

Bureau of the Fiscal Service

FY 2015

Capital Investment Plan

**Bureau:** Fiscal Service

**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, reimbursements to financial agents for financial services on behalf of the government, and EBT disbursements to stat.

**Investment Anticipated Outlay: (In Millions of \$):**

Type	PY-1 and Prior	PY 2013	CY 2014	BY 2015	BY+1 2016	BY+2 2017	BY+3 2018	BY+4 and Beyond	Total
DME Sub Total (Including Gov FTE) Costs	63.00	8.84	6.80	7.06	6.41	6.28	0.00	0.00	98.38
O&M Sub Total (Including Gov FTE) Costs	65.05	7.35	5.94	5.68	5.81	6.02	6.27	0.00	102.12
Total Cost (Including Gov FTE)	128.05	16.18	12.74	12.74	12.22	12.30	6.27	0.00	200.50
Total Gov FTE Cost	19.74	1.76	1.86	1.82	1.83	1.89	1.10	0.00	30.00
Number of FTE represented by costs	214.00	16.25	16.25	16.00	16.00	16.00	16.00	0.00	310.50

**Summary of Purpose, Goals, and Benefits:**

Consistent with Bureau of the Fiscal Service (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 EBT 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 Services' direction. For PY 2013, ASAP had 14,000+ users and made payments totaling \$594 billion - 20% of all Fiscal Service payments in dollars.

Primary beneficiaries of the investment include states, financial institutions, universities, non- and for-profit organizations, Indian tribal organizations, 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. It does so by directly contributing to the Fiscal Service's Strategic Goals #1 & 5: "Achieve timely, accurate, and efficient disbursement of Federal payments"; and "Achieve timely and accurate financial information that contributes to the improved quality of financial decision making". ASAP's primary function is to make payments electronically via ACH and Fedwire. Its real-time interface with these systems provides next-day and same-day payments to recipients and immediate financial information to recipients, FPAs and Treasury, enabling informed decisions.

ASAP supports grant payment needs of FPAs through account management features that address Federal cash management regulations (CMIA 90, DCIA, PL 106-107). FPAs streamline the administration of grant payment processing using ASAPs business processes and cash management functions.

ASAP was selected by the 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 funds. An EVMS is used to measure the project performance and certified project managers employ sound practices to manage development, production, and control activities.

**Return on Investment:**

The ASAP investment's 5-year rate of return is 44% and payback period is less than 2 years. The following benefits noted are derived from an alternatives analysis / cost benefit analysis (AA/CBA) performed in 2010. The investment is planning to conduct another AA/CBA in winter 2013/2014.

Quantitative benefits:

- 1) Time Saved due to RFC and CBAF Functions rolled into ASAP.gov: Achieved.
- 2) Streamlined Problem Diagnosis Process: FY 2014.
- 3) Alignment with Treasury's Enterprise Architecture: Ongoing.
- 4) Elimination of Duplicative FPA Payment Systems: Achieved.
- 5) No Retraining of Legacy ASAP Staff on Platform Architecture and Processes: FY 2014.
- 6) O&M Savings: Ongoing.
- 7) Less Testing (business resumption tests) due to Collocation of ASAP's Back and Front Ends: FY2014.
- 8) Repurpose Development Resources: FY2014.

Qualitative benefits:

- 1) ASAP remains operational and processes payment transactions timely and accurately.
- 2) ASAP support personnel have access to people and processes to support development and operational activities.
- 3) ASAP is 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) The platform offers support and technology with demonstrated track record of success for a similar application type.
- 7) Ability of a platform to be operationally ready.

**Requirements/ Benefits/ Mandates:**

***Legislative Mandate:*** N/A

***Audit Finding or Material Weakness:*** N/A

***Agency Strategic Plan / Annual Performance Plan:*** The ASAP investment is recognized as being a contributor to the Fiscal Service's Strategic Goals #1 & 5: "Achieve timely, accurate, and efficient disbursement of Federal payments" and "Achieve timely and accurate financial information that contributes to the improved quality of financial decision making".

***Presidential Priority:*** N/A

***Other Requirement:*** The CFO Council, in conjunction with the Office of Management and Budget, 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:**

ASAP continues to exceed monthly operational metric goals and achieving major and minor

milestones to meet critical deadlines required to migrate the ASAP system's database and ACH and Fedwire jobs/processes off the Federal Reserve Information Technology (FRIT) mainframe platform to the Treasury Web Application Infrastructure (TWA) distributed platform by 12/31/2013. The investment is still on target to avoid \$20M - \$26M in FRIT platform costs starting in CY 2014.

Major accomplishments:

- Implemented version 2.0 of XML schemas for batch transactions on January 14, 2013;
- Implemented full GWA/CARS TAS-BETC functionality on December 8, 2012 (R14.0);
- Migrated the ASAP system's ACH and RFC functions from the FRIT to the TWA on June 22, 2013 (R15.0);
- Implemented one minor release; and
- Added four new FPA bureaus.

### **Planned Objectives and Accomplishments:**

FY2014

- Release 17.0 (October 26, 2013 implementation) will move ASAPs database to TWA. The mainframe migration effort will conclude with a minor decommissioning effort (17.1) on December 20, 2013 to confirm a zero footprint. Release 18.0 (March 8, 2014) will implement code to interface with the Payment Information Repository (PIR) to pass grant data for analytics and reporting capabilities on payment transactions. Release 19.0 (October 11, 2014 implementation) implements code to interface with a new enterprise provisioning system (ITIM) that enrolls and provides access permissions to ASAP users. These DME efforts contribute directly to the Fiscal Service's and Treasury's strategic goals. The Fiscal Services has chosen the TWA as the Bureau cloud solution. Costs are reflected in the TWA investment costs.
- Continue all production efforts and required infrastructure upgrades.
- Conduct an AA/CBA that will establish new qualitative and quantitative benefits for ASAP.
- Continue to achieve stated benefits.
- Enroll five new FPAs, as planned.

FY2015

- Release 20.0 (April 11, 2015 implementation) will ultimately allow ASAP to use an enterprise PIV solution, as required by HSPD-12, enabling ASAP-agency customers to use their issued PIV credentials to authenticate and digitally sign funding transactions in ASAP. Release 21.0 (September 12, 2015 implementation) will implement the Straight-Through-Processing effort for immediate settlement of payments to improve Treasury's knowledge of their Treasury General Account (TGA) cash position. These future DME efforts contribute directly to the Fiscal Service's and Treasury's strategic goals
- Continue all production efforts and required infrastructure upgrades.
- Continue to achieve stated benefits.
- Enroll new FPAs.

FY2016+

- It is expected that ASAP implement code that provides ASAP the ability to efficiently hold and control payments in a debt ceiling or budgetary crisis; interface with PPS to provide payment data given that PACER has been slated for sunset; and interface with TOP so ASAP can collect delinquent debts owed to the government by recipients. These future DME efforts contribute directly to Fiscal Service's and Treasury's strategic goals.
- Continue all production efforts and required infrastructure upgrades.

- Continue to achieve stated benefits.
- Enroll new FPAs.

**Development, modernization, and enhancement timeframe:**

**BY+1:** Release 22.0 (March 12, 2016 implementation) will interface with PPS to provide payment data given that PACER has been slated for sunset. Release 23.0 (September 10, 2016 implementation) will implement code to automate the ability to efficiently hold and control payments in a debt ceiling or budgetary crisis. ASAP will continue all production efforts and required infrastructure upgrades.

**BY+2:** Releases 24.0 and 25.0 (March 11, 2017 and September 9, 2017 implementations) will implement code to interface with TOP so ASAP can collect delinquent debts owed to the government by recipients. ASAP will continue all production efforts and required infrastructure upgrades.

**BY+3:** At this time, no DME is planned for ASAP in FY 2018. An AA/CBA and BCR is planned for 2014 that will change the current baseline. ASAP will continue all production efforts and required infrastructure upgrades.

**BY+4:** At this time, no DME is planned for ASAP in FY 2019 and beyond. An AA/CBA and BCR is planned for 2014 that will change the current baseline. ASAP will continue all production efforts and required infrastructure upgrades.

**Useful Life:**

**Year the investment began:** 1998

**End Year of the current planning cycle:** 2018

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

**Circular A-131.:** The lifecycle cost model defined assumes a finite lifecycle and includes a known end date as well as disposal costs. ASAP is the Treasury's sole solution for recipient-initiated payments and is not planned for replacement. All known DME efforts were included through FY17 as well as O&M estimates through FY18. The cost model employed in the alternatives analysis, completed March 2010 (updated July 2013), was adapted with only two minor modifications from the published standard. Given the above, the only inconsistency between the standard cost model and the one ASAP used in its alternatives analysis are: 1) no disposal costs were included, and 2) ASAP is expected to continue operating beyond the implied end date of FY18 in the alternatives analysis. PLEASE NOTE: As of March 2013, executive management has identified significant additional requirements for ASAP; how these requirements will be met has not been determined. An AA/CBA in FY 2014 will determine new cost and schedule.

**Performance Evaluation and Metrics:**

Metric Description	FEA Category	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual Result	Date of Latest Actual Result
Percent of ASAP Help Desk calls that are abandoned before answered. Percent of abandoned ASAP Help Desk calls should not exceed 3%. Metric supports the Bureau of the Fiscal Services performance measure to indicate an overall service rating of satisfactory or better in customer service.	Customer Results - Service Quality	Under target	Monthly	Percent	3.00	2.65	12/31/2013
Percent of ASAP Help Desk calls from the call queuing system responded to timely. Answer at least 90% of help desk calls in the call queuing system within 60 seconds. Metric supports the Bureau of the Fiscal Services performance measure to indicate an overall service rating of satisfactory or better in customer service.	Customer Results - Timeliness and Responsiveness	Over target	Monthly	Percent	90.00	93.00	12/31/2013

**Bureau:** Fiscal Service

**Investment Name:** Central Accounting and Reporting System

**Type of Investment:** Major IT Investment

**Description:**

The Central Accounting and Reporting System (CARS) project completes the transition of the reporting and auditing features of the current central accounting system (STAR) to the TWAI.

**Investment Anticipated Outlay: (In Millions of \$):**

Type	PY-1 and Prior	PY 2013	CY 2014	BY 2015	BY+1 2016	BY+2 2017	BY+3 2018	BY+4 and Beyond	Total
DME Sub Total (Including Gov FTE) Costs	20.30	15.05	5.78	0.00	0.00	0.00	0.00	0.00	41.13
O&M Sub Total (Including Gov FTE) Costs	11.76	17.84	14.16	15.55	13.45	13.72	0.00	27.24	113.72
Total Cost (Including Gov FTE)	32.05	32.90	19.94	15.55	13.45	13.72	0.00	27.24	154.84
Total Gov FTE Cost	3.34	2.27	2.66	2.30	2.32	2.36	0.00	6.69	21.94
Number of FTE represented by costs	27.00	34.00	34.00	34.00	34.00	34.00	0.00	34.00	231.00

**Summary of Purpose, Goals, and Benefits:**

This project eliminates the need for the Central Summary General Ledger by implementing a USSGL compliant Standard General Ledger. The Fiscal Service, acting as service provider, provides for Budgetary Reporting by completing the definition of the General Fund Entity, provides WebFocus to allow for generation of standard reports and generation of the Combined Statement and Monthly Treasury Statement and provides for ongoing maintenance and help desk support for the CARS Database and Web Services. CARS is the final requirement to decommission the current STAR, GOALS II IAS, and dependent interfaces.

The CARS investment ends the development activity currently underway to fully transition all required functionality onto the TWAI and is identified as a tactical priority. During FY 2014 and FY 2015 CARS will provide the following benefits to government stakeholders.

- Consolidates multiple legacy systems.
- Facilitates the reconciliation of agency reporting and supporting elimination of some material weaknesses.
- Fully accounts for the intragovernmental assets and liabilities
- Resolve material weaknesses contributing to the disclaimer of the Audit of the Financial Report (FR)
- Resolve material weaknesses over internal controls associated with the production of the consolidated financial statement
- Improve the accuracy and timeliness of the deposit and disbursement data reflected in the Fund Balance with Treasury
- Reduce the reconciliation period from 1 month to 1 day.
- Support agency transition from CA\$HLINK II to Transaction Reporting System (TRS) by eliminating the Statement of Difference
- Eliminate the requirement for agencies to submit the 224, Statements of Accountability and Statements of Transaction
- Allow for daily transaction posting
- Establish consistency with OMB
- Reduce the time to produce the Monthly Treasury Statement (MTS)
- Reduce the time to produce the Combined Statement (CS).

### **Return on Investment:**

CARS has identified significant benefits including productivity improvements, cost avoidance and cost savings. Productivity savings include: elimination of time spent performing tasks related to end-of-month reporting and maintaining redundant data by eliminating Statement of Difference; reduced time required to publish the CS and MTS through automated COTS tools; reduced transaction processing time; improved efficiencies; increased accuracy of data; and improved resource management, decision making and planning. Cost avoidance benefits include eliminating printing and distribution of Treasury Reports. Cost Savings are substantial and include productivity improvements; eliminated costs of maintaining outdated systems and from the elimination of redundant Help Desk services. The rate of return on the investment is 238%, the payback period is projected to be 3 years and the total benefits are \$203,968,476.

### **Requirements/ Benefits/ Mandates:**

***Legislative Mandate:*** N/A

#### ***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 2018.
- By implementing the General Fund Entity, the CARS Project addresses the Intra-governmental Elimination material weaknesses.

***Agency Strategic Plan / Annual Performance Plan:*** Treasury's Goal 3: Fairly and effectively reform and modernize federal financial management, accounting, and tax systems. To enable this goal, CARS supports Treasury's tactics of modernizing financial systems through deployment of a modernized central accounting system that enforces a government-wide standard for financial reporting. CARS enables and enforces standardized accounting practices government-wide. CARS allows for a continuous improvement of operations and processes and is generating efficiency savings.

***Presidential Priority:*** N/A

#### ***Other Requirement:***

- Provide timely and accurate financial information that contributes to the improved quality of federal decision making.
- Eliminates a reconciliation burden and delay resulting in more timely and accurate financial information by enabling agencies to classify transactions at inception.
- Reduces customer service dependencies from self-service reporting options.
- Improves the availability and timeliness of public financial information by producing the CS and MTS in a timelier manner.
- By implementing WebFocus, the project addresses the Financial Report compilation material weakness.

### **Accomplishments:**

During FY 2013, CARS met or exceeded its performance goals.

The CARS investment implemented the following critical milestones during FY 2013:

1. Deployed and integrated the USSGL at the Fiscal Service and generated an initial financial statement.
2. Implemented Agency Standard Reports to provide agencies with access to their financial data.
3. Implemented the Monthly Treasury Statement allowing for the generation of the statement on schedule.

The project reacted to significant schedule and reorganization issues by initiating a sustainable operations model that transitioned CARS operations from FRB NY to FRB St. Louis and began training of new Fiscal Service personnel to support the business operations.

During FY 2014 CARS will implement Bank Transaction Module (BTM) which eliminates 34 Bank interfaces and allows for real-time posting to Treasury's general account supporting straight-through processing and intra-day payments and collections.

**Planned Objectives and Accomplishments:**

During FY 2014 and FY 2015, CARS will provide the detailed benefits to government stakeholders described earlier as well as provide a foundation for future modernization efforts with a central accounting system founded on standard financial terms and formats. CARS will transition to an operations mode in FY 2015. The DME activity that is planned for FY 2015 will be a period of system-wide integration testing to verify that the system end-to-end processing supports all stakeholder requirements and that the system controls are in place prior to CARS becoming the System of Record.

