



Sharing Quality Services: Improving Efficiency and Effectiveness of Mission Support Services Across Government

Goal Leaders:

Suzette Kent, Federal Chief Information Officer, Office of Management and Budget

Emily Murphy, Administrator, General Services Administration

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OMB: Suzette Kent
GSA: Emily Murphy

Implementation Officials

OMB: Tim Wang
GSA: Beth Angerman

Financial & Grants Management

OMB Officials:

Tim Soltis

Key Personnel:

Regina Kearney
Victoria Collin

Human Resources Transactions

OMB Officials:

Peter Warren

Key Personnel:

Dustin Brown

Assisted Acquisitions & Contract Writing

OMB Official:

Lesley Field

Key Personnel:

Karen Pica
Susan Minson





Goal Statement: To create a mission-driven government with modern technology and services that enable the workforce to better serve the American taxpayer.

Challenge: Outdated processes and technology, coupled with a culture of compliance, have created an inflexible mission-support environment.

- Common mission support services such as processing hiring transactions, managing finances, closing contracts, and processing payroll cost more than \$25B annually.
- Rather than economizing by sharing across the Federal government, we duplicate contracts, people, and technology across hundreds of locations.
- Thirty eight percent of Federal leaders report low satisfaction with mission support.

Opportunity: Improve the efficiency and effectiveness of the Federal government's mission support services in the short and long term, leading to improved performance, customer experience, and operational costs.

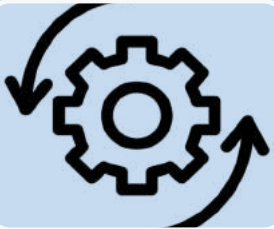


Strategies for Sharing Quality Services



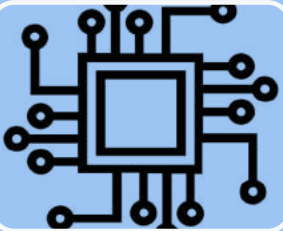
STRATEGY 1: AGREE ON WHAT WE CAN SHARE

The intention to share common mission support functions demonstrates good and effective management, but the work begins prior to sharing any such services. The government must first agree on what activities are common enough to be leveraged across agencies, the standards that are required to perform those activities, and the data that helps drive better decisions.



STRATEGY 2: CREATE BETTER CAPABILITIES FOR THE FUTURE

Identify the lead agencies to offer centralized capabilities for use across the government. Those designated Quality Service Management Offices (QSMOs) will offer both modern technology and transaction processing solutions to drive scale, standardization, and efficiency. This expanded model allow creates flexibility for agencies to leverage services spectrum that best aligns with their mission and current capabilities.



STRATEGY 3: INCREASE USE OF EXISTING SERVICES

Government will increase adoption of established government-wide services using an enhanced, customer-centric operating model. Building on existing infrastructure and economies of scale will provide substantial efficiencies in process and cost. The implementation path for these services is well established and expanding these existing services, with identified enhancements to address historic barriers of adoption, will help inform the model for future services.



Key Tenets for Mission Support Services

- **Agency Engagement:** Agencies agree that they will participate fully in all efforts to develop common capabilities and data standards in order to achieve meaningful, near-term results in the priority areas.
- **Determination of Timing:** Pace and timing of agency adoption will be determined by an agency's readiness and strategic plans.
- **Prioritization of Improvements:** Agency leaders will prioritize the improvement of mission support services and move aggressively to consolidate/transition activities in alignment with the strategies in this CAP Goal.
- **Focus on Standards:** The focus is on future standard outcomes and capabilities (not current processes) to create the opportunity for new and more efficient ways of doing business.
- **Governance:** OMB will establish a governance structure that facilitates decision-making and communication among all stakeholders and will leverage existing groups to the fullest extent possible.
- **Ownership of Solutions:** Technologies/solutions offered under this framework do not need to be owned or maintained by the Government.
- **Criteria for Suppliers:** Future suppliers of these solutions must satisfy operational, financial, policy, and technical criteria as determined by the governance structure and OMB.
- **Mutual Accountability:** Mechanisms will exist for mutual accountability so that the service provider/service consumer are aligned.
- **Resources:** Identifying and making available appropriate resources to establish and maintain capabilities.





Connecting the Strategies From Laying the Foundation to Service Optimization

Strategy 1: OMB designates Standards Leads to work with agencies to develop government-wide capabilities for new service areas.

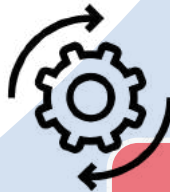
Strategy 2: Once capabilities are agreed upon, QSMOs are designated to offer modern technology and transaction processing solutions to drive scale, standardization, and efficiency.

Strategy 3: Services are mature, demonstrate value, and are customer-centric, thereby qualifying as an “existing service” and use is increased.



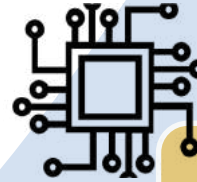
Strategy 1

Agree on what we can share



Strategy 2

Create better capabilities for the future



Strategy 3

Increase use of existing services



Service Optimization



Strategy 1: Agree on What We Can Share *Why Standardization Matters*

Standardization is the essential first step towards sharing and will better leverage the government's buying power, leading to:

- Improved end-to-end business processes through the use of modern IT
- Standardized data definitions for improved enterprise decision making
- Leveraged buying power and better use of taxpayer dollars

Using a common methodology known as the **Federal Integrated Business Framework (FIBF)**, the Federal Government is better coordinating and documenting common business needs across agencies to inform what else can be shared. This will be driven in collaboration with the **Shared Solutions Governance Board (SSGB)** and **Business Standards Council (BSC)**.

