
FINANCIAL MANAGEMENT QUALITY SERVICE MANAGEMENT OFFICE (FM QSMO)
REQUEST FOR INFORMATION (RFI) v2 ATTACHMENT 1:
REVISED DRAFT FM QSMO MARKETPLACE VISION

1.0 INTRODUCTION

On April 26, 2019, the Office of Management and Budget (OMB) issued Memorandum 19-16, Centralized Mission Support Capabilities for the Federal Government. The memorandum introduced a new approach to Federal Government Shared Services by establishing Quality Service Management Offices (QSMOs).

The QSMOs will create a marketplace of solutions and services to help agencies accomplish shared government-wide goals. The QSMOs will offer multiple solutions for technology and services in their respective marketplace through partnerships with industry and broker use of the solutions and services with customer agencies. This new approach will help advance Federal shared services goals and objectives of standardizing processes and data, reducing operations and maintenance costs, modernizing and automating processes, and improving customer satisfaction.

On June 29, 2020, the Department of the Treasury (Treasury) was designated as the Financial Management Quality Service Management Office (FM QSMO) for core financial management by OMB. As a Treasury initiative, the FM QSMO is a key part of reaching goals under Treasury's 10-year Vision for the Future of Federal Financial Management.

The FM QSMO is in the process of designing a marketplace of solutions and services to help agencies meet their financial management needs and shared government-wide goals using a customer-centric, collaborative approach with both Federal agencies and industry.

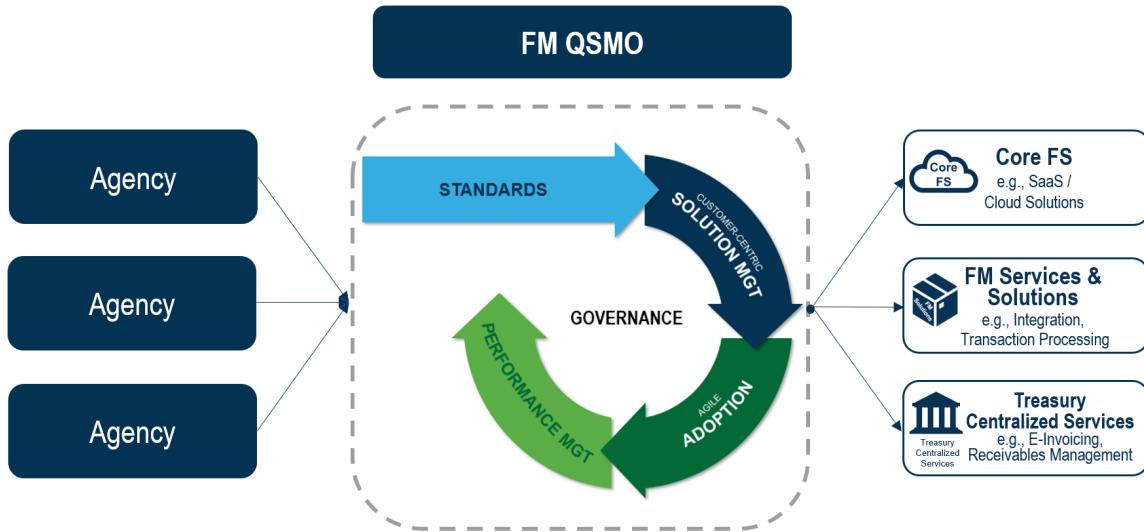
The FM QSMO's approach to designing its marketplace is guided by the following principles:

- Focus on customer experience;
- Maximize the strategic value of data; and
- Deliver progress using agile processes.

The FM QSMO will focus on brokering access to modern, standards-based solutions that will move agencies away from outdated systems, improve government operations and performance and advance government-wide financial management goals, including improved transparency and better use of data for decision making. Agencies will have access to a marketplace of commercial and federal providers. There will be choice of and flexibility in solutions and services through a government-wide acquisition solution. The marketplace will also drive innovation and compliance with federal policies.

To help agencies successfully meet their financial management goals, the FM QSMO will deliver solutions using the following four-stage approach:

1. Leverage established standards;
2. Engage in customer-centered solution management;
3. Promote its Marketplace through agile adoption; and
4. Measure performance of all FM QSMO activities.



Key program objectives of the FM QSMO are as follows:

- Offer and manage a marketplace of high-performing and cost-effective solutions to respond to agency needs;
- Partner with agencies to determine strategies and solutions that will help them reach agreed-upon government-wide goals;
- Guide and govern the long-term sustainability of core financial management services and solutions;
- Institute a customer and provider engagement and feedback model that allows for continuous improvement and performance management of solutions; and
- Work with customers and providers to adopt standards and comply with regulation and policy.

The FM QSMO is committed to the principles of agile development and human-centered design to optimize innovation and customer experience. Although the vision for the FM QSMO Marketplace is presented in a structured manner for purposes of this RFI, the FM QSMO acknowledges that an agile approach involves considering alternative and innovative ideas and encourages interested vendors to respond accordingly. Throughout this document, vendor feedback is requested in the form of topic-specific questions. In addition, at the end of this document is an open-ended question requesting vendor feedback on any other risks or recommendations relevant to defining and operating the FM QSMO Marketplace.

In December 2020, the FM QSMO released an RFI containing the initial draft vision for the FM QSMO Marketplace. More than 30 organizations responded and provided over 600 feedback items for FM QSMO consideration. This document presents a revised draft vision for the FM QSMO Marketplace, subject to change, for the purpose of obtaining additional industry feedback. Nothing in this document should be construed as a final government decision upon which industry should take action. Industry feedback on this revised draft vision is being sought solely for market research and planning purposes. This RFI does not imply an obligation on the part of the government to proceed with any solicitation for products/services, nor to ultimately pursue a particular acquisition strategy.

2.0 FM QSMO MARKETPLACE SCOPE

The essential first step in achieving the objective of standardizing business processes and data has been to define standards for each Federal government mission-support Functional Area using the Federal Integrated Business Framework (FIBF)¹. The Federal government mission-support Functional Area that is within scope of the FM QSMO Marketplace is Federal Financial Management (FFM). The Federal government mission-support Functional Areas that are not within scope of the FM QSMO Marketplace are:

ACQ	Acquisition
BFM	Budget Formulation
CYB	Cybersecurity
ERM	Electronic Records Management
FRM	Federal Regulations Management
GRM	Grants Management
HCM	Human Capital Management
INS	Insurance Management
ITS	Information Technology Services
LGC	Legal Counsel Services
LNM	Loans Management
MOM	Mail Operations Management
PPM	Personal Property Management
PPS	Printing and Publishing Services
RPM	Real Property Management
SFM	Sales Order and Fulfillment Management
SPM	Supplies Management
TFM	Trust Funds Management
TRT	Travel and Transportation Management

Although these Functional Areas are not within scope of the FM QSMO Marketplace, the FM solutions and services will need to exchange information with Business Functions and Activities of independent Federal mission-support (“vertical”) Functional Areas. The highest priority business information exchanges are with the ACQ, GRM, HCM, and TRT Functional Areas. Defining additional business information exchanges with other Functional Areas such as RPM and PPM will be dependent on availability of business data element standards. See Section 3.4.3 Business Information Exchange (BIE) Capabilities for additional information.

The FM solutions and services will also need to adhere to technical and operational requirements and standards and exchange information with solutions and services defined by other Functional Areas that span all mission-support Functional Areas (“horizontal”), such as CYB, ERM, and ITS. See 3.4.4 Technical and Operational Capabilities for additional information.

The scope of Treasury’s designation as the QSMO for Core Financial Management is limited to the FFM Functional Area as defined by the FIBF. Segmentation of Functional Areas is intended to enable a modular approach to the Federal shared services marketplace. If providers propose solutions or services for inclusion in the FM QSMO Marketplace that include functions, activities, or capabilities from other Functional Areas, the FM QSMO will evaluate and include in the FM QSMO Marketplace catalog only those offerings that are within the scope of the FFM Functional Area.

¹ <https://ussm.gsa.gov/fibf/>

Federal agency customers seeking to use the additional non-FFM functions, activities, or capabilities included in the offering will be encouraged to engage with the appropriate QSMO before acquisition or implementation.

3.0 FM QSMO MARKETPLACE SOLUTIONS AND SERVICES

The centerpiece of the FM QSMO Marketplace will be partially pre-configured Core Financial Management Solutions (Core FS). The FM QSMO Marketplace will also include additional Financial Management (FM) Services and Solutions as well as Treasury Centralized Services.



3.1 Treasury Centralized Services

Treasury Centralized Services support Federal agencies with a variety of Federal financial management functions including, but not limited to:

- Vendor Electronic Invoicing
- “Do Not Pay” Verification
- Federal Funds Payment/Disbursement
- Federal Intra-governmental Electronic Invoicing and Funds Transfer
- Public Receipt Collection and Deposit
- Delinquent Debt Collection
- Federal Funds Investment
- Federal Government-Wide Accounting and Financial Reporting

At this time, the systems used to deliver Treasury Centralized Services² will continue to be developed, maintained, and managed by the Treasury Fiscal Service using technology and workforce resources outside of the FM QSMO Marketplace.

The Core FS will need to exchange information with Treasury Centralized Services. See Section 3.4.3 Business Information Exchange (BIE) Capabilities for additional information.

² Treasury Fiscal Service systems currently providing Treasury Centralized Services include, but are not limited to: IPP, DNP, PAM, SPS, IPAC, G-Invoicing, Pay.gov, EFTPS, CIR, Treasury Offset Program, TROR, FedInvest, CARS, GTAS, DATA Act Broker.

3.2 Core FS

Federal agencies will be able to acquire Core FS solutions/services from either Commercial Service Providers (CSPs) or Federal Shared Service Providers (FSSPs) in the FM QSMO Marketplace. FSSPs will also be acquiring Core FS solutions/services from CSPs in the FM QSMO Marketplace.

3.2.1 Core FS Functionality Scope

The scope of Core FS functionality is defined using the FIBF FFM Functions and Activities³ listed below. Only those offerings that address all the FFM Functions and Activities listed below will be considered for inclusion in the FM QSMO Marketplace category of “Core FS”. If a provider offers a service or solution that enables a specific FFM Function or Activity (e.g., Cost Management, Financial Performance and Operational Reporting) and the offering can be integrated with a Core FS solution, the offering will be considered for inclusion in the FM QSMO Marketplace category of “FM Services and Solutions” (see Section 3.3.1 Additional FM Solutions).

