operations Center (EROC) annual FISMA compliance disaster recovery exercise completed August 2016.
2. CIR - completed infrastructure ready for EROC contingency site and received/deployed application code to Dallas. Successful transition of 4 trading partners to File Transfer Gateway in CIR production environment.
3. Rapid Provisioning - received commitment from nine business applications to move forward with Rapid Provisioning Phase II project.
4. DNP Long Term Analytics - round 2 of hotfixes applied to QA and production environments.
5. PPS - new FT environment completed as 'Infrastructure Ready'. Implemented version 2.1.
6. Dallas Operations Center annual FISMA compliance disaster recovery exercise successfully completed February 2016. A total of nine applications participated in the DRE with four applications (Debit Gateway, OTCnet, Forecasting and Electronic Check Processing) operating at their alternate site (EROC) for a two week extended stay.
7. Navy Cash - application deployment/test in progress in QAC/QAF environment. Application interfaces with PNC (C:D, MQ, Secured Transport) established and tested.
8. BMS - application was successfully moved to the production environment.
9. TWAI 2016 releases - 70 total releases (major releases - 10; minor releases - 27; patch releases - 33)

FY 2017 key initiatives for 2017 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 the newest versions of Solaris and Red Hat Enterprise Linux (RHEL) platforms 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, Private 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

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	03/31/2017
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	03/31/2017
Total Open Audit Findings	Strategic and Business Results	Under target	Monthly	Total Open Audit Findings and Observations	49.00	14.00	03/31/2017
Problem Work Days to Root Cause for Priority 1 Incidents	Strategic and Business Results	Under target	Monthly	Number of Days	15.00	0.00	03/31/2017
Number of SOW Projects Currently not on Schedule	Financial Performance	Under target	Monthly	Count	2.00	0.00	03/31/2017

Investment Name: Fiscal IT Infrastructure Services (FIIS)

Type of Investment: Major IT Investment

Description:

Fiscal IT Infrastructure Services (FIIS) is a collection of end user systems and support, mainframe and servers and support services, and telecommunications costs structured as Platform, Infrastructure, and Workplace as Services projects.

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

Type	2015 and Prior Actual	2016 Actual	2017 Enacted	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 and Beyond Estimated	Total
DME Costs	0.00	23.34	18.45	18.81	19.19	19.56	19.90	19.90	139.15
O&M Costs	0.00	112.91	114.16	116.57	119.59	122.09	124.41	124.41	834.14
Total Costs	0.00	136.25	132.61	135.38	138.78	141.65	144.31	144.31	973.29

Number of FTE	0.00	269.00	312.06	312.06	317.00	321.25	324.97	324.97	2181.31
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Summary of Purpose, Goals, and Benefits:

The Fiscal IT Infrastructure Services (FIIS) investment provides Infrastructure as a Service (IaaS), Platform as a Service (PaaS), and Workplace as a Service (WaaS) to support the Bureau's IT infrastructure and users. The IaaS offering includes IT System Hosting and Trusted Internet Connection (TIC) subservices. The PaaS offering is comprised of Application Hosting and supports Web and Windows based applications. The WaaS offering includes Desktop, Mobile Device, and Unified Communication subservices. 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 September 2016, 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. Due to the FY 2016 consolidation of the FIIS investment, and a holistic view of funding involved to support Fiscal Services' infrastructure services, the return on investment was re-assessed. This resulted in the identification of these services as providing a complete return on investment since all funding would need to be used to procure the services if not provided by the Fiscal Service.

Requirements/ Benefits/ Mandates:

Agency Strategic Plan / Annual Performance Plan: Aligns to Treasury Strategic Goal #1: Promote domestic economic growth and stability while continuing reforms of the financial system. FIIS also aligns to the four Strategic Objectives related to Strategic Goal #1. Objective 1.1: Promote savings and increased access to credit and affordable housing options.

Objective 1.2: Wind down emergency financial crisis response programs. Objective 1.3: Complete implementation of financial regulatory reform initiatives, continue monitoring capital markets, and address threats to stability. Objective 1.4: Facilitate commerce by providing trusted and secure U.S. currency, products, and services for use by the public.

Accomplishments and Future Objectives:

Objectives for the FIIS investment include continuing to provide support for mainframe processes, servers, data center facilities, peripherals, data storage, and network devices. The investment enables the 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.

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 IaaS, PaaS, and WaaS customer satisfaction survey results ratings good (4.00) to excellent (5.00).	Customer Satisfaction (Results)	Over target	Monthly	Percentage	85.00	94.64	03/31/2017
Incident Resolution - Percentage of IaaS, PaaS, and WaaS incident resolution time met. (Incidents considered met when resolved within established time frames.)	Strategic and Business Results	Over target	Monthly	Percentage	80.00	93.27	03/31/2017
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	03/31/2017
Service Request Resolution - Percentage of IaaS, PaaS, and WaaS service requests resolved on time. (Requests considered met when resolved within established time frames.)	Strategic and Business Results	Over target	Monthly	Percentage	85.00	94.33	03/31/2017

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	03/31/2017
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Investment Name: International Treasury Services (ITS.gov)

Type of Investment: Major IT Investment

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	2015 and Prior Actual	2016 Actual	2017 Enacted	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 and Beyond Estimated	Total
DME Costs	16.35	5.48	4.45	4.78	4.97	5.32	N/A	N/A	41.35
O&M Costs	26.55	6.24	9.73	9.53	9.66	10.07	N/A	N/A	71.78
Total Costs	42.90	11.72	14.18	14.31	14.63	15.39	N/A	N/A	113.13

Number of FTE	37.00	10.31	11.00	11.00	11.00	11.00	N/A	N/A	91.31
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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 2016 (FY to date as of 8/31/2016) ITS.gov processed 6.8 million payments valued at \$24 billion.