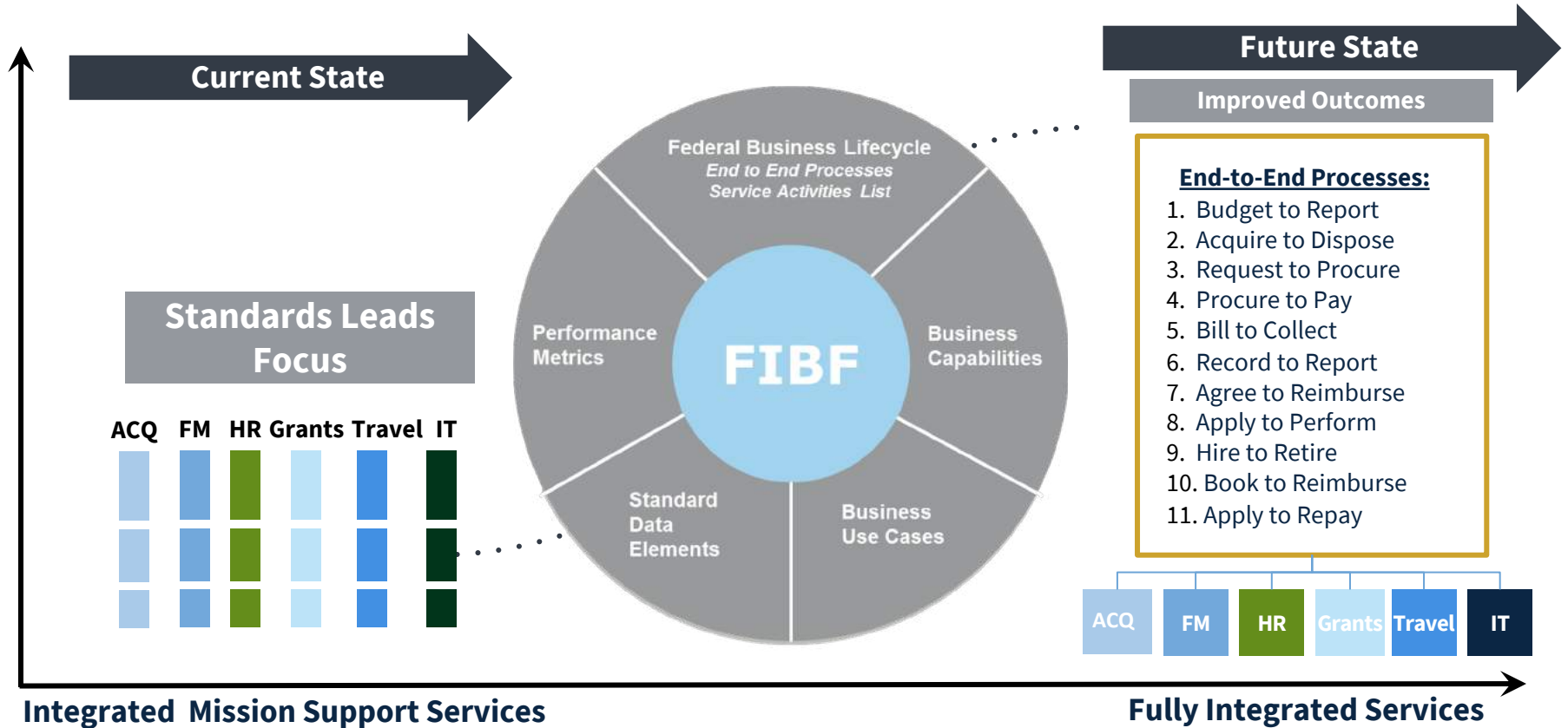
- The **SSGB**, a cross functional leadership team across agencies and CXO functions, will make recommendations to OMB on sharing opportunities and advise on the implementation of the initiatives.
- The **BSC**, a cross-government team of practitioners and strategists, will design an integrated end-to-end future state of mission support activities in collaboration with each CXO council.





Strategy 1: Agree on What We Can Share Federal Integrated Business Framework

The new Federal Integrated Business Framework process will transform the Government from stove-piped, insular functions to process-focused end-to-end business operations.



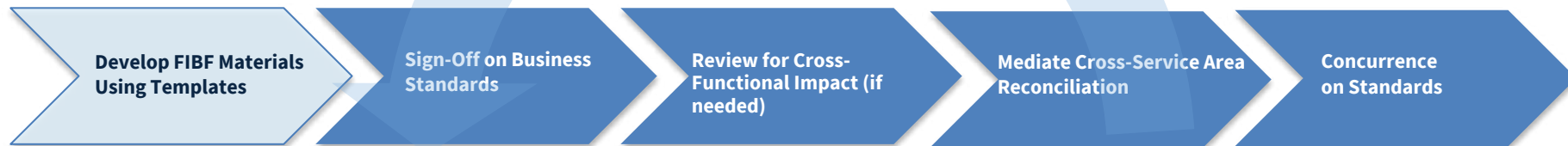


Strategy 1: Agree on What We Can Share

FIBF Development and Governance Process

The below process defines the completion of the FIBF components as well as the governance process for ongoing maintenance of the FIBF components. The governance process focuses on updates to the FIBF components that impact other service area processes or affect statutory/regulatory changes.

Development	Review			
1. Develop FIBF components	2. Functional Cross-Agency Service Area Working Group*	3. Business Standards Council	3a. Shared Solutions Governance Board (as needed)	4. OMB Concurrence



<ul style="list-style-type: none"> Standards leads develop the FIBF Components using the FIBF templates, in accordance with government-wide policy Office of Shared Solutions and Performance Improvement (OSSPI) and other affected Standards Leads are engaged for processes that affect other service areas 	<ul style="list-style-type: none"> Agency working group (e.g. HRLOB's MAESC) reviews proposed FIBF materials and provides feedback from specific agency and cross-agency view Working Group concurs that the FIBF documents reflect 90% of their needs Respective CXO Council concurs on the standards 	<ul style="list-style-type: none"> If the FIBF documents include an End-to-End Process that affects other service areas, the FIBF documents are presented at the BSC to the Standards Leads for review and feedback** Standards Lead adjudicates feedback with working group and CXO council input 	<ul style="list-style-type: none"> The SSGB serves as a mediating venue and final advisor to OMB for reconciliation on cross-service area disagreement of FIBF Business Standards. 	<ul style="list-style-type: none"> Prior to the FIBF Business Standards being finalized, OMB will complete a cross-cutting review and/or concur on the standards.
<p>Standards Leads Continuously Update & Build Out the FIBF Based on Feedback From Their Communities, New Laws & Regulations, Policies, Etc.</p>				

*Cross-Agency Standards Working Group has representatives from multiple agencies and may be titled differently across lines of business (e.g., Travel's Executive Steering Committee, HRLOB's MAESC).

**This process should be a quick review given that the affected BSC/Standards Leads will be working together during the development of the materials.





Strategy 1: Agree on What We Can Share

Progress on FIBF Development

An integrated FIBF, which leverages the work that has been done to date, will be completed for the following areas to help inform next steps. Cross-functional analysis will be ongoing and updates to the FIBF will be made accordingly.

Functional Area	Designated Standards Lead	FIBF Component				
		Federal Business Lifecycle	Business Capabilities	Business Use Cases	Standard Data Elements	Performance Metrics
Core Financial Management	Treasury FIT	✓	✓	✓		
Contract Writing Systems	OMB	✓				
Travel	GSA	✓				
HR Management Services*	OPM					
Cybersecurity Services	DHS					
Grants Management	OMB	✓	✓	✓		
Electronic Records Management	NARA					

*Payroll is complete. All other HR Management Svcs components remain under development.



