Business Case

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Section A: Investment Summary Information

Investment Name
Revenue Collections Support Services (RCSS)

Unique Investment Identifier
015-000200137

Investment Description

RCSS collectively encompasses revenue collection data and associated information that enables the federal government to operate and serve the public. The systems provide a general support role in the revenue collections broader business line. RCSS includes the following systems: Bank Management Service (BMS), Collections Information Repository (CIR), Cash Management Improvement Act System (CMIAS), Treasury Collateral Management and Monitoring (TCMM), and Treasury Cash Management System (TCMS).

Agency
Department of the Treasury

Point of Contact
Tony Arcadi - CIO

email   Not Provided

Investment Type
Major IT Investments

Bureau
Fiscal Service

Mission Support
Not Applicable

Shared Service Category
Not Applicable

Shared Service Identifier
Not Applicable

TMF Initiatives
Not Applicable

Date Investment First Submitted
09/24/2021

Date of Last Investment Detail Update
09/29/2023

Section B: Investment Detail

1. Briefly describe the investment's return on investment, including benefits internal and external to the government and outcomes achieved or planned.
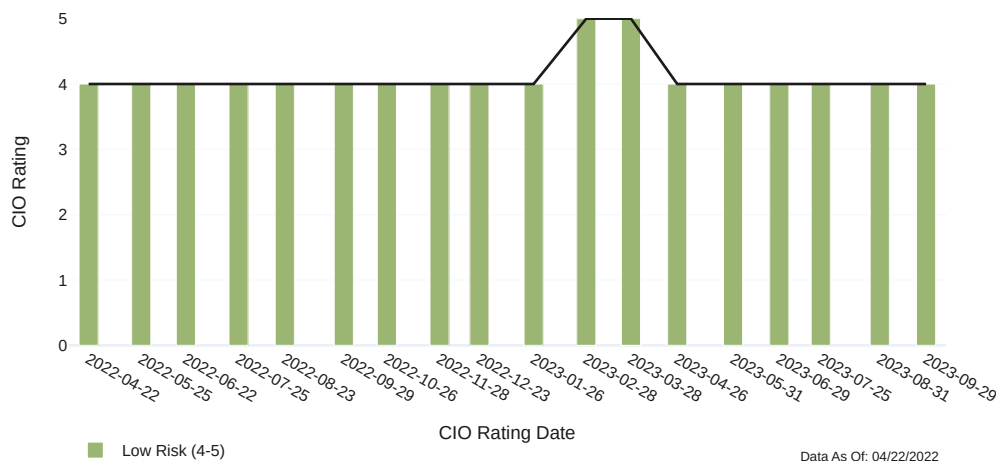
   The benefit of Treasury Cash Management System/Direct Voucher System (TCMS/DVS) is TCMS performs cash concentration – the daily movement of government deposits from Treasury's accounts at commercial financial institutions to the Treasury General Account (TGA). TCMS moves money in near real time. DVS captures and reports voucher information for transactions that are not reported directly from other Fiscal Service systems to the Collections Information Repository (CIR) or Payments Information Repository (PIR). Voucher information facilitates the reconciliation of the book cash versus bank cash view for the TGA and enables Fiscal Accounting to reconcile the TGA balance and produce the Daily Treasury Statement. The cost savings resulting from more efficient collections and distribution of financial data is not quantifiable at this time for CIR. Treasury Collateral Management and Monitoring (TCMM) modernized architecture, real-time collateral value updates, and improved customer handling results in $18 million cost avoidance, $12 million cost reduction, and $35 million in productivity improvements. Bank Management System (BMS) program effectiveness and efficiency, in addition to using ISIM enrollment and Treasury Web Applications Infrastructure (TWAI) hosting, resulting in $3.7 million cost avoidance, $700K in productivity improvements, and 25.5 million reduction in collections cost reductions.