ITS.gov benefits include:

- secure, web-based payment and collections portal;
- eliminates multiple legacy foreign payment systems across government;
- reduces the need for agencies to maintain large cash balances outside of Treasury/
- provides OFAC screening as a shared service;
- expedites foreign payment settlement;
- automates processing to improve data integrity;
- supports manual and bulk file processing;
- on-demand, customizable electronic reporting capabilities;
- provides a distributed, stable processing platform with consolidated database support;
- secure, encrypted access controls; and
- separation of duties to ensure payment security and integrity.

Return on Investment:

ITS.gov return on investment is calculated at a combined 246 percent through savings and cost

avoidance through FY 2020. ROI decreased from last year due to a new Fiscal Service IT Cost Policy which standardized the costs reported in the Fiscal Service IT investments. Costs previously not reported within ITS.gov are now included as of FY 2016. ITS.gov provides a unique and valuable combination of international payment and collection capabilities and represents a valuable shared services provider for the federal Agency community. ITS.gov is a web-based international payments and collections application that provides federal agencies with the ability to use either automated batch or ad-hoc solutions to process international payments and collections. ITS.gov provides a single point of delivery to over 200 countries and territories and supports more than 100 foreign currencies. 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 cost savings. 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 has achieved large savings by supporting both spot and guaranteed advanced exchange rate options.

ITS.gov provides valuable shared services with the enterprise OFAC screening tools that are integrated in the payment flow which allows other Treasury applications to leverage these capabilities to compare payments to various source lists without Fiscal Service incurring additional start-up or operating costs for each business line. Additionally, ITS.gov provides an international collection facility, which is being further automated to enhance the interface with Treasury's Credit Gateway application and Collection Information Repository (CIR). 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.

Accomplishments and Future Objectives:

FY 2016 accomplishments include:

- implemented new Direct Voucher System interface;
- technical Debt remediation to support the Fiscal Agent consolidation effort (ongoing);
- International Direct Deposit Country Expansion; and
- Fiscal Agent consolidation completion.

FY 2017 objectives include the following high priority initiatives:

- complete phase 1 of the ITS - Post Payment System interface development;
- complete phase 1 of the DOD NTDO conversion efforts;
- International Direct Deposit Country Expansion - a major SSA initiative;
- integrate and implement new Static Code Monitoring Systems;
- PPS Phase 2 to support integrated return payment notifications and processing;
- begin work on Payment Management 2020 Vision Initiative to develop new common standard input file support.

FY 2018 objectives include:

- ITS.gov will complete technical debt remediation to support the completion of the FRB transition;

- support Post Payment System phase 2 implementation;
- continue International Direct Deposit country expansion to support the Federal benefit agencies;
- implement infrastructure updates;
- support security enhancements; and
- implement the Payment Application Modernization (PAM) Acknowledgement enhancements.

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	03/31/2017
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	03/31/2017
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	03/31/2017
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	03/31/2017

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	03/31/2017
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Investment Name: Invoice Processing Platform (IPP)

Type of Investment: Major IT Investment

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	2015 and Prior Actual	2016 Actual	2017 Enacted	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 and Beyond Estimated	Total
DME Costs	22.74	3.58	5.49	0.00	0.00	0.00	N/A	N/A	31.81
O&M Costs	69.22	16.59	15.90	24.03	19.32	19.07	N/A	N/A	164.13
Total Costs	91.96	20.17	21.39	24.03	19.32	19.07	N/A	N/A	195.94

Number of FTE	22.00	6.00	6.00	6.00	6.00	N/A	N/A	N/A	46.00
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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 investment supports presentation of electronic orders, receipt of electronic invoices, automated routing and approval, and electronic notifications to ensure accurate and timely payments. 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 -53.19 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. It is expected that more agencies will complete implementation in 2017 and 2018. Per guidance this year, contra and allocated costs were included in the IPP submission which increased IPP's total cost. This change, 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 (17.97 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:

Agency Strategic Plan / Annual Performance Plan: Aligns with the Treasury Strategic Goal #1: Promote domestic economic growth and stability while continuing reforms of the financial system.

Presidential Priority: In July 2011, in support of President Obama's "Campaign to Cut Waste" across the federal government, Treasury announced that it was mandating that all Treasury bureaus implement the Invoice Processing Platform, formerly known as Internet Payment Platform, an electronic invoice processing solution, by the end of FY 2012. Additionally, in FY 2013, Treasury required that its commercial vendors submit their invoices using IPP. This mandate only applies to Treasury Bureaus and does not require additional government agencies to adopt IPP.

Other Requirement: 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.