FFM.010 Budget Execution

FFM.010.010 Budget Setup and Maintenance

FFM.010.020 Fund Allocation and Control

FFM.010.030 Budgetary Reporting

FFM.020 Financial Asset Information Management

FFM.020.010 Financial Asset Information Processing - Property, Plant, and Equipment

FFM.020.020 Financial Asset Information Processing - Loans

FFM.020.030 Financial Asset Information Processing - Heritage Assets and Stewardship Land

FFM.020.040 Financial Asset Information Processing - Federal Oil and Gas Resources

FFM.020.050 Financial Asset Information Processing - Other Federal Assets

FFM.020.060 Financial Asset Information Reporting

FFM.030 Payable Management

FFM.030.010 Payee Setup and Maintenance

FFM.030.020 Obligation Management

FFM.030.030 Payment Processing - Intragovernmental Payments

FFM.030.040 Payment Processing - Payroll Payments

FFM.030.050 Payment Processing - Travel Temporary Duty (TDY) and Local Payments

FFM.030.060 Payment Processing - Travel PCS Payments

FFM.030.070 Payment Processing - Commercial Payments

FFM.030.080 Payment Processing - Grant Payments

FFM.030.090 Payment Processing - Loan Payments

FFM.030.100 Payment Processing - Other Payments (State, Foreign, and Miscellaneous Payments)

FFM.030.110 Payment Disbursement

FFM.030.120 Payment Confirmation and Issue Resolution

FFM.030.130 Payment Reporting

³ The “FFM Business Functions and Activities” document is provided in the FM QSMO Marketplace RFI [Reading Room](#) and contains descriptions for each of the FFM Business Activities.

FFM.040 Revenue Management
 FFM.040.010 Revenue Processing
 FFM.040.020 Revenue Reporting
FFM.050 Reimbursable Management
 FFM.050.010 Reimbursable Agreement Setup and Maintenance
 FFM.050.020 Reimbursable Invoicing
 FFM.050.030 Reimbursable Receipt Processing
 FFM.050.040 Reimbursable Reconciliation
 FFM.050.050 Reimbursable Closeout
 FFM.050.060 Reimbursable Reporting
FFM.060 Receivable and Collection Management
 FFM.060.010 Payer Setup and Maintenance
 FFM.060.020 Public Receivable Setup and Billing Invoicing
 FFM.060.030 Public Receipt Processing
 FFM.060.040 Credit Memo and Adjustment Processing
 FFM.060.050 Public Receivable Monitoring and Maintenance
 FFM.060.060 Public Receivable and Collection Reporting
FFM.070 Delinquent Debt Management
 FFM.070.010 Delinquent Debt Collection
 FFM.070.020 Delinquent Debt Write-off and Closeout
 FFM.070.030 Delinquent Debt Reporting
FFM.080 Cost Management
 FFM.080.010 Cost Management Setup and Maintenance
 FFM.080.020 Cost Accumulation and Allocation
 FFM.080.030 Cost Reporting
FFM.090 General Ledger Management
 FFM.090.010 General Ledger Setup and Maintenance
 FFM.090.020 General Ledger Posting
 FFM.090.030 Accrual and Liability/Asset Processing
 FFM.090.040 Period End Closing
FFM.100 Financial Reconciliation
 FFM.100.010 Reconciliation of General Ledger and Subledgers
 FFM.100.020 Reconciliation of Intragovernmental Activity
 FFM.100.030 Reconciliation with Treasury Balance
FFM.110 Financial / Performance Reporting
 FFM.110.010 Treasury Reporting
 FFM.110.020 Financial Statement Preparation
 FFM.110.030 Cash Forecasting and Reporting
 FFM.110.040 Financial Performance and Operational Reporting
 FFM.110.050 Internal Control/Compliance Reviews

3.2.2 Core FS Baseline Solution

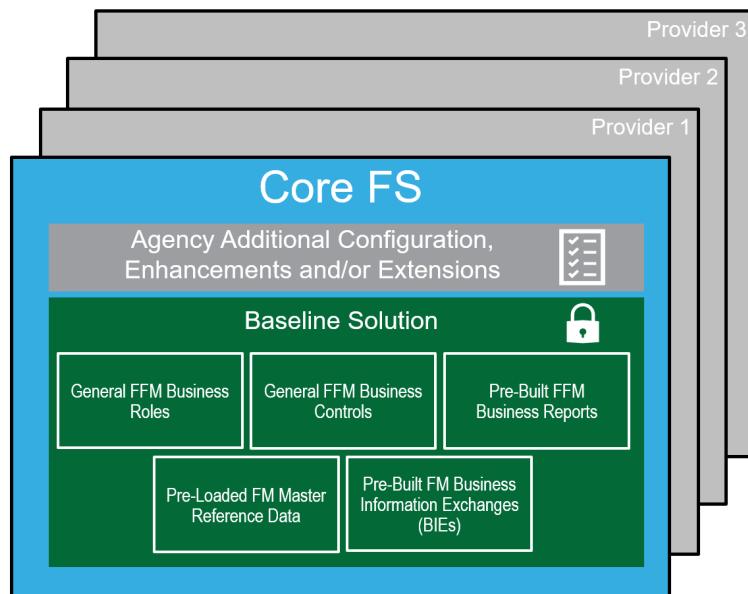
Commercial software products will be the foundation for the Core FS. All Core FS offerings in the FM QSMO Marketplace will be required to meet or exceed a set of “Core FS Baseline Solution” standards provided by the FM QSMO. Core FS CSPs will determine the specific combination of software configuration, enhancements, and/or extensions⁴ needed to meet the Core FS Baseline Solution standards.

⁴ **FM Solution Definitions**

Software Solution: A vendor software product plus associated configurations, enhancements, extensions and/or custom code that enables business capabilities

Federal agency customers will be able to define additional requirements if needed to address agency-specific business needs. CSPs, FSSPs, or Federal agency customers themselves can determine the specific combination of software configuration, enhancements, and/or extensions that are added to the Core FS Baseline Solution to provide the “Core FS Agency Solution”.

The concept of the Core FS Agency Solution consisting of the Core FS Baseline Solution and Agency Additional Configurations, Enhancements and/or Extensions is depicted in the graphic below.



More detailed information on each of the Core FS Baseline Solution standards depicted in the green boxes is provided in Section 3.4, FM Solution/Service Standards and Capabilities.

More detailed information on the activities of identifying, evaluating, and approving Federal agency additions to the Core FS Baseline Solution is provided in Section 4.3 FM QSMO Marketplace Solution/Service and Provider Evaluations.

QUESTION 3.2: Please provide feedback on the concept of “Core FS Baseline Solution” and “Agency Additional Configurations, Enhancements and/or Extensions” together forming the “Core FS Agency Solution”.

Configuration: Options available in the vendor-provided software product that allow customers to tailor certain features, functions, or capabilities to meet specific needs without adding or changing software code.

Enhancement: An incremental improvement in business function capability or technology not included in the “out of the box” version of the vendor-provided software product, using vendor-recommended and supported tools.

Extension: A component that adds capabilities such as reports and interfaces, using vendor-recommended and supported tools.

Custom Code: Changes or additions to the software solution that do not use vendor-recommended and supported tools; these put upgrades at risk, and the customer must assess their impact on each upgrade.

Software Baseline Solution: A specific combination of configuration, enhancements, extensions and/or custom code that is designated as the starting point for all implementations of the software solution (may be referred to as “common code base”).

3.3 Additional FM Services and Solutions

Federal agency customers will be able to acquire from either CSPs or FSSPs in the FM QSMO Marketplace additional FM Services and Solutions that augment the Core FS offerings, including the following categories of FM Services and Solutions:

- Additional FM Solutions
- FM Business Operations, Functional, and Analytical Support Services
- FM Workforce Modernization
- FM Technology Operations Support Services
- FM Solution/Service Adoption and Transition Services

Federal agency customers will be able to acquire some of these additional FM Services or Solutions without acquiring a Core FS solution, provided the solution/service is used in support of the Federal agency's financial management function. Provider offerings of a general nature (i.e., an offering that is not applied, adapted, or tailored for a specific FFM Function or Activity) will not be considered for inclusion in the FM QSMO Marketplace.

3.3.1 Additional FM Solutions

“Additional FM Solutions” provide business capabilities that augment those provided by the Core FS Baseline Solution. Federal agency customers will be able to acquire the Additional FM Solutions from either CSPs or FSSPs. It is anticipated there will be provider technology and may also be workforce resources used to deliver these services (e.g., only a financial data visualization tool or a financial data visualization tool and financial data preparation support).

The scope of Treasury’s designation as the QSMO for Core Financial Management does not include building centralized solutions or services such as a centralized government-wide Core FS solution, centralized data warehouse of all agencies’ FM data, or government-wide data transformation/translation and transport service. If additional centralized solutions or services are needed, they will be addressed through Treasury Centralized Services (see Section 3.1 Treasury Centralized Services), rather than through the FM QSMO Marketplace Additional FM Solutions category.

For a CSP or FSSP offering to be considered for inclusion in the FM QSMO Marketplace Additional FM Solutions category, it must have a direct correlation to one or more FFM Functions or Activities. In addition, CSPs and FSSPs will be encouraged to ensure their Additional FM Solutions are interoperable or integrate with one or more Core FS Baseline Solutions in the FM QSMO Marketplace.

Examples of anticipated business capabilities provided by offerings in the FM QSMO Marketplace category of Additional FM Solutions include, but are not limited to:

- Expanded capabilities for specific FFM Functions or Activities (e.g., Cost Management, Financial Performance and Operational Reporting)
- Interactive selection, sorting, and placement of FFM Standard Data Elements to create user-defined reports
- Collection, integration, consolidation, analysis, and visualization of financial information originating from multiple data sources
- Statistical analysis of financial information to confirm hypothesized or reveal previously unknown data patterns

- Automated analysis, machine learning, and/or artificial intelligence that executes trained/tested business logic (rules) and initiates alerts (e.g., emails) when targeted data patterns are detected in financial information
- Automation of routine FM business processes (e.g., pre-processing of incoming FM data entry requests, FM general ledger reconciliations)
- FM data quality analysis and cleansing
- FM governance, risk management, and compliance (GRC) assessment

A list of the anticipated types of FM QSMO Marketplace offerings in the Additional FM Solutions category is provided in the “FM QSMO Marketplace Service Catalog”, available in the FM QSMO Marketplace RFI [Reading Room](#).

QUESTION 3.3.1: After reviewing the FM QSMO Marketplace Service Catalog in the FM QSMO Marketplace RFI [Reading Room](#), please provide feedback on any additional types of offerings that should be considered for inclusion in the Additional FM Solutions category.

3.3.2 FM Business Operations, Functional, and Analytical Support Services

To enable Federal agencies’ financial management resources to spend more time on analysis and provide better service to their customers and less time on traditional transaction processing and system maintenance, the FM QSMO Marketplace will include offerings for “FM Business Operations, Functional, and Analytical Support Services”. Any of the FFM Business Functions and Activities can be executed using these support services offered by either CSPs or FSSPs in the FM QSMO Marketplace. It is anticipated there will be provider workforce and may also be technology resources used to deliver these services (e.g., only FM audit specialists or FM audit specialists and audit planning and tracking software).