Section C: Investment and Contracts

Public URLs

- **https://www.cir.fiscal.treasury.gov/**
- **https://www.fiscal.treasury.gov/fsservices/gov/rvnColl/cmias/rvnColl_cmia.htm**
- **https://www.fiscal.treasury.gov/fsservices/gov/rvnColl/tcmm/rvnColl_tcmm.htm**

Section D: Historic CIO Rating

Data As Of: 04/22/2022

CIO Rating	Date	Comments
4	Sep 29, 2023	CV: 20.81% SV: -6.92% OMV: 3.23% OVERALL: 2.41% (Green) The investment is holding steady with a slight improvement to its overall performance and on track to complete projects according to the projected metrics. The CIR R7.0 has been delayed to 9/15 from earlier projected date of 7/31 mainly due to unplanned implementation of Data Encryption at rest for CIR as per EO. As a result, other projects were shifted. A BCR will need to be done for TCMS R2.15.1 due to a scope change. (09/29/2023).
4	Aug 31, 2023	CV: 20.73% SV: 1.24% OMV: 2.93% OVERALL: 4.35% (Green) The investment is holding steady with a slight improvement to its overall performance and on track to complete projects according to the projected metrics. The CIR R7.0 has been delayed to 9/15 from earlier projected date of 7/31 mainly due to unplanned implementation of Data Encryption at rest for CIR as per EO. As a result, other projects were shifted. A BCR will need to be done for TCMS R2.15.1 due to a scope change. (08/31/2023).
4	Jul 25, 2023	CV: 21.59% SV: 7.25% OMV: -1.72% OVERALL: 4.91% (Green) The investment is holding steady in its performance and on track to complete the projects according to the projected metrics. As previously reported, the CIR R7.0 has been delayed to 9/15/2023 from earlier projected date of 7/31/2023 mainly due to unplanned implementation of Data Encryption at rest for CIR as per EO. As a result, other projects may be shifted in the future through a BCR. (07/25/2023).
4	Jun 29, 2023	CV: 26.30% SV: 7.25% OMV: 2.56% OVERALL: 7.15% (Green) The investment is holding steady in its performance and on track to complete the projects according to the projected metrics. As previously reported, the CIR R7.0 has been delayed to 9/15/2023 from earlier projected date of 7/31/2023 mainly due to unplanned implementation of Data Encryption at rest for CIR as per EO. As a result, other projects may be shifted in the future through a BCR. (06/29/2023).
4	May 31, 2023	CV: 27.76% SV: 4.46% OMV: 1.83% OVERALL: 6.64% (Green) The investment is holding steady in its performance and on track to complete the projects according to the projected metrics. As previously reported, the CIR R7.0 has been delayed to 9/15/2023 from earlier projected date of 7/31/2023 mainly due to unplanned implementation of Data Encryption at rest for CIR as per EO. As a result, other projects may be shifted in the future through a BCR. (05/31/2023).
4	Apr 26, 2023	CV: 27.76% SV: 4.46% OMV: 2.01% OVERALL: 6.68% (Green) The investment is holding steady in its performance and on track to complete the projects according to the projected metrics. However, there was a slight cost increase due to higher-than-expected personnel and support costs on DVS and CIR. (04/26/2023).
5	Mar 28, 2023	CV: 34.83% SV: 3.30% OMV: 1.61% OVERALL: 9.93% (Green) The investment is holding steady in its performance and on track to complete the projects according to the projected metrics. However, there was a slight cost increase due to higher-than-expected personnel and support costs on DVS and CIR. (03/28/2023).
5	Feb 28, 2023	CV: 34.87% SV: 3.30% OMV: 1.09% OVERALL: 7.94% (Green) The investment is holding steady in its performance and on track to complete the projects according to the projected metrics. (02/28/2023).
4	Jan 26, 2023	CV: 35.45% SV: 2.88% OMV: 1.31% OVERALL: 8.03% (Green) The investment is holding steady in its performance and on track to complete the projects according to the projected metrics. (01/26/2023).
4	Dec 23, 2022	CV: 35.44% SV: 2.88% OMV: -2.17% OVERALL: 7.16% (Green) The investment is holding steady in its performance and on track to complete the projects according to the projected metrics. For BMS there is a slight (5%) EVM variance due to software purchases and training. (12/23/2022).
4	Nov 28, 2022	CV: 21.58% SV: 0.13% OMV: 1.07% OVERALL: 3.82% (Green) The investment is holding steady in its performance and on track to complete the projects according to the projected metrics. (11/28/2022).
4	Oct 26, 2022	CV: 4.02% SV: -26.81% OMV: 1.13% OVERALL: -7.29% (Green) Three projects have significant schedule variances: FedNow Support and Other Application Enhancements/Defects (6 % of investment) ,T2C Support (8 % of investment) and TCMS Settlement Support (6% of investment). (10/26/2022).
4	Sep 29, 2022	CV: 3.84% SV: -28.14% OMV: 2.33% OVERALL: -7.37% (Green) Two projects have significant schedule variances: CIR - FedNow Support and Other Application Enhancements/Defects (6 % of investment) ,T2C Support (8 % of investment). A BCR was submitted last reporting period, however it requires a modification to accurately reflect the change in direction based on executive direction. (08/23/2022).
4	Aug 23, 2022	CV: 3.84% SV: -28.14% OMV: 2.33% OVERALL: -7.37% (Green) Two projects have significant schedule variances: CIR - FedNow Support and Other Application Enhancements/Defects (6 % of investment) ,T2C Support (8 % of investment). A BCR was submitted last reporting period, however it requires a modification to accurately reflect the change in direction based on executive direction. (08/23/2022).
4	Jul 25, 2022	CV: 2.83% SV: -28.14% OMV: 1.21% OVERALL: -7.90% (Green) Three projects have significant schedule variances: CIR (6 % of investment) ,T2C Support (8 % of investment) and TCMS Settlement Support (6% of investment). A BCR was submitted last reporting period, however it requires a modification to accurately reflect the change in direction based on executive direction. (07/25/2022).
4	Jun 22, 2022	CV: 2.19% SV: -27.05% OMV: 1.37% OVERALL: -7.74% (Green) Three projects have significant schedule variances: CIR (6 % of investment) ,T2C Support (8 % of investment) and TCMS Settlement Support (6% of investment). BCR expected to rebaseline. (06/22/2022).
4	May 25, 2022	CV: 1.91% SV: -27.05% OMV: 1.42% OVERALL: -7.80% (Green) Due to executive decisions the current baseline no longer reflects revised plans; BCR will be submitted. CIR was adversely impacted by governance enterprise technology decisions and FS budgetary decisions to halt certain activities. These decisions have negatively impacted the CIR planned project activities schedule. A decision was made (in March) to allow the CIR to continue its development activities. (05/25/2022).