Accomplishments and Future Objectives:

FY 2016 accomplishments for the IPP includes the following:

- on boarded 81 Federal Agencies;
- successfully deployed Release 3.5 and 4.0 into production;
- held the Third Annual IPP Agency Forum and Agency User Group Meeting in May 2016;
- hosted several Information Sessions that targeted CFO agencies that expressed interest in implementing IPP and supported the OMB E-Invoicing mandate;
- Fiscal Agent Consolidation Transition Plan for IPP (Intra-Governmental and Commercial IPP) was approved, and G-Invoicing will transition to FAO September 2016;
- successfully completed its Annual Assessment and received its Authorization to Operate (ATO) in June 2016;
- successfully completed the compliance with annual SSAE16 audit requirements;
- invoice volumes continually increased month-to-month for 2016 compared against 2015 volumes which reflects IPP's increased usage across the government.

FY 2017 objectives include implementing the following:

- increase of electronic invoicing transactions submitted through IPP;
- onboarding of additional agencies and suppliers;
- mapping Vendors TINS to DUNs Numbers;
- modifications to the PO Remaining Balance Report;
- configure Workflow Assignments;
- continue to support the FAC consolidation activities;
- report wizard enhancements;
- batch file feedback;
- separate tolerances for goods and services;
- support foreign currency;
- reconcile PO Remaining Balance Discrepancy and Collector Automated File Transfer;
- electronic invoicing enhancements;
- infrastructure modernization and optimization; and
- outreach expansion for agencies and suppliers.

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	99.00	99.00	03/31/2017
Major Software Releases and patches Deployed with No Service Disruption	Strategic and Business Results	Over target	Quarterly	Percentage	98.00	99.00	02/28/2017
Percentage of helpdesk calls answered within 60 seconds	Customer Satisfaction (Results)	Over target	Monthly	Percentage	80.00	96.00	03/31/2017
Number of Invoices processed in IPP (out of 31,000)	Strategic and Business Results	Over target	Monthly	Number	31000.00	38074.00	03/31/2017
The cost savings for invoices processed using IPP equates to \$15 cost savings per invoice.	Financial Performance	Over target	Monthly	Dollars	405000.00	571110.00	03/31/2017

Investment Name: IT Security and Compliance (ITSEC)

Type of Investment: Major IT Investment

Description:

Information Technology Security and Compliance (ITSEC) is a new investment in FY17/BY18 created to separately report security program costs as mandated by OMB.

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

Type	2015 and Prior Actual	2016 Actual	2017 Enacted	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 and Beyond Estimated	Total
DME Costs	0.00	0.00	13.99	14.05	N/A	N/A	N/A	N/A	28.04
O&M Costs	0.00	0.00	28.76	29.88	N/A	N/A	N/A	N/A	58.64
Total Costs	0.00	0.00	42.75	43.93	N/A	N/A	N/A	N/A	86.68

Number of FTE	0.00	0.00	72.00	83.00	N/A	N/A	N/A	N/A	155.00
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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. The goals of the costs associated with the ITSEC investment support 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. One of the benefits of annotating a security investment allows security resources and costs to be individually quantified and reflects the importance of security to the Fiscal Service mission. The investment also includes costs associated with privacy but does not include mission (non-IT) security and compliance. Costs associated with a specific system's Security Assessment and Accreditation (SA&A), Information System Security Officer (ISSO) labor costs, or any other cyber security costs that are not considered enterprise and are specifically related to an individual investment are not included.

Investment Name: Over the Counter Channel Application (OTCnet)

Type of Investment: Major IT Investment

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	2015 and Prior Actual	2016 Actual	2017 Enacted	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 and Beyond Estimated	Total
DME Costs	71.56	8.00	9.01	9.64	6.19	10.02	N/A	N/A	114.42
O&M Costs	44.64	13.10	12.21	11.48	15.13	11.91	N/A	N/A	108.47
Total Costs	116.20	21.10	21.22	21.12	21.32	21.93	N/A	N/A	222.89

Number of FTE	29.50	6.00	6.10	6.10	6.25	6.25	N/A	N/A	60.20
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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 has fully incorporated the functionality of the two legacy systems (PCC OTC and TGAnet) into OTCnet. TGAnet was decommissioned in June 2011 and all PCC OTC agencies were converted to OTCnet in 2012. PCC OTC has been de-activated for all agency access and it was fully decommissioned at the infrastructure level in August 2013. Additional conversion activities in 2012 included converting agencies from CashLink and Ca\$hLink II, to OTCnet to support Ca\$hlink II decommissioning. 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 replaces 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:

Agency Strategic Plan / Annual Performance Plan: Aligns with the U.S. Department of the Treasury Strategic Plan for Fiscal Years 2014 - 2017. Aligns with Treasury Strategic Plans for FY 2014 - FY 2017. Specifically, it aligns to Treasury Strategic Goal 1: Promote domestic economic growth and stability while continuing reforms of the financial system; and Treasury Strategic Objective Goal 1: Strategic objectives 1.1 - 1.4. Also aligns to the Bureau of the Fiscal Service Strategic Plan for Fiscal Years 2014-2017.

Accomplishments and Future Objectives:

FY 2016 accomplishments include a technology upgrade primarily focusing on the application's compatibility with the latest Internet Explorer browser versions and improving the design of the user interface pages. The goal was to move away from custom developed frameworks and be more readily integrated with other frameworks and current technologies.