**Development, modernization, and enhancement timeframe:**

**BY+1:** During FY 2015(Q2) and beyond the CARS Program will be in operations and maintenance.

**BY+2:** During FY 2015 and beyond the CARS Program will be in operations and maintenance.

**BY+3:** During FY 2016 and beyond the CARS Program will be in operations and maintenance.

**BY+4:** During FY 2017 and beyond the CARS Program will be in operations and maintenance.

**Useful Life:**

***Year the investment began:*** 2011

***End Year of the current planning cycle:*** 2022

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

**Performance Evaluation and Metrics:**

Metric Description	FEA Category	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual Result	Date of Latest Actual Result
New users will be enrolled within 48 hours 95 - 100% of the time.	Customer Results - Customer Benefit	Over target	Monthly	Percentage	95.00	100.00	12/31/2013



**Bureau:** Fiscal Service

**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; processes returned items.

**Investment Anticipated Outlay: (In Millions of \$):**

Type	PY-1 and Prior	PY 2013	CY 2014	BY 2015	BY+1 2016	BY+2 2017	BY+3 2018	BY+4 and Beyond	Total
DME Sub Total (Including Gov FTE) Costs	13.66	2.80	0.74	0.92	1.23	0.96	0.79	0.00	21.10
O&M Sub Total (Including Gov FTE) Costs	15.32	8.99	9.21	9.24	8.69	8.71	9.11	0.00	69.27
Total Cost (Including Gov FTE)	28.98	11.79	9.95	10.16	9.92	9.67	9.90	0.00	90.37
Total Gov FTE Cost	1.32	0.28	0.27	0.27	0.27	0.27	0.26	0.00	2.94
Number of FTE represented by costs	7.00	2.00	2.00	2.00	2.00	2.00	2.00	0.00	19.00

**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 results 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 on behalf of federal agencies.

The 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 replaces a number of unnecessarily duplicative solutions in favor of a single, dedicated application for this business line. In so doing, the Debit Gateway benefits agencies by providing better service and benefits the Fiscal Service by doing so at a reduced cost.

Currently, the Debit Gateway processes transactions on behalf of multiple Fiscal Service collection channel applications: Pay.gov, OTCnet, ECP and Agency Direct. Eventually it will also process transactions for Electronic Federal Tax Payment System. These systems depend on the Debit Gateway for an important part of their daily operations.

**Return on Investment:**

Debit Gateway life cycle benefits are based on the historically-observed unit cost for processing collection transactions through multiple predecessor systems vs. the unit cost of processing through the Debit Gateway. The cost avoidance realized by processing through one system, the Debit Gateway, is the cost avoidance benefit. This benefit is projected to yield a return on investment of 17.07 over the period FY2013 through FY FY2018.

**Requirements/ Benefits/ Mandates:**

***Legislative Mandate:*** N/A

***Audit Finding or Material Weakness:*** N/A

***Agency Strategic Plan / Annual Performance Plan:*** N/A

***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 superseded by PDD-63. A Critical Infrastructure Dependency and Interdependency Analysis for Debit Gateway (required every three years) 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.

***Other Requirement:*** Fiscal Service Strategic Plan -- Goal 3: Deliver exceptional programs and services.

**Accomplishments:**

In FY2013, the Debit Gateway implemented functionality to take advantage of NACHA rules changes for the ACH Network (DG r1.5: IAT and XCK processing) as well as other enhancements (March 2013). Additionally, enhancements to facilitate straight-through processing (Phase 1), including processing for non-appropriated fund agencies were planned for late-FY2013 (DG r1.6). Both releases were on schedule and below planned cost; all operational performance metrics met or exceeded their targets.

**Planned Objectives and Accomplishments:**

The Fiscal Service has chosen the Treasury Web Application Infrastructure (TWAi) as the Bureau cloud solution. Costs are reflected in the TWAi investment costs.

For the current year the Debit Gateway is planning to implement the final functionality necessary to facilitate straight-through processing, complete a standard interface to the image archive, and other enhancements (DG r1.7).

Proposed: In FY2015, planned enhancements will include performance improvements, the final phase of new functionality to process image locator files from the channels to access images directly from the Centera database, and other enhancements (DG r1.8).

**Development, modernization, and enhancement timeframe:**

***BY+1:*** In FY2016, planned enhancements include a code upgrade (DG r1.9) and other necessary system improvements, 2016 TWAi environmental changes if necessary, and other enhancements. (DG r1.10).

***BY+2:*** In FY 2017: necessary system improvements, 2017 TWAi environmental changes, Check21 image presentment and NACHA ACH operating rule updates if necessary, and other enhancements.

***BY+3:*** In FY 2018: necessary system improvements, 2018 TWAi environmental changes, Check21 image presentment and NACHA ACH operating rule updates if necessary, and other enhancements.

***BY+4:*** N/A.

**Useful Life:**

***Year the investment began:*** 2008

***End Year of the current planning cycle:*** 2018

**Performance Evaluation and Metrics:**

Metric Description	FEA Category	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual Result	Date of Latest Actual Result
Customer Service Calls Answered Within 30 Seconds.	Customer Results - Timeliness and Responsiveness	Over target	Monthly	percentage	80.00	83.10	12/31/2013

**Bureau:** Fiscal Service

**Investment Name:** Deposit and Data Management (DDM)

**Type of Investment:** Major IT Investment

**Description:**

DDM will improve financial performance by enabling Government agencies to more effectively manage financial transaction information and improve the efficiency of the collections information reporting processes.

**Investment Anticipated Outlay: (In Millions of \$):**

Type	PY-1 and Prior	PY 2013	CY 2014	BY 2015	BY+1 2016	BY+2 2017	BY+3 2018	BY+4 and Beyond	Total
DME Sub Total (Including Gov FTE) Costs	68.32	19.56	13.75	13.62	0.00	0.00	0.00	0.00	115.25
O&M Sub Total (Including Gov FTE) Costs	97.60	7.69	8.61	7.43	0.00	0.00	0.00	0.00	121.32
Total Cost (Including Gov FTE)	165.92	27.25	22.35	21.05	0.00	0.00	0.00	0.00	236.57
Total Gov FTE Cost	8.05	4.50	0.93	0.96	0.00	0.00	0.00	0.00	14.44
Number of FTE represented by costs	55.00	11.00	9.00	0.00	0.00	0.00	0.00	0.00	75.00

**Summary of Purpose, Goals, and Benefits:**

Through the expanded use of web-based technologies, DDM supports the integration of financial and performance information government-wide by providing data on a daily basis.

DDM integrates collections transactions from all sources, enabling the Fiscal Service and Government agencies to more effectively manage financial transaction information by connecting disparate applications and coordinating the flow of information and processes that span them. DDM enables the Fiscal Service to normalize financial transaction reporting and standardize the availability of funds and financial information across all settlement mechanisms and collection systems.

**Return on Investment:**

DDM, which is comprised of the Collections Information Repository (CIR) is a transaction broker, data warehouse, and reporting solution that provides Trading Partners and the Fiscal Service with a single touch point to exchange all financial transaction information across all collection systems. CIR will greatly improve the way government agencies collect, analyze, and redistribute financial transaction information, which, in turn, will eliminate redundancies and disconnects across and between the numerous point-to-point connections currently in place between collection agents and Federal agencies. CIR is a self-contained system with various related external system interfaces.

**Requirements/ Benefits/ Mandates:**

***Legislative Mandate:*** N/A

***Audit Finding or Material Weakness:*** N/A

***Agency Strategic Plan / Annual Performance Plan:*** N/A

***Presidential Priority:*** N/A

***Other Requirement:*** N/A

**Accomplishments:**

In PY 2013, DDM completed the deactivation and decommissioning of CA\$HLINK II (CL II),

completed the conversion of CL II users to CIR for reporting, a name change, the OTCnet implementation, TCMS implementation, agency conversion, updates to the ACH, Voucher and Fedwire reports, completion of Phase 1 of the CIR Data Warehouse and Data Mart building out, and Bank Management Service implementation.

**Planned Objectives and Accomplishments:**

In CY 2014, CIR will be completing Phase II of the Data Warehouse and Data Mart implementation, moving the Test and Development environments from PNC's dedicated platform to AWS Amazon Cloud, completion of the CIR Metadata Repository, upgrade Business Objects, implementation of CIR Open Source Connectivity Solution, implementation of XML schema, processing the FIRD File for Straight Through Processing to support FRB CL Decommissioning, and interfacing with the Financial Information Repository. In BY 2015, CIR will be moving its' production and disaster recovery environments from PNC's dedicated platform to a new platform.

**Development, modernization, and enhancement timeframe:**

**BY+1:** This investment's planned end date is FY 2019.

**BY+2:** This investment's planned end date is FY 2019.

**BY+3:** This investment's planned end date is FY 2019.

**BY+4:** This investment's planned end date is FY 2019.

**Useful Life:**

**Year the investment began:** 2009

**End Year of the current planning cycle:** 2019

**Performance Evaluation and Metrics:**

Metric Description	FEA Category	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual Result	Date of Latest Actual Result
CIR unscheduled outages per month	Customer Results - Service Quality	Under target	Monthly	hours	5.00	0.00	02/03/2014
CIR System Availability	Customer Results - Service Coverage	Over target	Monthly	Percentage of CIR System Availability	98.00	100.00	02/04/2014
CIR System Availability	Customer Results - Service Accessibility	Under target	Monthly	98	98.00	100.00	11/07/2013

**Bureau:** Fiscal Service

**Investment Name:** Do Not Pay (DNP) (previous name GVerify Business Center (GVBC))

**Type of Investment:** Major IT Investment

**Description:**

The DNP Business Center (DNPBC) investment will provide 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: (In Millions of \$):**

Type	PY-1 and Prior	PY 2013	CY 2014	BY 2015	BY+1 2016	BY+2 2017	BY+3 2018	BY+4 and Beyond	Total
DME Sub Total (Including Gov FTE) Costs	11.48	5.32	4.68	4.06	4.00	4.09	4.17	8.59	46.39
O&M Sub Total (Including Gov FTE) Costs	0.18	4.31	6.36	6.63	6.71	6.85	6.98	14.35	52.37
Total Cost (Including Gov FTE)	11.66	9.63	11.04	10.69	10.71	10.94	11.15	22.94	98.76
Total Gov FTE Cost	3.70	0.86	0.44	0.44	0.45	0.47	0.48	0.98	7.82
Number of FTE represented by costs	28.00	35.00	46.00	46.00	43.00	45.00	47.00	47.00	337.00

**Summary of Purpose, Goals, and Benefits:**

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

The DNPBC allows agencies administering federal programs to better utilize technology to access eligibility information through a single portal in a timely, more cost effective manner. The initial implementation allowed for on-line interaction by program offices and contracting officers through a user interface used for 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 reducing the amount of improper payments, the Do Not Pay Business Center estimates it will achieve \$245.88 million in gross cost-savings in FY 2014. In addition, by reducing the time employees spend verifying eligibility and payment accuracy, the Do Not Pay Business Center estimates nearly \$23.28 million in gross cost-avoidance in FY 2014, for a total savings of \$269.16 million for FY 2014.

**Requirements/ Benefits/ Mandates:**

**Legislative Mandate:** 2010 Improper Payments Elimination and Recovery Act Requires agencies to access 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 2010 Presidential Memorandum prior to making a payment or award.

**Audit Finding or Material Weakness:** N/A

**Agency Strategic Plan / Annual Performance Plan:** Department of the Treasury Strategic Plan 2014-2017.

**Presidential Priority:** In June of 2010, the President issued the memorandum where he collectively referred to five data sources as the "Do Not Pay List". This memorandum calls for the establishment of a single point of entry to access these databases. The Do Not Pay Investment serves as this single point of entry.

**Other Requirement:** OMB issued Memorandum M-12-11 in April of 2012 asking CFO Act agencies to submit their plans for integrating Do Not Pay into their business processes.

**Accomplishments:**

The Do Not Pay Business Center is an investment mandated by OMB per Executive Order 13520, Presidential Memorandum dated June 18, 2010 and the Improper Payments Elimination and Recovery Act

PY 2013

- Added additional data source, bringing the total number available through the Portal to seven
- Added filtering capability to allow agencies to prioritize their batch match and continuous monitoring results
- Developed matching capability to enable the investment to match payments against the Excluded Parties List System and the Death Master File to meet the IPERIA deadline of June 1, 2013.

**Planned Objectives and Accomplishments:**

CY 2014

- Provide automated payment match results for the Excluded Parties List System and the Death Master File via the Do Not Pay Portal
- Enhance payment integration and adjudication reporting capability in the Do Not Pay Portal
- Develop and apply automated business rules to payments matched through the Do Not Pay Portal to facilitate the identification and prevention of improper payments
- Expand the number of available data sources within the Do Not Pay Portal to assist agencies in identifying and preventing improper payments

BY 2015

- Continue to develop and refine automated business rules to payments matched through the Do Not Pay Portal
- Expand the number of available data sources within the Do Not Pay Portal to assist agencies in identifying and preventing improper payments
- Develop web services capability to assist integration into agency business process
- Provide up-loadable results files to agency customers to assist integration into agency business process.

**Development, modernization, and enhancement timeframe:**

**BY+1:** Implementation of advanced analytics software to support identification of improper payments and flag potential fraud.

Budget Requested: \$10.7 million.

**BY+2:** --Add user-defined enhancements

--Expand and enhance data analytics/fraud detection capabilities

--Increase the number and quality of data sources

Budget Requested: \$10.9 million.

**BY+3:** --Develop and implement new business rules for additional data sources

--Increase the number and quality of data sources

Budget Requested: \$11.2 million.

**BY+4:** --Implement user-defined enhancements

Budget Requested: \$22.9 million.

**Useful Life:**

**Year the investment began:** 2012

**End Year of the current planning cycle:** 2020

**Performance Evaluation and Metrics:**

Metric Description	FEA Category	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual Result	Date of Latest Actual Result
Number of data sources accessible through the portal within 12 months	Customer Results - Customer Benefit	Over target	Quarterly	Number of Data Sources	9.00	8.00	09/30/2013
Percentage of payment integration reports available by the 2nd business day of the month	Customer Results - Customer Benefit	Over target	Monthly	Percentage	95.00	100.00	01/31/2014



**Bureau:** Fiscal Service

**Investment Name:** EFTPS (Electronic Federal Tax Payment System)

**Type of Investment:** Major IT Investment

**Description:**

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

**Investment Anticipated Outlay: (In Millions of \$):**

Type	PY-1 and Prior	PY 2013	CY 2014	BY 2015	BY+1 2016	BY+2 2017	BY+3 2018	BY+4 and Beyond	Total
DME Sub Total (Including Gov FTE) Costs	35.65	8.05	8.31	8.56	8.83	0.00	0.00	0.00	69.40
O&M Sub Total (Including Gov FTE) Costs	389.85	65.70	67.88	69.77	71.72	0.00	0.00	0.00	664.92
Total Cost (Including Gov FTE)	425.50	73.75	76.19	78.34	80.55	0.00	0.00	0.00	734.33
Total Gov FTE Cost	2.78	0.82	0.88	0.92	0.96	0.00	0.00	0.00	6.36
Number of FTE represented by costs	25.00	6.00	6.00	6.00	6.00	6.00	0.00	0.00	55.00

**Summary of Purpose, Goals, and Benefits:**

EFTPS enables both business and individual taxpayers to pay all their federal taxes electronically via phone, Internet ([www.eftps.gov](http://www.eftps.gov)), Fedwire, ACH credit, credit cards, or via a third party to initiate tax payments. 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 (General Government Taxation Management)
- Minimize the amount of time for taxpayers to complete a tax payment using electronic payments (Customer Results Timeliness and Responsiveness Response time)
- Reduce cost to the government of processing a federal tax payment (Processes and Activities Financial Savings and Cost Avoidance)
- Provide a 24 x 7 x 365 mechanism to collect federal tax revenue (Technology Reliability and Availability)

The Fiscal Service has been given authority for Permanent and Indefinite appropriation from Congress as part of the Consolidate 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 FY2004 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 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% of each BY funding is allocated to minor software enhancements each year to accommodate changes to the tax code.

**Return on Investment:**

Based on the current Alternative Analysis the ROI for this investment is \$32 million. The projected benefit is down from the expected (\$247 million to \$32 million) due to radical drop in overnight interest rates.

**Requirements/ Benefits/ Mandates:**

**Legislative Mandate:** N/A

**Audit Finding or Material Weakness:** N/A

**Agency Strategic Plan / Annual Performance Plan:** Increase Electronic Transactions with the Public to Improve Service, Prevent Fraud, and Reduce Costs.

