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

Goal Leaders:

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

Emily Murphy, Administrator, General Services Administration

December 2019

OMB: Suzette Kent
GSA: Emily Murphy

Implementation Officials
OMB: Tim Wang
GSA: Earl Pinto

Financial & Grants Management

OMB Officials:
Tim Soltis

Key Personnel:
Regina Kearney
Victoria Collin

Human Resources Transactions

OMB Officials:
Peter Warren

Key Personnel:
Dustin Brown

Assisted Acquisitions & Contract Writing

OMB Official:
Michael Wooten

Key Personnel:
Lesley Field

Cybersecurity

OMB Officials:
Grant Schneider

Key Personnel:
TBD

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

Challenge: Outdated processes and technology, coupled with a culture of compliance, have created an inflexible mission-support environment.
- Common mission support services such as processing hiring transactions, managing finances, closing contracts, and processing payroll cost more than $25B annually.
- Rather than economizing by sharing across the Federal government, we duplicate contracts, people, and technology across hundreds of locations.
- Thirty eight percent of Federal leaders report low satisfaction with mission support.

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

Strategy 1: OMB designates Standards Leads to work with agencies to develop government-wide capabilities for new service areas.
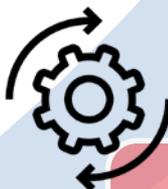
Strategy 2: Once capabilities are agreed upon, QSMOs are designated to offer modern technology and transaction processing solutions to drive scale, standardization, and efficiency.

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

Service Optimization

Strategy 3
Increase use of existing services

Strategy 2
Create better capabilities for the future

Strategy 1
Agree on what we can share

The shared services stakeholder environment is expansive and complex. Members of the stakeholder environment include executive sponsors, the Congress, OMB, GSA OSSPI, providers of existing shared services, Governance Boards/Councils, Quality Service Management Offices and most importantly – agency customers.

Governance & Operating Model

Office of Management and Budget (OMB)

General Services Administration (GSA)

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

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

GSA OSSPI*

Business Standards Council (BSC)

Standards Leads
Coordinate through Cross-Agency governance to establish and maintain standards following a common framework

Federal Agencies
Provide expert representatives to standards working groups and change control boards (as designated by CXO Councils)

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

Governance Objectives

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

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

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

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

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

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

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

Governance & Operating Model

OMB/SSGB/BSC
(see above slide)

GSA OSSPI*

Federal Agency Users

OMB

Task Order Review Board

Quality Service Management Office (QSMO)