CIO Rating	Date	Comments
4	Apr 22, 2022	CV: 1.91% SV: -27.05% OMV: 0.42% OVERALL: -8.05% (Green) Governance enterprise technology and budgetary decisions have negatively impacted the CIR planned project activities schedule. As of the reporting period, a decision was made to allow the CIR to continue its development activities. However, the baseline no longer reflects the revised plans currently underway. A BCR will reflect the decisions and new direction. (04/22/2022).

Data Last Updated On: 04/22/2022

Section E: Investment Spending

Table 1: Distribution by Spending Type

Spending Type	PY 2022	CY 2023	BY 2024
DME Costs	6.588	9.532	11.334
O&M Costs	54.763	66.354	68.333
Total	61.351	75.886	79.667

Table 2: Distribution by Cost Pools

Cost Pools	PY 2022	CY 2023	BY 2024
External Labor	0	0	0
Facilities & Power	0.155	0.442	0.271
Hardware	1.035	1.51	0.9
Internal Labor	3.891	4.146	4.624
Internal Services	0	0	0
Other	1.144	1.175	1.142
Outside Services	52.922	65.356	69.983
Software	2.199	3.23	2.73
Telecom	0.004	0.026	0.016
Total	61.35	75.885	79.666

Cost in millions (M)

Table 3: Distribution by IT Towers

IT Tower	PY 2022	CY 2023	BY 2024
Application	46.36	58.963	65.361
Compute	3.835	3.824	1.925
Data	0	0	0
Data Center	0.155	0.446	0.271
Delivery	4.137	3.575	4.691
End User	0.258	0.138	0.085
IT Management	1.071	2.033	1.885
Network	0.302	0.533	0.317
Output	0	0	0
Platform	2.159	3.046	2.162
Security & Compliance	2.89	3.113	2.855
Storage	0.185	0.214	0.115
Total	61.352	75.885	79.667

IT Towers (vertical row label)

Cost in millions (M)