**Presidential Priority:** N/A

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

**Accomplishments:**

EFTPS successfully completed the following enhancements in the PY 2013:

- EFile 2013
- Batch Provider Inquiry Pin

Against the baseline goal, EFTPS has exceeded the following metrics:

- Percentage of Depository Employment Taxes Received Electronically
- Mean time to complete a payment
- Percentage of calls answered in 30 seconds
- Average cost per transaction
- Percentage of Reports issued on time
- Accuracy of Paper Reports Data Captured
- Duration of outages during critical periods

EFTPS has not missed any of its baseline goals.

**Planned Objectives and Accomplishments:**

EFTPS will engage in the following enhancement projects:

- Bulk provider Inquiry Pin
- EFile 2014
- Email Improvement
- IRS ACH Debit pilot
- Municipal Tax Levy and Alaska Permanent Fund Dividend Program
- Web Redesign

**Development, modernization, and enhancement timeframe:**

**BY+1:** Tax code changes, ACH Debit Pilot to support a new payment input method for non-enrolled individual tax payers, enhance the State Levy ACH Credit Program to add the Municipal Tax Levy and Alaska Permanent Dividend Fund, align a standard approach to ensure that taxpayers enrolled by Bulk Provider Inquiry Pin can view payment history on the EFTPS website, Improvements for the Taxpayer on the Web for the Enrollment functions to include express enrollment.

**BY+2:** Tax code changes and replacement of end of life components.

**BY+3:** Tax code changes and replacement of end of life components.

**BY+4:** Tax code changes and replacement of end of life components.

**Useful Life:**

***Year the investment began:*** 1996

***End Year of the current planning cycle:*** 2016

**Performance Evaluation and Metrics:**

Metric Description	FEA Category	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual Result	Date of Latest Actual Result
Mean time to Complete a Payment	Customer Results - Timeliness and Responsiveness	Under target	Monthly	Seconds	210.00	193.20	12/31/2013
Calls Answered in 30 Seconds	Customer Results - Service Quality	Over target	Monthly	Percentage	95.00	92.20	12/31/2013

**Bureau:** Fiscal Service

**Investment Name:** FedDebt

**Type of Investment:** Major IT Investment

**Description:**

The FedDebt investment supports the Federal government's delinquent debt collection programs, which were centralized in Treasury by the Debt Collection Improvement Act of 1996.

**Investment Anticipated Outlay: (In Millions of \$):**

Type	PY-1 and Prior	PY 2013	CY 2014	BY 2015	BY+1 2016	BY+2 2017	BY+3 2018	BY+4 and Beyond	Total
DME Sub Total (Including Gov FTE) Costs	60.33	6.83	15.30	13.68	14.17	14.70	15.23	0.00	140.24
O&M Sub Total (Including Gov FTE) Costs	47.91	8.79	7.49	7.96	8.20	8.44	8.69	0.00	97.48
Total Cost (Including Gov FTE)	108.24	15.62	22.79	21.64	22.37	23.14	23.92	0.00	237.72
Total Gov FTE Cost	27.19	4.18	6.61	6.74	6.88	7.02	7.15	0.00	65.77
Number of FTE represented by costs	146.00	30.00	72.00	52.00	52.00	52.00	52.00	0.00	456.00

**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 (DMSC/PMAC). FedDebt provides the Fiscal Service organization with a single platform for its business applications, a single entry portal for its business applications, online access for creditor agencies via a web-based customer interface, and a single database for reporting. NOTE: As recommended by the McKinsey study, accounting for debt collection functions is maintained separately in a system which interfaces with FedDebt.

FedDebt integrates the collection services that Fiscal Services provides to Federal Program Agencies (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 Government.

DMIS/Treasury Report on Receivables is a system that enables Federal agencies to transmit their non-tax receivable information to the Fiscal Service via Internet and enables Fiscal Service to monitor agency compliance with the Debt Collection Improvement Act of 1996 (DCIA). The project Integrated Document Management System (IDMS) is also being added to the FedDebt investment. IDMS has been in operation since 1999 and currently supports 632 internal users in sixteen configurations at seven locations throughout the United States. IDMS provides customers Digital Document Storage and Retrieval, Digital Business Process, and Records Management Solutions for the Fiscal Service internal customers. Both IDMS and DMIS/TROR integrate and support Treasury Offset Program as well as Cross Servicing.

**Return on Investment:**

The Return on Investment bottom line, over a five year (2014-2018) life cycle is 293.0%.

**Requirements/ Benefits/ Mandates:**

***Legislative Mandate:*** Debt Collection Improvement Act of 1996.

***Audit Finding or Material Weakness:*** N/A

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

***Presidential Priority:*** N/A

***Other Requirement:*** The FedDebt investment is mission-critical to the Fiscal Service in carrying out its responsibilities under DCIA and in bringing in over \$5 billion annually in collections.

**Accomplishments:**

Completed Collection Improvement 5 which implemented changes to FedDebt to improve and enhance functionality and reporting and implemented a new Autodialer.

DataMart: Completed multiple releases to provide Accounting reports and data and increased source system data.

TOP Next Generation (NG): The Fiscal Service implemented processes to improve the architecture, requirements, testing, and systems development life cycle for the Treasury Offset Program.

**Planned Objectives and Accomplishments:**

Collection Tools: DMS will implement Collection Improvement 6 which will improve and enhance functionality and reporting by creating a new role, enhancing file exchanges, and adding bankruptcy capabilities. Autodialer functionalities will be enhanced. DataMart will be enhanced with Centralized Receivables Service (CRS) and (Treasury Reports on Receivables) TROR data

TOP: DMS will implement functional enhancements to support the collection and reporting of analytics and automated interfaces to skip tracing tools. Additionally, DMS will improve the architecture, requirements, testing, and systems development life cycle for the Treasury Offset Program.

TOP NG: Enhance the ability to meet stakeholder request. Improve the timeliness of implementation of new application functionalities and improve offset matching effectiveness. A cloud alternative was chosen for this investment and associated costs are accounted for in the TWAI investment.

**Development, modernization, and enhancement timeframe:**

***BY+1:*** FedDebt NG will: optimize debt collection procedures by providing a new state of the art debt collection and debt management tool, which will enable industry best practices and meet government regulations.

***BY+2:*** Functionality to be determined by Fiscal Service.

***BY+3:*** Functionality to be determined by Fiscal Service.

***BY+4:*** Functionality to be determined by Fiscal Service.

**Useful Life:**

***Year the investment began:*** 2001

***End Year of the current planning cycle:*** 2018

### **Performance Evaluation and Metrics:**

<b>Metric Description</b>	<b>FEA Category</b>	<b>Measurement Condition</b>	<b>Reporting Frequency</b>	<b>Unit Of Measure</b>	<b>CY Target</b>	<b>Latest Actual Result</b>	<b>Date of Latest Actual Result</b>
Percentage of eligible debts referred to BFS for collection	Customer Results - Service Coverage	Over target	Quarterly	Percentage	97.00	69.60	09/30/2013
Percentage of total incoming TOP calls handled by automation.	Customer Results - Service Coverage	Over target	Monthly	Percentage	89.00	96.00	01/31/2014

**Bureau:** Fiscal Service

**Investment Name:** Financial Management Line of Business

**Type of Investment:** Major IT Investment

**Description:**

The scope of this investment is to transform financial management across the federal government by identifying, testing, and facilitating the deployment of common innovative solutions to reduce cost improve data quality, and create efficiencies.

**Investment Anticipated Outlay: (In Millions of \$):**

Type	PY-1 and Prior	PY 2013	CY 2014	BY 2015	BY+1 2016	BY+2 2017	BY+3 2018	BY+4 and Beyond	Total
DME Sub Total (Including Gov FTE) Costs	5.94	3.14	3.14	3.14	3.14	0.00	0.00	0.00	18.50
O&M Sub Total (Including Gov FTE) Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Cost (Including Gov FTE)	5.94	3.14	3.14	3.14	3.14	0.00	0.00	0.00	18.50
Total Gov FTE Cost	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Number of FTE represented by costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

**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 at less cost with emphasis on a build once and use many model. Federal agencies should also experience a reduction in the cost of their financial accounting operations. The general public will also benefit from the delivery of financial accounting information that is more timely and reliable and that is compliant with open standards.

**Return on Investment:**

Specific Tasks FMLOB will undertake through the PMO include:

- Analyzing the landscape of existing Federal Shared Service Providers (FSSPs) to identify and resolve capability gaps.
- Evaluating agencies' current financial system and core accounting needs.
- Exploring the need for additional Federal/Commercial SSPs.
- Developing a roadmap of potential agency migrations to a limited number of shared service providers for core accounting systems.
- Supporting existing system migration efforts and learning best practices to inform the new roadmap.
- Supporting government-wide data standardization efforts for financial assistance and Federal spending transparency.
- Supporting efforts to improve accessibility and reliability of public financial data.
- Providing support to COFAR efforts to develop resources to support a well-qualified financial assistance and financial management community.
- Supporting efforts in government-wide federal real property management policy development and implementation.
- Supporting data collection, data analytics, and system needs to further develop the grants workforce and/or provide enhanced functionality and transparency of Single Audits.

**Requirements/ Benefits/ Mandates:**

**Legislative Mandate:** Chief Financial Officers Act of 1990;  
Government Performance and Results Act of 1993;  
Government Management Reform Act of 1994;  
Federal Managers Financial Integrity Act of 1982;  
Federal Financial Management Improvement Act of 1996;  
Clinger-Cohen Act of 1996;  
Debt Collection Improvement Act of 1996;  
Economy Act, 31U.S.C.1535.

**Audit Finding or Material Weakness:** N/A

**Agency Strategic Plan / Annual Performance Plan:** N/A

**Presidential Priority:** N/A

**Other Requirement:** N/A

**Accomplishments:**

FY 2011 (using FY 2011 funds)

Do-Not-Pay-List (GOVerify Business Center): The Fiscal Service accomplished the following:

1. Identified key target data sources.
2. Identified legislative changes that would facilitate/streamline data matching process.
3. Developed business requirements.

Customer Control Boards: GSA provided analytic and logistical support for the activities of the three active Customer Control Boards initiatives.

Centralized Receivable Management - FIT initiated the development of operating model for a shared service that manages billing and collection.

FY 2013: Management of the FMLoB investment was at GSA, not at Treasury in FY2013.

**Planned Objectives and Accomplishments:**

FY 2014 (using FY13 Funds)

1. Develop and establish the FIT Agency Modernization Evaluation (FAME) process to assist agencies and streamline the process agencies take as they decide to modernize their financial systems.
2. Federal Financial Management Benchmarking.
3. Support the Single Audit work completed by the Census Bureau.

Planned for FY 2015 (using FY14 funds)

1. FMLoB PMO: Support the creation of the Concept of Operations for the Financial Management Line of Business (FMLoB) Program Management Office (PMO). The FMLoB PMO will work to reduce the footprint of Federal financial management by promoting Financial Management shared service solutions to agencies and tracking agencies' progress toward adopting those solutions.

**Development, modernization, and enhancement timeframe:**

**BY+1:** FY 2016: To be determined in coordination with OMB's Office of Federal Financial Management (OFFM).

**BY+2:** FY 2017: To be determined in coordination with OMB's OFFM.

**BY+3:** FY 2018: To be determined in coordination with OMB's OFFM.

**BY+4:** FY 2019: To be determined in coordination with OMB's OFFM.

**Useful Life:**

**Year the investment began:** 2010

**End Year of the current planning cycle:** 2022



**Bureau:** Fiscal Service

**Investment Name:** Fiscal Service End User Systems and Services (formerly known as BPD End User Systems and Services)

**Type of Investment:** Major IT Investment

**Description:**

Comprised of office automation (ie: word processing, Excel, etc); in addition but not limited to: workstations, desktop, laptop computers; help desk, call centers, telephones, fax machines, color printers, workgroup distributed servers and software.

**Investment Anticipated Outlay: (In Millions of \$):**

Type	PY-1 and Prior	PY 2013	CY 2014	BY 2015	BY+1 2016	BY+2 2017	BY+3 2018	BY+4 and Beyond	Total
DME Sub Total (Including Gov FTE) Costs	1.25	1.12	0.27	0.28	0.28	0.28	0.28	0.28	4.04
O&M Sub Total (Including Gov FTE) Costs	24.14	11.33	15.89	15.96	16.04	16.13	16.21	16.29	131.98
Total Cost (Including Gov FTE)	25.39	12.45	16.16	16.24	16.32	16.40	16.49	16.57	136.02
Total Gov FTE Cost	19.14	4.36	5.66	5.68	5.71	5.74	5.77	5.80	57.86
Number of FTE represented by costs	172.00	43.00	60.90	61.20	61.50	61.90	62.20	62.50	585.20

**Summary of Purpose, Goals, and Benefits:**

This investment provides meaningful and timely operational performance information to the Fiscal Service and Treasury management, which meets the Treasury strategic objective to continuously improve our operations and processes to generate efficiency savings. As service demand increases, this investment improves access to Fiscal Service infrastructure and provides the desktop capability and capacity to increase the performance of internal systems. This is accomplished through effective and efficient processing of accurate, timely, and accessible information to key personnel concerning relative customer service, operational, and transactional information gained through customer satisfaction surveys, issues tracking, statistics, and quality assurance. In addition, Fiscal Service has several initiatives underway that will change the manner in which users interact with the data network. They will be using devices that are mobile or easily moved, and more streamlined than traditional PCs. This is part of a universal trend toward ubiquitous connectivity and industry experts expect that wireless technology will be the means of providing network access to these types of devices. Wireless LAN offers the users seamless mobility and greatly facilitate the enforcement of security policies. These capabilities enable Fiscal Service to support the latency, security, throughput and mobility requirements of the virtual desktop and Voice Over Internet Protocol (VOIP) users that will appear during the next few years. Other initiatives include leveraging virtual technologies and modernize voice communications to create a streamlined, more efficient approach in the delivery of end user services.

The End User Systems and Services investment help meet these expectations and through providing critical operational performance information to the Fiscal Service and Treasury management which leads to the improvement of customer service and quality decision-making.

The investment is a shared service and receives reimbursement from Treasury Franchise Fund customers limited to Fiscal Service and the Administrative Resource Center.

**Return on Investment:**

The ROI for the investment is \$0.02141 on every dollar spent. The ROI is calculated based on projected revenues from FY 2014 franchise services agreements of \$16.507 million and FY 2014 planned costs of \$16.161 million. The investment return is invested in capital improvements through management of capital and operating reserves.

**Requirements/ Benefits/ Mandates:**

***Legislative Mandate:*** N/A

***Audit Finding or Material Weakness:*** N/A

***Agency Strategic Plan / Annual Performance Plan:*** N/A

***Presidential Priority:*** N/A

***Other Requirement:*** N/A

**Accomplishments:**

FY 13 Operations and Maintenance

1. Rollout of the virtual desktop.
  2. Implemented wireless network access in Parkersburg and Liberty Center.
  3. Centralized provisioning and recertification of End User access to strengthen the internal control environment.
- Began integration of 35-40% of legacy Public Debt applications into a centralized access provisioning system.

**Planned Objectives and Accomplishments:**

1. FY 14 and BY 15 Operations and Maintenance.
2. FY 14 and BY 15 Increase workforce mobility - Establish technology solution for use of non-government furnished equipment on the Fiscal Service network (PC on a Stick); implement a common service solution for messaging and collaboration within the Fiscal Service organization; various maintenance projects such as headset replacements and software purchases for the Fiscal Service.

**Development, modernization, and enhancement timeframe:**

***BY+1:*** Operations and Maintenance, Increase capability and mobility of End User services through wireless technology -Begin standard maintenance and equipment refresh cycle of wireless infrastructure, Centralized provisioning and recertification of End User access to strengthen the internal control environment, Complete integration of at least 100% of Public Debt applications into a centralized access provisioning system.

***BY+2:*** Operations and Maintenance.

***BY+3:*** To Be Determined.

***BY+4:*** To Be Determined.

**Useful Life:**

***Year the investment began:*** 1970

***End Year of the current planning cycle:*** 2025

***Description of why the investment is not consistent with life cycle model defined in OMB Circular A-131.:*** The investment is comprised of services of on-going nature, not discrete systems. The services are evaluated for maintenance, routine refresh and. transition to new technological capability. Each service uses a five year planning cycle.