FY 2017 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

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	03/31/2017
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	03/31/2017
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	99.00	03/31/2017
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	03/31/2017
Monthly customer service telephone call abandonment rate will not exceed 3%	Customer Satisfaction (Results)	Under target	Monthly	%	3.00	0.84	03/31/2017

Investment Name: Pay.gov

Type of Investment: Major IT Investment

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	2015 and Prior Actual	2016 Actual	2017 Enacted	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 and Beyond Estimated	Total
DME Costs	50.26	3.97	3.83	4.73	5.06	5.20	N/A	N/A	73.05
O&M Costs	125.01	13.21	18.45	19.24	19.93	20.53	N/A	N/A	216.37
Total Costs	175.27	17.18	22.28	23.97	24.99	25.73	N/A	N/A	289.42

Number of FTE	39.00	5.00	5.00	5.00	5.00	5.00	N/A	N/A	64.00
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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; resulting in a cost avoidance.

Requirements/ Benefits/ Mandates:

Agency Strategic Plan / Annual Performance Plan: Aligns with Treasury Strategic Plans for FY 2014 - FY 2017. Specifically, it aligns to Treasury Strategic Goal 1: Promote domestic economic growth and stability while continuing reforms of the financial system; and Treasury Strategic Objective Goal 1: Strategic objectives 1.1 - 1.4.

Accomplishments and Future Objectives:

FY 2016 accomplishments include collecting \$136 billion dollars through 159 million transactions while increasing agency applications to 2610. Pay.gov exceeded the projection to process 138 million transactions worth \$120 billion. Pay.gov met its goal for system availability of 99.8 percent. Planned milestones include: Implement Digital Wallet #3 provider to offer another online payment option for customers, implement Master Case in support of the Treasury Centralized Reporting System's use of the eBilling service, implement ACH Credit as a Pay.gov Payment option to support high dollar and business customers, transition online reports used by agencies and administrators from WebFOCUS to Jasper or Business Intelligence and Reporting Tools (BIRT) and infrastructure changes to support environmental upgrades.

FY 2017 objectives include collecting \$132 billion dollars through 168 million transactions while increasing agency applications to 1000. The system availability goal is 100 percent. Planned milestones include: Implement enhancements to new Agency user interface, including Payer Profile and Company Profile. Introduce a new Administrative user interface. Implement technology and process-based tactics to strengthen the demonstrated level of Operation Excellence as measured by downtime, stability, scalability, and availability. Implement Fraud prevention and detection measures, improvements to Operational Resiliency and Cybersecurity measures.

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 \$11.0B per month in FY17	Strategic and Business Results	Over target	Monthly	Billions of dollars collected	11.00	13.04	03/31/2017
Process 14. million collection transactions per month in FY17	Financial Performance	Over target	Monthly	Millions of transactions processed	14.00	16.43	03/31/2017
Maintain system availability of 99.8%	Customer Satisfaction (Results)	Over target	Monthly	system availability %	99.80	100.00	03/31/2017
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	03/31/2017
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	03/31/2017

Investment Name: Payment Services (PS)

Type of Investment: Major IT Investment

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	2015 and Prior Actual	2016 Actual	2017 Enacted	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 and Beyond Estimated	Total
DME Costs	0.00	18.87	16.71	19.46	19.88	16.37	N/A	N/A	91.29
O&M Costs	0.00	24.29	29.44	27.85	28.15	28.62	N/A	N/A	138.35
Total Costs	0.00	43.16	46.15	47.31	48.03	44.99	N/A	N/A	229.64

Number of FTE	0.00	154.04	147.60	150.39	149.93	130.09	N/A	N/A	732.05
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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 -72.65 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:

Agency Strategic Plan / Annual Performance Plan: Aligns with the Treasury and Fiscal Service Strategic Plans for Fiscal Years 2014-2017. Payment Services aligns to Treasury's Strategic Goal 1, "Promote domestic economic growth and stability while continuing reforms of the financial system" More specifically, it aligns to Strategic Objective 1.4 "Facilitate commerce by providing trusted and secure U.S. currency products and services for use by the public" Domestic payments originated through the Payment Services investment are screened through Do Not Pay and Treasury Offset Program to ensure payments are made securely and properly.

Accomplishments and Future Objectives:

The FY 2017 and beyond objectives primarily focus on enhancements that will provide value to users and streamline processing. Part of this is fully removing legacy payment processing code, systems, and formats that have been replaced with more current technology and have standardized domestic payment issuance for the federal government. Security enhancements are underway to require PIV cards as part of the logon credential standards for Fiscal Service systems by federal employees in other agencies.

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	1.00	03/31/2017
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	03/31/2017
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	03/31/2017
Percentage of System Availability during Normal Operations (PAM)	Customer Satisfaction (Results)	Over target	Monthly	% of System Availability	1.00	1.00	03/31/2017
Percentage of System Availability during Normal Operations (NTAP)	Customer Satisfaction (Results)	Over target	Annual	% of System Availability	99.00	100.00	10/31/2016
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	03/31/2017
Number of Unscheduled Outages (PRinCE)	Strategic and Business Results	Under target	Quarterly	Number of instances	0.00	0.00	03/31/2017
DSSV System Availability	Customer Satisfaction (Results)	Under target	Monthly	Hours of Downtime	4.00	0.00	03/31/2017
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	03/31/2017
Percentage of System Availability during Normal Operations (CO Training)	Customer Satisfaction (Results)	Over target	Annual	% of System Availability	98.00	100.00	10/31/2016