Data Last Updated On: 09/29/2023

Section F: Project Detail

Table 1: Project Details

Project Name	Project UID	Status	Project Life Cycle Cost ($M)	Cost Variance (%)	Start Date	End Date	Schedule Variance (%)	Schedule Variance (Days)	TMF Initiative
CIR - Sustain Business Operations	202326	Completed	0	64	2021-04-01	2022-02-15	-3.4	-3.4	Not Applicable
TCMS and DVS User Interface Update	202328	Completed	0	-35	2019-12-31	2021-10-16	0	0	Not Applicable
BMS Software Upgrades, Security Updates, Report Enhancement	202329	Completed	0	-0.63	2019-11-01	2021-11-30	0	0	Not Applicable
TCMM - Application Updates	202461	Completed	0	9.3	2020-10-01	2021-12-27	-3.2	-3.2	Not Applicable
BMS - Security Upgrades and Defect Remediation	202524	Completed	0	0	2022-04-18	2022-07-17	0	0	Not Applicable
BMS - Maintenance, Enhancements and Defect Remediation	202525	Completed	0	19	2022-07-18	2022-11-30	0	0	Not Applicable
TCMS/DVS Sustain Business Operations	202530	Completed	0	8.7	2021-09-21	2022-12-03	0	0	Not Applicable
Commercial Settlement Process Change	202531	Completed	0	-0.17	2022-01-04	2022-08-27	0	0	Not Applicable
TCMM - Security Upgrades, Software Maintenance and Other Prioritized Defect Remediation	202538	Completed	0	4.5	2021-12-28	2022-06-30	0	0	Not Applicable
TCMM - Additional Security Upgrades, Software Maintenance and Other Prioritized Defect Remediation	202539	Future	0	6.4			0	0	Not Applicable
TCMM's move to FAPC-TCMM 3.0	202540	In Progress	0	0	2021-10-01		0	0	Not Applicable
CIR - API and 7-day FIRD Support	202541	Completed	0	23	2021-10-15	2022-10-22	-37	-37	Not Applicable
CIR - TCMS Settlement Support & Other App Enhancements	202542	Completed	0	0	2022-03-31	2022-08-16	32	32	Not Applicable
BMS - Continued architecture enhancements.	202544	Complete	0	1.6	2021-12-01	2022-04-17	0	0	Not Applicable
TCMS/DVS: Split TCMS and DVS and Migrate to the Cloud	202624	In Progress	0	0	2022-11-15		-25	-25	Not Applicable
BMS - Maintenance and Security Upgrades - Release 1.15	202626	In Progress	0	0.15	2022-12-01		0	0	Not Applicable
CIR - CAIA & Backlog Items Release 7.0	202628	In Progress	0	0	2022-10-15		-16	-16	Not Applicable
CIR - CIR Security, Minor Enhancements, applicable BO upgrades & Backlog Items Release 7.1	202629	Completed	0	73	2023-03-15	2023-05-31	70	70	Not Applicable
CIR - FedNow-File Handler (Translation Hub) 6.10	202630	Completed	0	-11	2022-10-01	2023-01-21	8.2	8.2	Not Applicable
CIR - Implement backlog enhancements Release 6.11	202631	Completed	0	-12	2022-10-01	2023-03-18	7.2	7.2	Not Applicable
CIR PEP Cloud Migration (Release 8.0)	202693	In Progress	0	0	2023-02-15		0	0	Not Applicable

Project Name	Project UID	Status	Project Life Cycle Cost ($M)	Cost Variance (%)	Start Date	End Date	Schedule Variance (%)	Schedule Variance (Days)	TMF Initiative
CIR Implement Data-at-rest encryption and Angular Release 7.1	202694	In Progress	0	0	2023-03-15		0	0	Not Applicable

Low   Medium   High

Table 2: Project Related Details

CIR - Sustain Business Operations

1. Are information technology investments adequately implementing incremental development methodology? (Y/N)

   Yes

2. What is the frequency of incremental development iterations? (ex. 1 month, 3 months, 6 months, 12 months or greater)

   Weeks

3. Please describe the iterative development methodology being employed. (500 characters or less)

   The project has completed.

TCMS and DVS User Interface Update

1. Are information technology investments adequately implementing incremental development methodology? (Y/N)

   Yes

2. What is the frequency of incremental development iterations? (ex. 1 month, 3 months, 6 months, 12 months or greater)

   Months

3. Please describe the iterative development methodology being employed. (500 characters or less)

   .

BMS Software Upgrades, Security Updates, Report Enhancement

1. Are information technology investments adequately implementing incremental development methodology? (Y/N)

   Yes

2. What is the frequency of incremental development iterations? (ex. 1 month, 3 months, 6 months, 12 months or greater)

   Days

3. Please describe the iterative development methodology being employed. (500 characters or less)

   BMS Software Upgrades, Security Updates, Report Enhancement and High Priority Backlog.