Examples of the types of anticipated offerings in the FM QSMO Marketplace category of FM Business Operations, Functional, and Analytical Support Services include, but are not limited to:

- Financial accounting operations support and transaction processing
- Financial management compliance and internal control reviews
- Financial statement preparation
- Audit support and remediation for financial statement and DATA Act issues
- Financial, costing, and improper payment analyses
- Financial reconciliation and reporting

A full list of the types of anticipated FM QSMO Marketplace offerings in the FM Business Operations, Functional, and Analytical Support Services category is provided in the “FM QSMO Marketplace Service Catalog”, available in the FM QSMO Marketplace RFI [Reading Room](#).

QUESTION 3.3.2: After reviewing the FM QSMO Marketplace Service Catalog in the FM QSMO Marketplace RFI [Reading Room](#), please provide feedback on any additional types offerings that should be considered for inclusion in the FM Business Operations, Functional, and Analytical Support Services category.

3.3.3 FM Workforce Modernization

To ensure the Federal agencies' workforce has the knowledge and skills needed to improve Federal agency financial management operations, the FM QSMO Marketplace will include offerings for "FM Workforce Modernization". These services may be acquired from either CSPs or FSSPs in the FM QSMO Marketplace. It is anticipated there will be provider workforce and may also be technology resources used to deliver these services (e.g., only FM training specialists or FM training specialists and training software).

Examples of the types of anticipated offerings in the FM QSMO Marketplace category of FM Workforce Modernization include, but are not limited to:

- Federal financial management training (e.g., virtual, self-service, instructor led)
- FM workforce skills assessment and development planning
- Federal financial management knowledge management and guidance

A full list of the types of anticipated FM QSMO Marketplace offerings in the FM Workforce Modernization category is provided in the "FM QSMO Marketplace Service Catalog", available in the FM QSMO Marketplace RFI [Reading Room](#).

QUESTION 3.3.3: After reviewing the FM QSMO Marketplace Service Catalog in the FM QSMO Marketplace RFI [Reading Room](#), please provide feedback on any additional types offerings that should be considered for inclusion in the FM Workforce Modernization category.

3.3.4 FM Technology Operations Support Services

Separate from the Core FS, some Federal agency customers may elect to acquire assistance from CSPs or FSSPs with technology implementation and operations. It is anticipated there will be provider workforce and may also be technology resources used to deliver these services (e.g., only batch job monitoring operators or operators and monitoring tools).

Examples of the types of anticipated offerings in the FM QSMO Marketplace category of FM Technology Operations Support Services include, but are not limited to:

- Defining, developing, testing, implementing, and maintaining additional FM configurations, enhancements, and/or extensions to the Core FS Baseline Solution required to address agency-specific FM business needs
- Developing, implementing, and maintaining business information exchanges between the FM solutions and services and Federal agency mission systems (e.g., sales and ordering systems)
- Support for legacy core financial systems
- Tier 1 and 2 service desks
- Monitoring and managing FM solution/service daily or periodic offline processes (e.g., nightly batch jobs, monthly report generation)
- FM solution user and administrator training and automated assistance (e.g., chatbots, intelligent search)

- FM data management (e.g., data preparation, data quality, master reference data management)
- FM solution user identity, credential, and access management (ICAM)

A full list of the types of anticipated FM QSMO Marketplace offerings in the FM Technology Operations Support Services category is provided in the “FM QSMO Marketplace Service Catalog”, available in the FM QSMO Marketplace RFI [Reading Room](#).

QUESTION 3.3.4: After reviewing the FM QSMO Marketplace Service Catalog in the FM QSMO Marketplace RFI [Reading Room](#), please provide feedback on any additional types of offerings that should be considered for inclusion in the FM Technology Operations Support Services category.

3.3.5 FM Solution/Service Adoption and Transition Services

Many Federal agency customers will need assistance to identify, select, acquire, migrate to, and use FM QSMO Marketplace offerings effectively and efficiently. A subset of the transition services may also be needed when extensive or complex FM solution/service changes are released. In addition to the advice, guidance, and assistance provided by the FM QSMO, Federal agency customers may acquire “FM Solution/Service Adoption and Transition Services” from CSPs or FSSPs. It is anticipated there will be provider workforce and may also be technology resources used to deliver these services (e.g., only project schedule managers or schedule managers and project schedule management software). Examples of the types of anticipated offerings in the FM QSMO Marketplace category of FM Solution/Service Adoption and Transition Services include, but are not limited to:

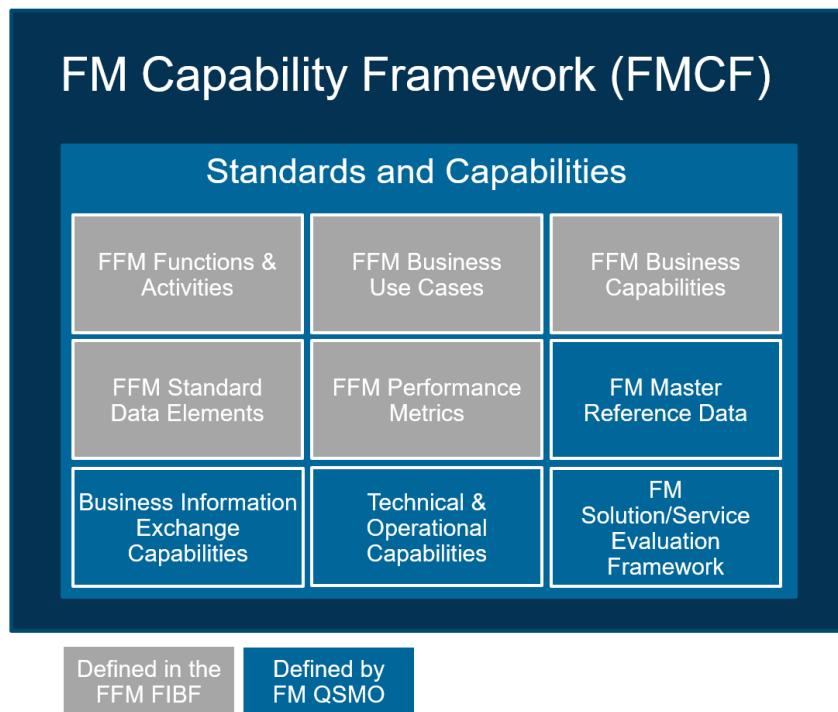
- FM strategic planning and investment business case development
- FM shared/managed service adoption and workforce assessments
- FM acquisition plan development
- FM program/project and risk management
- FM user experience and business process analyses and reengineering
- FM organizational change management and stakeholder engagement/communications
- Technical and operational FM solution/service integration with agency-specific systems and user environments
- FM data preparation, conversion, and migration
- FM solution/service testing
- FM legacy system retirement planning and execution

A full list of the types of anticipated FM QSMO Marketplace offerings in the FM Solution/Service Adoption and Transition Services category is provided in the “FM QSMO Marketplace Service Catalog”, available in the FM QSMO Marketplace RFI [Reading Room](#).

QUESTION 3.3.5: After reviewing the FM QSMO Marketplace Service Catalog in the FM QSMO Marketplace RFI [Reading Room](#), please provide feedback on any additional types of offerings that should be considered for inclusion in the FM Solution/Service Adoption and Transition Services category.

3.4 FM Solution/Service Standards and Capabilities

All the offerings in the FM QSMO Marketplace will be built on a common set of FM standards and capabilities referred to as the “FM Capability Framework (FMCF)”. The FMCF provides the foundation for and applies to both Core FS and additional FM Services and Solutions. The graphic below depicts the components of the FMCF.



3.4.1 FIBF FFM and Additional FM Business Standards

The FIBF FFM business standards define the FM future state business processes and data to be implemented by Federal agencies and FM solution/service providers. The FIBF FFM business standards that apply to all FM QSMO Marketplace solutions and services are:

- FFM Functions and Activities⁵
- FFM Business Use Cases⁶ (user stories or journeys based on various FM business scenarios)
- FFM Business Capabilities (Federal Financial Management System Requirements (FFMSRs))⁷
- FFM Standard Data Elements⁸ (includes DATA Act data elements)
- FFM Performance Metrics⁹ (business operations activity and performance measures)

⁵ The “FFM Functions and Activities” document is provided in the FM QSMO Marketplace RFI [Reading Room](#).

⁶ The “FFM Business Use Cases” documents are accessible at [Financial Innovation & Transformation - Federal Financial Management Use Cases \(treasury.gov\)](#).

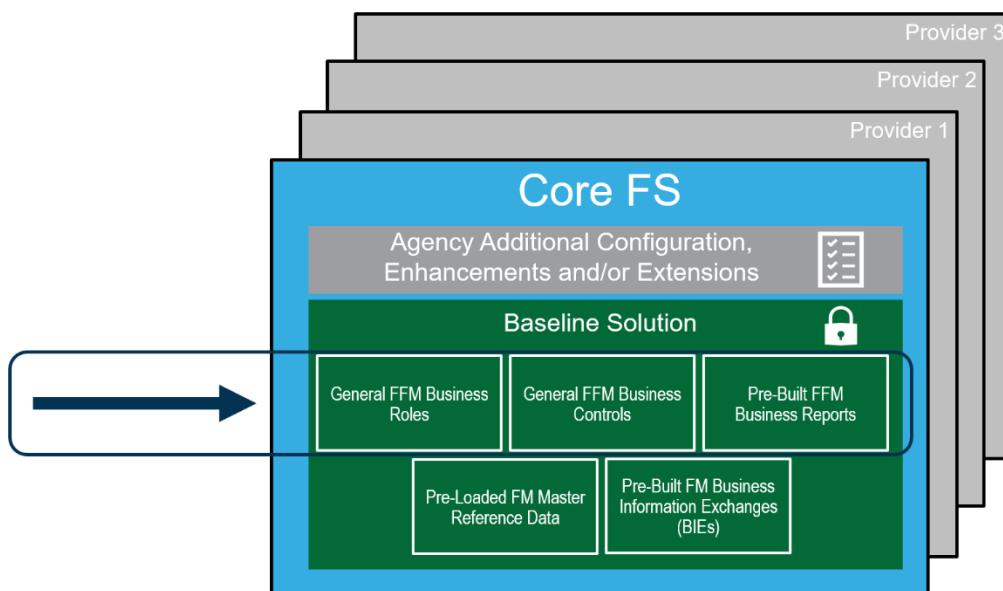
⁷ The “Federal Financial Management System Requirements” document is accessible at <https://tfm.fiscal.treasury.gov/v1/p6/v1p6c950.pdf>.