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

Technology
→ Vendor A
→ Vendor B
→ Federal Solution

Implementation & Integration Support
→ Vendor D
→ Vendor E
→ Federal Solution

Help Desk and Transaction Support
→ Vendor G
→ Vendor H
→ Federal Solution

Roles and Responsibilities

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

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

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

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

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

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

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

* Coordinates governance, executes program management and develops processes to support development and implementation of OMB policy as it relates to mission support services.
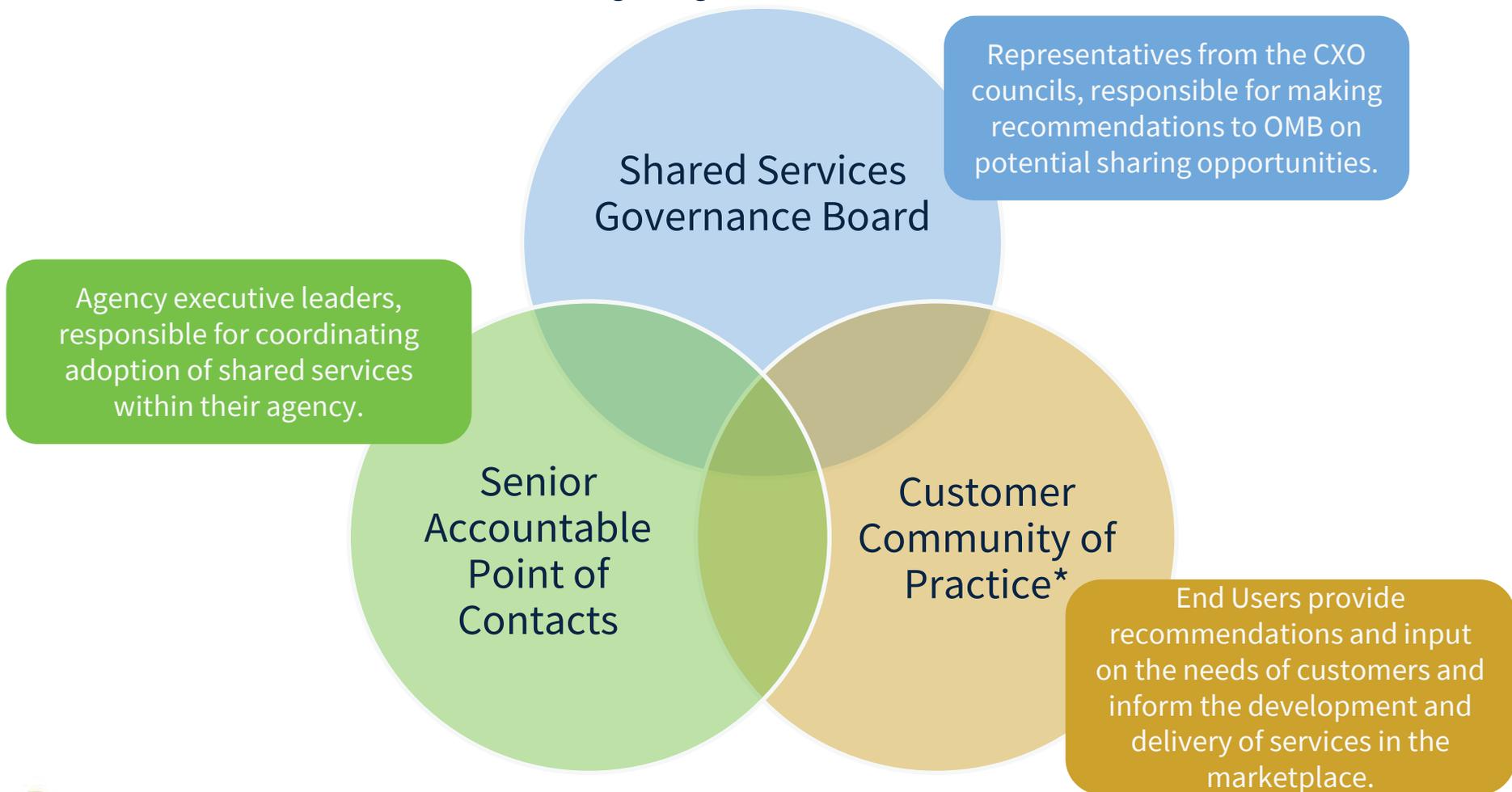
The "**Voice of the Customer**" is comprised of three distinct groups, representing various customer perspectives. Though they each play a different role in the governance and customer feedback processes, collectively they will work together to ensure QSMOs are responsive to the needs of customer agencies and provide valuable insights regarding customers' needs.

Shared Services Governance Board

Representatives from the CXO councils, responsible for making recommendations to OMB on potential sharing opportunities.

Agency executive leaders, responsible for coordinating adoption of shared services within their agency.

Senior Accountable Point of Contacts

Customer Community of Practice*

End Users provide recommendations and input on the needs of customers and inform the development and delivery of services in the marketplace.

* Customer Community of Practice will be stood up in Q2 FY 2020.

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

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

*Payroll is complete. All other HR Management Svcs components remain under development.
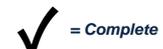
= Initiation   = Under Development   ✓ = Complete

Key Milestones	Milestone Due Date	Milestone Status	Change From Last Quarter	Standards Lead	Anticipated Barriers or Other Issues Related to Milestone Completion
Complete Initial FIBF for Core Financial Management	FY 20 Q1	Y	Delayed	Treasury FIT	Path forward agreed to on FM Data Standards. Conclusion of BSC review anticipated Q1 FY20.
Complete Initial FIBF for Contract Writing Systems	FY 20 Q2	G	No change	DHS	Dependent on outcomes and timeline of cross-functional analysis currently underway.
Complete Initial FIBF for Travel	FY 20 Q2	G	No change	GSA	Dependent on outcomes and timeline of cross-functional analysis currently underway.
Complete Initial FIBF for HR Management Services	FY 20 Q1	Y	Delayed	OPM	70% complete. Targeting FY20 Q4, pending content alignment to FIBF template for BSC review.
Complete Initial FIBF for Cybersecurity Services	TBD	G	No change	DHS	
Publish version 1.0 of core standard data elements for Grants Management	FY 19 Q4	B	Completed	OMB	
Complete Initial FIBF for Electronic Records Management	FY 20 Q3	G	No change	NARA	Dependent on outcomes and timeline of cross-functional analysis currently underway.