TCMM - Application Updates

1. Are information technology investments adequately implementing incremental development methodology? (Y/N)

Yes

2. What is the frequency of incremental development iterations? (ex. 1 month, 3 months, 6 months, 12 months or greater)

Days

3. Please describe the iterative development methodology being employed. (500 characters or less)

Update the reporting features, Firewalls and Servers

BMS - Security Upgrades and Defect Remediation

1. Are information technology investments adequately implementing incremental development methodology? (Y/N)

Yes

2. What is the frequency of incremental development iterations? (ex. 1 month, 3 months, 6 months, 12 months or greater)

Days

3. Please describe the iterative development methodology being employed. (500 characters or less)

Determine and develop requirements for security upgrades, minor enhancements, and defect remediation as prioritized, including the SES screen, Angular and Microservice and other Pricing Sheet workflow changes)

BMS - Maintenance, Enhancements and Defect Remediation

1. Are information technology investments adequately implementing incremental development methodology? (Y/N)

Yes

2. What is the frequency of incremental development iterations? (ex. 1 month, 3 months, 6 months, 12 months or greater)

Days

3. Please describe the iterative development methodology being employed. (500 characters or less)

Determine and Develop requirements for maintenance (application software, middleware, or development/CICD tools), security upgrades, minor enhancements, and defect remediation including possible changes to accomodate the GEARS Quaterly file.

TCMS/DVS Sustain Business Operations

1. Are information technology investments adequately implementing incremental development methodology? (Y/N)

Yes

2. What is the frequency of incremental development iterations? (ex. 1 month, 3 months, 6 months, 12 months or greater)

Days

3. Please describe the iterative development methodology being employed. (500 characters or less)

Project perfomaing as planned.

Commercial Settlement Process Change

1. Are information technology investments adequately implementing incremental development methodology? (Y/N)

Yes

2. What is the frequency of incremental development iterations? (ex. 1 month, 3 months, 6 months, 12 months or greater)

Days

3. Please describe the iterative development methodology being employed. (500 characters or less)

Project completed as planned.

TCMM - Security Upgrades, Software Maintenance and Other Prioritized Defect Remediation

1. Are information technology investments adequately implementing incremental development methodology? (Y/N)

Yes

2. What is the frequency of incremental development iterations? (ex. 1 month, 3 months, 6 months, 12 months or greater)

Days

3. Please describe the iterative development methodology being employed. (500 characters or less)

Maintenance, security upgrades, enhancements and defect remediation

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TCMM - Additional Security Upgrades, Software Maintenance and Other Prioritized Defect Remediation

1. Are information technology investments adequately implementing incremental development methodology? (Y/N)

2. What is the frequency of incremental development iterations? (ex. 1 month, 3 months, 6 months, 12 months or greater)

Days

3. Please describe the iterative development methodology being employed. (500 characters or less)

TCMM's move to FAPC-TCMM 3.0

1. Are information technology investments adequately implementing incremental development methodology? (Y/N)

Yes

2. What is the frequency of incremental development iterations? (ex. 1 month, 3 months, 6 months, 12 months or greater)

Days

3. Please describe the iterative development methodology being employed. (500 characters or less)

Move TCMM from the TWAI Private Cloud to the Fiscal Agent Production Cloud (FAPC). EAB approval received 7/28/21, and go-live date set for March 2023

CIR - API and 7-day FIRD Support

1. Are information technology investments adequately implementing incremental development methodology? (Y/N)

Yes

2. What is the frequency of incremental development iterations? (ex. 1 month, 3 months, 6 months, 12 months or greater)

Weeks

3. Please describe the iterative development methodology being employed. (500 characters or less)

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CIR - TCMS Settlement Support & Other App Enhancements

1. Are information technology investments adequately implementing incremental development methodology? (Y/N)

Yes

2. What is the frequency of incremental development iterations? (ex. 1 month, 3 months, 6 months, 12 months or greater)

Weeks

3. Please describe the iterative development methodology being employed. (500 characters or less)

Project completed successfully.

BMS - Continued architecture enhancements.

1. Are information technology investments adequately implementing incremental development methodology? (Y/N)

2. What is the frequency of incremental development iterations? (ex. 1 month, 3 months, 6 months, 12 months or greater)

Days

3. Please describe the iterative development methodology being employed. (500 characters or less)

TCMS/DVS: Split TCMS and DVS and Migrate to the Cloud

1. Are information technology investments adequately implementing incremental development methodology? (Y/N)

Yes

2. What is the frequency of incremental development iterations? (ex. 1 month, 3 months, 6 months, 12 months or greater)

Months

3. Please describe the iterative development methodology being employed. (500 characters or less)

Split TCMS and DVS and Migrate from WebSphere on Solaris to AWS Cloud in support of Program Evolution Program (PEP)