= Initiation



= Under Development



= Complete





Strategy 1: Agree on What We Can Share

Key Milestones

Key Milestones	Milestone Due Date	Milestone Status	Change From Last Quarter	Standards Lead	Anticipated Barriers or Other Issues Related to Milestone Completion
<i>Complete Initial FIBF for Core Financial Management</i>	FY 19 Q4	G		Treasury FIT	Dependent on outcomes and timeline of cross-functional analysis currently underway.
<i>Complete Initial FIBF for Contract Writing Systems</i>	FY 20 Q2	G		OMB	Dependent on outcomes and timeline of cross-functional analysis currently underway.
<i>Complete Initial FIBF for Travel</i>	FY 20 Q2	G		GSA	Dependent on outcomes and timeline of cross-functional analysis currently underway.
<i>Complete Initial FIBF for HR Management Services</i>	FY 20 Q1	G		OPM	Dependent on outcomes and timeline of cross-functional analysis currently underway.
<i>Complete Initial FIBF for Cybersecurity Services</i>	TBD	G		DHS	Dependent on outcomes and timeline of cross-functional analysis currently underway.
<i>Complete Initial FIBF for Grants Management</i>	FY 19 Q4	G		OMB	Dependent on outcomes and timeline of cross-functional analysis currently underway.
<i>Complete Initial FIBF for Electronic Records Management</i>	FY 20 Q3	G		NARA	Dependent on outcomes and timeline of cross-functional analysis currently underway.

Status:

Completed: **B**

On Track: **G**

Late non-critical path task: **Y**

Late critical path task OR late non-critical path task at high risk: **R**




Upcoming: **P**





Strategy 2: Create Better Capabilities for the Future

Create centralized capabilities for functions that have agreed upon standards, and designate Quality Service Management Offices (QSMOs) to offer and manage competitive solutions that **drive standardization, integrate solutions, and respond to agency business needs. Centralized capabilities are envisioned for the following functions:**

	Phase	Description	Policy Office	Standards Lead ¹	QSMO	Functional Area
	Formal Designation	Planning has been completed and QSMO has begun implementation of services.	TBD	TBD	TBD	TBD
	Assessment & Pre-Designation	Initial research has been completed to identify the lead agencies and assessment is underway. QSMOs receive Pre-designation status and prepare a 5 year plan in alignment with the designation criteria within 3 months of the pre-designation.	OPPM	OPM	GSA	<ul style="list-style-type: none"> ➤ Civilian HR Transaction Services Operational Support for: Talent Acquisition, Talent Development, Employee Performance Management, and Compensation and Benefits Management
			OFFM	Treasury FIT	Treasury	<ul style="list-style-type: none"> ➤ Core Financial Management Accounts Payable, Accounts Receivable, General Ledger, Reporting
			OFFM	OMB	HHS	<ul style="list-style-type: none"> ➤ Grants Management Grant Program Administration and Oversight, Management of Grant Pre-Award, Award, Post-Award & Closeout, Grant Recipient Oversight (<i>initial focus may be a Single Audit Solution</i>)
			OFCIO	DHS	DHS	<ul style="list-style-type: none"> ➤ Cybersecurity Services Network Defense, Vulnerability Management, Security Operations, Incident Management, Threat Intelligence, Enterprise Intrusion Detection/Prevention, Cyber Supply Chain Risk Management, DNS Services, Hardware/Software Asset Management, Digital Identity and Access Management, Data Protection, Mobile Security Services
	Initiation & Research	Initial research about the possibility of a centralized capability for a functional area is underway.	OFPP OFPP GSA PPM USDS OFFM	TBD OMB GSA TBD GSA GSA	Post-Research Phase	<ul style="list-style-type: none"> ➤ Assisted Acquisition ➤ Contract Writing Systems ➤ Travel ➤ FOIA ➤ Customer Experience ➤ Real Property Management

¹Standards Leads not subject to formal designation process.





Strategy 2: Create Better Capabilities for the Future

How Agencies will get Support from the QSMO



Agency A



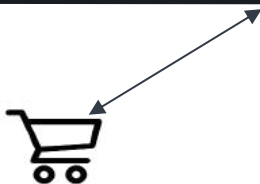
Agency B



Agency C

Quality Service Management Office

Quality Service Management Offices (QSMOs) are located in agencies with the mission and expertise to deliver standard capabilities for other agencies. QSMOs will offer **competitive services** that **drive standardization, integrate solutions,** and **respond to agency business needs.** The QSMO will offer **choice** as to what services or technology agencies can purchase and will be a mix of Federal and commercial support.



Service = Technology		
Vendor A	Vendor B	Federal Solution

Service = Technology + Processing		
Vendor A	Vendor B	Federal Solution

Service = Processing + Subject Matter Experts		
Vendor A	Vendor B	Federal Solution

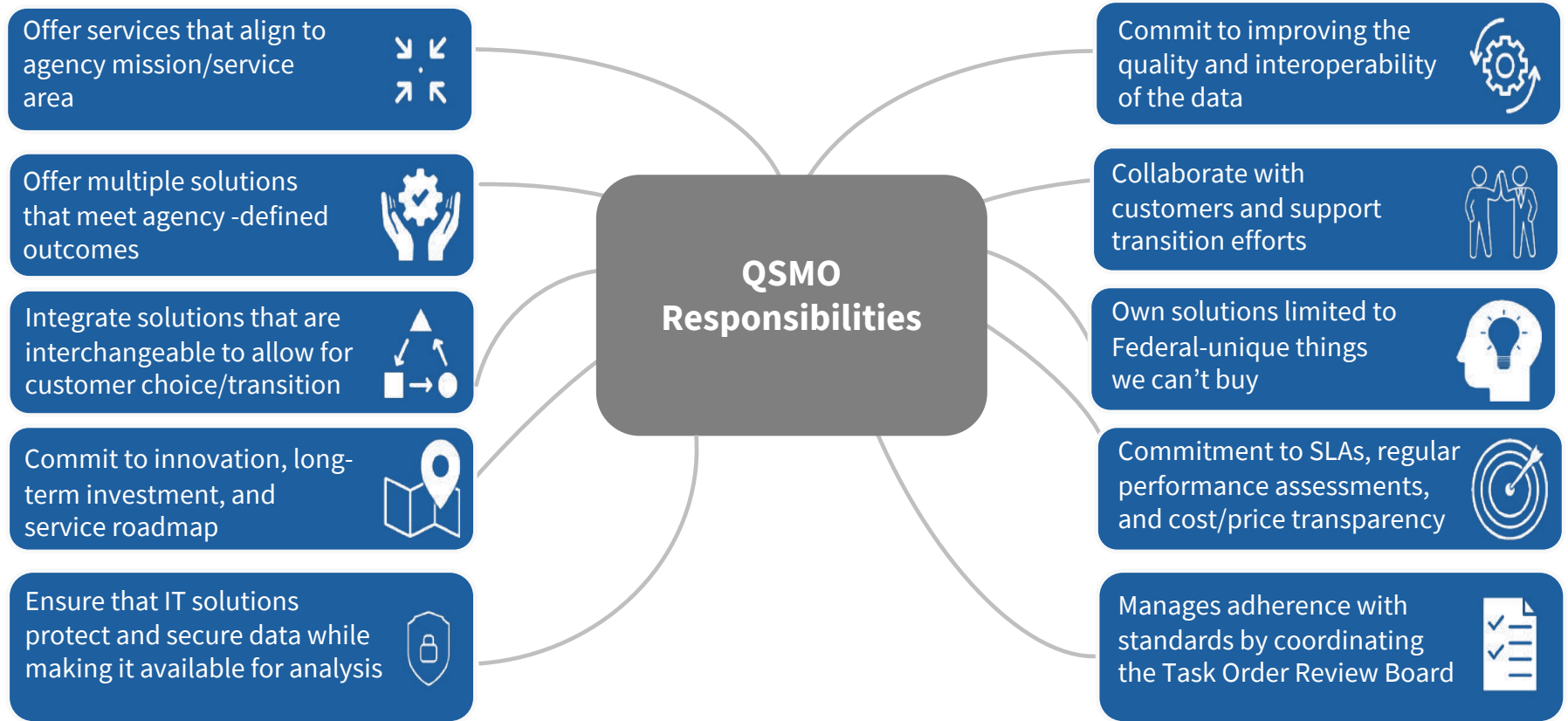
*Number of vendors is notional; however, competition is necessary.