⁸ The “FFM Standard Data Elements” document is provided in the FM QSMO Marketplace RFI [Reading Room](#)

⁹ The document “FM Provider Service Measures” contains the FFM Performance Metrics and is provided in the FM QSMO Marketplace RFI [Reading Room](#).

Additional FFM business standards that apply to the Core FS Baseline Solution are:

- General FFM Business Roles¹⁰ – derived from the FFM Business Activities and FFM Business Use Cases; provides guidance on proper division of financial management duties
- General FFM Business Controls¹¹ – derived from FFM Business Activities and FFM Business Capabilities; provides guidance on proper financial management information balancing and control business rules
- Pre-Built FFM Business Reports¹² – derived from the FFM Business Activities, FFM Business Capabilities, and FFM Standard Data Elements; provides specifications and business rules for standard financial management reports



QUESTION 3.4.1: After reviewing the FIBF FFM and Additional FM Business Standards documents in the FM QSMO Marketplace RFI [Reading Room](#) and accessible via the links provided, please provide feedback on clarifications or additions needed to content in the documents.

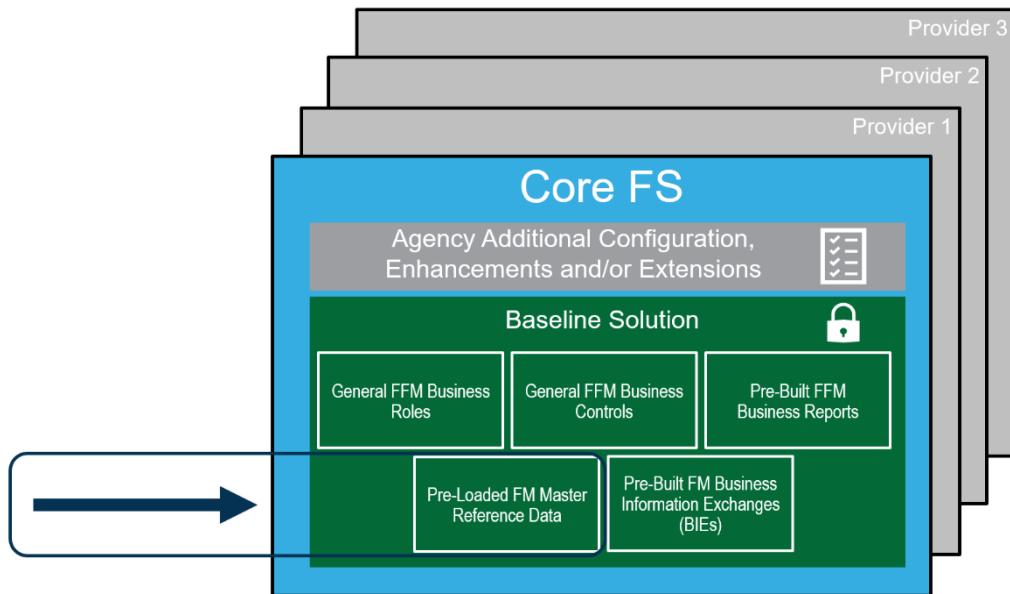
3.4.2 FM Master Reference Data

The FM QSMO has identified a set of FM Master Reference Data to be used by all FM solutions and services offered in the FM QSMO Marketplace and pre-loaded into the Core FS Baseline Solution. In some cases, the originating source of the FM Master Reference Data may be an industry standards-setting organization, a Treasury Centralized Service, or other Federal agencies. Federal agency customers may have additional FM reference data the agency elects to manage itself or through the services of a CSP/FSSP (see Section 3.3.4 FM Technology Operations Support Services).

¹⁰ The “General FFM Business Roles” document is provided in the FM QSMO Marketplace RFI [Reading Room](#).

¹¹ The “General FFM Business Controls” document is provided in the FM QSMO Marketplace RFI [Reading Room](#).

¹² The “Pre-Built FFM Business Reports” document is provided in the FM QSMO Marketplace RFI [Reading Room](#).



Examples of FM Master Reference Data that apply to all FM solutions and services and are to be pre-loaded into the Core FS Baseline Solution include:

- Geographical location reference data (e.g., country, state, and territory codes and names)
- Federal organization reference data (e.g., Federal agency codes, names)
- Federal financial information classification data (e.g., Budget Object Codes and names, Treasury Fund Symbols and names)
- Customer/vendor classification codes
- Federal accounting calendars
- Currency conversion rates

The full list of FM Master Reference Data, including the designated authoritative source, is provided in the “Pre-Loaded FM Master Reference Data” document available in the FM QSMO Marketplace RFI [Reading Room](#).

QUESTION 3.4.2: After reviewing the Pre-Loaded FM Master Reference Data document in the FM QSMO Marketplace RFI [Reading Room](#), please provide feedback on clarifications or additions needed to content in the document.

3.4.3 Business Information Exchange (BIE) Capabilities

The FM QSMO strategy for business information exchanges with other Functional Areas (aka “Lines of Business”) and Treasury Centralized Services is driven by:

- Preliminary industry feedback from Enterprise Resource Planning (ERP) vendors indicating there is a potential high value to reducing costly customized interfaces between Core FS(es) and other mission support systems

- Independent research indicating the biggest pain points and cost drivers of Federal information exchanges between mission support systems was redundant development/maintenance of the business rules software code by providers and ensuring quality/consistency in execution of Federal business rules across providers and solutions
- OMB direction that QSMO marketplaces will each be scoped to a specific Functional Area (e.g., ACQ, FFM, GRM, HCM, TRT) and each QSMO marketplace will offer multiple software solutions from multiple providers

To minimize FM solution/service providers' redundant development and maintenance efforts and ensure consistency and quality of Federal BIE business rules execution, the FM QSMO intends implement a "Federal BIE Management Solution/Service". The Federal BIE Management Solution/Service will be built using Commercial Off-the-Shelf (COTS) software products, may be managed by either a CSP or FSSP, and will provide the following capabilities:

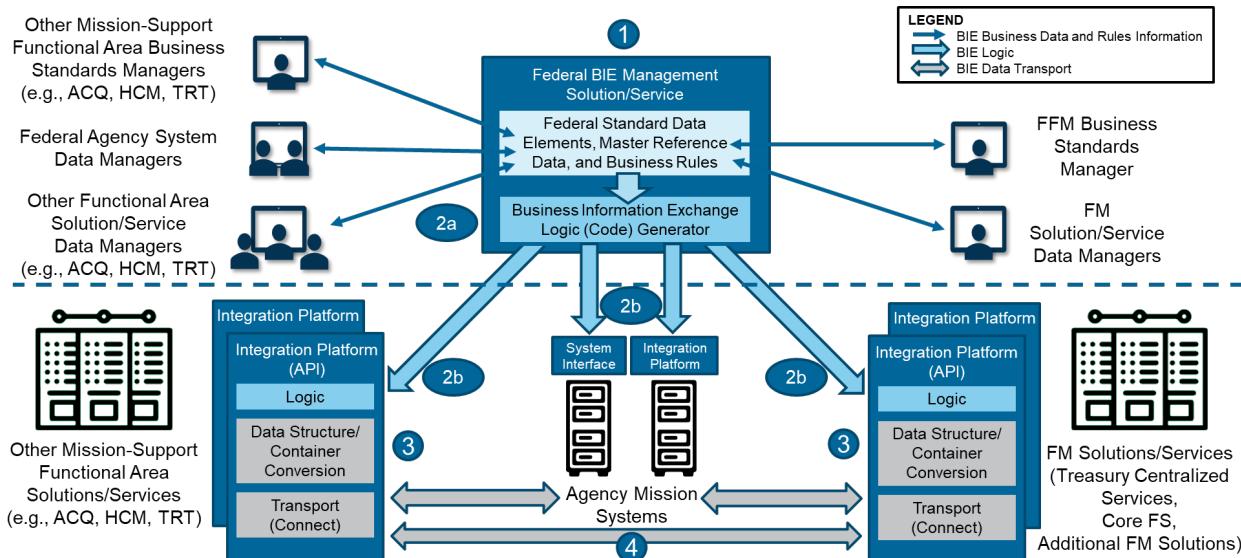
- Ability for Functional Area business standards managers to maintain and integrate across Functional Areas their respective FIBF Standard Data Element definitions, master reference data, and BIE business rules
- Ability for FM QSMO to generate Federal BIE logic (software code routines) from the BIE knowledge managed by Functional Area business standards managers and distribute the Federal BIE logic (software code routines) to FM solution/service providers
- Ability for Federal agency mission system (e.g., sales or tax system) data managers to maintain their system-specific data mappings from/to FIBF Standard Data Elements and master reference data
- Ability for FM solution/service provider data managers to maintain their software-specific data mappings from/to FFM Standard Data Elements and FM Master Reference Data

To enable successful execution of the above Federal BIE Management approach, Treasury is exploring the establishment of a Federal Services Business Information Exchange working group through the Financial Management Standards Committee (FMSC) which would include data management and BIE subject matter experts (SMEs) from the FM QSMO, other Functional Area Standards Lead agencies and QSMOs, Federal agency customers, and FM solution/service providers. This working group will focus on the cross-Functional Area data standards, master reference data management, and BIE business rules needed to enable interoperability across Functional Area solutions/services and within the FM QSMO Marketplace of FM solutions/services.