Investment Name: Post Payment Services

Type of Investment: Major IT Investment

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	2015 and Prior Actual	2016 Actual	2017 Enacted	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 and Beyond Estimated	Total
DME Costs	0.00	11.22	16.34	12.87	7.24	0.00	0.00	0.00	47.67
O&M Costs	0.00	24.98	40.32	41.13	36.14	7.77	7.16	14.33	171.83
Total Costs	0.00	36.20	56.66	54.00	43.38	7.77	7.16	14.33	219.50

Number of FTE	0.00	49.16	50.64	28.12	21.75	11.00	11.00	22.00	193.67
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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 project, and expects to achieve a five year ROI of 236.68 percent with a break-even point in FY 2017. 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:

Agency Strategic Plan / Annual Performance Plan: Aligns with the Treasury and Fiscal Service Strategic Plans for Fiscal Years 2014-2017. Post Payment Services supports Treasury Strategic Goal #1: Promote domestic economic growth and stability while continuing reforms of the financial system. Post Payment Services will provide a single source, efficient and modern post payment processing environment, while replacing legacy systems. Post Payment Services consolidation of Fiscal Service's post payment systems will reduce costs associated with the maintenance of legacy systems, eliminate redundancy of data across systems, and provide one-stop payment aftermath processing.

Accomplishments and Future Objectives:

In FY 2017, PPS Release 3.0 will be implemented and include accounting functionality, and the establishment of a parallel production simulation model for a full year. Production tests will ensure complete accuracy of all incoming and outgoing agency data transfers prior to the accounting model going live with PPS Release 4.0. PPS Release 3.0 will also transfer cancellations processing from the legacy PACER system to PPS. During 2017, a significant portion of legacy TRACS and PACER functionality will move to PPS, and establish PPS as the Treasury system of record for payments. PPS will become responsible for: processing of claim and cancellation transactions; generation of accounting events, reports, and interface files; and storage of all data related to payments and cancellations.

In FY 2017 and beyond, PPS plans to implement Release 4.0, 5.0 (FY 2018), and 6.0 (FY 2019). Functionality will include that of CTS, TRACS, 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 an interactive Portal. Release 5.0 will transfer remaining functionality from legacy systems PACER and TCIS, 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.

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	1.00	03/31/2017
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	03/31/2017
Percentage of ad hoc query request are processed within 48 hours	Strategic and Business Results	Over target	Monthly	Percentage	0.97	1.00	03/31/2017
Percentage of payee object file updated within 24 hours of activity	Strategic and Business Results	Over target	Monthly	Percentage	0.97	1.00	03/31/2017
TCIS Percentage of published hours of availability	Customer Satisfaction (Results)	Over target	Monthly	percentage	0.96	0.98	03/31/2017
PACER: System Response Time for requests	Customer Satisfaction (Results)	Over target	Monthly	seconds	2.00	1.00	03/31/2017
Suspect payment amount.	Financial Performance	Over target	Monthly	dollars	0.13	0.73	03/31/2017
TRACS Percentage of published hours of availability of the TRACS application	Customer Satisfaction (Results)	Over target	Monthly	percentage	0.98	0.99	03/31/2017
TRACS Ad-Hoc Query requests are processed within 48 hours	Customer Satisfaction (Results)	Over target	Monthly	percentage	0.98	0.99	03/31/2017

Investment Name: Retail Securities Services (RSS)

Type of Investment: Major IT Investment

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	2015 and Prior Actual	2016 Actual	2017 Enacted	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 and Beyond Estimated	Total
DME Costs	64.51	11.36	7.76	13.98	5.04	2.58	N/A	N/A	105.23
O&M Costs	177.10	27.02	29.85	28.03	31.31	32.61	N/A	N/A	325.92
Total Costs	241.60	38.38	37.61	42.01	36.35	35.19	N/A	N/A	431.15

Number of FTE	542.00	88.68	94.71	107.21	77.28	75.47	N/A	N/A	985.35
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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 (FY2016 - FY2020) is estimated to be 77.54 percent. 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. 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 long-term project 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 system with more streamlined functionality that will appeal to a wider and more diverse clientele. In addition to developing new application, 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 reduce IT foot-print.

Requirements/ Benefits/ Mandates:

Legislative Mandate: - 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.

Agency Strategic Plan / Annual Performance Plan: This investment aligns with the following Bureau strategic goals.

- Goal One: Serve as a catalyst for effective government through initiative and innovation.

- 1.1 Model the way for transformation of financial management.

- 1.2 Promote good stewardship of the public's money.

- Goal Two: Cultivate an engaged, highly effective, and skilled workforce.

- 2.3 Establish an effective, integrated organizational infrastructure.

- Goal Three: Deliver exceptional programs and services.
- 3.2 Sponsor new electronic strategies that expand ways for the public and agencies to do business with the government.
- 3.3 Simplify user experience.
- 3.4 Administer a strong strategic, tactical and operational planning process.
- 3.5 Utilize effective project management.

Accomplishments and Future Objectives:

The accomplishments for RSS in FY16 were:

- completed the IRS reporting changes for TreasuryDirect (TD);
- completed the FY16 portion of on-going TD enhancements to better ingrate the system into Retail's overall business processes;
- successfully upgraded the Treasury Retail E-services (TRES) application to operate with an I.E. 11 browser;
- completed the FY16 portion of on-going TRES enhancements to implement deferred enhancements and improve the system's inter-operability;
- successfully upgraded Retail's various small operational support applications to operate on a Windows 7 platform;
- completed the build out of the enterprise service bus for the Treasury Retail Investment Manager (TRIM); and
- continued on-going development on the core framework for TRIM.