### **Performance Evaluation and Metrics:**

<b>Metric Description</b>	<b>FEA Category</b>	<b>Measurement Condition</b>	<b>Reporting Frequency</b>	<b>Unit Of Measure</b>	<b>CY Target</b>	<b>Latest Actual Result</b>	<b>Date of Latest Actual Result</b>
Percentage of inbound IT service desk calls abandoned at 12 or more seconds	Customer Results - Timeliness and Responsiveness	Under target	Monthly	percentage	5.00	15.50	01/31/2014
Percentage of End User customer satisfaction survey results rating good (4.25) to excellent (5.0)	Customer Results - Service Quality	Over target	Monthly	percentage	85.00	84.34	01/31/2014

**Bureau:** Fiscal Service

**Investment Name:** Fiscal Service Mainframe and Servers Support and Services (formerly known as BPD Mainframe and Servers Support and Services)

**Type of Investment:** Major IT Investment

**Description:**

Comprised of centralized data center facilities; mainframe computers and servers; peripherals; data storage; support operations; management oversight, etc. in support of reliable and secure technology.

**Investment Anticipated Outlay: (In Millions of \$):**

Type	PY-1 and Prior	PY 2013	CY 2014	BY 2015	BY+1 2016	BY+2 2017	BY+3 2018	BY+4 and Beyond	Total
DME Sub Total (Including Gov FTE) Costs	6.68	6.74	18.09	18.18	18.28	18.37	18.46	18.55	123.34
O&M Sub Total (Including Gov FTE) Costs	80.02	62.64	52.31	52.57	52.83	53.09	53.36	53.63	460.44
Total Cost (Including Gov FTE)	86.70	69.37	70.40	70.75	71.11	71.46	71.82	72.18	583.78
Total Gov FTE Cost	36.91	15.96	16.19	16.27	16.35	16.44	16.52	16.60	151.23
Number of FTE represented by costs	286.00	172.20	172.20	173.10	174.00	174.80	175.70	176.60	1504.60

**Summary of Purpose, Goals, and Benefits:**

This investment provides meaningful and timely operational performance information to the Fiscal Service and Treasury management, which meets the Treasury strategic objective to continuously improve our operations and processes to generate efficiency savings. Aging systems are unreliable, expensive to maintain, and lack the features and functionality inherent in more modern equipment. In addition, older equipment generally requires significantly more floor space and power than that required by current equipment.

In the current competitive environment, Fiscal Service must provide reliable service while minimizing overall IT infrastructure expenses. The use of next generation technologies available with newer equipment can improve infrastructure reliability, reduce operating expenses and minimize the floor space required to support infrastructure services. In addition, server virtualization for Window platforms provides primary and backup support for hosted applications of Fiscal Service and Treasury Franchise customers.

This investment directly supports the data center consolidation initiative as mandated by OMB. The Fiscal IT initiative consolidated five data centers into two Fiscal IT data centers, upgrading mainframes to modernize the hardware and software products to meet the highest level of compliance to promote customer confidence, implementing a software engineering infrastructure for all Fiscal Service systems, and the installation of shared architectures, policies, and best practices to effectively manage IT resources.

The investment is a shared service and receives reimbursement from Treasury Franchise Fund customers.

**Return on Investment:**

The ROI for the investment is \$0.045 on every dollar spent. The ROI is calculated based on projected revenues from FY2014 franchise services agreements of \$73.564 million and FY 2014

planned costs of \$70.401 million. The investment return is invested in capital improvements through management of capital and operating reserves.

**Requirements/ Benefits/ Mandates:**

**Legislative Mandate:** N/A

**Audit Finding or Material Weakness:** N/A

**Agency Strategic Plan / Annual Performance Plan:** N/A

**Presidential Priority:** N/A

**Other Requirement:** N/A

**Accomplishments:**

1. Fiscal IT: Consolidated five data center into two Fiscal IT data centers  
-Completed closing of three data centers, consolidated Legacy FMS and Legacy Public Debt infrastructure into the Fiscal Service.
2. Upgraded Fiscal IT Mainframes, including making the Parkersburg FIPS 199 High.
3. Implemented Server Virtualization  
-Completed virtualization of 75% of the Windows servers and implementation of a full production/backup environment
4. Refreshed Windows/Unix/Linux Servers and Network Devices completed.

**Planned Objectives and Accomplishments:**

1. FY 14 FY 15: Operations and Maintenance.
2. FY 14 FY 15: Upgrade Fiscal IT Mainframe Processors -Continue modernization of mainframe hardware and software products activities.
3. FY 14 FY15: Implement a Data Storage Solution in support of data management services.
4. FY 14 FY15: Expand Enterprise Log Management Capability to all BFS systems.
5. FY 14 FY15: Expand configuration management reporting and compliance capabilities.

**Development, modernization, and enhancement timeframe:**

**BY+1:** Operations and Maintenance, Upgrade Fiscal IT Mainframes, Refresh Windows/Unix/Linux Servers and Network Devices.

**BY+2:** Operations and Maintenance, Refresh Windows/Unix/Linux Servers and Network Devices.

**BY+3:** To Be Determined.

**BY+4:** To Be Determined.

**Useful Life:**

**Year the investment began:** 1970

**End Year of the current planning cycle:** 2025

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

**Circular A-131.:** The investment is comprised of services of on-going nature, not discrete systems. The services are evaluated for maintenance, routine refresh and. transition to new technological capability. Each service uses a five year planning cycle.

**Performance Evaluation and Metrics:**

Metric Description	FEA Category	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual Result	Date of Latest Actual Result
Percentage of mainframe and server services (hosting)customer satisfaction survey results rating good (4.25) to excellent (5.0)	Customer Results - Service Quality	Over target	Monthly	percentage	85.00	73.77	01/31/2015

**Bureau:** Fiscal Service

**Investment Name:** Fiscal Service Telecommunications Systems and Support (formerly known as BPD Telecommunications Systems and Support)

**Type of Investment:** Major IT Investment

**Description:**

Comprised of the following but not limited to: trunking and network services; lines and services; switching systems and components; local voice; long distance; inbound/outbound Internet services; TIC services, virtual private networks.

**Investment Anticipated Outlay: (In Millions of \$):**

Type	PY-1 and Prior	PY 2013	CY 2014	BY 2015	BY+1 2016	BY+2 2017	BY+3 2018	BY+4 and Beyond	Total
DME Sub Total (Including Gov FTE) Costs	0.00	2.77	3.42	3.44	3.46	3.47	3.49	3.51	23.55
O&M Sub Total (Including Gov FTE) Costs	29.01	11.86	15.23	15.30	15.38	15.46	15.53	15.61	133.36
Total Cost (Including Gov FTE)	29.01	14.62	18.65	18.74	18.83	18.93	19.02	19.12	156.91
Total Gov FTE Cost	14.16	3.80	4.85	4.87	4.90	4.92	4.95	4.97	47.41
Number of FTE represented by costs	90.00	41.00	52.50	52.70	53.00	53.20	53.50	53.80	449.70

**Summary of Purpose, Goals, and Benefits:**

This investment provides meaningful and timely operational performance information to the Fiscal Service and Treasury management, which meets the Treasury strategic objective to continuously improve our operations and processes to generate efficiency savings.

In addition, Fiscal Service has several initiatives underway that will change the manner in which users interact with the data network. These capabilities enable the Fiscal Service to support the latency, security, throughput and mobility requirements of the virtual desktop and Voice Over Internet Protocol (VOIP) users that will appear during the next few years. Fiscal Service is in the process of modernizing the voice communications to increase capabilities to our customers and end users. The VoIP initiative is designed to determine the best and most cost effective and efficient way to provide seamless voice communication services for employees regardless of their location. This initiative will provide the following benefits:

- Use of voice over IP to provide remote users onsite phone capabilities
- Test moving voice communications from costly dedicated circuits to existing data circuits utilizing VoIP
- Rove the use of wireless voice devices within Bureau of the Fiscal Service facilities
- Support the increased focus on flexiplace and telework.

The investment also will expand the Trusted Internet Connection (TIC) service and the DNS/DNSSEC service to support all Treasury bureaus, except IRS.

The investment is a shared service and receives reimbursement from Treasury Franchise Fund customers.

**Return on Investment:**

The ROI for the investment is 1.67 or \$0.0167 on every dollar spent. The ROI is calculated based on projected revenues from FY 2014 franchise services agreements of \$18.959 million

and FY 2014 planned costs of \$18.648 million. The investment return is invested in capital improvements through management of capital and operating reserves.

**Requirements/ Benefits/ Mandates:**

**Legislative Mandate:** N/A

**Audit Finding or Material Weakness:** N/A

**Agency Strategic Plan / Annual Performance Plan:** N/A

**Presidential Priority:** N/A

**Other Requirement:** N/A

**Accomplishments:**

FY 2013

1. Modernize Voice Communications.

-Implemented Voice over Internet Protocol (VoIP) technologies for internal and remote users.

2. Began providing TIC services to Treasury bureaus, excluding IRS.

3. Began providing DNS/DNSSec services to Treasury bureaus, excluding IRS.

4. Established wireless network in multiple BFS facilities, including Parkersburg and Liberty Center.

**Planned Objectives and Accomplishments:**

FY 2014: Operations and Maintenance.

FY 2014: Modernize Voice Communications.

FY 2014: Continued expansion of TIC services, implement a common remote access service for the Fiscal Service employees, upgrade the network infrastructure, and upgrade the telephony infrastructure.

**Development, modernization, and enhancement timeframe:**

**BY+1:** Operations and Maintenance.

**BY+2:** Operations and Maintenance.

**BY+3:** To Be Determined.

**BY+4:** To Be Determined.

**Useful Life:**

**Year the investment began:** 1970

**End Year of the current planning cycle:** 2025

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

**Circular A-131.:** The investment is comprised of services of on-going nature, not discrete systems. The services are evaluated for maintenance, routine refresh and. transition to new technological capability. Each service uses a five year planning cycle.

**Performance Evaluation and Metrics:**

Metric Description	FEA Category	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual Result	Date of Latest Actual Result
Percentage of network/communication service available to customers during normal hours of operation (excluding planned maintenance outages).	Customer Results - Timeliness and Responsiveness	Over target	Monthly	percentage	99.00	100.00	01/31/2014
Percentage of network/communications customer satisfaction survey results rating good (4.25) to excellent (5.0)	Customer Results - Service Quality	Over target	Monthly	percentage	85.00	85.71	01/31/2014

**Bureau:** Fiscal Service

**Investment Name:** Franchise Financial and Administrative Services (FFAS)

**Type of Investment:** Major IT Investment

**Description:**

Franchise Financial & Administrative Services (FFAS) investment provides quality financial management. It is supported by Oracle e-Business Suite: a web-enabled, integrated, accounting, budgeting, procurement, and reporting COTS system. Self-funded.

**Investment Anticipated Outlay: (In Millions of \$):**

Type	PY-1 and Prior	PY 2013	CY 2014	BY 2015	BY+1 2016	BY+2 2017	BY+3 2018	BY+4 and Beyond	Total
DME Sub Total (Including Gov FTE) Costs	13.34	4.77	6.88	6.97	7.04	7.11	7.18	7.46	60.75
O&M Sub Total (Including Gov FTE) Costs	37.00	19.68	18.15	18.87	19.46	20.24	21.06	21.90	176.36
Total Cost (Including Gov FTE)	50.35	24.45	25.03	25.84	26.50	27.35	28.24	29.36	237.12
Total Gov FTE Cost	33.27	9.89	9.91	10.25	10.60	10.96	11.34	11.79	108.01
Number of FTE represented by costs	155.00	71.00	73.00	93.00	97.00	101.00	105.00	109.00	804.00

**Summary of Purpose, Goals, and Benefits:**

FFAS requires an integrated system that supports a full service federal financial management operation. The system must be adaptable to Treasury Franchise Fund's (TFF) complex business model and easily configured to meet the diverse financial needs of any federal organization. Oracle e-Business Suite (OeBS) is the major system that supports the FFAS requirements. OeBS is a web-enabled COTS application providing an integrated accounting, budgeting, and reporting system comprising multiple subsystems. The system enables financial management of budget execution, purchasing, accounts payable, accounts receivable, disbursements, fixed assets, project accounting, and inventory and order management. Functions in Oracle are accounted for on a general ledger double entry accounting basis and allow for management reporting in addition to required external reporting. Oracle was deployed into production in October 2002 and has been integrated with many key feeder systems.

There are no dependencies between this investment and other investments. Continuing initiatives include an upgrade to the Administrative Resource Center's (ARC) core financial system to Oracle Release 12 (R12), which is expected to improve functionality of the system in areas of reporting and workflow to improve service offering to current and prospective customers.

**Return on Investment:**

The organization is able to function as a 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.

**Requirements/ Benefits/ Mandates:**

***Legislative Mandate:*** N/A

***Audit Finding or Material Weakness:*** N/A

***Agency Strategic Plan / Annual Performance Plan:*** U.S. Department of the Treasury, Bureau of the Fiscal Service Strategic Plan for Fiscal Years 2014-2017.



**Presidential Priority:** N/A

**Other Requirement:** N/A

**Accomplishments:**

Development, testing, and approximately 100% of customers using our C1 shared instance of Oracle were migrated from Oracle 11i (version 11.5.10.2) to R12. The transition to R12 includes adoption of the Common Government-wide Account Code (CGAC) and implementation of project accounting. Performance of investment stayed within acceptable variance of target while zero corrective actions were needed due to no performance deficiencies.

**Planned Objectives and Accomplishments:**

Business needs were reassessed during the FY14 costing exercise which resulted in the initiatives listed below for FY14 and FY15.

- 1) Complete planning, requirements, design, development, testing, implementation, and migration of 100% of customers in manufacturing instance of C3.
- 2) Complete planning, requirements, design, development, testing, and preparation for implementation of HUD into R12.
- 3) A cloud alternative was chosen for this investment and associated costs are accounted for in the TWAI investment.

**Development, modernization, and enhancement timeframe:**

**BY+1:** FY16: Oracle Analytics/Hyperion (Business Intelligence) which is expected to improve financial performance analysis by providing up-to-the-minute information for management.

**BY+2:** FY17: Oracle Hyperion/Analytics (Business Intelligence) which is expected to improve integration of financial and operational planning processes along with improving business predictability.

**BY+3:** Initiatives yet to be determined.

**BY+4:** Initiatives yet to be determined.

**Useful Life:**

**Year the investment began:** 1999

**End Year of the current planning cycle:** 2022

**Description of why the investment is not consistent with life cycle model defined in OMB Circular A-131.:** As the FFAS investment does not have an identifiable end point, it does not fit all of the criteria to be considered consistent with the life cycle model. All other criteria are met.

**Performance Evaluation and Metrics:**

Metric Description	FEA Category	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual Result	Date of Latest Actual Result
Average call response time (seconds) for system support	Customer Results - Timeliness and Responsiveness	Under target	Monthly	Seconds	8.00	7.21	01/31/2014

**Bureau:** Fiscal Service

**Investment Name:** International Treasury Services (ITS.gov)

**Type of Investment:** Major IT Investment

**Description:**

ITS.gov consolidates multiple Federal government international payment and collection systems and services into a single application. ITS.gov supports the Fiscal Service mission to provide centralized federal payments and OFAC screening.