Status: Completed: **B**   On Track: **G**   Late non-critical path task: **Y**   Late critical path task OR late non-critical path task at high risk: **R**   Upcoming: **P**

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

Phase	Description	Policy Office	Standards Lead[1]	QSMO	Functional Area
Formal Designation	Planning has been completed and QSMO has begun implementation of services.	TBD	TBD	TBD	TBD
Assessment & Pre-Designation	Initial research has been completed to identify the lead agencies and assessment is underway. QSMOs receive Pre-designation status and prepare a 5 year plan in alignment with the designation criteria within 3 months of the pre-designation.	OPPM	OPM	GSA	➢ **Civilian HR Transaction Services** Operational Support for: Talent Acquisition, Talent Development, Employee Performance Management, and Compensation and Benefits Management
		OFFM	Treasury FIT	Treasury	➢ **Core Financial Management** Accounts Payable, Accounts Receivable, General Ledger, Reporting
		OFFM	OMB	HHS	➢ **Grants Management** Grant Program Administration and Oversight, Management of Grant Pre-Award, Award, Post-Award & Closeout, Grant Recipient Oversight *(initial focus may be a Single Audit Solution)*
		OFCIO	DHS	DHS	➢ **Cybersecurity Services** Network Defense, Vulnerability Management, Security Operations, Incident Management, Threat Intelligence, Enterprise Intrusion Detection/Prevention, Cyber Supply Chain Risk Management, DNS Services, Hardware/Software Asset Management, Digital Identity and Access Management, Data Protection, Mobile Security Services
Initiation & Research	Initial research about the possibility of a centralized capability for a functional area is underway.	OFPP OFPP GSA OPPM USDS OFFM	TBD DHS GSA TBD GSA GSA	Post-Research Phase	➢ **Assisted Acquisition** ➢ **Contract Writing Systems** ➢ **Travel** ➢ **FOIA** ➢ **Customer Experience** ➢ **Real Property Management**

[1]*Standards Leads not subject to formal designation process.*

Agency A
Agency B
Agency C

Quality Service Management Office

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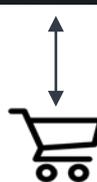
Service = Technology		
Vendor A	Vendor B	Federal Solution

Service = Technology + Processing		
Vendor A	Vendor B	Federal Solution

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

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

Key Milestones	Milestone Due Date	Milestone Status	Change From Last Quarter	Owner	Anticipated Barriers or Other Issues Related to Milestone Completion
Create Centralized Capability for HR Transaction Services					
Contingent Designation of QSMO	April 2019	B	No change	OMB	
Contingent QSMO Delivers 5-Year Plan	September 2019	B	No change	GSA	
GSA OSSPI and SSGB Review the QSMO 5-Year Plan and Make Recommendation on Approval to OMB	Q1 FY 2020	B	Completed	GSA OSSPI and SSGB	
OMB Makes Final Designation Decision	FY 2020	G	No change	OMB	
Create Centralized Capability for Cybersecurity Services					
Contingent Designation of QSMO	April 2019	B	No change	OMB	
Contingent QSMO Delivers 5-Year Plan	September 2019	B	No change	DHS	
GSA OSSPI and SSGB Review the QSMO 5-Year Plan and Make Recommendation on Approval to OMB	Q1 FY 2020	B	Completed	GSA OSSPI and SSGB	
OMB Makes Final Designation Decision	FY 2020	G	No change	OMB	

Status: Completed: B   On Track: G   Late non-critical path task: Y   Late critical path task OR late non-critical path task at high risk: R   Upcoming: P