BMS - Maintenance and Security Upgrades - Release 1.15

1. Are information technology investments adequately implementing incremental development methodology? (Y/N)

Yes

2. What is the frequency of incremental development iterations? (ex. 1 month, 3 months, 6 months, 12 months or greater)

Days

3. Please describe the iterative development methodology being employed. (500 characters or less)

Continued maintenance, security upgrades, and enhancements

CIR - CAIA & Backlog Items Release 7.0

1. Are information technology investments adequately implementing incremental development methodology? (Y/N)

Yes

2. What is the frequency of incremental development iterations? (ex. 1 month, 3 months, 6 months, 12 months or greater)

Weeks

3. Please describe the iterative development methodology being employed. (500 characters or less)

CIR projects typically have 3-5 sprints depending on the project scope.

CIR - CIR Security, Minor Enhancements, applicable BO upgrades & Backlog Items Release 7.1

1. Are information technology investments adequately implementing incremental development methodology? (Y/N)

Yes

2. What is the frequency of incremental development iterations? (ex. 1 month, 3 months, 6 months, 12 months or greater)

Weeks

3. Please describe the iterative development methodology being employed. (500 characters or less)

CIR projects typically have 3-5 sprints depending on the scope the project.

CIR - FedNow-File Handler (Translation Hub) 6.10

1. Are information technology investments adequately implementing incremental development methodology? (Y/N)

Yes

2. What is the frequency of incremental development iterations? (ex. 1 month, 3 months, 6 months, 12 months or greater)

Weeks

3. Please describe the iterative development methodology being employed. (500 characters or less)

CIR Projects typically 3-5 weeks sprint depending on the scope of the project.

CIR - Implement backlog enhancements Release 6.11

1. Are information technology investments adequately implementing incremental development methodology? (Y/N)

Yes

2. What is the frequency of incremental development iterations? (ex. 1 month, 3 months, 6 months, 12 months or greater)

Weeks

3. Please describe the iterative development methodology being employed. (500 characters or less)

CIR projects typically have 3-5 sprints depending on the scope of work. for the project.

CIR PEP Cloud Migration (Release 8.0)

1. Are information technology investments adequately implementing incremental development methodology? (Y/N)

Yes

2. What is the frequency of incremental development iterations? (ex. 1 month, 3 months, 6 months, 12 months or greater)

Weeks

3. Please describe the iterative development methodology being employed. (500 characters or less)

Sprints

CIR Implement Data-at-rest encryption and Angular Release 7.1

1. Are information technology investments adequately implementing incremental development methodology? (Y/N)

Yes

2. What is the frequency of incremental development iterations? (ex. 1 month, 3 months, 6 months, 12 months or greater)

Weeks

3. Please describe the iterative development methodology being employed. (500 characters or less)

CIR cycles

Section G: Performance Metrics

Metric Description	Performance Measurement Category	Unit of Measure	Reporting Frequency	Agency Baseline Capability	Measurement Condition	Target 2023 CY	Latest Actual Result	Date of Latest Actual Result	Met Target
CIR - Percentage of time CIR is available to customers during normal processing time	Strategic and Business Results	Percentage	Monthly	0	Over target		100	2023-09-29 10:26:13	MET
CMIAS - Users enrolled within 4 business days of receipt Rules of Behavior form	Customer Satisfaction	percentage enrolled	Quarterly	0	Over target		85	2023-09-29 10:26:12	MET
CIR - Percentage of calls answered in less than 40 seconds	Customer Satisfaction	seconds	Monthly	0	Over target		92.7	2023-09-29 10:26:12	MET
BMS - Percentage of payments are authorized by the end of the month: Goal=100%	Customer Satisfaction	Percentage	Monthly	0	Under target		100	2023-09-29 10:26:14	MET
CIR - Percentage of Extracts Generated Timely.	Strategic and Business Results	percentage	Monthly	0	Under target		100	2023-09-29 10:26:14	NOT MET
TCMM - Average TCMM Application Availability	Strategic and Business Results	percentage	Monthly	0	Under target		100	2023-08-31 08:59:34	MET
TCMS NSS voucher transfers	Customer Satisfaction	Percentage of Transfers on expected Transfer date	Monthly	100	Over target		100	2023-09-29 10:26:10	MET
Time of Day that the DVS CBAF closes out their processing day.	Customer Satisfaction	percentage closure by 9:00pm ET	Monthly	0	Over target		100	2023-09-29 10:26:11	MET