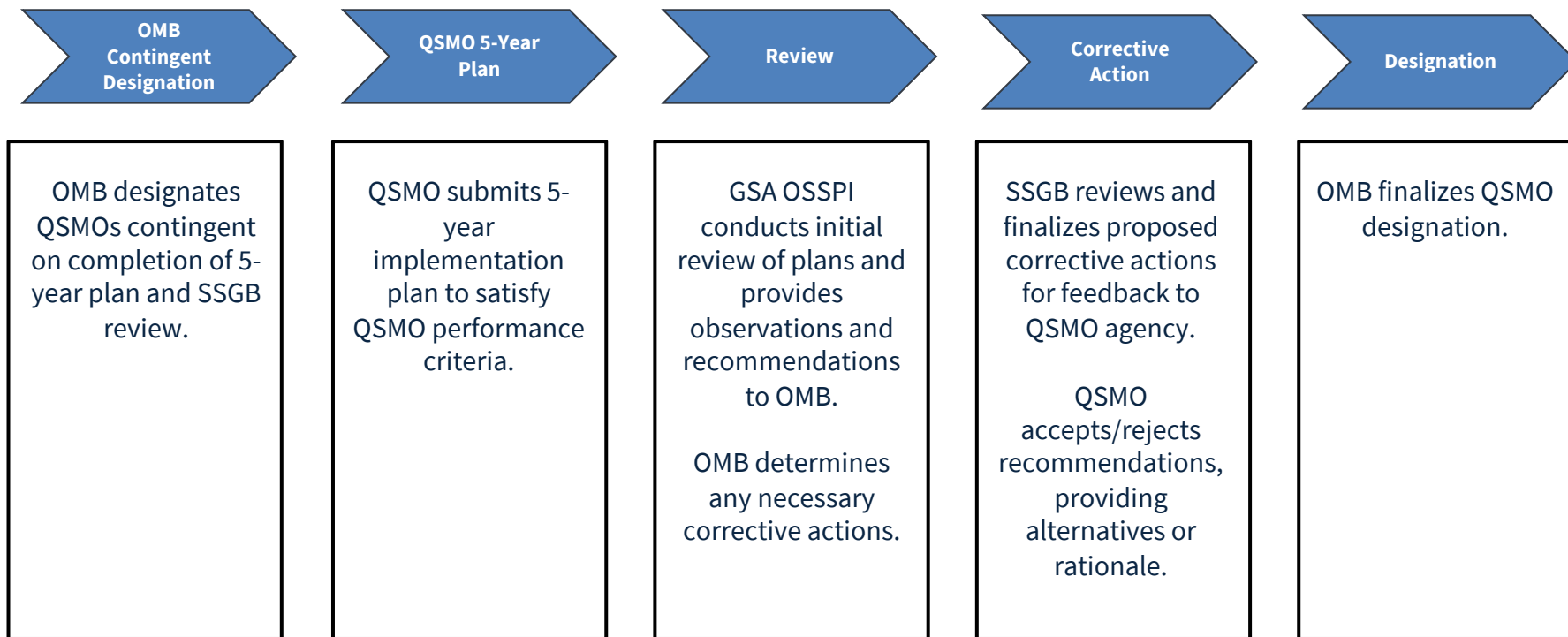
Strategy 2: Create Better Capabilities for the Future *Responsibilities of the Quality Service Management Office*

Quality Service Management Offices (QSMOs) are instrumental to help drive efficiency and effectiveness in the delivery of services.





Strategy 2: Create Better Capabilities for the Future *Quality Service Management Office Designation Process*



Throughout the above process, QSMO agencies will:

- **Participate in all Quality Service Management Office meetings with other QSMOs;**
- **Fully engage in all planning activities necessary to standing up new services; and**
- **Be responsive and timely to periodic requests from the SSGB, OMB, or OSSPI on planning progress.**





Strategy 2: Create Better Capabilities for the Future Governance & Operating Model

Office of Management and Budget (OMB)

President's Management Council (PMC) :
OMB and GSA serve as the Mission Support CAP Goal Leaders

SSGC	OPPM	OFFM	OPPM	OFPP	OFCIO
Shared Solutions Governance Board (SSGB)	PIC	CFO Council	CHCO Council	CAO Council	CIO Council

Governance Objectives

Define overall strategy for mission support services and identify key priorities.

Designate QSMOs by Functional Area and align policy with CAP Goal strategy and other management initiatives.

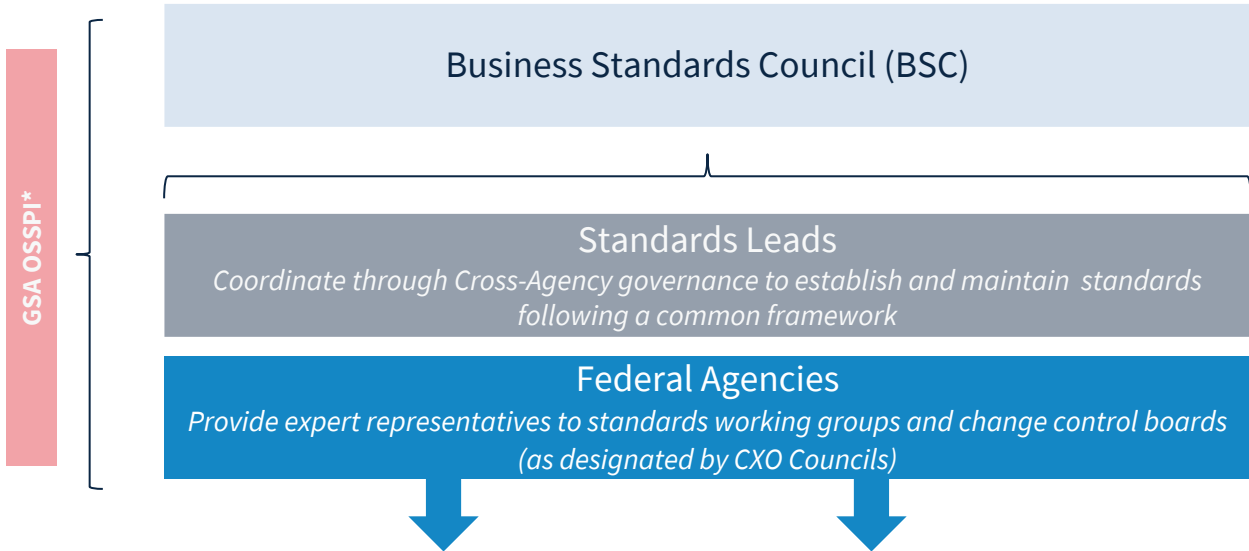
Set Council goals specific to community of practice (FM, HR, etc.) and in alignment with PMC goals.