**Investment Anticipated Outlay: (In Millions of \$):**

Type	PY-1 and Prior	PY 2013	CY 2014	BY 2015	BY+1 2016	BY+2 2017	BY+3 2018	BY+4 and Beyond	Total
DME Sub Total (Including Gov FTE) Costs	3.70	4.04	4.08	4.00	3.15	0.00	0.00	0.00	18.98
O&M Sub Total (Including Gov FTE) Costs	6.80	6.99	6.88	6.77	6.64	6.96	0.00	0.00	41.05
Total Cost (Including Gov FTE)	10.50	11.03	10.96	10.77	9.80	6.96	0.00	0.00	60.02
Total Gov FTE Cost	0.85	0.87	0.74	0.77	0.76	0.66	0.00	0.00	4.65
Number of FTE represented by costs	9.00	9.00	9.00	9.00	9.00	9.00	9.00	0.00	63.00

**Summary of Purpose, Goals, and Benefits:**

ITS.gov supports the Fiscal Service mission to provide centralized federal payment, collection, and reporting services. ITS.gov processes payments (FY13 6.6 million items, \$32 billion) to more than 200 international destinations using over 100 currencies on behalf of 65 Federal Agencies, including Department of Defense, Social Security Administration, etc. Primary gaps addressed by ITS.gov include: multiple international payment systems across government, large cash balances held outside of Treasury, inefficient cash management practices, inability to meet legislative (OFAC compliance) and FPA system changes/requests quickly, labor intensive manual processes, delayed payments (approx. 30 days to receive payment), and inaccurate financial reporting (i.e. SF224).

Justification: ITS.gov provides a single comprehensive international payment, collection, reporting system to Treasury-Disbursed Offices (TDO) and Non Treasury-Disbursed Offices (NTDO). Electronic payments are received within 2 business days and check payments are received within 5 business days. Agencies receive electronic reports which enable them to meet Treasury's financial reporting requirements and timeframes.

Benefits: File format suitable to agency, data consolidated in a single relational database, distributed stable processing platform, supports single sign-on capabilities, ability to efficiently implement legislative mandated programming changes, operational efficiencies resulting from reduction of manual processing, expedited payment delivery, reduces foreign exchange costs through economies of scale, multiple payment and foreign exchange options, enhanced security with multiple verification levels, formalized performance management and tracking, and agencies do not pay for development or maintenance. ITS.gov supports the Fiscal Service to be Enterprise Architecture, Treasury and Fiscal Service strategic goals, and federal cash management regulations. ITS.gov is linked directly with Fiscal Service strategic goals: Goal 1 - Timely, accurate and efficient disbursement of federal payments, and Goal 2 - Timely, accurate and efficient collection of federal government receipts; to support the effective management of U.S. Government Finances.

### **Return on Investment:**

The ROI for ITS.gov is calculated at 338.5% with a short 3-year payback period. ITS.gov provides a unique and valuable combination of capabilities and shared services 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 make international payments and collections. ITS.gov provides a single point of delivery to over 200 countries and territories and in more than 100 currencies. This investment has allowed the Fiscal Service to continue to expand its international financial service capabilities and while saving money by leveraging a critical mass of volume to achieve economies of scale and realize huge 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 transaction to electronic payments, and has achieved large savings by supporting both spot and guaranteed advanced exchange rate options. ITS.gov also provides valuable shared service with the enterprise Office of Foreign Assets Control (OFAC) screening service that is integrated in the payment flow and allows other Treasury applications to leverage capabilities to compare payments to various source lists without BFS incurring additional start-up costs for each business line. Additionally, ITS.gov provides an international collection facility which has been automated to interface with Treasury's Credit Gateway application and Credit Information Repository (CIR).

### **Requirements/ Benefits/ Mandates:**

***Legislative Mandate:*** N/A

***Audit Finding or Material Weakness:*** N/A

***Agency Strategic Plan / Annual Performance Plan:*** N/A

***Presidential Priority:*** N/A

***Other Requirement:*** N/A

### **Accomplishments:**

PY 2013 Accomplishments: Fiscal 2013: Release 11.0 Phase two of the CARS reporting functionality for TDO vendor and salary payments and the Debit Gateway release. Release 11.1 SSA legacy software decommissioning and new payment flow and support PACER Issues file updates for CARS reporting. Release 12.0 Enhance Fedwire support to include the delivery of service messages and Fedwire origination through ITS.gov, and automation of End of Day.

### **Planned Objectives and Accomplishments:**

CY 2014 and BY 2015 Objectives: Release 12.0.1 deploys Siteminder to support HSPD-12 PIV and PIV-I authentication and credentialing, Release 12.1 Implements Security updates to resolve outstanding POAM items and deploys European Banking Statement requirements to support SEPA mandates, Release 12.2 implements IDD File Conversions, IDD TAS BETC Support, and Phase 1 of planned Reclamation Automation enhancements, Release 12.3 supports Phase 1 PIR Interface enhancements and Phase 2 of the Reclamation automation upgrades as well as IDD country expansion to support Benefit Agency customer requirements, Support SSA iClaim automation and interface initiatives.

### **Development, modernization, and enhancement timeframe:**

***BY+1:*** BY 2016: 9.795M; Implement strategic objectives/security mandates/tactical initiatives: Create GWA TAS/BETC Difference Report, PPS interface, automate USD conversions for collections, reporting enhancements, modify PAM acknowledgements for SPS certs and IAT/Fedwires, PIR Enhancements, automate NOCs and Reclamations from Global Service Provider, update MD 103 File Handler for Korean Won, implement vulnerability scanning tools,

OFAC enhancements, and implement security and agency enhancements.

**BY+2:** BY 2017: 6.957M: O&M, essential Websphere, Oracle, and required security upgrades.

**BY+3:** N/A - Not defined in current project projections and plans.

**BY+4:** N/A - Not defined in current project projections and plans.

**Useful Life:**

***Year the investment began:*** 2009

***End Year of the current planning cycle:*** 2017

**Performance Evaluation and Metrics:**

Metric Description	FEA Category	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual Result	Date of Latest Actual Result
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).	Customer Results - Timeliness and Responsiveness	Over target	Monthly	%	0.96	1.00	01/31/2014

**Bureau:** Fiscal Service

**Investment Name:** Invoice Processing Platform

**Type of Investment:** Major IT Investment

**Description:**

The Invoice Processing Platform (IPP) provides a centralized electronic invoicing and payment information portal accessible to all participants in Federal payment transactions.

**Investment Anticipated Outlay: (In Millions of \$):**

Type	PY-1 and Prior	PY 2013	CY 2014	BY 2015	BY+1 2016	BY+2 2017	BY+3 2018	BY+4 and Beyond	Total
DME Sub Total (Including Gov FTE) Costs	12.29	3.47	4.14	4.87	3.85	2.28	0.00	0.00	30.88
O&M Sub Total (Including Gov FTE) Costs	26.51	18.58	27.61	29.40	31.31	31.31	31.31	28.65	224.67
Total Cost (Including Gov FTE)	38.80	22.04	31.75	34.27	35.15	33.59	31.31	28.65	255.55
Total Gov FTE Cost	2.00	0.70	0.79	0.81	0.81	0.81	0.52	1.04	7.49
Number of FTE represented by costs	2.00	7.00	7.00	7.00	7.00	7.00	0.00	7.00	44.00

**Summary of Purpose, Goals, and Benefits:**

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

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

While the initial cost of the investment was \$255,348,000.00, the projected return on investment will be \$187,272,402,000.00, resulting in a financial gain/cost saving approximately 725 times over the initial investment cost. IPP will prove to be beneficial both within the government (to

Agencies) and external to the government (to Vendors) in the following ways:

#### Federal Agency Benefits

Federal agencies can save time and money by adopting IPP:

- IPP saves time by automating a formerly paper-intensive procurement process.
- IPP is available at no charge to federal agencies.
- IPP helps federal agencies avoid Prompt Payment penalties and capture early payment discounts.
- IPP supports paperwork reduction initiatives.
- IPP leverages cloud computing best practices to help federal agencies comply with the federal cloud first policy.

#### Vendor Benefits

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

- IPP provides multiple options for vendors to create and submit invoices electronically.
- IPP provides vendors with greater visibility into all transaction data and documents associated with a PO.
- IPP has self-service features that save time by enabling vendors to quickly answer payment-related questions.
- IPP is available at no charge to vendors.
- IPP enables vendors to better manage their cash flow projections.

#### **Requirements/ Benefits/ Mandates:**

***Legislative Mandate:*** N/A

***Audit Finding or Material Weakness:*** N/A

***Agency Strategic Plan / Annual Performance Plan:*** This supports goal 4 of the Fiscal Service Strategic Plan, which is to provide timely and accurate financial information that contributes to the improved quality of financial decision making.

***Presidential Priority:*** In July 2011, in support of President Obama's Campaign to Cut Waste across the federal government, the U.S. Department of the Treasury announced that it was mandating that all Treasury Bureaus implement the Invoice Processing Platform formerly known as Internet Payment Platform (IPP), an electronic invoice processing solution, by the end of FY12. Additionally, in FY13, the Department 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:*** OMB and Treasury established the Do Not Pay Program or solution (donotpay.treasury.gov), which enables agencies to access specified data sources for the purpose of reducing improper payments. On April 12, 2012, OMB issued a Memorandum (M-12-11) directing Executive Branch agencies to develop plans for using this solution. As of July 23, 2012, Invoice Processing Platform (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.

#### **Accomplishments:**

FY 2013's accomplishments indicate the progress and acceptance of IPP among government agencies. IPP implemented 11 new agencies and processed more than 229K invoices. In February 2013, DoD gave formal approval to use IPP for intra-gov transactions and processed its first transactions for US Marine Corps. USDA implemented IPP for commercial business. In

March 2013, Library of Congress FedLink signed an APA and the Department of Justice formally signed an Agency Participation Agreement to use IPP for commercial transactions. IPP completed a SA&A in June and received an ATO through June 2016. Rel 2.5 and 3.0 were implemented in February and July respectively. Rel 2.5 encompassed seven requirements to include VAN support for file based xml e-file; Attachments for POs, Intra-Gov Orders and Intra-Gov GT&C; WebFocus Reporting and ALC Filter Configurations. Rel. 3.0 included Collector Permissions, Single User Multi Module Access, Return to Previous Level and other enhancements. Rel 3.1 started in FY 2013.

**Planned Objectives and Accomplishments:**

IPP activities over this planning period are focused on the following initiatives: Increase electronic invoicing transactions submitted through IPP; electronic invoicing enhancements; enhancements to intra-governmental processing functions; infrastructure modernization and optimization; outreach expansion for agencies and suppliers; and implementation of agencies and suppliers. Activities in CY will address the following: Implementation of an upgraded interface with PAM (SRF) and the Acknowledgement File, Disburser Filtering. Invoice Attachments, Intra-Gov Workflow Notifications, Intra-Gov PO Download and Intra-Gov Invoice Upload and Download, Intra-Gov Sep. Module; Order Upload, Automated Novations, Vendors w/o TIN, FRAC, and Distribution Record Limits. Activities in BY will address the following: Migration from UPS to ITIM, Search and Archive Capabilities; Intra-Gov FRAC Data Elements; Usability Improvements for the Collector; Disburser Notification Enhancements, Agency Bulk User Enhancements, Identity Proofing for Vendors and Security Enhancements. A cloud alternative was chosen for this investment and associated costs are accounted for in the TWAI investment.

**Development, modernization, and enhancement timeframe:**

**BY+1:** IPP activities for FY 2016 will include the following new functionality: Allow post payments to Collector without requiring matching, add contract related data elements to PO schema and PO upload, implement final requirements to make IPP compliant with the Federal Records Act, create intra-gov invoice exception notification, collector e-file and disburser self-service batch enhancements, and conduct and complete a SA&A.

**BY+2:** IPP DME Activities will end in FY 17. The following new functionality will be added: Disburser Filtering Enhancements, Modify GT&C and Order Number, Mapping vendors TINS to DUNS Numbers, Develop additional disburser notifications, allow amount only PO items, support BPN data import, create remaining intra-gov interfaces, and complete remaining customer approved enhancements.

**BY+3:** O&M only - focus on enrolling more agencies and vendors, continuing excellent customer service, and continuing user training on the application.

**BY+4:** O&M only - focus on enrolling more agencies and vendors, continuing excellent customer service, and continuing user training on the application.

**Useful Life:**

***Year the investment began:*** 2007

***End Year of the current planning cycle:*** 2020

**Performance Evaluation and Metrics:**

<b>Metric Description</b>	<b>FEA Category</b>	<b>Measurement Condition</b>	<b>Reporting Frequency</b>	<b>Unit Of Measure</b>	<b>CY Target</b>	<b>Latest Actual Result</b>	<b>Date of Latest Actual Result</b>
Number of Vendor organizations enrolling in IPP (out of remaining 55,000)	Customer Results - Service Coverage	Over target	Monthly	Number	4.00	21.80	08/30/2013
Number of Vendor organizations enrolling in IPP (out of remaining 55,000)	Customer Results - Service Coverage	Over target	Monthly	Number	4.00	0.31	01/31/2014



**Bureau:** Fiscal Service

**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: (In Millions of \$):**

Type	PY-1 and Prior	PY 2013	CY 2014	BY 2015	BY+1 2016	BY+2 2017	BY+3 2018	BY+4 and Beyond	Total
DME Sub Total (Including Gov FTE) Costs	38.98	8.27	12.68	9.62	0.00	0.00	0.00	0.00	69.55
O&M Sub Total (Including Gov FTE) Costs	12.88	10.35	8.51	11.14	10.57	10.78	10.90	11.37	86.50
Total Cost (Including Gov FTE)	51.86	18.62	21.19	20.76	10.57	10.78	10.90	11.37	156.05
Total Gov FTE Cost	1.72	0.88	0.83	0.83	0.68	0.68	0.68	0.68	6.98
Number of FTE represented by costs	12.00	5.35	5.00	5.00	5.00	5.00	5.00	5.00	47.35

**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. As part of Fiscal Services strategic Collections and Cash Management Modernization (CCMM) initiative, OTCnet has redesigned its business lines by developing one system per channel and streamlining the collection process. 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. Additional conversion activities in 2012 included converting agencies from Ca\$hLink II to OTCnet to support Ca\$hLink II decommissioning. By implementing the GWA/TRS project in 2012, OTCnet has facilitated data capture to support Central Accounting and Reporting System reporting requirements for both check conversion and deposit reporting. 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 enhancements include: Supporting Straight Through Processing, Archiving and Dynamic TAS. The primary beneficiaries of this investment are the end users from agencies, financial institutions and government as this investment yields substantial cost savings being a shared service across the government servicing over 96 Agencies and over 130 Financial Institutions, from decommissioning the two legacy systems and Ca\$hLink II as well as providing efficiency gains through improved reconciliation processes.

**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 across the government 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 ITIM system 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 number of the Instructor Led training requests in OTCnet and provides cost benefits. Having a single organization hierarchy in OTCnet provides efficiency gains to set up the hierarchy in one system as opposed to two systems in the past. GWA/TRS project provides functionality to capture accounting information at the point of deposit and transmits the information to CIR. This provides cost savings for the government in streamlining and centralizing the reporting of revenue collection information and eliminates agency's redundant reconciliation processes. With summary classification for TGA deposits and with the C-Key classification for checks, agencies can be GWA compliant.

With the implementation of Straight through Processing, all deposits processed through OTCnet will include the Treasury RTN information which will post directly to the TGA structure and update the TGA balance throughout the day. This will support the Treasury goals of intra-day cash position, earlier end-of-day close, and faster proofing, balancing and reconciliation processes.

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

**Requirements/ Benefits/ Mandates:**

***Legislative Mandate:*** N/A

***Audit Finding or Material Weakness:*** N/A

***Agency Strategic Plan / Annual Performance Plan:***

o Fiscal Service Strategic Goal #2 - Achieve timely, accurate and efficient collection of federal government receipts.

o Fiscal Service Strategic Goal #5 - Achieve timely and accurate financial information that contributes to the improved quality of financial decision-making.

***Presidential Priority:*** N/A

***Other Requirement:*** N/A

**Accomplishments:**

The GWA/TRS release has been implemented in OTCnet Release 1.3 on October 16, 2012, a key milestone to achieve CCMM goal. The implementation included capturing government-wide accounting classification at the point of entry for checks for the first time and transmitting the check information to Collections Information Repository (CIR - formerly TRS). TCMS change for cash concentration (instead of Ca\$hLink II) was also implemented as part of this project.

Additionally, both deposit processing and check processing have upgraded to the FMS Enterprise Schema version 4.6.