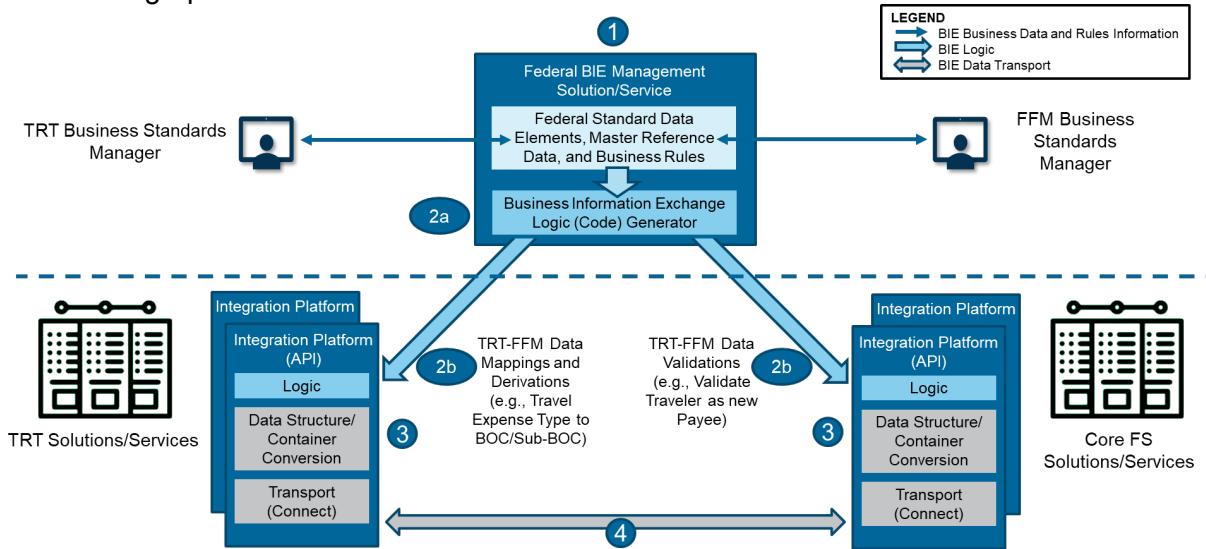
To achieve effective and efficient business information exchanges between Core FS(es) and other Functional Areas' solutions/services, Treasury Centralized Services, Additional FM Solutions, and Federal agency mission systems, FM solutions/services will be expected to have the following capabilities:

- The ability to receive and provide FM data in conformance with the FFM Standard Data Element definitions, FM Master Reference Data, and Federal BIE logic managed ¹ and provided by the Federal government ^{2a} (FM solution/service providers will continue to determine the data standards used inside their software solutions)
- To the maximum extent possible, the ability to use modern Integration Platforms (also referred to as Application Programming Interfaces (APIs))
- The ability to incorporate into the FM solution/service's Integration Platform/API the Federal BIE logic distributed by the Federal government ^{2b}
- To the maximum extent possible, the ability to exchange information using multiple data structures (e.g., csv comma delimited, fixed field, XML, JSON) and data container options (e.g., flat files, data packets) ³
- To the maximum extent possible, the ability to exchange information using multiple transport (connect) mechanisms (e.g., batch/FTP, real-time/web services) ⁴

A visual depiction of the Federal BIE Management approach is provided in the graphic below.

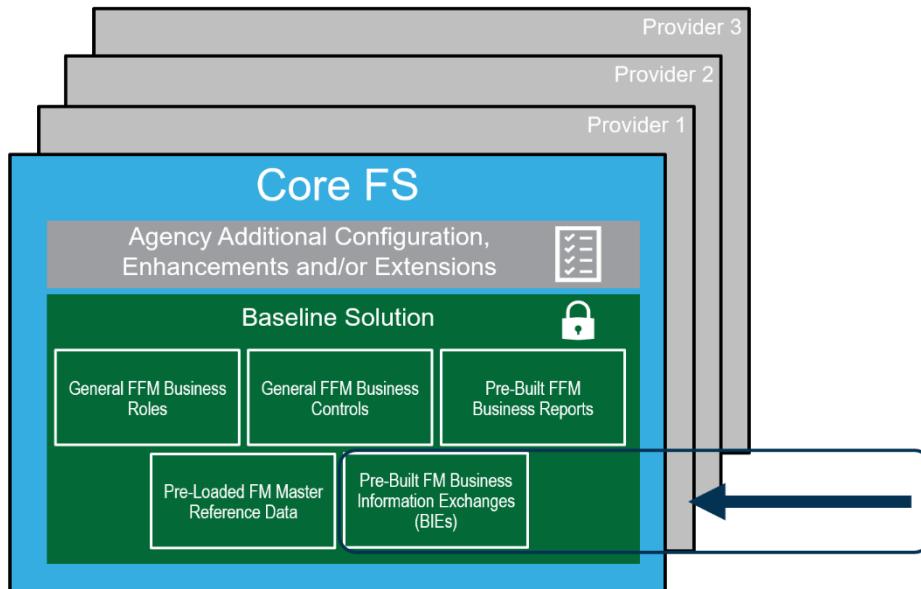


An Illustrative example of managing and executing business information exchange between TRT Travel and Expense solutions/services and Core FS solutions is provided in the graphic below:



QUESTION 3.4.3a: Please provide recommendations for improvement on the Federal BIE Management approach described and depicted above.

As the first step in achieving the Federal BIE Management approach described above, the FM QSMO has developed an initial set of FM business information exchange specifications that apply to the Core FS Baseline Solution. Federal agency customers may have additional FM business information exchanges the agency elects to define and develop itself or through the services of a CSP/FSSP (see Section 3.3.4 FM Technology Operations Support Services).



Examples of the initial required FM Business Information Exchanges include:

- Treasury Centralized Systems
 - Central Accounting Reporting System (CARS)
 - Collections Information Repository (CIR)
 - DATA Act Broker
- Other Support Systems
 - System for Award Management (SAM)
 - Procurement systems
 - Payroll systems

The full list of FM business information exchanges is provided in the “FM Business Information Exchange (BIE) Consolidated List” document which also provides links to Federal BIE specification documents or URLs. These Federal BIE documents are available in the FM QSMO Marketplace RFI [Reading Room](#).

QUESTION 3.4.3b: After reviewing the FM Business Information Exchange (BIE) Consolidated List document and referenced BIE specifications documents in the FM QSMO Marketplace RFI [Reading Room](#), please provide feedback on clarifications or additions needed to content in the documents.

3.4.4 Technical and Operational Capabilities

The technology used for FM solutions and services will be expected to leverage COTS software products wherever possible. Proprietary technology components will not be allowed in FM solutions and services if they impede the Federal government’s ability to:

- Access and retrieve FM information
- Exchange FM information among FM solutions and services, Treasury Centralized Services, other Federal mission-support Functional Areas’ solutions/services, or Federal agency customer mission solutions/services
- Follow easy upgrade paths, adopt new capabilities, and allow for rapid security

- patching without additional changes
- Migrate a Federal agency customer's information to a different FM solution/service

The Federal government will own all information entered, generated by, or stored in FM solutions and services. FM solutions and services will need to comply with Federal government cybersecurity, Federal records management, and IT standards and specifications. In addition, FM solutions and services will need to exchange information with Federal government CYB, ERM, and ITS solutions and services. Examples include, but are not limited to:

- CYB Security Operations Center (SOC) services
- ERM Federal records archiving service
- ITS Identity, Control, and Access Management services (e.g., login.gov)

Providers of Core FS solutions/services will be expected to have obtained FedRAMP Authorization to Operate (ATO) or FedRAMP Provisional ATO (P-ATO) and defined capabilities and boundaries that accommodate both the Core FS Baseline Solution and Agency Additional Configurations, Enhancements and/or Extensions (see Section 3.2.2 Core FS Baseline Solution). Federal agency customers will be highly encouraged to maintain the Core FS FedRAMP authorization by adhering to the Core FS Baseline Solution standards and implementing agency-specific enhancements and/or extensions using only software vendor recommended and supported tools.

The government's preferred models for acquiring FM software solutions from industry will be Software-as-a- Service (SaaS) or Platform-as-a-Service (PaaS). Use of SaaS vs PaaS will depend on the availability of SaaS vs PaaS offerings and the ability of the FSSP or Federal agency customer to provide the service delivery components not included in a PaaS offering but included in a SaaS offering.

The government's preferred models for delivering FM software solutions to Federal agency customers will also be SaaS or PaaS. Use of SaaS vs PaaS will depend on the ability of the Federal agency customer to manage the service delivery components not included in a PaaS offering but included in a SaaS offering. FM PaaS or SaaS solutions can be delivered to Federal agency customers by either CSPs (e.g., commercial software vendors or solution integrators) or FSSPs.

Because Federal agency customers will not be able to separately acquire Infrastructure-as-a-Service (IaaS) in the FM QSMO Marketplace, and may have already selected one of the commonly used commercial cloud environments or a Federal government classified information cloud environment for their other non-FFM solutions and services, providers of FM SaaS and PaaS are encouraged to offer FM solution/service packages that bundle their FM software solution (or provide a quick deploy containerized version of the FM software) with a choice of Federal government-approved cloud infrastructure services. This is also encouraged because the option for Federal agency customers to acquire only the FM software solution will not be offered in the FM QSMO Marketplace as it does not align with the Federal government objectives of reducing the number of government-managed data centers and adoption of managed and shared services.

FM software solution implementations will be expected to be optimized for the overall Federal government's benefit and support multiple Federal agency customers sharing a single software solution version/release and environment (i.e., multi-tenancy solution instances)¹³ unless there are factors that warrant single tenancy. The business, technical, security, and operational factors to be considered include:

- Minimizing IT cost, management, and maintenance efforts
- Efficiency and uniformity of compliance with business, technical, and operational regulations, guidance, standards, and requirements
- Separation and segmentation of production, testing, training, and business continuity/disaster recovery environments
- Diversity of Federal agency customer (tenant) needs
 - Differing information security requirements (e.g., classified/unclassified, depth of access control)
 - Unique mission-critical business process functionality
 - Differing business cycles which will affect maintenance windows and business volumes (e.g., calendar periods when system maintenance cannot be performed due to critical business operation events)
 - Differing availability, performance/capacity, and business continuity needs
- Limiting impact of adverse incidents or events across tenants
- Ability to incrementally pilot and adapt to evolving business needs or advances in technologies and execute change management across multiple tenants
- Degree to which the FM solution/service is able to expose or limit functionality and data to different tenants within the same solution instance/environment
 - Ability to expose or limit certain functionality to specific tenants and meet tenant- unique mission-critical business needs without adding burden/complexity for all tenants
 - Ability to share data between tenants or partition data from other tenants
 - Provisioning and security capabilities and limitations across multiple tenants

If Federal agency customers have unique business, technical, security, or operational needs such as those described above, these needs will be documented as requirements in the Federal agency solicitation and approved by the FM QSMO Marketplace Task Order Review Board (TORB) (see Section 4.0 FM QSMO Marketplace Acquisition Solution, Pricing, and Evaluation).

¹³ FM Solution Implementation Definitions

Software Solution Version: A specific iteration of the vendor software product's configuration items that includes defined functionality; versions typically use a naming convention that enables the sequence or date of each iteration to be identified.

Software Solution Release: A collection of new, upgraded, or updated vendor software product configuration items identified by their particular Version; typically a Release (also referred to as a "Release Package") includes new features and capabilities and incorporates previous changes to business functions and capabilities developed through patches or fixes; a Release may necessitate related process or technology changes; a new Version always implies a new Release will be issued at some point in time.

Environment: A specific combination of hardware, operating system, and storage management components that support a Software Solution.

Solution Instance: A single copy of a specific Software Solution Version/Release running in a specifically assigned Environment

Multi-Tenancy: The ability to support multiple user organizations and their specific configuration/enhancements/extensions within a single Solution Instance.

To ensure FM solutions and services can be maintained and operated effectively and efficiently, CSPs, FSSPs, Treasury Fiscal Service, and Federal agency customers who manage components of FM solutions and services themselves will be expected to use industry proven technology management practices such as Information Technology Infrastructure Library (ITIL) Practices.