Advise on cross-functional implementation of mission support services goals, includes GSA for implementation strategies.

Provide subject matter expertise and cross-functional integration of standards.

Define and coordinate government-wide standards through the management of Change Control Boards.

Identify ongoing and emerging operational needs via the working groups and change control boards.



* OSSPI coordinates governance, executes CAP Goal program management, and develops processes to support development and implementation of OMB policy as it relates to mission support services.





Strategy 2: Create Better Capabilities for the Future Governance & Operating Model, continued

OMB/SSGB/BSC
(see above slide)

Roles and Responsibilities

Define overall strategy for mission support services and identify key priorities.

Purchase mission support services through the Service Management Office. Adopt and implement standards.

Use OSSPI's QSMO assessments to hold SMOs accountable for continuously executing on the QSMO performance criteria.

Review all task orders for compliance with standards and approve any Federal-unique requirement. TORB is run out of the QSMO with government-wide governance and participation.

Federal Agency Users

OMB

Task Order Review Board



Quality Service Management Office (QSMO)
QSMO services: Customer Service, IAAs, Vendor Management, Service Integration, Subject Matter Expertise, Standardization, Demand Management, Develop Microservices, Software Authorization Official, PMO, Configuration Manager

Federal storefront to the shared solutions. Subject Matter Experts drive standardization (per FIBF), respond to user concerns, manage the creation of Federal unique micro-services, and manage the integration of commercial suppliers. Accountable for overall performance of service.

Technology

Implementation & Integration Support

Help Desk and Transaction Support

- Vendor A
- Vendor B
- Federal Solution

- Vendor D
- Vendor E
- Federal Solution

- Vendor G
- Vendor H
- Federal Solution

COMMON SOLUTIONS:** Deliver services to the Federal government that enable the QSMO to scale, innovate, and help drive standardization and cost reductions in mission support functions.

GSA OSSPI*

* Coordinates governance, executes program management and develops processes to support development and implementation of OMB policy as it relates to mission support services.

** Number of vendors is notional; however competition is necessary.





Strategy 2: Create Better Capabilities for the Future

Key Milestones

Key Milestones	Milestone Due Date	Milestone Status	Change From Last Quarter	Owner	Anticipated Barriers or Other Issues Related to Milestone Completion
Create Centralized Capability for HR Transaction Services					
<i>Contingent Designation of QSMO</i>	April 2019	G		OMB	
<i>Contingent QSMO Delivers 5-Year Plan</i>	September 2019	G		GSA	
<i>GSA OSSPI and SSGB Review the QSMO 5-Year Plan and Make Recommendation on Approval to OMB</i>	Q1 FY 2020	G		GSA OSSPI and SSGB	
<i>OMB Makes Final Designation Decision</i>	FY 2020	G		OMB	
Create Centralized Capability for Cybersecurity Services					
<i>Contingent Designation of QSMO</i>	April 2019	G		OMB	
<i>Contingent QSMO Delivers 5-Year Plan</i>	September 2019	G		DHS	
<i>GSA OSSPI and SSGB Review the QSMO 5-Year Plan and Make Recommendation on Approval to OMB</i>	Q1 FY 2020	G		GSA OSSPI and SSGB	
<i>OMB Makes Final Designation Decision</i>	FY 2020	G		OMB	

Status:

Completed: **B**

On Track: **G**

Late non-critical path task: **Y**

Late critical path task OR late non-critical path task at high risk: **R**

Upcoming: **P**





Strategy 2: Create Better Capabilities for the Future

Key Milestones

Key Milestones	Milestone Due Date	Milestone Status	Change From Last Quarter	Owner	Anticipated Barriers or Other Issues Related to Milestone Completion
Create Centralized Capability for Core Financial Management					
<i>Contingent Designation of QSMO</i>	April 2019	G		OMB	
<i>Contingent QSMO Delivers 5-Year Plan</i>	September 2019	G		Treasury	
<i>GSA OSSPI and SSGB Review the QSMO 5-Year Plan and Make Recommendation on Approval to OMB</i>	Q1 FY 2020	G		GSA OSSPI and SSGB	
<i>OMB Makes Final Designation Decision</i>	FY 2020	G		OMB	
Create Centralized Capability for Grants Management					
<i>Contingent Designation of QSMO</i>	April 2019	G		OMB	
<i>Contingent QSMO Delivers 5-Year Plan</i>	September 2019	G		HHS	
<i>GSA OSSPI and SSGB Review the QSMO 5-Year Plan and Make Recommendation on Approval to OMB</i>	Q1 FY 2020	G		GSA OSSPI and SSGB	
<i>OMB Makes Final Designation Decision</i>	FY 2020	G		OMB	