All conversions from multiple systems including PCC OTC, FRB Ca\$hLink and Ca\$hLink II have been completed to meet the 2012 timeline for decommissioning the two systems (i.e. PCC OTC and Ca\$hLink II). A number of maintenance releases also have been implemented in this fiscal year to improve system performance including Oracle upgrade and address conversion needs from agencies.

**Planned Objectives and Accomplishments:**

Supporting Straight Through Processing (STP) and Archiving Phase 1 started in FY 2013 and is scheduled for implementation in June, 2014. The June 2014 implementation will include processing Treasury Routing Transit Number information, transmitting the information to Collections Information Repository and ultimately to TGA accounts. Archiving Phase 1 will

separate the Online Transaction Processing database from Archive database containing historical information.

STP full implementation including processing Adjustments/Corrections/Rescinds for checks will be implemented in December 2014. Full solution for Archiving will include deposit processing and reports and is scheduled in 2015.

A cloud alternative was chosen for this investment and associated costs are accounted for in the TWAI investment.

**Development, modernization, and enhancement timeframe:**

**BY+1:** Support for 64 bit and a Technology Refresh are planned as maintenance items.

**BY+2:** Maintenance and operational activity to include one maintenance release.

**BY+3:** A technology refresh is planned as part of maintenance activity.

**BY+4:** Maintenance and operational activity.

**Useful Life:**

***Year the investment began:*** 2009

***End Year of the current planning cycle:*** 2019

**Performance Evaluation and Metrics:**

Metric Description	FEA Category	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual Result	Date of Latest Actual Result
Monthly customer service telephone call abandonment rate will not exceed 3%	Customer Results - Timeliness and Responsiveness	Under target	Monthly	%	3.00	1.18	01/31/2014

**Bureau:** Fiscal Service

**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. Pay.gov offers a suite of electronic financial services to assist agencies in their electronic collection.

**Investment Anticipated Outlay: (In Millions of \$):**

Type	PY-1 and Prior	PY 2013	CY 2014	BY 2015	BY+1 2016	BY+2 2017	BY+3 2018	BY+4 and Beyond	Total
DME Sub Total (Including Gov FTE) Costs	40.37	2.66	3.33	3.68	3.78	3.89	4.00	0.00	61.71
O&M Sub Total (Including Gov FTE) Costs	81.40	14.29	15.98	17.20	17.31	18.14	18.48	0.00	182.80
Total Cost (Including Gov FTE)	121.77	16.95	19.31	20.88	21.09	22.03	22.48	0.00	244.51
Total Gov FTE Cost	4.69	0.51	0.60	0.60	0.60	0.60	0.60	0.00	8.20
Number of FTE represented by costs	24.00	5.00	5.00	5.00	5.00	5.00	5.00	0.00	54.00

**Summary of Purpose, Goals, and Benefits:**

Pay.gov Services (Pay.gov) provides a Government-wide Internet collection channel for FPA to collect non-tax revenue. Pay.gov 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 supports 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 Revenue Collection Management (RCM) is to convert paper based transactions to electronic methods; Pay.gov is the primary program supporting this goal. RCM 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 FPA and citizens. By collecting funds over the Internet, Treasury and FPA receive the funds faster than mailed or in person transactions. Also by collecting the funds electronically, FPA are able to collect payments more accurately since the risk of human error is removed. Citizens benefit from Pay.gov by being able to make payment from any Internet capable device. There is also benefit in that the cost per payment through Pay.gov is less than the cost per paper payment. As a service, FPA are also the primary customers and stakeholders of Pay.gov.

**Return on Investment:**

Pay.gov life cycle benefits are based on the historically-observed unit cost for processing Internet based collection transactions vs. the unit cost of paper based collection methods. The

cost avoidance realized by processing transactions over the Internet, is the cost avoidance benefit.

**Requirements/ Benefits/ Mandates:**

***Legislative Mandate:*** N/A

***Audit Finding or Material Weakness:*** N/A

***Agency Strategic Plan / Annual Performance Plan:***

Treasury Strategic Goal 5: Create a 21st century approach to government by improving efficiency, effectiveness and customer interaction.

***Presidential Priority:*** N/A

***Other Requirement:*** N/A

**Accomplishments:**

As of January 31, 2014, Pay.gov has collected over \$38 Billion dollars and 43 million transactions this fiscal year. Both metrics are ahead of schedule for meeting the fiscal year goal of \$115 billion collection through 117 million transactions. Pay.gov currently hosts 978 agency applications, which is well ahead of the fiscal year goal. Also as of January 31, 2014, Pay has maintained an annual production availability metric of 99.72%, this is slightly behind schedule of the 99.98% fiscal year goal. To date, Pay.gov has successfully implemented all three planned software releases on schedule. These releases successfully accomplished milestones 1) Credit Card Service SOA redesign, and 2) Addition of the Trusted Collection Service Online Interface. No corrective actions have been taken to date.

**Planned Objectives and Accomplishments:**

CY objectives include collecting \$105 Billion dollars through 105 million transactions while increasing agency applications to 900 applications. The System availability goal for CY is 99.8%.

BY objectives include collecting \$110 Billion dollars through 110 million transactions while increasing agency applications to 1000 applications. The System availability goal for BY is 99.8%.

Planned milestones for reach target benefit include: for CY- CC Service SOA redesign, User Interface redesign, Paypal Implementation -Phase 2, Recurring CC transaction functionality, eBilling enhancements include a new email solution, and Payment Service Provider #2. For BY- Payment service provider #3, online banking bill presentment, Adjustment and Corrections interface with the Debit Gateway, and final SOA re-architecture tasks.

**Development, modernization, and enhancement timeframe:**

***BY+1:*** BY+1: Anticipated support costs based on volume projects, and projected development costs based on historical rates, current projections and anticipated support of e-commerce projects, NTPI projects, e-Billing, infrastructure and environmental upgrades.

***BY+2:*** BY+2: Anticipated support costs based on volume projects, and projected development costs based on historical rates, current projections and anticipated support of e-commerce projects, NTPI projects, e-Billing, infrastructure and environmental upgrades.

***BY+3:*** BY+3: Anticipated support costs based on volume projects, and projected development costs based on historical rates, current projections and anticipated support of e-commerce projects, NTPI projects, e-Billing, infrastructure and environmental upgrades.

***BY+4:*** N/A.

**Useful Life:**

***Year the investment began:*** 2004

***End Year of the current planning cycle:*** 2018

**Performance Evaluation and Metrics:**

Metric Description	FEA Category	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual Result	Date of Latest Actual Result
Process 9 million collection transactions per month in FY14	Customer Results - Customer Benefit	Over target	Monthly	Millions of transactions processed	9.00	11.57	01/31/2014

**Bureau:** Fiscal Service

**Investment Name:** Payment Application Modernization (PAM)

**Type of Investment:** Major IT Investment

**Description:**

PAM is an effort to replace 32+ existing RO legacy payment applications which generate check, ACH, IAT Transactions, and Wire Transfer payments (1 billion, \$2.3 trillion) on behalf of FPAs with a single application.

**Investment Anticipated Outlay: (In Millions of \$):**

Type	PY-1 and Prior	PY 2013	CY 2014	BY 2015	BY+1 2016	BY+2 2017	BY+3 2018	BY+4 and Beyond	Total
DME Sub Total (Including Gov FTE) Costs	85.98	7.91	8.52	6.98	3.07	3.12	3.17	13.29	132.03
O&M Sub Total (Including Gov FTE) Costs	32.10	6.71	5.98	2.02	3.07	3.12	3.17	13.29	69.45
Total Cost (Including Gov FTE)	118.08	14.61	14.49	9.00	6.14	6.24	6.34	26.58	201.48
Total Gov FTE Cost	51.96	5.14	5.52	2.02	2.06	2.10	2.14	9.02	79.97
Number of FTE represented by costs	472.00	54.50	54.50	18.50	18.50	18.50	18.50	74.00	729.00

**Summary of Purpose, Goals, and Benefits:**

Investment includes Regional Operations (RO) legacy payment applications and PAM.

PAM is a standard application used by the two Fiscal Service Regional Financial Centers (RFCs) to annually distribute approximately 1 billion checks, ACH, and Wire Transfer Federal payments on behalf of FPAs.

**Goals/Benefits:**

- One file format
- Consolidation to a modular payment application with common functionality and configuration control
- Data consolidated in a single relational database
- Ability to efficiently implement legislative mandated changes in one application
- Ability to respond efficiently to change requests made by FPAs
- Operational efficiencies resulting from significant reduction of required manual and exception processing interventions
- Implementation of standard processes and procedures across two RFCs, allowing the ability to absorb volume into fewer centers
- Reduce data center and RFC Fiscal Service costs associated with continued maintenance of the 32+ payment applications (file formats)
- Positions Fiscal Service to process higher volumes and to expand payment processing to NTDOs, such as Department of Defense
- Process all payments on behalf of the Federal Government, thereby reducing printing and processing costs.
- Payment application will be aligned with the Fiscal Service Enterprise Data Architecture standards
- Implementation of improved BCP, DR and COOP (e.g. one system to recover, rather than 32+ payment applications/file formats)
- Increase transparency by interfacing with the Payment Information Repository (PIR)
- Support the DNP process by reducing improper payments

## Key Customers and Beneficiaries

### Fiscal Service:

- Payment Management, Fiscal Service Technical and Operations Staff
- Executive Leadership Team
- FPAs processing payments
- Social Security Administration
- Social Security Supplemental Income
- Internal Revenue Service
- Office of Personnel Management
- Railroad Retirement Board
- Veterans Administration
- National Finance Center
- General Services Agency
- National Business Center
- 200+ Vendor FPAs

### FRB:

- Treasury Relations and Support Office
- FRBs KC & Philadelphia: Payments Management Team, Tech Staff, Senior Management, Board of Directors, Software QA Team, Vendors/Consultants

### Interfacing Applications/Systems

- GWA, IPP, PACER, FedACH, ITS.gov, TOP, TCS, TCIS, SPS, SAM, FOMF, 1691, DNP.

### **Return on Investment:**

PAM's ROI for FY 2013 through 2017 is -55.3%.

Through the PAM Project, 32+ mainframe-based applications are being replaced and their functions consolidated to one central payment processing application. PAM significantly reduces manual processing and modernizes the technologies employed, incorporating new and enhanced functionality that improves the efficiency of the payments process. These efficiencies position the Fiscal Service to consolidate payment processing to one RFC and check printing to two RFCs. Additionally, the PAM Project will support other long term Fiscal Service objectives and organizational realignments, including the Proper Pay and Transparency in Government initiatives.

Fiscal Service will realize cost savings related to the centralization of payment processing to the Kansas City Financial Center, as well as savings related to improper payments by integrating with the Do Not Pay initiative.

The ROI for this investment does not include any savings associated with projected conversion of current Non Treasury Disbursed Offices to Treasury. It also does not account for the cost savings associated with over 200 Federal Program Agencies who process payments through PAM, as they do not have to perform check printing, ACH, Wires, IAT, or ACH processing.

### **Requirements/ Benefits/ Mandates:**

***Legislative Mandate:*** N/A

***Audit Finding or Material Weakness:*** N/A

***Agency Strategic Plan / Annual Performance Plan:*** PM Assistant Commissioner area's



primary focus is to manage/operate federal disbursement and related aftermath systems. PM disburses an enormous volume of payments and associated dollars that represent approximately 85% of all federal payments.

The following long-term goal/measure supports the major BFS mission activities:

- Payments: Ninety percent of all payments will be made electronically.

**Presidential Priority:** N/A

**Other Requirement:** Bureau of the Fiscal Service Directive - The need to develop an application that is written in current technology due to inability to support archaic programming languages for the legacy applications being replaced. Encourage process re-engineering within operations and with interfacing applications and support single sign-on capabilities. PAM is an effort to replace 32+ existing Legacy payment applications generating check, ACH, and wire transfer payments (over 1 billion) on behalf of Federal Program Agencies (FPAs) with a single application. Gaps addressed by PAM include: multiple systems written in outdated languages, inability to meet legislative and FPA changes/requests quickly, and extensive manual processes. The legacy applications are written in COBOL and Assembler languages, for which new resources to support the legacy applications are scarce.

**Accomplishments:**

FY 2013

Implemented:

- PR 5.0 (CTX payments).
- PR 6.0 (2013-1) to support PIR interface.
- Convert IRS & VA education to SPR.
- Support legacy applications decommissioning.

**Performance Discrepancies**

Due to deteriorating trends on a performance metric (number of Sev 1s) through an internal Bureau Tech Stat was conducted in Apr 2013 to address variances in Dec 2012 thru Feb 2013. Tech Stat addressed platform issues including network/timing, space allocation, and dataset permissions. Close coordination with all parties assisted to resolve and eliminate these issues.

PR 2013-1 project experienced a month delay as a result of unavailability of critical stakeholders for requirements analysis sessions. New requirements were also identified after the close of the requirements session. Mitigation activities conducted by the PMO reduced the delay for the project to two weeks, which impacted the overall cost of the project.

**Planned Objectives and Accomplishments:**

FY 2014

- Implementation of PR 6.1 (2013-2), which will include mandated functionality for the Full Service Intelligent Barcode required being in place by January 2014, to allow Fiscal Service to continue receiving postal service discounts.
- Initiate architecture design and environmental upgrade for DataStage Parallel Jobs conversion.
- Implementation of PR 7.0 (2014-1), which will include full integration with Do Not Pay.
- Support agencies as they convert to the PAM Standard Payment Request (SPR) by the October 2014 mandate.
- Support legacy applications decommissioning.
- Implement PR 2015-1, which is yet to be defined.
- Support legacy applications decommissioning.

Beyond:

- Implement PR 2015-2, which will include the completing the migration from DataStage MVS to DataStage Parallel Jobs.
- Implement future production releases, which are yet to be defined.

A cloud alternative was chosen for this investment and associated costs are accounted for in the TWAI investment.

**Development, modernization, and enhancement timeframe:**

**BY+1:** 2016: Final functionality to be determined by Fiscal Service. Backlog items below may be included during RAD session. 50% of project resources is planned for DME.

1. TCIS Re-Issues
2. Courtesy Disbursements
3. Same Day ACH Payments
4. Technical Refresh -Complete development environment prototype for DataStage Parallel Jobs conversion. Manage software/hardware upgrades

Perform a review of the Project Requirements.

**BY+2:** 2017: Functionality to be determined by Fiscal Service. 50% of project resources is planned for DME and O&M.

**BY+3:** 2018: Functionality to be determined by Fiscal Service. 50% of project resources is planned for DME and O&M.

**BY+4:** 2019: Functionality to be determined by Fiscal Service. 50% of project resources is planned for DME and O&M.

**Useful Life:**

**Year the investment began:** 2005

**End Year of the current planning cycle:** 2022

**Description of why the investment is not consistent with life cycle model defined in OMB Circular A-131.:** This program/investment's system life cycle model is intended to extend 10-15 years after full functionality is developed. PAM replaces COBOL/ASSEMBLER applications that process payments for approximately 85% of all Federal Program Agencies (Treasury Disbursed Offices). Beginning in FY 2016, project resources are projected to be split 50/50 between DME and O&M. This methodology assumes there will always be development projects. The AA contains both legacy and PAM resources. Additional outer years include an inflation factor. The AA accounts for FMS FTE resources that are tied to the maintenance of the legacy applications and the PAM project management office. The AA also incorporates FRB reimbursable and FMS direct appropriated funds that are applied to applicable DME and O&M milestones.

**Performance Evaluation and Metrics:**

Metric Description	FEA Category	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual Result	Date of Latest Actual Result
Percentage of Federal Program Agencies (FPAs) satisfied with payment processing with their respective servicing Regional Financial Center.	Customer Results - Service Quality	Over target	Annual	% of FPAs satisfied with their servicing RFC	90.00	87.77	10/31/2013

**Bureau:** Fiscal Service

**Investment Name:** Post Payment System (PPS)

**Type of Investment:** Major IT Investment

**Description:**

The Post Payment System consolidates Treasury payment aftermath processing into one comprehensive application, which eliminates redundancy of data across systems and provides one-stop aftermath processing for Federal Agencies.