A full list of the technical and operational capabilities and references to Federal cybersecurity and IT standards and specifications FM solutions and services will be expected to incorporate is provided in the “FM Technical and Operational Capabilities” document available in the FM QSMO Marketplace RFI [Reading Room](#). Federal records management standards are provided in the “Electronic Records Management Business Capabilities” document accessible at [Federal Integrated Business Framework - Electronic Records Management Standards | Federal Shared Services \(gsa.gov\)](#).

QUESTION 3.4.4: After reviewing the FM Technical and Operational Capabilities document in the FM QSMO Marketplace RFI [Reading Room](#), please provide feedback on clarifications or additions needed to content in the document.

3.4.5 FM Solution/Service Evaluation Framework

The FM QSMO has developed a draft “FM Solution/Service Evaluation Framework” for evaluating FM solutions/services and providers. The categories of evaluation are:

- Business – evaluates the ability to achieve FM business outputs and outcomes using the FM solution/service; also evaluates conformance with FMCF business standards and usability of an FM solution
- Technical – evaluates the FM solution/service technical architecture and design for servicing customers; also evaluates conformance with FMCF technical standards and capabilities
- Operational – evaluates the FM solution/service's ability to respond to user demand and changes needed in the FM solution/service; also evaluates conformance with FMCF operational standards and capabilities
- Programmatic – evaluates a provider's strategy and management of FM solution/service offerings and delivery
- Economic – evaluates a provider's pricing model and sustainability
- Organizational – evaluates a provider's organizational ability to deliver quality FM solutions/services and ensure customer satisfaction

For each of the above categories, evaluation criteria, indicators, specifications/standards references, and service measure references are provided in the “FM Solution/Service Evaluation Framework” document available in the FM QSMO Marketplace RFI [Reading Room](#).

QUESTION 3.4.5a: After reviewing the FM Solution/Service Evaluation Framework document in the FM QSMO Marketplace RFI [Reading Room](#), please provide feedback on clarifications or additions needed to content in this document.

To determine which of the evaluation criteria, indicators, and service measures apply to each FM solution/service to be evaluated, FM QSMO will work with providers to document their FM solution/service offering using the FIBF FFM Functions and Activities (see 3.4.1 FIBF FFM and Additional FM Business Standards) and the “FM Solution/Service Delivery Framework” depicted below.

		Service Delivery Resources			V8 – 11/03/2020
		Technology	Workforce	Advisory	
Service Delivery Layers	Business Support Services	Business Functional and Analytics Support Specialized services such as guidance on regulations, policies and processes pertaining to specific business functions; business operations audit and internal controls support; business operations/performance reporting and analyses			
	7				
	6			Business Transaction/Information Processing Support Manual and automated processing of government business transactions; pre-processing of documents and data	
	5			Business Application Support Monitoring business application operations for faults and performance; business application training; business application information access and report generation support; service desk support	
	4			Data/Content Management Databases/repositories to store and manage system/user data and user-generated electronic content (e.g., documents, reports). Includes backup and restore capabilities, adherence to data/content retention and archiving policies, and the creation/maintenance of data management artifacts and models and master reference data	
	3			Software Management Setup, configuration, optimization, maintenance, and license management of business application and enterprise/middleware software. Includes development, testing, deployment, and maintenance of software enhancements, extensions and/or custom code	
	2			Hardware/OS/Storage Management Computing hardware, operating systems, storage and peripheral devices, and associated administration and fault and performance monitoring software needed to host, manage and operate systems	
	1			Facilities/Telecommunications Management Operation and maintenance of a physical facility to host and operate a system and/or provide support services. Includes utilities, physical security, network and telecommunications equipment, etc., necessary to ensure a secure operations center.	
0		Service Delivery Management Program and operations management; service strategy, design, transition, performance, and change management; business customer relationship management; supplier management; service asset and configuration management; security/privacy assurance and DR/COOP management; office and administrative support			

It is anticipated that offerings in each of the FM QSMO Marketplace categories may include one or more of the following types of Service Delivery Resources:

- Technology – the physical assets needed to deliver to FM solution/service
- Workforce – the personnel that plan, build, implement, operate and/or deliver the FM solution/service on an on-going basis
- Advisory – the personnel that advise, guide, consult and/or perform Independent Verification and Validation on an as-needed basis

It is also anticipated that offerings in each of the FM QSMO Marketplace categories may include one or more of the following types of Service Delivery Layers:

- Service Delivery Layer 0 – components supporting the overall management of the FM solution/service and cross-Service Layer functions such as asset and configuration management, security and privacy assurance and audit, and Disaster Recovery (DR) and Continuity of Operations (COOP) management
- Service Layers 1 and 2 – components such as hardware, operating system software, and storage, as well as the facilities they are housed in and the networks needed to connect these technologies (all together commonly referred to as the “infrastructure”)

- Service Layers 3, 4, and 5 – components providing enterprise, middleware, or business application software, managing content and data, and providing technical support for the business applications
- Service Layers 6 and 7 – components supporting business operations such as transaction processing, document or data pre-processing, business function guidance, data reporting, and data analyses

In addition to being used when evaluating FM solution/service offerings, the documentation of FM solution/service offerings using the FIBF FFM Functions and Activities and the FM Solutions/Services Delivery Framework will be used by the FM QSMO to populate the FM QSMO Marketplace Service Catalog (see Section 4.1 FM QSMO Marketplace Acquisition Solution).

A listing of potential components included in each Service Delivery Layer and Technology Business Management (TBM) category, and examples of FM solution/service definitions for Core FS SaaS and PaaS are provided in the “FM Solution/Service Definition Template” document available in the FM QSMO Marketplace RFI [Reading Room](#).

QUESTION 3.4.5b: After reviewing the FM Solution/Service Definition Template document in the FM QSMO Marketplace RFI [Reading Room](#), please provide feedback on clarifications or additions needed to content in this document.

The references to service measures in the FM Solution/Service Evaluation Framework correlate to activity and performance measures listed in the “FM Provider Service Measures” document. The service measures in this document:

- evaluate FFM activities as well as CYB, ERM, and ITS activities that support the FFM activities
- were compiled based industry best practices (e.g., ITIL, TBM), previous evaluations of existing FM solution/service providers, and Federal government regulations and standards
- include both activity (e.g., resource utilization, workload volume) measures and performance (e.g., timeliness, quality, compliance) measures
- include both provider measures (e.g., processing timeliness) and service customer measures (e.g., approval timeliness)
- establish measure targets applicable to all Federal agency implementations (e.g., where mandated by Federal legislation, regulation, or standard) and defer establishing measure targets if more appropriate for each Federal agency to do so (e.g., workload volume) or for the Federal agency customer to discuss with their FM solution/service provider (e.g., service desk response time)

It is anticipated that some service measures will be periodically reported to the Federal agency customer and FM QSMO (indicated as “Customer Facing” measures), some only to the FM QSMO (indicated as “QSMO Monitoring” measures), and the remaining measures will be monitored by the provider and results made available to the Federal agency customer and/or FM QSMO if an issue arises (indicated as “Provider Operations” measures).

A full listing of FM provider service measures and their attributes is provided in the “FM Provider Service Measures” document available in the FM QSMO Marketplace RFI [Reading Room](#).

QUESTION 3.4.5c: After reviewing the FM Provider Service Measures document in the FM QSMO Marketplace RFI [Reading Room](#), please provide feedback on clarifications needed to content in this document.

4.0 FM QSMO MARKETPLACE ACQUISITION SOLUTION, PRICING, AND EVALUATION

In May 2020, the FM QSMO conducted a data call to Federal agencies requesting information on existing core financial systems. The results from that data call as updated in January 2021 revealed that there are 56 installations of core financial systems owned and operated by Federal agencies (not inclusive of DoD), with 61% hosted on premise and 50% of the systems expected to reach maturity by 2025. One objective of the Federal government is to reduce overall Federal /government FM solution operations and maintenance costs. In addition, the Federal government seeks to avoid the need for spikes in and duplicative Federal agency capital investments for FM solutions and services. Fewer Federal agency-specific and Federal government owned FM solutions will help maximize the Federal government’s buying power, create economies of scale, and drive down long-term capital investment and operations and maintenance costs.

The FM QSMO Marketplace will be incrementally populated with offerings prioritized by Federal agency customer demand and availability of FM solutions and services that meet FM QSMO Marketplace standards. The FM QSMO itself will not be a provider in the marketplace; that role will be served by commercial and Federal providers. The FM QSMO will facilitate or broker access to the FM QSMO Marketplace offerings of commercial and Federal providers that will best help Federal agencies meet their financial management needs.

Legacy FSSPs will continue to have a role in the FM QSMO Marketplace, both as consumers (early adopters) of the Core FS solutions, and providers of financial management services, if that role aligns with the goals of the Federal agency it resides within. Existing FSSPs who have committed to continuing to provide FM solutions and services in the FM QSMO Marketplace and have an approved Joint Business Case and Plan can continue to provide FM solutions and services to other Federal agencies under reimbursable agreements, with the expectation that the FSSP will leverage commercial offerings in the FM QSMO Marketplace when providing FM solutions and services to their Federal agency customers.

4.1 FM QSMO Marketplace Acquisition Solution

To participate in the FM QSMO Marketplace, providers do not have to have an offering in the Core FS category or offerings in all the categories of FM solutions and services described in this RFI; they can offer only those FM solutions/services that match their core competencies. Within any of the FM QSMO Marketplace categories, there may be more than one provider with an offering based on the same software platform.

The FM QSMO will include a reasonable number of providers in each FM QSMO Marketplace category to ensure healthy competition. The FM QSMO will include a balance of large and small/disadvantaged businesses and monitor Federal agency use of small/disadvantaged businesses in the FM QSMO Marketplace. OMB M-19-16 directs agencies to engage with QSMOs when planning for modernizations and/or new investments related to functions where a QSMO has been designated. The FM QSMO Marketplace will be the primary point through which agencies acquire core financial management services and solutions. Incentives for commercial FM solution/service providers to participate in the FM QSMO Marketplace include, but are not limited to:

- Reduced variability in Federal agency customer requirements for similar FM solutions/services due to established government-wide FFM business process and data standards which all Federal agencies will be required to adhere
- Access to FM QSMO expertise to enable FM solutions and services to fully meet government needs and standards
- Ability to work directly with Treasury as it develops enhancements to Treasury Centralized Services and Core FS enhancements and changes in functionality
- Well defined catalog of FM solutions and services that provides a level playing field for all providers, regardless of whether they are a CSP or FSSP
- Assistance from FM QSMO in evaluating Federal agency customer-specific enhancements, extensions, and issues with FM solutions/services

Commercial FM solution/service providers will be incorporated into the FM QSMO Marketplace through an acquisition solution managed through a partnership between the FM QSMO and GSA and expected to be in place by FY22 Q4. After the initial FM QSMO Marketplace solutions/services and providers have been established, the FM QSMO and GSA will periodically assess the need for adding additional solutions/services and providers (e.g., to incorporate innovative new FM solutions/services) and/or removing FM solutions/services from the FM QSMO Marketplace (e.g., when provider or FM solution/service continuously does not meet FMCF standards or service measure targets).