The planned efforts for FY17 and beyond are:

- complete the development of the TRIM core framework;
- complete the on-going TD enhancements to better ingrate the system into Retail's overall business processes;
- complete testing and implement the final deferred enhancements to TRES;
- develop a smaller and more efficient application to process the issuance of paper savings bonds for the Tax-Time Bond program; and
- continue efforts to eliminate, consolidate or replace aging applications to make Retail's IT footprint more efficient and effective.

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

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	Strategic and Business Results	Over target	Monthly	Percentage.	86.50	91.82	03/31/2017
Percentage of maturing marketable par that customers reinvest into new purchases	Strategic and Business Results	Over target	Monthly	Percentage	65.00	66.19	03/31/2017
Percentage of time with 24/7 mainframe system access.	Strategic and Business Results	Over target	Monthly	Percentage	99.50	99.86	03/31/2017
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	03/31/2017
Percentage of accounts successfully verified online.	Customer Satisfaction (Results)	Over target	Monthly	Percentage	82.00	87.11	03/31/2017
Customer Service (CS) Work-Load Completion Rate: the monthly volume of CS work completed divided by the volume of new work received during the same time period. The goal is a value of 1.000, which means that no back-log of work is being created, and resources are being used effectively to deal with incoming work.	Strategic and Business Results	Over target	Monthly	Numeric value of three decimal points	1.00	1.06	03/31/2017

Investment Name: Revenue Collections Support Services (RCSS)

Type of Investment: Major IT Investment

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	2015 and Prior Actual	2016 Actual	2017 Enacted	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 and Beyond Estimated	Total
DME Costs	0.00	3.71	6.92	6.16	6.78	7.04	N/A	N/A	30.61
O&M Costs	0.00	29.11	19.91	17.66	18.31	18.90	N/A	N/A	103.89
Total Costs	0.00	32.82	26.83	23.82	25.09	25.94	N/A	N/A	134.50

Number of FTE	0.00	13.73	18.00	15.59	18.09	18.09	N/A	N/A	83.50
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Summary of Purpose, Goals, and Benefits:

RCSS consolidates the following systems: Collections Information Repository (CIR), Cash Management Improvement Act System (CMIAS), FRB Ca\$hlink, 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. FRBCa\$hlink is on track to be decommissioned in FY 2016. The Bank Management System (BMS) will be incorporated into RCSS in FY17.

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 FY17 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 Mandate: Cash Management Improvement Act of 1990.

Agency Strategic Plan / Annual Performance Plan: Aligns with Treasury Strategic Plans for FY 2014 - FY 2017. Specifically, it aligns to Treasury Strategic Goal 1: Promote domestic economic growth and stability while continuing reforms of the financial system; and Treasury Strategic Objective Goal 1: Strategic objectives 1.1 - 1.4.

RCSS also aligns to Treasury Strategic Goal #3, "Fairly and effectively reform and modernize

federal financial management, accounting, and tax systems"; and Strategic Objective #3.2, "Improve the disbursement and collection of federal funds and reduce improper payments made by the U.S. government".

Accomplishments and Future Objectives:

FY 2017 objectives include:

- enhance BMS with two releases;
- fully deploy three releases for CIR; and
- fully deploy five releases for TCMS.

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	03/31/2017
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	96.00	03/31/2017
BMS - Production Issues communicated to Fiscal Service within 60 minutes	Financial Performance	Under target	Monthly	minutes	100.00	100.00	03/31/2017
TCMM - Deposits eligibility verified within 2 hours	Strategic and Business Results	Under target	Monthly	hours	98.00	100.00	03/31/2017
CIR - Percentage of calls answered in less than 40 seconds	Customer Satisfaction (Results)	Over target	Monthly	seconds	80.00	88.00	03/31/2017
CMIAS - Users enrolled within 5 business days of receipt Rules of Behavior form	Customer Satisfaction (Results)	Over target	Quarterly	percentage enrolled	80.00	100.00	03/31/2017
CIR - Percentage of time CIR is available to customers during normal processing time	Strategic and Business Results	Over target	Monthly	Percentage	99.00	99.90	03/31/2017

CIR - Collection Data available for agency use within 90 minutes from receipt of a good file	Strategic and Business Results	Over target	Monthly	minutes	99.00	99.90	03/31/2017
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Investment Name: Stored Value Card (SVC)

Type of Investment: Major IT Investment

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	2015 and Prior Actual	2016 Actual	2017 Enacted	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 and Beyond Estimated	Total
DME Costs	8.45	4.58	10.06	7.23	9.71	9.17	N/A	N/A	49.20
O&M Costs	7.99	16.31	48.47	31.77	32.55	32.55	N/A	N/A	169.64
Total Costs	16.44	20.89	58.53	39.00	42.26	41.72	N/A	N/A	218.84

Number of FTE	6.50	4.50	6.00	6.00	6.00	6.00	N/A	N/A	35.00
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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 \$728.9 million by FY 2018.

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 is estimated at 60.44 percent. 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 2015, over 3.6 million EFT transactions in excess of \$459.7 million were processed through the SVC e-commerce program. Program to date through August 2016, over 60 million EFT transactions in excess of \$8.2 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 \$500 million since program inception through August 2016.