Strategy 2: Create Better Capabilities for the Future
Key Milestones

Key Milestones	Milestone Due Date	Milestone Status	Change From Last Quarter	Owner	Anticipated Barriers or Other Issues Related to Milestone Completion
Create Centralized Capability for Core Financial Management					
Contingent Designation of QSMO	April 2019	B	No change	OMB	
Contingent QSMO Delivers 5-Year Plan	September 2019	G	No change	Treasury	
GSA OSSPI and SSGB Review the QSMO 5-Year Plan and Make Recommendation on Approval to OMB	Q1 FY 2020	B	Completed	GSA OSSPI and SSGB	
OMB Makes Final Designation Decision	FY 2020	G	No change	OMB	
Create Centralized Capability for Grants Management					
Contingent Designation of QSMO	April 2019	B	No change	OMB	
Contingent QSMO Delivers 5-Year Plan	April 2020	G	No change	HHS	*HHS is engaging customer agencies to develop a vision that will then inform its 5-Year Plan.*
GSA OSSPI and SSGB Review the QSMO 5-Year Plan and Make Recommendation on Approval to OMB	Q4 FY 2020	G	On track	GSA OSSPI and SSGB	
OMB Makes Final Designation Decision	FY 2021	G	On track	OMB	

Status: Completed: B   On Track: G   Late non-critical path task: Y   Late critical path task OR late non-critical path task at high risk: R   Upcoming: P
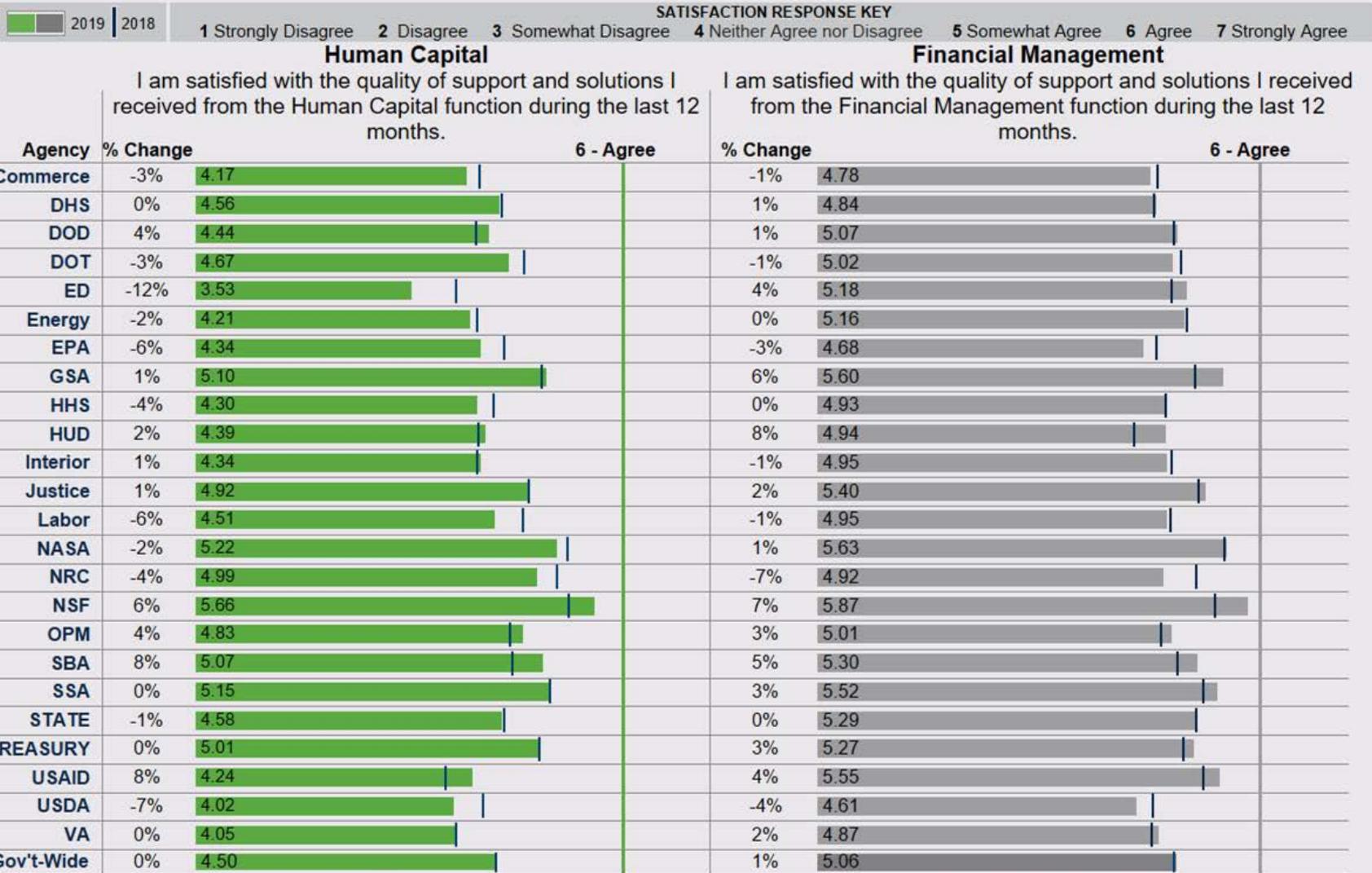
PRESIDENT'S MANAGEMENT AGENDA