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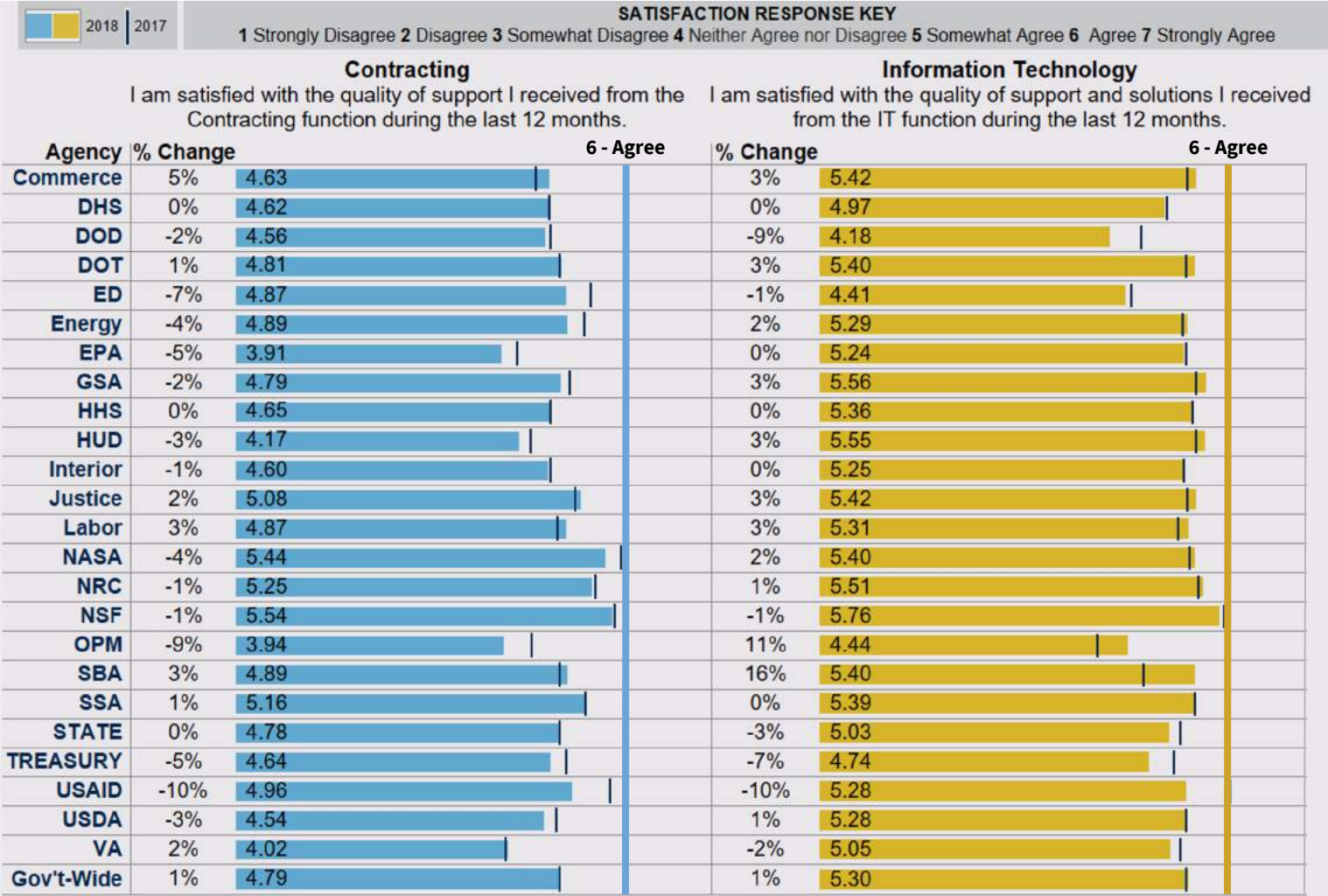
Upcoming: **P**





Strategy 3: Create Better Capabilities for the Future

Key Performance Indicators



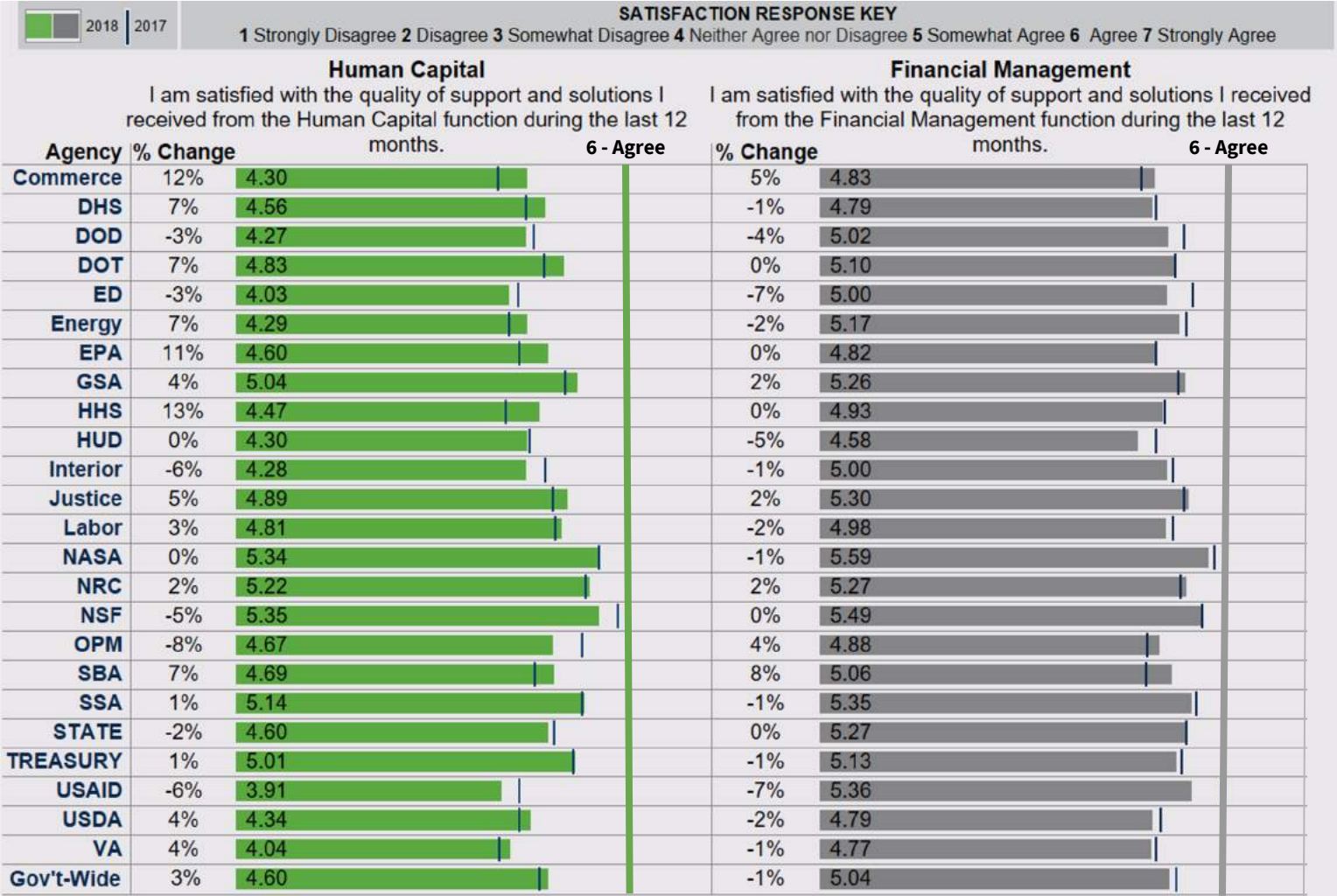
Customer Satisfaction Survey (CSS): In 2018, GSA surveyed all federal employees at the CFO-Act Agencies to assess their satisfaction with administrative services during the previous 12 months. Collectively, the responses provide a detailed picture of satisfaction for 24 Service Areas across the Contracting, Financial Management, Human Capital, and IT Functions. Please note that for DOD, the survey was only deployed to senior supervisory employees (GS-13 to GS-15 supervisors, SES, and equivalents) and that USAID did not participate in the 2018 CSS but shares results from their own survey.