Requirements/ Benefits/ Mandates:

Agency Strategic Plan / Annual Performance Plan: Aligns with the Treasury Strategic Plan for Fiscal Years 2015-2018. Specifically, SVC supports Treasury Strategic Goal #1, "Promote domestic economic growth and stability while continuing reforms of the financial system"; and Strategic Objective #1.4, "Facilitate commerce by providing trusted and secure U.S. currency, products and services for use by the public."

Additionally, SVC aligns with the Fiscal Service Strategic Plan and supports Fiscal Service Strategic Goals #1 and 3: "Serve as a catalyst for effective government through initiative and innovations"; and "Deliver exceptional programs and services."

Presidential Priority: In October 2014, Executive Order 13681 - Improving the Security of Consumer Financial Transactions - mandated the use of chip-and-PIN Euro MasterCard and Visa (EMV) technology for all government debit, credit, and payment cards. SVC will be implementing the EMV card solution with the One-Card project.

Accomplishments and Future Objectives:

SVC began the consolidation of the three SVC programs (EZpay, EagleCash, and Navy Cash/Marine Cash) into a universal One-Card Solution in FY 2015. The first Phase of the One-Card will be completed in FY 2018. Additionally in FY 2015, SVC began the transition of the development and operational management of the Navy/Marine Cash program from JP Morgan Chase to FRB Boston (FRBB) including moving the back-office systems into the Treasury Web Application Infrastructure (TWA). This project will be completed in FY 2017. Fiscal Service and FRBB brought on a new host bank, PNC Bank, to manage the debit portion of the Navy/Marine Cash SVC. In FY 2017 Fiscal Service will select a bank to represent the debit portion of the One-Card solution. Navy Cash is undergoing a complete device replacement that started in FY 2016 and will continue through first quarter FY 2018.

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	0.87	03/31/2017
Cost for Dollars Moved: cost based on dollars moved through SVC.	Strategic and Business Results	Under target	Monthly	Dollars	0.12	0.10	03/31/2017
Average amount of time for calls to be answered.	Customer Satisfaction (Results)	Under target	Monthly	Seconds - Time	15.00	11.00	03/31/2017
Abandoned Calls (3% is good).	Customer Satisfaction (Results)	Under target	Monthly	Percent	3.00	2.31	03/31/2017
Kiosk File Delivery Success	Strategic and Business Results	Over target	Monthly	Percent	0.88	0.83	03/31/2017
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	03/31/2017

Investment Name: USAspending.gov

Type of Investment: Major IT Investment

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	2015 and Prior Actual	2016 Actual	2017 Enacted	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 and Beyond Estimated	Total
DME Costs	11.01	14.93	4.49	5.17	4.43	N/A	N/A	N/A	40.03
O&M Costs	7.63	13.32	10.02	9.45	13.10	N/A	N/A	N/A	53.52
Total Costs	18.64	28.25	14.51	14.62	17.53	N/A	N/A	N/A	93.55

Number of FTE	0.25	16.00	16.00	16.00	14.00	N/A	N/A	N/A	62.25
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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 is required to post additional financial data reported by Federal agencies on the USAspending.gov (or a successor website) by May 2017. Federal agencies are required to report 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 required to report the additional information in accordance with the technical guidance provided in the DATA Act Information Model Schema (DAIMS), which will enable Treasury to post consistent and comparable data.

As such, Treasury will modernize 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 to be 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 associated investment were originally mandated by OMB to be part of the Fiscal Service investment portfolio in 2014. Subsequently, the enactment of the DATA Act required Treasury to enhance USASpending.gov to meet the statutory requirements. Per the DATA Act, the purpose is to expand FFATA by disclosing direct Federal agency expenditures and linking Federal contract, loan, and grant spending information to programs of Federal agencies to enable taxpayers and policy makers to track Federal spending more effectively; establish Government-wide data standards for financial data and provide consistent, reliable, and searchable Government-wide spending data that is displayed accurately for taxpayers and policy makers on USASpending.gov (or a successor system that displays the data); and improve the quality of data submitted to USASpending.gov by holding Federal agencies accountable for the completeness and accuracy of the data submitted.

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 publishing additional Federal spending data.

Requirements/ Benefits/ Mandates:

Legislative Mandate: - Federal Funding Accountability and Transparency Act of 2006 (FFATA), Public Law 109-282 as amended by Section 6202(a) of Public Law 110-252, required the establishment of a single, free, searchable website.

- E-Government Act of 2002 required an integrated internet-based system of providing the public with access to Government information and services which is aided by USASpending.gov.

Audit Finding or Material Weakness: US Government Accountability Office (GAO) Report GAO10-365, Implementation of the Federal Funding Accountability and Transparency Act of 2006.

GAO-16-261, DATA ACT: Data Standards Established, but More Complete and Timely Guidance Is Needed to Ensure Effective Implementation.

GAO-16-824R, JC 100966, DATA ACT: Initial Observations on Technical Implementation.

GAO-16-698, DATA ACT: Improvements Needed in Reviewing Agency Implementation Plans and Monitoring Progress.

Treasury IG Audit of Treasury's Implementation of the DATA Act of 2014 (ongoing reports).

Agency Strategic Plan / Annual Performance Plan: Treasury Strategic Goal 1: Promote domestic economic growth and stability while continuing reforms of the financial system. Strategic Goal 3: Fairly and effectively reform and modernize federal financial management, accounting, and tax systems. Strategic Objective 3.1 and Strategic Objective 5.2.