**Investment Anticipated Outlay: (In Millions of \$):**

Type	PY-1 and Prior	PY 2013	CY 2014	BY 2015	BY+1 2016	BY+2 2017	BY+3 2018	BY+4 and Beyond	Total
DME Sub Total (Including Gov FTE) Costs	1.04	3.08	11.90	11.28	11.54	9.25	6.97	6.98	62.05
O&M Sub Total (Including Gov FTE) Costs	0.00	0.00	0.00	1.98	3.59	4.40	6.50	40.35	56.82
Total Cost (Including Gov FTE)	1.04	3.08	11.90	13.26	15.14	13.64	13.47	47.34	118.88
Total Gov FTE Cost	0.00	0.00	0.87	0.87	0.89	0.90	0.92	3.88	8.33
Number of FTE represented by costs	0.00	0.00	5.00	5.00	5.00	5.00	5.00	20.00	45.00

**Summary of Purpose, Goals, and Benefits:**

The new Post Payment System (PPS) investment will consolidate all payment aftermath processing into one comprehensive application by merging processing currently performed in five legacy systems; Treasury Check Information System (TCIS), Payments, Claims and Enhanced Reconciliation (PACER), Treasury Receivable, Accounting and Collection System (TRACS), Teletrace, and TOP Control System (TCS). The consolidation of the Fiscal Service's post payment systems will reduce costs associated with operations and maintenance of legacy systems, reduce duplication of functionality, eliminate redundancy of data across systems and provide a single source for aftermath payment processing for Federal Program Agencies. PPS will utilize standardized reporting Common Government-wide Accounting Classification (CGAC) structure, and leverage COTS software solutions when appropriate to provide common, best practice functionality and proven implementation methodologies. PPS 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 (FI) users.

PPS will include functionality to process Claims/Adjudications, Cancellations, Check Reconciliation, Settlements, Offsets, and Accounting, with Customer Service & 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 and costs savings as measured by:

- Retirement of systems
- Improved ability to deliver services and respond to customer inquiries more accurately and quickly
- Improved access to information for FPA and FI users
- Elimination of duplicate assets
- Minimization of interfaces and duplication of data
- Improved reliability of systems
- Improved ability to maintain a single system

- Accommodation of increases in workload or demand
- Reduction in manual RFC operations
- Improved efficiency
- Modernization of operations
- Modernization of technical environment
- PPS beneficiaries include Government Agencies (such as SSA, VA, OPM, IRS, and RRB), Non-Treasury Disbursing Offices (such as DOD, U.S. Courts, U.S. Marshalls Service), the FRB, FIs, and U.S. Public

**Return on Investment:**

The PPS investment enters the Acquisition phase in CY 2014 with a projected five year ROI of 203.9%, developed in a 2013 Cost-Benefit Analysis. PPS will yield significant productivity gains through process improvements, centralization, and automation of functionality and systems consolidations. Cost savings will be achieved through retirement of legacy systems, elimination of contracts, and reductions and re-purposing of staff resources.

The centralized Post Payment System will provide Treasury with numerous qualitative benefits, including:

- Increased IT system flexibility and efficiency
- Compatibility with Treasury and Fiscal Service Enterprise Architecture
- Improved risk management and control
- Improved mission performance
- Increased reporting capabilities
- Increased ability to implement organizational strategies
- Improved reliability of information and increased confidence from agency customers  
PPS will enhance Fiscal Service development capabilities by elimination of obsolete software and technology platforms, and increased scalability for future expansion

Monetary benefits from staff savings or reinvestment will be realized through:

- Future cost avoidance
- Reduce staff hours with respect to the affected Fiscal Service business process
- Re-application 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
- Staff savings across Government due to more timely availability and accuracy of decision support data

System of Record functionality will be transferred from the legacy applications to PPS with each phase, and legacy systems will be decommissioned when appropriate.

PPS customers from PFC, FPAs, and FIs 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 from a central location. Portal users will have timely access to all payment and post payment data, and will have 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 further benefit from the PPS self-service environment which will enable users to perform online tasks.

**Requirements/ Benefits/ Mandates:**

***Legislative Mandate:*** N/A

***Audit Finding or Material Weakness:*** N/A

***Agency Strategic Plan / Annual Performance Plan:*** N/A

***Presidential Priority:*** N/A

***Other Requirement:*** N/A

**Accomplishments:**

PPS met all performance targets and goals in PY 2013. Key investment planning activities were accomplished in FY 2013. In line with a McKinsey Payments Management Study recommendation to take advantage of COTS products, the PPS project team performed market research and conducted an RFP process, incorporating vendor proposals, conferences, and proof of concept demonstrations. A full Alternatives Analysis, with Cost Benefit Analysis, was performed to determine the best value and lowest risk PPS solution. A major risk mitigation effort is underway through a PPS Pilot program, devised to validate the chosen data model, design, and system architecture. PPS will process over 1 billion payments a year, and the Pilot study will address significant potential risks of scalability and performance early in the project lifecycle. A major operational accomplishment was the implementation of the transfer of ownership of the Top Control System to the Philadelphia Financial Center.

**Planned Objectives and Accomplishments:**

PPS will move from the planning to the acquisition phase in CY 2014 in October 2013. The PPS implementation plan encompasses a phase-in by function approach, allowing for parallel processing with legacy systems, and a modular development strategy to accomplish all objectives. Initial project activities will include: build-out and deployment of development and testing environments, execution of a Pilot program establish data architecture, overall design and performance scalability, and conversion and migration of some legacy data to the PPS data store

PPS will deploy Release 1.0.0 in September 2014. The initial production release will deliver the foundational component of PPS Payments and Payee information featuring a secure technical environment, a scalable database, payee information, fraud detection, legacy data conversion, and query, reporting and analysis capabilities.

With Release 2.0.0 in BY 2015, PPS will become the Treasury System of Record for Payments, Returns and Cancellations. Processing of returns and cancellations will transfer from the legacy applications to PPS. PPS will become responsible for: Processing of the transactions, Generation of accounting events, Generation of reports, Generation of interface files, and Storage of all data related to payments and cancellations

PPS 2.0.0 will also introduce a web interface for agency users to perform record queries, access reports, and basic self-service functions related to payments, returns, and cancellations. This release will result in significant benefits to the Fiscal Service and Federal agencies by providing a single channel for payments and cancellation functions. Agency users will transition from legacy data sources and reports to the PPS portal for daily reconciliation of payment and cancellation schedules. PPS 2.0.0 will provide ENR (Enrollments) and NOC (Notification of Change) information to agency users. NOC and ENR data will be fed to PPS during release 1.0.0 for fraud detection purposes. The NOC and ENR data will be passed to agency users during release 2.0.0 via the portal and/or interface files for agency analysis.

In out years 2016 and 2017, legacy systems will be de-commissioned as PPS major releases 3.0.0, 4.0.0 and 5.0.0 will implement all remaining PPS requirements, with the addition of Claims processing, Workflow, Portal, and Check Reconciliation. A cloud alternative was chosen for this investment and associated costs are accounted for in the TWAI investment.

**Development, modernization, and enhancement timeframe:**

**BY+1:** The PPS development team will build additional layers of post payment functionality into PPS with 2 major production releases in 2016. Major Release 3.0.0 will go live in March 2016 with an online

Claims processing component for FPAs. PPS will support the claims adjudication process between PFC, FIs and FPAs. Major Release 4.0.0 in September 2016 will integrate Workflow process improvements and a fully functional User Portal.

**BY+2:** Major Release 5.0.0 in September 2017 will add check reconciliation and accounting functionality to PPS, and permit the retirement of the all legacy applications. PPS will be a mixed life cycle investment, with concurrent DME and O&M activities.

**BY+3:** By 2018, PPS will be fully operational and achieve all planned benefits. PPS will continue as a mixed life cycle investment, with a planned major release 6.0.0 to provide enhanced reporting capabilities, additional DME requirements, and investment fixes.

**BY+4:** PPS will continue as a mixed life cycle investment, with annual minor and major releases designed to keep the investment viable and responsive to Agency, user, and statutory mandates and requirements.

**Useful Life:**

***Year the investment began:*** 2012

***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 PPS investment is consistent with life cycle model management as defined in OMB Circular A-131.

**Bureau:** Fiscal Service

**Investment Name:** Retail Securities Services (RSS)

**Type of Investment:** Major IT Investment

**Description:**

Retail Securities Services (RSS) investment supports various retail program IT systems, such as TreasuryDirect, SaBRe and Treasury Retail E-Services (TRES), to deliver effective retail customer service and products.

**Investment Anticipated Outlay: (In Millions of \$):**

Type	PY-1 and Prior	PY 2013	CY 2014	BY 2015	BY+1 2016	BY+2 2017	BY+3 2018	BY+4 and Beyond	Total
DME Sub Total (Including Gov FTE) Costs	28.68	10.86	11.39	4.32	3.57	3.60	4.21	0.00	66.63
O&M Sub Total (Including Gov FTE) Costs	74.71	35.53	35.86	34.44	33.86	34.28	35.04	0.00	283.72
Total Cost (Including Gov FTE)	103.39	46.39	47.24	38.76	37.43	37.88	39.25	0.00	350.34
Total Gov FTE Cost	34.53	9.97	10.28	9.91	9.53	9.58	10.08	0.00	93.88
Number of FTE represented by costs	247.00	97.00	88.00	82.00	77.00	77.00	83.00	0.00	751.00

**Summary of Purpose, Goals, and Benefits:**

The Fiscal Service's 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, Fiscal Service manages the RSS Program, which exists to enable private citizens and organizations to directly own and maintain U.S. Treasury securities. The types of securities included are non-marketable securities in the form of savings bonds and marketable securities in the form of bills, notes, bonds, and Treasury Inflation-Indexed Securities (TIPS).

The RSS Program also oversees various programs for older, outstanding paper marketable securities and supports this mission through various IT systems, such as TreasuryDirect, SaBRe, and TRES, to deliver effective retail customer service and products.

Several systems within the RSS investment have data flow dependencies with other investments. The first major dependency is reporting daily financial transactions to the Summary Debt Accounting System (SDAS) to be included in the Daily Treasury Statement, which is part of the SDAS investment. The current modernization initiative of the SDAS investment will impact the RSS investment, as RSS systems will have to be altered to continue reporting daily financial transactions to the new system. The second major dependency is providing auction information to TAAPS which is part of the WSS investment.

**Return on Investment:**

As of August 2013, the estimated five year return on investment for the RSS portfolio was 105.07%. The SaBRe system retains records of all paper savings bonds, which benefits the government in the cost avoidance of making duplicate payments to owners of the paper savings bonds. The TreasuryDirect system was built for customer self-sufficiency and benefits the government in the cost avoidance of customer service support to complete transactions. The various Retail systems also expand the investor base to keep cost down. As Retail works to eliminate paper savings bonds, cost savings have been realized in the RSS investment as it is less costly to buy, hold, and redeem an electronic savings bond than a paper savings bond.

Treasury Retail E-Services has enabled Retail to consolidate to two processing sites and has allowed less hand-on customer service support resulting in cost savings to the government.

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

***Audit Finding or Material Weakness:*** N/A

***Agency Strategic Plan / Annual Performance Plan:*** U.S. Department of the Treasury, Bureau of the Fiscal Service Strategic Plan for Fiscal Years 2014-2017.

***Presidential Priority:*** N/A

***Other Requirement:*** N/A

**Accomplishments:**

- December 2012: Implemented system changes to the TreasuryDirect system to accommodate negative bidding in Treasury auctions.
- February 2013: Upgraded the TreasuryDirect system to a new version of authentication software.
- February 2013: Released a Request for Information (RFI) to gain a list of potential software vendors that have software capable of supporting a new Retail account management system.
- July 2013: Fully implemented a consolidated and centralized print-site for outbound correspondence to Retail customers.
- July 2013: Released a Request for Proposal (RFP) to obtain proposals from vendors capable of providing a Commercial Off-the-Shelf (COTS) software solution for an online application to allow Retail customers to purchase, reinvest, redeem, transfer, and hold Retail securities.

**Planned Objectives and Accomplishments:**

- FY14-TD-DME1: Modify the conversion process in TreasuryDirect to allow electronic reissues of EE and I savings bonds.
- FY14-TD-DME2: Define, Design, and begin to develop changes to TreasuryDirect that will enable the system to hold and maintain securities with Legacy Treasury Direct registrations.
- FY14-CC-DME1: Complete remaining modifications to fully enable Retail systems to interface and inter-operate with the Summary Debt Accounting (SDA) application and process Retail payments as a Treasury Disbursement Office (TDO).
- FY14-TRIM-DME1: Define Retail's new account management system.
- FY14-TRIM-DME2: Complete, define, and begin designing Retail's new account management system.
- FY14-TRES-DME1: Design and develop changes to Treasury Retail E-Services (TRES) to create a virtual case file system.



- FY14-TRES-DME2: Build the acceptance environment in the Treasury Web Application Infrastructure (TWA) for the virtual contact center.
- FY15-TD-DME1: Implement changes to TreasuryDirect to enable Legacy Treasury Direct registrations to be held and maintained in TreasuryDirect.
- FY15-TD-DME2: Define and design changes to TreasuryDirect to enable HH/H securities to be held and maintained in TreasuryDirect.
- FY15-TD-DME3: Develop and test changes to TreasuryDirect to hold and maintain HH/H securities in TreasuryDirect.
- FY15-TRIM-DME1: Design Retail's new account management system.
- FY15-TRIM-DME2: Design and begin to develop Retail's new account management system.
- FY15-TRES-DME1: Deploy changes to Treasury Retail E-Services (TRES) to create a virtual case file system.
- FY15-TRES-DME2: Define and design requirements for a secure customer self-help portal.
- FY15-TRES-DME3: Build the secure portal changes in the Treasury Web Applications Infrastructure (TWA) development environment.

**Development, modernization, and enhancement timeframe:**

**BY+1:** Implement changes to TreasuryDirect to enable various legacy Retail systems to be held and maintained in TreasuryDirect. Deploy a maintenance release to Treasury Retail E-Services. Update various screens and programs in Treasury Retail Investment Manager.

**BY+2:** Implement changes to TreasuryDirect to enable various legacy Retail systems to be held and maintained in TreasuryDirect. Deploy a maintenance release to Treasury Retail E-Services. Update various screens and programs in Treasury Retail Investment Manager.

**BY+3:** Update various screens and programs in Treasury Retail Investment Manager.

**BY+4:** Update various screens and programs in Treasury Retail Investment Manager.

**Useful Life:**

***Year the investment began:*** 2010

***End Year of the current planning cycle:*** 2030

**Performance Evaluation and Metrics:**

Metric Description	FEA Category	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual Result	Date of Latest Actual Result
Percentage of maturing marketable par that customers reinvest into new purchases	Customer Results - Service Quality	Over target	Monthly	Percentage	61.00	66.04	01/31/2014

**Bureau:** Fiscal Service

**Investment Name:** Summary Debt Accounting Services (SDAS)

**Type of Investment:** Major IT Investment

**Description:**

SDAS provides accounting information on financial and security transactions to effectively meet the borrowing needs of the federal government and accurately account for the debt of the United States.

**Investment Anticipated Outlay: (In Millions of \$):**

Type	PY-1 and Prior	PY 2013	CY 2014	BY 2015	BY+1 2016	BY+2 2017	BY+3 2018	BY+4 and Beyond	Total
DME Sub Total (Including Gov FTE) Costs	10.38	6.76	2.33	1.48	1.50	1.52	0.00	0.00	23.99
O&M Sub Total (Including Gov FTE) Costs	7.81	3.97	5.15	5.62	5.74	5.84	0.00	0.00	34.14
Total Cost (Including Gov FTE)	18.19	10.73	7.49	7.11	7.24	7.36	0.00	0.00	58.12
Total Gov FTE Cost	11.89	5.71	5.81	5.52	5.66	5.78	0.00	0.00	40.36
Number of FTE represented by costs	90.00	34.00	34.00	35.00	36.00	37.00	0.00	0.00	266.00

**Summary of Purpose, Goals, and Benefits:**

The SDAS investment supports the Summary Debt Accounting program within the Fiscal Service. The SDAS investment fulfills the organization's strategic goal of effectively accounting for the debt of the Federal Government by providing accurate and timely financial information to assist the Bureau and Treasury in managing the government's finances effectively. SDAS provides value to the taxpayer and government and is a contributor to the consumer confidence associated with reporting of the federal debt.