Strategy 3: Create Better Capabilities for the Future

Key Performance Indicators, continued



Customer Satisfaction Survey (CSS): In 2018, GSA surveyed all federal employees at the CFO-Act Agencies to assess their satisfaction with administrative services during the previous 12 months. Collectively, the responses provide a detailed picture of satisfaction for 24 Service Areas across the Contracting, Financial Management, Human Capital, and IT Functions. Please note that for DOD, the survey was only deployed to senior supervisory employees (GS-13 to GS-15 supervisors, SES, and equivalents) and that USAID did not participate in the 2018 CSS but shares results from their own survey.





Strategy 3: Increase Use of Existing Services *Services that Work Today*

Agencies will submit a rolling annual plan to identify which of the following services the agency will prioritize for adoption on an annual basis (beginning in 2020/21). Agencies will be measured on their progress for the areas they select.

Service Area	Lead Agency	Goal	Key Performance Indicators
Fleet	GSA	Consolidate Federal fleet management to reduce costs and increase efficiencies through purchasing power and centralized maintenance.	# of vehicles studied/ # of vehicles consolidated
Centralized Receivables	Treasury	Centralize Federal Government non-tax, non-loan receivables.	# increase in receivables processed through CRS
Enterprise Infrastructure Solutions	GSA	Centralize voice and data services ordering to reduce operational costs and improve government spending.	Under Development
GSA SmartPay®	GSA	Reduce administrative burden through central access to tools, processes, or other actions related to purchase card management.	\$ increase in annual refund to agencies
Optimize Federal Disbursing	Treasury	Increase electronic payments and Treasury-disbursed payments.	% of Treasury-disbursed payments % electronic payments processed
Security Operations Center (SOC) as a Service	DOJ	Enhance adoption of SOC as a Service for detection, analysis, and response activities, and contribute to government-wide cyber-situational awareness.	Under Development
Electronic Records Management	GSA	Increase adoption of Schedule 36 offerings which provides electronic and physical records management solutions and records management services.	Under Development





Strategy 3: Increase Use of Existing Services

Key Milestones

Key Milestones	Milestone Due Date	Milestone Status	Change From Last Quarter	Owner	Anticipated Barriers or Other Issues Related to Milestone Completion
Fleet					
<i>First Round of Motor Vehicle Consolidation Studies Completed</i>	Q1 FY 2019	B		GSA	Completed the Air Force, Army, Army Corps of Engineers, Energy, and Veterans Affairs studies. All five studies recommended consolidation with GSA Fleet. DHS study was delayed due to the partial Government shutdown – completed in March 2019.
<i>Determination of Motor Vehicles to Consolidate from First Study</i>	Q2 FY 2019	G		GSA	GSA Administrator sent the completed Air Force, Army, Army Corps of Engineers, Energy, and Veterans Affairs studies to the heads of agencies and requested meetings to discuss the findings and next steps.
<i>Second Round of Motor Vehicle Consolidation Studies Underway</i>	Q2 FY 2019	G		GSA	Navy and Marine Corps studies underway. Interior, Agriculture and Justice studies will begin in Q3.
<i>Finalize First Round of Motor Vehicle Consolidations</i>	Q1 FY 2020	G		GSA	Until determinations to consolidate are made in conjunction with the agencies and the scope of the consolidation efforts are known, the probability of finalizing by Q1 of FY20 is uncertain.
<i>Second Round of Vehicle Consolidation Studies Completed</i>	Q1 FY 2020	G		GSA	

Status:

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Strategy 3: Increase Use of Existing Services

Key Milestones

Key Milestones	Milestone Due Date	Milestone Status	Change From Last Quarter	Owner	Anticipated Barriers or Other Issues Related to Milestone Completion
GSA SmartPay®					
<i>Finalize Mythbusters Campaign #1 and Post to GSA SmartPay® Website and Other Locations</i>	Q1 FY 2019	B		GSA	
<i>Finalize Mythbusters Campaign #2 and Post to GSA SmartPay® Website and Other Locations</i>	Q2 FY 2019	B		GSA	
<i>Complete Briefings with CAOC and CFOC Representatives</i>	Q2 FY 2020	G		GSA	Milestone adjustment to accommodate completion of GSA SmartPay 3 transition.
<i>Finalize Mythbusters Campaign #3 and Post to GSA SmartPay® Website and Other Locations</i>	Q4 FY 2019	G		GSA	
<i>Release Results of Cardless Payment Use Survey</i>	Q2 FY 2020	G		GSA	Milestone adjustment to accommodate completion of GSA SmartPay 3 transition.
<i>Finalize Mythbusters Campaign #4 and Post to GSA SmartPay® Website and Other Locations</i>	Q2 FY 2020	G		GSA	

Status:

Completed: **B**

On Track: **G**

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Strategy 3: Increase Use of Existing Services

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Enterprise Infrastructure Solutions					
<i>Establish a Method to Assess and Track Federal Network Modernization</i>	Q1 FY 2019	G		GSA	Two components to this measurement: 1. Transition progress, including solicitation status 2. Percentage of legacy contracts inventory targeted to be modernized to Ethernet and/or Broadband technology during the life of the agencies' EIS awarded task order(s).
<i>Accelerate Modernization of Federal Networks with Collaborative Forums and Ongoing Government and Industry Dialogue</i>	Q3 FY 2019	G		GSA	Industry / Government forum scheduled 07/10/19
<i>Enhance the Cybersecurity Posture of Federal Networks by Providing Modernized Security Services Through EIS</i>	Q3 FY 2019	G		GSA	Three components: Cybersecurity offerings already defined on EIS, especially managed security EIS vendors' systems security FISMA Assessments & Authorizations EIS changes or additions due to new TIC policy (time dependent upon release of the new policy)
<i>Enhance Shared Systems and Services to Improve the Purchase Efficiency of Network Services</i>	Q4 FY 2019	G		GSA	Two components to this measurement: 1. Conexus releases 2. Conexus training and adoption

Status:

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Strategy 3: Increase Use of Existing Services

Key Milestones

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Centralized Receivables					
<i>1M Receivables Processed through CRS</i>	Q4 FY 2021	G		Treasury	Successful implementation of CRS requires that agencies allocate appropriate resources to the project to meet schedule commitments. Lack of resources or other mandated competing priorities or government wide initiatives within the agency may delay implementation of CRS. Collaborating with internal agency outreach teams to increase CRS exposure and program participation
<i>925,000 Receivables Processed through CRS</i>	Q4 FY 2020	G		Treasury	
<i>831,000 Receivables Processed through CRS</i>	Q4 FY 2019	G		Treasury	
Optimize Federal Disbursing					
Convert to Treasury-Disbursed Payments <i>Increase Treasury-disbursed Payments to 88% of all Federal Payments</i>	FY 2019	G		Treasury	Treasury is working with Department of Defense for transition of all DOD disbursing services to Treasury by FY 2021; if the transition is delayed, Fiscal Service will not meet its goal of disbursing 95% of the Government's payments by 2021
Increase Electronic Payments <i>Maintain 95% EFT rate for Treasury-disbursed Payments; Print and Mail Fewer than 54.1 Million Treasury-disbursed Checks</i>	FY 2019	G		Treasury	Tax refund checks are statutorily exempt from a mandate that requires federal payments be made electronically. Other strategies to decrease tax check volume may result in slower than desired declines. Fiscal Service and IRS continue to collaborate to develop strategies