Presidential Priority: - Presidential Memorandum on Transparency and Open Government.

- Presidential Memorandum on the Interagency Task Force on Federal Contracting Opportunities for Small Business issued April 26, 2010.

- OMB Memorandum M-15-12 "Increasing Transparency of Federal Spending by Making

Federal Spending Data Accessible, Searchable, and Reliable".

- OMB Management Procedures Memorandum (MPM) No. 2016-03 "Additional Guidance for DATA Act Implementation: Implementing Data-Centric Approach for Reporting Federal Spending Information".

Other Requirement: - 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:

By May 2017, federal agencies must report spending information in accordance with the Digital Accountability and Transparency Act (DATA Act). In support of the DATA Act, the investment will provide consistent, reliable, and searchable Government-wide spending data on USAspending.gov. The DATA Act requires federal agencies to report award and financial data and to establish a linkage between this data using an award ID. In FY2015, Treasury, in collaboration with the Office of Management and Budget (OMB) and federal agency stakeholders, established data standards, provided various tools to assist in the implementation process, and continued outreach efforts to keep all federal and external stakeholders informed of progress toward compliance with the statutory deadline.

Continuing throughout the implementation period, Treasury will use agile and user-centered design principles. Accordingly, information will continue to be released incrementally, providing agencies an opportunity to test using real data, and will regularly be seeking and incorporating stakeholder feedback. In FY2016, Treasury launched openbeta.usaspending.gov, which offers a glimpse into the features and functions of the new DATA Act website and allows us to collect feedback and suggestions as development continues. In addition, we continue to maintain current federal spending information on USAspending.gov. Treasury also continues to further the development of the technical platform/architecture to collect, validate, and publish data across disparate systems in the federal Government. The investment will also support developing visualizations to improve the user experience as well as enhancing place-based reporting capabilities. Finally, it will support further developing the DAIMS and provide implementation support to agencies.

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	03/31/2017
Trend of usage and effectiveness of the website	Strategic and Business Results	Over target	Monthly	Number of site visits	48000.00	73644.00	03/31/2017
USAspending.gov mobile users	Strategic and Business Results	Over target	Monthly	Percentage of mobile users	9.00	13.81	03/31/2017
Help Desk Response	Customer Satisfaction (Results)	Under target	Monthly	Number of days	2.00	0.69	03/31/2017
Help desk resolve	Strategic and Business Results	Under target	Monthly	Number of days	2.00	0.85	03/31/2017

Investment Name: Wholesale Securities Services (WSS)

Type of Investment: Major IT Investment

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	2015 and Prior Actual	2016 Actual	2017 Enacted	2018 Estimated	2019 Estimated	2020 Estimated	2021 Estimated	2022 and Beyond Estimated	Total
DME Costs	30.72	15.16	20.18	14.12	4.19	4.41	4.41	22.07	115.26
O&M Costs	116.11	10.74	19.86	20.94	27.78	28.08	28.08	140.42	392.01
Total Costs	146.83	25.90	40.04	35.06	31.97	32.49	32.49	162.49	507.27

Number of FTE	242.00	30.94	57.85	46.99	39.62	39.62	39.62	198.11	694.75
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Summary of Purpose, Goals, and Benefits:

The Fiscal Service's Treasury Securities Services, operating under the auspices of 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. 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. Treasury has statutory authority to designate Federal Reserve Banks as depositories 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 reimbursed the cost for WSS through the fiscal agent reimbursable process for the project services provided. It is crucial that the U.S. Government maintain its excellent credit rating and liquidity. This assures Treasury securities remain secure and are offered without service disruptions. Through state of the art technology, WSS will greatly reduce its dependence on human intervention, thus enabling it to carry out the mission of maintaining flawless Treasury financing operations.

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.

Return on Investment:

WSS estimated five year return on investment is 21,403,355 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. The increase from the return on investment reported in the BY 2017 submission is due to a clerical error with the amount reported previously.

Requirements/ Benefits/ Mandates:

Legislative Mandate: 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.

Agency Strategic Plan / Annual Performance Plan: Aligns with the Treasury and Fiscal Service Strategic Plans for Fiscal Years 2014-2017. The Wholesale Securities Services program specifically supports Treasury Strategic Goal One to "Promote domestic economic growth and stability while continuing reforms of the financial system" which includes the objective "to promote savings and increased access to credit and affordable housing options." WSS promotes savings through ensuring the availability of a system responsible for the announcement, auction, issuance, and settlement of marketable Treasury bills, notes, bonds, Treasury Inflation-Protected Securities and Floating Rate Notes.

Accomplishments and Future Objectives:

FY 2016 accomplishments include continued stabilization and modernization of the TAAPS technical infrastructure as well as the implementation of security enhancements.

FY 2017 and beyond objectives include modernizing the remaining infrastructure components of TAAPS. The program has also begun another multi-year initiative to modernize TAAPS' software components and rewrite the application by FY 2019.

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

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	03/31/2017
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	03/31/2017
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	03/31/2017
Percent of customer feedback evaluated through configuration management.	Customer Satisfaction (Results)	Over target	Monthly	Percentage	100.00	100.00	03/31/2017
Percent of action items from dealer feedback addressed.	Strategic and Business Results	Over target	Monthly	Percentage	100.00	100.00	03/31/2017