SATISFACTION RESPONSE KEY

■ 2019 ▌ 2018 | 1 Strongly Disagree 2 Disagree 3 Somewhat Disagree 4 Neither Agree nor Disagree 5 Somewhat Agree 6 Agree 7 Strongly Agree

Human Capital — I am satisfied with the quality of support and solutions I received from the Human Capital function during the last 12 months.

Financial Management — I am satisfied with the quality of support and solutions I received from the Financial Management function during the last 12 months.

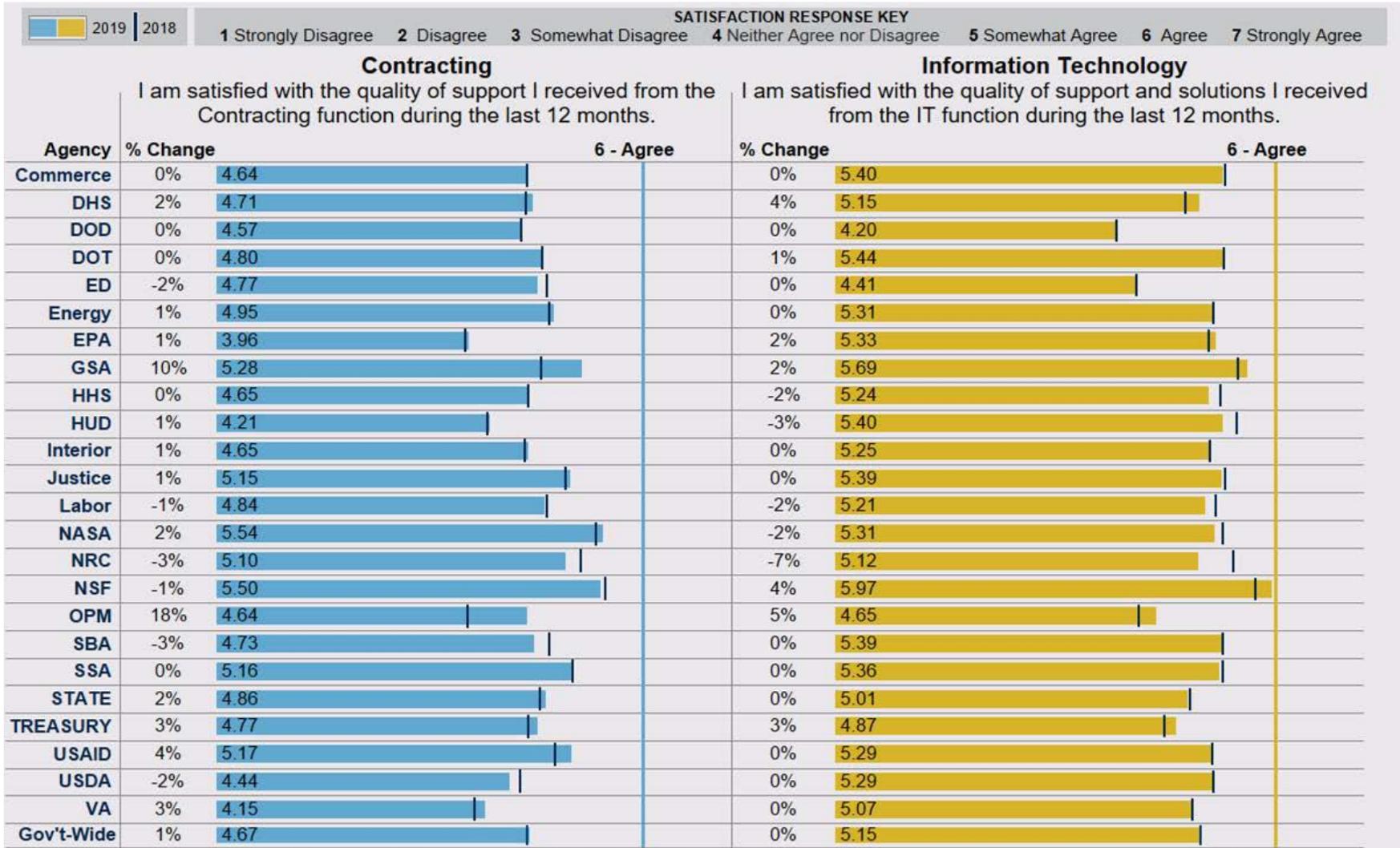| Agency	% Change	Human Capital (6 - Agree)	% Change	Financial Management (6 - Agree)
Commerce	-3%	4.17	-1%	4.78
DHS	0%	4.56	1%	4.84
DOD	4%	4.44	1%	5.07
DOT	-3%	4.67	-1%	5.02
ED	-12%	3.53	4%	5.18
Energy	-2%	4.21	0%	5.16
EPA	-6%	4.34	-3%	4.68
GSA	1%	5.10	6%	5.60
HHS	-4%	4.30	0%	4.93
HUD	2%	4.39	8%	4.94
Interior	1%	4.34	-1%	4.95
Justice	1%	4.92	2%	5.40
Labor	-6%	4.51	-1%	4.95
NASA	-2%	5.22	1%	5.63
NRC	-4%	4.99	-7%	4.92
NSF	6%	5.66	7%	5.87
OPM	4%	4.83	3%	5.01
SBA	8%	5.07	5%	5.30
SSA	0%	5.15	3%	5.52
STATE	-1%	4.58	0%	5.29
TREASURY	0%	5.01	3%	5.27
USAID	8%	4.24	4%	5.55
USDA	-7%	4.02	-4%	4.61
VA	0%	4.05	2%	4.87
Gov't-Wide	0%	4.50	1%	5.06