Providers being added to the FM QSMO Marketplace and, if applicable, having their FM solution/service pass the FM QSMO Marketplace Readiness Evaluation (see Section 4.3 FM QSMO Marketplace Solution/Service and Provider Evaluations), will have their offering incorporated into the appropriate category in the FM QSMO Marketplace Services Catalog (see Section 3.0 FM QSMO Marketplace Solutions and Services). To enable Federal agency customers to effectively and efficiently perform comparative analysis of provider offerings and to ensure a level playing field for all providers, all provider offerings incorporated into the Catalog will be documented in a consistent manner using a “business view” based on the FIBF FFM Functions and Activities (see 3.4.1 FIBF FFM and Additional FM Business Standards) and an “asset view” based on the FM Solution/Service Delivery Framework (see Section 3.4.5 FM Solution/Service Evaluation Framework).

Once Federal agency customers have identified offerings in the FM QSMO Marketplace Service Catalog that potentially meet Federal agency needs, they will be able to use their agency’s preferred procurement office to conduct acquisitions through the FM QSMO Marketplace. Based on feedback received from Federal agencies and industry, FM QSMO, GSA, and OMB are exploring acquisition approaches that would enable Federal agencies to conduct acquisitions that include solutions/services from multiple FM QSMO Marketplace categories (e.g., Core FS, Additional FM Solutions, and FM Solution/Service Adoption and Transition Services) as well as from other spend categories and/or Functional Areas.

QUESTION 4.1: Please provide recommendations to enable effective and efficient use of the FM QSMO Marketplace by Federal agency customers and FM solution/service providers.

4.2 FM QSMO Marketplace Solution/Service Pricing

FM solution/service providers are encouraged to apply their commercial pricing structures/practices to their offerings. Pricing structures may differ between various FM QSMO Marketplace categories and may even differ between providers within the same FM QSMO Marketplace category (e.g., one provider may price Core FS SaaS per transaction and another may price Core FS SaaS per terabyte storage).

When providing pricing for FM solutions/services, it is anticipated that providers will:

- incorporate a reasonable credit for any existing software license investment by a Federal agency customer transitioning to a SaaS or PaaS subscription for the same or similar software
- identify any early termination penalties/fees for existing on-premise software licenses or conversion fees for existing perpetual software licenses
- disclose costs not covered by subscription fees (e.g., transition costs, costs for Federal agency systems to access and retrieve FM data housed in the provider's PaaS/SaaS environment)
- factor sufficient reserves into their FM solution/service subscription fees to cover the future cost of releases needed to comply with changes or additions to Federal government regulations, policies, guidance, and standards
- provide pricing information that enables Federal agency customers to report IT spending in alignment with TBM (see reference to "FM Solution/Service Definition Template" in Section 3.4.5 FM Solution/Service Evaluation Framework)

Incorporated into Federal agency acquisitions for FM solutions/services will be a periodic review of FM solution/service usage (activity) and performance levels. With the assistance of the FM QMSO, Federal agency customers will provide a rolling two-year forecast of FM solution/service usage (activity) levels and any anticipated changes in performance levels to enable FM solution/service providers to accurately forecast FM solution/service costs for the Federal agency customer. These two-year forecasted costs are needed by Federal agency customers for their annual budget formulation and management activities.

Federal agency customers will factor sufficient funding into their annual Federal agency budget submissions to:

- Transition in and out of FM solutions/services (see Section 3.3.5 FM Solution/Service Adoption and Transition Services)
- Cover the cost of Federal agency-specific mission-critical enhancements and extensions to the Core FS Baseline Solution (see Section 3.2.2 Core FS Baseline Solution)
- Cover the forecasted cost of FM solution/service subscription fees
- Mitigate the risk of inaccurate FM solution/service usage (activity) forecasts

QUESTION 4.2: What additional types of costs should Federal agencies account for that are generally not covered by FM solution/service subscription fees?

4.3 FM QSMO Marketplace Solution/Service and Provider Evaluations

The FM QSMO has developed a draft FM QSMO Marketplace solution/service and provider evaluation approach that:

- Incorporates Federal agency customer and FM solution/service provider engagement and feedback
- Generates continuous monitoring and improvement of FM solutions and services
- Provides measurable and timely insight into FM solution/service, provider, and Federal agency customer operations

To enable transparent and consistent evaluations, the FM QSMO has defined a set of evaluation criteria, indicators, and measures (see Section 3.4.5 FM Solution/Service Evaluation Framework). The results of FM solution/service and provider evaluations will identify whether the FM solution/service and provider fully achieved, partially achieved, or did not achieve each of the defined evaluation criteria and measures. Where appropriate and feasible, FM QSMO will provide recommendations for fully achieving criteria or measures that were partially or not achieved to enable the provider to correct weaknesses identified during evaluation.

The evaluation criteria and measures are envisioned to be incorporated at the FM QSMO Marketplace level, in a form yet to be determined, and in Federal agency acquisitions conducted through the FM QSMO Marketplace.

Because the FM QSMO Marketplace solution/service and provider evaluation criteria and measures are substantially different from the past criteria used to issue Joint Financial Management Improvement Program (JFMIP) certifications, existing FM solutions/services and providers will be re-evaluated.

The FM QSMO Marketplace evaluation approach covers four phases and two sub-phases of evaluation:

1. FM QSMO Marketplace Technical Proposal Evaluation
 - a. Written Documentation Review
 - b. Operational Capabilities Demonstration (OCD)
2. FM QSMO Marketplace Readiness Evaluation
3. Federal Agency Acquisition Technical Proposal Evaluation
 - a. Written Documentation Review
 - b. Fit/Gap Evaluation (based on OCD)
4. FM QSMO Marketplace Periodic Solution/Service and Provider Evaluation

Prior to inclusion in the FM QSMO Marketplace, FM solution/service providers should use the evaluation criteria and measures to perform a self-evaluation of their FM QSMO Marketplace offering and provider capabilities.

Some phases of the evaluation approach will not apply to all FM QSMO Marketplace solution/service offerings. For example, OCDs and Readiness Evaluations at the FM QSMO Marketplace level will apply primarily to Core FS offerings and possibly other technology solution/service offerings.

During the FM QSMO Marketplace technical proposal evaluation period, the initial

evaluation of FM solutions/services and providers will be based on review of written documentation submitted in response to the FM QSMO Marketplace formal request or procedures. For those providers offering solutions/services in the Core FS category, an OCD in the provider's demonstration environment will also be required so the FM QSMO can evaluate how closely the offering conforms to the FMCF standards. For the other FM QSMO Marketplace categories, those providers that include technology as part of their offering may also be requested to provide an OCD in the provider's demonstration environment. In addition to FM QSMO subject matter experts (SMEs), Federal agency customer representatives will be participating in these FM QSMO Marketplace technical proposal evaluations.

After an FM solution/service has completed the technical proposal evaluation and has been selected for inclusion in the FM QSMO Marketplace, an "FM QSMO Marketplace Readiness Evaluation" will be performed based on a provider executed OCD in an FM QSMO-provided demonstration environment to confirm compliance with the FMCF and Core FS Baseline Solution standards. An FM QSMO Marketplace Readiness Evaluation may also be conducted when extensive or complex changes in the Core FS solution/service occur (e.g., a software release). In addition to FM QSMO SMEs, Federal agency customer representatives will be participating in the FM QSMO Marketplace Readiness Evaluations.

Using the FM QSMO-developed catalog of FM solutions and services approved for the FM QSMO Marketplace and results from the FM QSMO-led FM solution/service evaluations, Federal agencies will develop an FM QSMO Marketplace solicitation. Included in the Federal agency solicitation will be any agency-specific Core FS configurations, enhancements, and/or extensions along with requirements for additional FM services and solutions. After the Federal agency evaluates the technical proposal written documentation submitted in response to the Federal agency solicitation, the Federal agency may also elect to perform a "Fit/Gap Evaluation" focusing on agency-specific Core FS business needs and based on an OCD in an FM QSMO-provided demonstration environment. As part of the Federal agency acquisition process, Federal agencies will submit their draft solicitation and award to an FM QSMO Marketplace Task Order Review Board (TORB) which will:

- Review FM solution/service order requirements to ensure alignment with the FM QSMO goals and objectives, appropriate use of the FM QSMO Marketplace, and conformance with FMCF and Core FS Baseline Solution standards
- If appropriate, provide recommendations for modifications to the Federal agency order requirements or a waiver of an FMCF or Core FS Baseline Solution standard
- Approve FM solution/service solicitations and awards issued through the FM QSMO Marketplace
- If necessary, review FM solution/service order delivery/implementation for conformance to FMCF and Core FS Baseline Solution standards

For those FM solutions and services that have been adopted by Federal agency customers, the FM QSMO will conduct an "FM QSMO Marketplace Periodic Solution/Service and Provider Evaluation". The purpose of the periodic evaluation is not only to identify and promptly address emerging issues well before a FM solution/service or provider needs to be removed from the FM QSMO Marketplace, but to also identify opportunities for continuous improvement in FM solutions/services, provider, and Federal agency customer operations. Reports of service measure results will be the primary basis for performing the periodic evaluation, with operational capability inspection only being performed on an as needed basis. In addition to FM QSMO SMEs, Federal agency

customer representatives will be participating in the periodic FM solution/service and provider evaluation.

QUESTION 4.3: Please provide feedback on the draft FM QSMO Marketplace solution/service and provider evaluation approach.

5.0 FM QSMO MARKETPLACE OVERSIGHT AND MANAGEMENT

OMB Memorandum 19-16 (OMB M-19-16), Centralized Mission Support Capabilities for the Federal Government, states the shared services objectives as improve service delivery and performance, enhance customer satisfaction, and reduce costs to Federal agency customers. Other Functional area (lines of business) Standards Lead agencies and QSMOs and several other Treasury programs and initiatives are also working towards these objectives. FM QSMO is committed to working collaboratively with them to identify common capabilities or synergies in approaches to achieving our shared objectives and ensuring that interfaces are seamless, where applicable.