Status:

Completed: **B**

On Track: **G**

Late non-critical path task: **Y**

Late critical path task OR late non-critical path task at high risk: **R**

Upcoming: **P**





Strategy 3: Increase Use of Existing Services

Key Milestones

Key Milestones	Milestone Due Date	Milestone Status	Change From Last Quarter	Owner	Anticipated Barriers or Other Issues Related to Milestone Completion
Security Operations Center (SOC) as a Service					
<i>Standardize On-boarding: Developing Easily Deployable Capabilities with a Repeatable Workflow to Onboard Federal Customers Quickly with Consistent Results: Standard Processes, Documentation, Cost Model, SLAs, Reports, etc.</i>	Q2 FY 2019	B		DOJ	
<i>Define Quality of Service Metrics</i>	Q3 FY 2019	G		DOJ	
<i>Complete the Onboarding of a Pilot Agency</i>	Q4 FY 2019	G		DOJ/Pilot Agency	
<i>Enhance the Cybersecurity Posture of Federal Agencies by Providing Security Operation Center (SOC) services from DOJ's SOC</i>	FY 2020	G		DOJ	

Status:

Completed:

B

On Track:

G

Late non-critical path task:

Y

Late critical path task OR late non-critical path task at high risk:

R

Upcoming:

P





Strategy 3: Increase Use of Existing Services

Key Performance Indicators

Example of CAP Goal Scorecard

	Customer Agency A	Customer Agency B	Customer Agency C	Customer Agency D
Fleet		✓		
Centralized Receivables	✓			
GSA SmartPay			✓	
Electronic Infrastructure Solutions			✓	
Optimize Federal Disbursing	✓			
Security Operations Center (SOC) as a Service				✓
Electronic Records Management		✓		

Agency strategic plan priorities will drive positive change in government-wide performance

Business Outcomes:

- ★ Increase in centrally managed Fleet for scale and efficiency
- ★ Standard experience for industry and government for invoice processing
- ★ Refunds to agency for mission use
- ★ Less agency focus on chasing receivables; more mission
- ★ Reducing the number of paper checks





Strategy 3: Increase Use of Existing Services

Key Performance Indicators

Strategy 3 Focus Area:	Baseline KPI (2018)	Target KPI	Current Agency Adoption	Future Agency Adoption in 2019-2020
Fleet: # of cars under study (all domestic, non-tactical vehicles with the exception of unique, specialty vehicles)	2018: 25k	2019: 25k	2018: VA, Army, Army Corps of Engineers, DHS, Air Force, Energy (agencies studied) 2019: Navy, USMC, DOI, USDA and DOJ (being studied)	Pending Study Results
Fleet: # vehicles consolidated (all domestic, non-tactical vehicles with the exception of unique, specialty vehicles)	2018: Target - 500 Actual - 1,790	2019: 5k	Federal Fleet Report	Pending Study Results





Strategy 3: Increase Use of Existing Services

Key Performance Indicators

Strategy 3 Focus Area:	Baseline KPI (2018)	Target KPI	Current Agency Adoption	Future Agency Adoption in 2019-2020
<p>Centralized Receivables: # increase in receivables processed through CRS</p>	<p>2018: 186,838 of 21M (0.9%)</p>	<p>2021: 1M of 21M (4.8%) receivables by 2021</p>	<p>CFPB, DHS, DOC (NOAA), NEH, NSF, PBGC, DOD, DOJ, DOL, Ed, FCC, FEC, GSA, SSS, Treasury, USDA, VA</p>	<p>HUD, DOL (additional programs), VA (additional programs), NCUA, OPM, DHA</p>
<p>Optimize Federal Disbursing: % increase in electronic payments (fewer checks) % increase in Treasury-disbursed payments</p>	<p><i>Electronic Payments</i> 2018: 95% of Treasury disbursed and 98% of all benefits; 56.2 million checks</p> <p><i>Treasury Disbursed Payments</i> 2018: 87% (86.86%)</p>	<p><i>Electronic Payments</i> Maintain EFT rates; reduce checks to 54.1 million by FY 2019 and by 50 million by 2021</p> <p><i>Treasury Disbursed Payments: 95% by 2021</i></p>	<p><i>Electronic Payments:</i> All agencies use EFT to deliver payments</p> <p><i>Treasury disbursed Payments:</i> Treasury disburses payments for most executive branch agencies; 77% of HHS and 80% of State Dept payments are Treasury-disbursed; DOD has begun using Treasury disbursing services and is committed to full conversion</p>	<p>Treasury continues to work with IRS, SSA and other agencies with check volume to develop targeted strategies.</p> <p>Treasury continues to work with DOD for full conversion to Treasury disbursing by 2021</p>





Strategy 3: Increase Use of Existing Services *Key Performance Indicators*

Strategy 3 Focus Area:	Baseline KPI (2018)	Target KPI	Current Agency Adoption	Future Agency Adoption in 2019-2020
EIS: Disconnect or transition of legacy inventory to EIS	Under Development	2019 - 30% services disconnected from expiring contracts AND 10 EIS solicitations released with modernization	DOJ, DOL, NASA, SSA, Treasury (IRS), DOC	DHS, DOD, DOI, DOT, GSA, HHS, Judiciary, State, USDA, VA, HUD, Education, EPA, DoE, SBA, SEC
GSA SmartPay: \$ increase in refunds to agencies	2018: \$265M	2019: \$290 million 2020: \$300 million	Fiscal Year 2018 Program Fact Sheet	
Security Operations Center (SOC) as a Service: Under Review	Under Development	Under Development	DOJ Bureaus	NARA, EPA, USAID, CSOSA
Electronic Records Management	Under Development	Under Development	TBD	TBD





This strategy establishes a strong foundation for the U.S. Federal Government by...

Creating a flexible, competitive and cost-effective environment for shared government-wide capabilities;

Setting and adopting government-wide standards to allow better partnerships with the private sector to support long-term innovation and;

Identifying targeted functions and capabilities to create stability for agency and industry planning.

Which allows for...

More efficient management tools and processes creating better data leading to better decisions.

Helping Federal employees by eliminating outdated processes, manual data entry, duplicate work, and customized IT that is decades old. Shifting from low value to higher value work in support of the American taxpayer.

Agencies to direct more dollars to delivering on CORE MISSION.