Customer Satisfaction Survey (CSS): In 2019, GSA surveyed all federal employees at the CFO-Act Agencies to assess their satisfaction with mission-support services during the previous 12 months. Collectively, the responses provide a detailed picture of satisfaction for 24 service areas across the Contracting, Financial Management, Human Capital, and IT functions. Please note that for DOD, the survey was only deployed to senior supervisory employees (GS-13 to GS-15 supervisors, SES, and equivalents) and that USAID did not participate in the 2019 CSS but shares results from their own survey.

PRESIDENT'S MANAGEMENT AGENDA

	2019	2018	SATISFACTION RESPONSE KEY
			1 Strongly Disagree 2 Disagree 3 Somewhat Disagree 4 Neither Agree nor Disagree 5 Somewhat Agree 6 Agree 7 Strongly Agree

Contracting
I am satisfied with the quality of support I received from the Contracting function during the last 12 months.

Information Technology
I am satisfied with the quality of support and solutions I received from the IT function during the last 12 months.

Agency	% Change	Contracting	% Change	Information Technology
Commerce	0%	4.64	0%	5.40
DHS	2%	4.71	4%	5.15
DOD	0%	4.57	0%	4.20
DOT	0%	4.80	1%	5.44
ED	-2%	4.77	0%	4.41
Energy	1%	4.95	0%	5.31
EPA	1%	3.96	2%	5.33
GSA	10%	5.28	2%	5.69
HHS	0%	4.65	-2%	5.24
HUD	1%	4.21	-3%	5.40
Interior	1%	4.65	0%	5.25
Justice	1%	5.15	0%	5.39
Labor	-1%	4.84	-2%	5.21
NASA	2%	5.54	-2%	5.31
NRC	-3%	5.10	-7%	5.12
NSF	-1%	5.50	4%	5.97
OPM	18%	4.64	5%	4.65
SBA	-3%	4.73	0%	5.39
SSA	0%	5.16	0%	5.36
STATE	2%	4.86	0%	5.01
TREASURY	3%	4.77	3%	4.87
USAID	4%	5.17	0%	5.29
USDA	-2%	4.44	0%	5.29
VA	3%	4.15	0%	5.07
Gov't-Wide	1%	4.67	0%	5.15