Furthermore, the SDAS investment allows the Fiscal Service to produce daily, unaudited reports on the balances and composition of the public debt; the Monthly Statement of the Public Debt; and the annual, audited Schedules of Federal Debt (Schedules). The Schedules report on the single largest liability in Treasury's Agency Financial Report (AFR) and has received an unqualified opinion for the past 17 years. History of this investment demonstrates effective and innovative use of technology, high quality customer service, risk mitigation, and efficient use of resources.

To ensure that the roles and efficiency of the SDAS investment advances well into the future, migration efforts continue to focus on modernizing the debt accounting environment. The modernization of the SDAS investment will allow the Summary Debt Accounting program to better respond to shifts in reporting requirements, responsibilities, and financial information needs. The overall goal is to increase governance over the debt accounting environment to ensure the collection, verification, and dissemination of all debt accounting information is accurate, appropriate, flexible, and remains standardized.

**Return on Investment:**

The five-year Return on Investment for SDAS is calculated as -29.85%. Benefits, both quantitative and qualitative, of this investment include: tailored functionality; customer satisfaction; user friendliness; speed and efficiency; reduction of errors; and strong internal controls.

**Requirements/ Benefits/ Mandates:**

**Legislative Mandate:** Chief Financial Officer's Act of 1990 (Public Law 101-576).

**Audit Finding or Material Weakness:** N/A

**Agency Strategic Plan / Annual Performance Plan:** N/A

**Presidential Priority:** N/A

**Other Requirement:** N/A

**Accomplishments:**

The investment continues to provide a high level of performance including producing daily financial statements within 3 business days, closing monthly ledgers within 1 business day, and maintaining application availability during published business hours. The SDAS Modernization Project has completed the development phase, user acceptance testing, parallel testing, quality assurance, and successfully changed over to the new system environment in November 2013. With the completion of the SDAS Modernization project, financial reporting has been strengthened and business processes have been redefined to accommodate and adapt to anticipated changes in the future debt accounting environment. The new modernized summary debt accounting environment provides for investment, redemption, and debt service transactions, promotes accurate and timely reporting of debt information, and delivers the ability of Summary Debt Accounting customers to conduct business over the internet.

**Planned Objectives and Accomplishments:**

CY 2014: Reengineer reporting to advance Treasury initiatives for financial reporting, cash management, and management of securities.

BY 2015: Improve reporting capabilities to advance Treasury initiatives for financial reporting, cash management, and management of securities.

**Development, modernization, and enhancement timeframe:**

**BY+1:** FY 2016: Continue to improve reporting capabilities to advance Treasury initiatives for financial reporting, and cash management, and management of securities.

**BY+2:** FY 2017: Continue to improve reporting capabilities to advance Treasury initiatives for financial reporting, and cash management, and management of securities.

**BY+3:** FY 2018: Continue to improve reporting capabilities to advance Treasury initiatives for financial reporting, and cash management, and management of securities.

**BY+4:** FY 2019: Continue to improve reporting capabilities to advance Treasury initiatives for financial reporting, and cash management, and management of securities.

**Useful Life:**

**Year the investment began:** 2010

**End Year of the current planning cycle:** 2022

**Performance Evaluation and Metrics:**

Metric Description	FEA Category	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual Result	Date of Latest Actual Result
Percentage of monthly ledgers closed within 1 business day. Closing within 1 business day aids in receiving an unqualified opinion on the annual schedule of Federal Debt.	Customer Results - Timeliness and Responsiveness	Over target	Monthly	Percentage	100.00	100.00	01/31/2014

**Bureau:** Fiscal Service

**Investment Name:** TWAI Services (formerly known as Legacy Infrastructure, Communication, Security, Services and Support (IT LICSSS))

**Type of Investment:** Major IT Investment

**Description:**

This investment replaces the investment previously known as Legacy Infrastructure, Communication, Security, Services and Support (IT LICSSS). The investment will now be known as TWAI Services.

**Investment Anticipated Outlay: (In Millions of \$):**

Type	PY-1 and Prior	PY 2013	CY 2014	BY 2015	BY+1 2016	BY+2 2017	BY+3 2018	BY+4 and Beyond	Total
DME Sub Total (Including Gov FTE) Costs	5.74	29.50	20.70	22.70	0.00	0.00	0.00	0.00	78.64
O&M Sub Total (Including Gov FTE) Costs	188.76	34.76	48.36	59.66	0.00	0.00	0.00	0.00	331.53
Total Cost (Including Gov FTE)	194.50	64.26	69.06	82.36	0.00	0.00	0.00	0.00	410.17
Total Gov FTE Cost	19.16	0.56	0.56	0.56	0.00	0.00	0.00	0.00	20.83
Number of FTE represented by costs	56.00	3.00	3.00	3.00	0.00	0.00	0.00	0.00	65.00

**Summary of Purpose, Goals, and Benefits:**

The investment will now be known as TWAI Services. This is the first year in which the investment will be recognized as TWAI Services. The goal is to better align the TWAI spend to the requested budget.

**Return on Investment:**

The ROI value for this Investment is not applicable.

**Requirements/ Benefits/ Mandates:**

***Legislative Mandate:*** N/A

***Audit Finding or Material Weakness:*** N/A

***Agency Strategic Plan / Annual Performance Plan:*** N/A

***Presidential Priority:*** N/A

***Other Requirement:*** N/A

**Accomplishments:**

Software upgrades, server replacements, and hardware and software maintenance.

**Planned Objectives and Accomplishments:**

Software upgrades, server replacements, and hardware and software maintenance. This Investment serves as the Cloud alternative for the majority of the Fiscal Service Investments.

**Development, modernization, and enhancement timeframe:**

***BY+1:*** Capacity upgrades, EOL upgrades, server replacements.

***BY+2:*** To improve the infrastructure to accommodate all electronic incentives. To take advantage of new technology.

***BY+3:*** Continuing operations.

***BY+4:*** To be determined.

**Useful Life:**

***Year the investment began: 2003***

***End Year of the current planning cycle: 2022***

**Performance Evaluation and Metrics:**

Metric Description	FEA Category	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 Results - Service Quality	Over target	Monthly	Full Day of Infrastructure availability	99.99	100.00	01/31/2014
SLA Metric #3 Priority 1 incident response. The Mean Time to Restore P1 Infrastructure Incidents	Customer Results - Timeliness and Responsiveness	Under target	Monthly	minutes	120.00	40.00	01/31/2014

**Bureau:** Fiscal Service

**Investment Name:** USAspending.gov

**Type of Investment:** Major IT Investment

**Description:**

This is a new Treasury investment to transfer program responsibility for USAspending.gov from GSA to Treasury. USAspending.gov fulfills certain requirements of the Federal Funding Accountability and Transparency Act (FFATA) of 2006.

**Investment Anticipated Outlay: (In Millions of \$):**

Type	PY-1 and Prior	PY 2013	CY 2014	BY 2015	BY+1 2016	BY+2 2017	BY+3 2018	BY+4 and Beyond	Total
DME Sub Total (Including Gov FTE) Costs	0.00	0.00	3.42	1.88	1.88	1.88	1.88	1.88	12.82
O&M Sub Total (Including Gov FTE) Costs	0.00	0.00	1.13	1.40	1.40	1.40	1.40	1.40	8.13
Total Cost (Including Gov FTE)	0.00	0.00	4.55	3.28	3.28	3.28	3.28	3.28	20.95
Total Gov FTE Cost	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Number of FTE represented by costs	0.00	0.00	0.00				0.00		0.00

**Summary of Purpose, Goals, and Benefits:**

USAspending.gov provides the public with government spending information in response to the FFATA. FFATA directed that a free, single, searchable website be available to the public and described the type of information which must be included with each award (e.g. unique name, award amount, description). USAspending.gov is also aligned with the Administration's Open Government Plan to promote the principles of open government (transparency, participation, and collaboration) by collecting and publicly publishing data on federal obligations for contracts and first-tier subcontracts, grants, and first-tier sub grants, loans, 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 (e.g. FPDS-NG, CCR, CFDA, FSRs, DUNS) and it is dependent upon the continued operation of those systems.

**Return on Investment:**

This is a new investment.

**Requirements/ Benefits/ Mandates:**

***Legislative Mandate:*** Federal Funding Accountability and Transparency Act (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. The 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 10-365, Implementation of the Federal Funding Accountability and Transparency Act of 2006, issued in March 2010 recommended that OMB develop and implement a process to regularly ensure that all federal agencies report required award information to USAspending.gov.

***Agency Strategic Plan / Annual Performance Plan:*** N/A

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

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

**Other Requirement:**

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

**Accomplishments:**

This is a new investment. Baseline goals, targets, significant milestones and performance measures are under development.

**Planned Objectives and Accomplishments:**

Detailed objectives are under development; however, the goal during the current year is to make meaningful improvements to the website by focusing on improving the usability of the website and implementing simple data validation techniques. Attainment of this goal will address two main categories of stakeholder feedback: website usability and data quality. Initial identification of needed improvements planned to be accomplished during Fiscal Year 2014 and Budget Year 2015 include: presenting additional data elements; website enhancements by correcting the website refresh; improved accuracy and timeliness by implementing data validation techniques; updated visualizations and enhanced data exploration by added interactive maps; and improved operation support by providing a dedicated help desk for the public and support for agencies in resolving data collection issues. A long-term strategy for improving the website's data quality will also be developed.

The Department's implementation of the Award ID Solution is planned to begin during FY 2014 during which necessary changes will be made to the Department's financial management systems to allow them to feed into USAspending.gov.

During BY 2015, the Department plans to begin implementing the 360 Degree Transparency Approach (lifecycle of Federal receipts and spending). Full implementation is expected to take five to ten years.

**Development, modernization, and enhancement timeframe:**

***BY+1:*** Detailed objectives are under development; however, continued progress toward implementation of the 360 Degree Transparency Approach is planned.

***BY+2:*** Detailed objectives are under development; however, continued progress toward implementation of the 360 Degree Transparency Approach is planned.

***BY+3:*** Detailed objectives are under development; however, continued progress toward implementation of the 360 Degree Transparency Approach is planned.

***BY+4:*** Detailed objectives are under development; however, continued progress toward implementation of the 360 Degree Transparency Approach is planned.

**Useful Life:**

***Year the investment began:*** 2014

***End Year of the current planning cycle:*** 2099

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

***Circular A-131.:*** This is a new investment. The type of management model is under determination.

**Bureau:** Fiscal Service

**Investment Name:** Wholesale Securities Services (WSS)

**Type of Investment:** Major IT Investment

**Description:**

Wholesale Securities Services (WSS) investment supports the sale and issuance of Treasury marketable securities through the Treasury Automated Auction Processing System (TAAPS) which conducts over 280 marketable securities auctions a year.

**Investment Anticipated Outlay: (In Millions of \$):**

Type	PY-1 and Prior	PY 2013	CY 2014	BY 2015	BY+1 2016	BY+2 2017	BY+3 2018	BY+4 and Beyond	Total
DME Sub Total (Including Gov FTE) Costs	7.85	5.77	5.80	4.23	4.23	4.23	4.23	4.23	40.57
O&M Sub Total (Including Gov FTE) Costs	50.87	22.46	21.98	23.86	23.86	23.86	23.86	23.86	214.61
Total Cost (Including Gov FTE)	58.71	28.23	27.78	28.09	28.09	28.09	28.09	28.09	255.18
Total Gov FTE Cost	11.42	6.52	6.61	6.69	6.61	6.61	6.61	6.61	57.68
Number of FTE represented by costs	102.00	47.00	47.00	47.00	51.00	51.00	51.00	51.00	447.00

**Summary of Purpose, Goals, and Benefits:**

The Fiscal Service's Office of Financing (OF), 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 (12 USC 391) to designate Federal Reserve Banks as depositories and fiscal agents of the United States.

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 TAAPS, which handles the announcement, auction, reporting of results, and settlement of all Treasury securities. Dependencies with other IT investments: TAAPS Change Advisory Board (CAB) consists of representatives from the Fiscal Service, Federal Reserve Bank of New York, and Federal Reserve Information Technology. Changes in all inbound and outbound data flow dependent systems, as well as changes to the TAAPS critical infrastructure and application code base are closely monitored and controlled to mitigate risk to the Treasury auctions.

Data flow dependencies: TAAPS includes both inbound and outbound data flow dependencies with numerous financial IT investments which include, but are not limited to, the National Book-Entry System(NBES), Fixed Income Clearing Corporation(FICC), SDAS(Summary Debt Accounting System),RSS(Treasury Direct(TD)), System Open Market Account(SOMA), and News Agencies.



### **Return on Investment:**

To make Treasury Debt Financing better by evaluating the automated systems, operational processes and methods supporting Treasury Auctions, which can be 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.

### **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.

**Audit Finding or Material Weakness:** N/A

**Agency Strategic Plan / Annual Performance Plan:** US Department of Treasury, Bureau of Fiscal Service Strategic Plan for 2014-2017.

**Presidential Priority:** (31 U.S.C. Subtitle III, Subchapters I & II) authorizes the Treasury to borrow money through the sale of Treasury securities.

**Other Requirement:** N/A

### **Accomplishments:**

TAAPS Release 11 (LTD Decommissioning)

- TAAPS changes to support discontinuance of purchases and reinvestments during the Legacy Treasury Direct (LTD) decommissioning project.

TAAPS Release 12 (Competitive Single Bid Limits)

- The Office of Debt Management requested that TAAPS implement broader policy, technological, and procedural options for mitigating the risk that an unintended bid is submitted in a Treasury auction by a direct bidding participant. Reducing the likelihood of a "fat finger error" can potentially reduce settlement risk faced by Treasury.
- Release 12.0 focused on Bidding Limits set to No and functionality for external users to establish their competitive single bid limits.

TAAPS Release 12.5 (Competitive Single Bid Limits)

- Continuation of TAAPS Release 12.0.
- Release 12.5 focused on Bidding Limits set to "Yes" and bidding limits being enforced.

TAAPS Release 12.6

- Enhanced security features.

### **Planned Objectives and Accomplishments:**

FY 2014 DME 1 and DME 1 B: TAAPS Business Process Review and other System Enhancements (Improve auction screen, report, and interface to provide timely, accurate, and informative qualitative/quantitative analysis of Treasury Auctions).

FY 2015 DME 1 A and DME 1 B: TAAPS Business Process Review and other System Enhancements (Improve auction screen, report, and interface to provide timely, accurate, and informative qualitative/quantitative analysis of Treasury Auctions).

**Development, modernization, and enhancement timeframe:**

**BY+1:** System Enhancements including improvements to auction screens, reports, and interfaces to provide timely, accurate, and informative qualitative/quantitative analysis of Treasury Auctions. Additionally, enhancements to strengthen system security and strategic platform initiatives.

**BY+2:** System Enhancements including improvements to auction screens, reports, and interfaces to provide timely, accurate, and informative qualitative/quantitative analysis of Treasury Auctions. Additionally, enhancements to strengthen system security and strategic platform initiatives.

**BY+3:** System Enhancements including improvements to auction screens, reports, and interfaces to provide timely, accurate, and informative qualitative/quantitative analysis of Treasury Auctions. Additionally, enhancements to strengthen system security and strategic platform initiatives.

**BY+4:** System Enhancements including improvements to auction screens, reports, and interfaces to provide timely, accurate, and informative qualitative/quantitative analysis of Treasury Auctions. Additionally, enhancements to strengthen system security and strategic platform initiatives.

**Useful Life:**

***Year the investment began:*** 2005

***End Year of the current planning cycle:*** 2017

**Performance Evaluation and Metrics:**

Metric Description	FEA Category	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual Result	Date of Latest Actual Result
Percent of time TAAPS is available to customers during normal hours of operation	Customer Results - Service Accessibility	Over target	Monthly	Percentage	100.00	100.00	01/31/2014