OMB M-19-16 defines the following responsibilities for QSMOs:

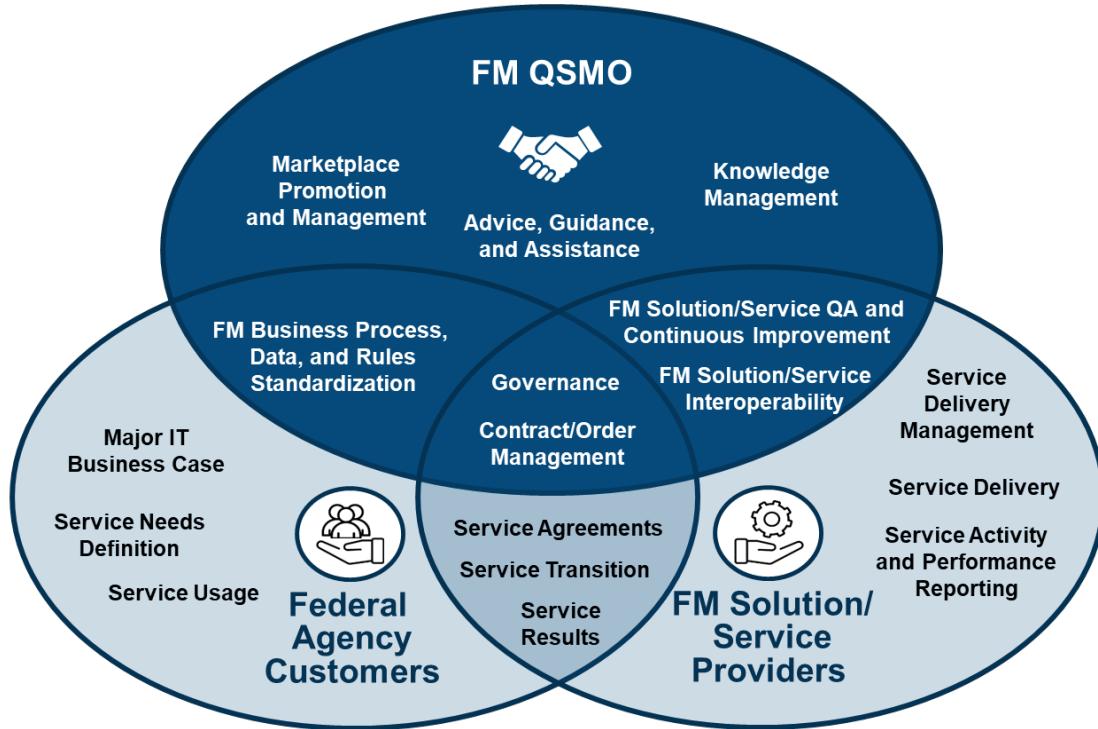
- Offer and manage a marketplace of solutions for common technology, services, or fully managed services to respond to agency needs;
- Guide and govern the long-term sustainability of the services and solutions;
- Work with agencies on alternative strategies to help them build a business case if a marketplace for a particular solution is not yet available;
- Institute a customer engagement and feedback model that allows for continuous improvement and performance management of solutions; and
- Drive the implementation of standards that produce efficiencies in process and scale and that are established through the collaborative governance process.

The FM QSMO intends to be a valued partner for Federal agency leaders as they work to strengthen federal financial management. OMB M-19-16 requires Federal agencies to coordinate with designated or pre-designated QSMOs for certain mission support functions to assess business needs and determine the best path forward for acquiring solutions using the QSMO marketplaces. The FM QSMO will proactively engage with Federal agencies in the financial system modernization planning process to determine the best path forward for meeting financial management needs leveraging the FM QSMO Marketplace offerings, including migration to the Core FS solution. Ideally, up front engagement between Federal agencies and FM QSMO will support and ensure that agency budget requests, including questions from OMB budget examiners, contain sufficient detail about the agency needs related to adoption and use of FM QSMO Marketplace solutions/services offered by commercial or Federal providers. If both parties agree that the FM QSMO Marketplace does not meet a Federal agency's needs, then the Federal agency would prepare an investment action plan (IAP) for OMB approval that demonstrates that a separate procurement will result in better value, considering price, timeline, and other appropriate factors.

The FM QSMO is working collaboratively with FM and Federal shared services governance organizations that define and approve FM business process, data, and rules standards, including the Financial Management Standards Committee (FMSC), Federal CFO Council (FOC), GSA Office of Shared Solutions and Performance Improvement (OSSPI), FIBF Business Standards Council (BSC), and Shared Solutions Governance Board (SSGB).

The FM QSMO also is working collaboratively with other OMB-designated or pre-designated

QSMOs and other FIBF Functional Area Standards Leads to ensure FM solutions and services will be interoperable with the other Functional Areas' mission support solutions/services. The depiction below provides an overview of the FM QSMO Marketplace operating framework needed to achieve the shared services objectives and for FM QSMO to execute its responsibilities.



The table below provides a list of the FM QSMO Marketplace draft operating framework components and the objective of each component.

Component	Component Objective
Marketplace Promotion and Management	Engender continued Federal Agency Customer and FM Solution/Service Provider participation in the FM QSMO Marketplace, Federal agency use of FM QSMO Marketplace solutions and services, and Federal government executive support for the FM QSMO Marketplace through proactive communication and engagement.
Advice, Guidance, and Assistance	Ensure Federal Agency Customers and FM Solution/Service Providers have the program management, organizational, technology, data, business process, and service delivery advice, guidance, and assistance needed to successfully adopt and operate FM solutions/services.
Knowledge Management	Enable Federal Agency Customers and FM Solution/Service Providers to incorporate best practices and lessons learned into their FM solution/service adoption and operation activities by providing guidance documents, templates, work product examples, and lessons learned information.

Component	Component Objective
FM Business Process, Data, and Rules Standardization	Standardize FM processes, data, and business rules across Federal Agency Customers through collaborative engagement of Federal Agencies and FM and other Functional Area standards setting organizations and QSMOs.
Governance	Ensure strategic alignment, accountability, responsiveness, effectiveness, efficiency, and risk management of the FM QSMO Marketplace through proactive engagement of Federal Agency Customers and FM Solution/Service Providers in FM QSMO Marketplace decision-making.
Contract/Order Management	Ensure the FM QSMO Marketplace and Federal Agency Customer contractual arrangements and contract administration engender mutual accountability and responsiveness.
FM Solution/Service Quality Assurance and Continuous Improvement	Ensure FM solutions/services comply with FM business, technical, and operational standards and proactively incorporate innovative approaches to FM business processes and data use identified through commercial and Federal sources.
FM Solution/Service Interoperability	Ensure business information can be effectively and efficiently exchanged among FM solutions/services and with Treasury Centralized Services, other Functional Areas' solutions/services, and Federal Agency Customer mission systems.
Major IT Business Cases	Plan and execute cost effective investments that improve Federal Agency financial management operations using FM QSMO Marketplace solutions and services.
Service Needs Definition	Accurately identify Federal agency FM business capability needs and service level expectations.
Service Usage	Inform continuous improvement of FM solutions/services and providers by regularly forecasting and assessing actual Federal Agency Customer service usage.
Service Agreements	Ensure mutual understanding and agreement on the scope and cost of FM solutions/services to be provided, service levels to be achieved, and responsibilities of the Federal Agency Customer and FM Solution/Service Provider.
Service Transition	Ensure that Federal Agency Customers successfully transition onto new or improved FM solutions/services, off from retiring FM solutions/services, or between FM Solution/Service Providers.

Component	Component Objective
Service Results	Ensure effectiveness, efficiency, and Federal Agency Customer satisfaction with FM solutions/services through proactive monitoring and evaluation of service metrics, timely remediation of service issues, and proactive identification of opportunities for service improvement.
Service Delivery Management	Ensure FM Solution/Service Providers employ leading practices in the management of service strategy, design, transition, operations, and improvement.
Service Delivery	Ensure FM Solution/Service Providers effectively and efficiently deliver FM solutions/services and proactively seek Federal Agency Customer feedback.
Service Activity and Performance Reporting	Ensure FM solution/service activity and performance measurement results are consistently and accurately collected and regularly provided to Federal Agency Customers and the FM QSMO in a timely manner.

As previously outlined, the FM QSMO's envisioned role includes leveraging established standards, engaging in customer-centered solution development and management, promoting the FM QSMO Marketplace through agile adoption and measuring FM QSMO Marketplace and provider performance. Over the next year, the FM QSMO will focus on launching the FM QSMO Marketplace while working closely with Federal agencies to assist them with preparing to adopt FM QSMO Marketplace solutions, specifically Core FS. Key steps to adopting FM QSMO Marketplace solutions include planning, selection, award, implementation, and continuous improvement. To achieve the above objectives, the FM QSMO will support Federal agencies throughout all steps of the financial system modernization lifecycle, as well as continuous improvement of the FM QSMO Marketplace to meet the ongoing financial management needs of Federal agencies.

The FM QSMO intends to develop tools and resources to assist Federal agency adoption and provide advice, information, guidance, and assistance. The FM QSMO will support Federal agency modernization activities through a variety of levels of engagement based on the activity and step within the financial system modernization lifecycle.

FM QSMO engagement activities within the financial system modernization lifecycle touch upon areas such as, but not limited to:

- Assistance navigating a path for Federal agency requests for investments in new or modernized financial management technology or services that leverage FM QSMO Marketplace solutions
- Assistance navigating the FM QSMO Marketplace Service Catalog and applicable components of the FM Solution/Service Evaluation Framework and FM Provider Service Measures
- Advice and information to aid the Federal agency in planning their relevant program management and organizational change activities
- Guidance on application of FIBF as well as FMCF components, including fit/gap analyses and OCDs, if needed

- Guidance on developing and maintaining a financial management business concept of operations
- Guidance on planning and integration of user support center structures and activities
- Guidance on documenting and maintaining a systems inventory
- Guidance on developing and supporting a path for additional configurations, enhancements, or extensions to the Core FS Baseline Solution
- Guidance on developing and maintaining Customer Service Agreement(s) (CSAs) with FM solution/service provider(s)
- Development of paths for analyses and reviews supporting TORB decisions and Federal agency requests for exceptions to use of the FM QSMO Marketplace solutions or services
- Guidance on developing, issuing and modifying acquisitions that are in alignment with the FM QSMO Marketplace vision, FMCF and FIBF standards
- Guidance on developing and executing an Agency Core FS Continuity of Operations Plan (COOP)
- Guidance on developing plans for addressing issues with FM Provider Service Measures categorized as “Customer Facing”

QUESTION 5.0: Please recommend changes in or additions to FM QSMO activities that should be considered to ensure achievement of OMB M-19-16 shared services objectives, fulfillment of QSMO responsibilities, and providing value to Federal agency customers and FM solution/service providers.

QUESTION 6.0: Please provide any additional recommendations relevant to defining, establishing, and operating the FM QSMO Marketplace that should be considered.