Customer Satisfaction Survey (CSS): In 2019, GSA surveyed all federal employees at the CFO-Act Agencies to assess their satisfaction with mission-support services during the previous 12 months. Collectively, the responses provide a detailed picture of satisfaction for 24 service areas across the Contracting, Financial Management, Human Capital, and IT functions. Please note that for DOD, the survey was only deployed to senior supervisory employees (GS-13 to GS-15 supervisors, SES, and equivalents) and that USAID did not participate in the 2019 CSS but shares results from their own survey.

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

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

Service Area	Lead Agency	Goal	Key Performance Indicators
Security Operations Center (SOC) as a Service	DOJ	Enhance adoption of SOC as a Service for detection, analysis, and response activities, and contribute to government-wide cyber-situational awareness.	# of authorized systems monitored by the SOC
Enterprise Infrastructure Solutions	GSA	Centralize voice and data services ordering to reduce operational costs and improve government spending.	% of disconnected legacy services # of EIS solicitations released for modernization
Electronic Records Management	GSA	Increase adoption of electronic records management solutions under GSA Multiple Award Schedule SIN 51 600	$ increase in annual sales
Fleet	GSA	Consolidate Federal fleet management to reduce costs and increase efficiencies through purchasing power and centralized maintenance.	# of vehicles studied/ # of vehicles consolidated
GSA SmartPay®	GSA	Reduce administrative burden through central access to tools, processes, or other actions related to purchase card management.	$ increase in annual refund to agencies
Optimize Federal Disbursing	Treasury	Increase electronic payments and Treasury-disbursed payments.	% of Treasury-disbursed payments % electronic payments processed
Centralized Receivables	Treasury	Centralize Federal Government non-tax, non-loan receivables.	# increase in receivables processed through CRS

PRESIDENT'S MANAGEMENT AGENDA

Key Milestones	Milestone Due Date	Milestone Status	Change From Last Quarter	Owner	Anticipated Barriers or Other Issues Related to Milestone Completion
Security Operations Center (SOC) as a Service					
Standardize On-boarding: Developing Easily Deployable Capabilities with a Repeatable Workflow to Onboard Federal Customers Quickly with Consistent Results: Standard Processes, Documentation, Cost Model, SLAs, Reports, etc.	Q2 FY 2019	B	Completed	DOJ	
Define Quality of Service Metrics	Q3 FY 2019	B	Completed	DOJ	
Complete the Onboarding of a Pilot Agency	Q4 FY 2019	B	Completed	DOJ/Pilot Agency	
Enhance the Cybersecurity Posture of Federal Agencies by Providing Security Operation Center (SOC) services from DOJ's SOC	FY 2020	G	No change	DOJ	

Status: Completed: **B**   On Track: **G**   Late non-critical path task: **Y**   Late critical path task OR late non-critical path task at high risk: **R**   Upcoming: **P**

PRESIDENT'S MANAGEMENT AGENDA

Key Milestones	Milestone Due Date	Milestone Status	Change From Last Quarter	Owner	Anticipated Barriers or Other Issues Related to Milestone Completion
Enterprise Infrastructure Solutions					
Establish a Method to Assess and Track Federal Network Modernization	Q1 FY 2019	B	Completed	GSA	The method has been established and is now being tracked as an ongoing activity.
Accelerate Modernization of Federal Networks with Collaborative Forums and Ongoing Government and Industry Dialogue	Q3 FY 2019	B	Completed	GSA	Industry / Government forum was held on 07/10/19.
Enhance the Cybersecurity Posture of Federal Networks by Providing Modernized Security Services Through EIS	Q3 FY 2019	Y	Delayed	GSA	Three components: 1. Cybersecurity offerings already defined on EIS, especially managed security. 2. EIS vendor systems security FISMA Assessments & Authorizations - 6 of 9 EIS vendors have received ATOs (as of 11/2019). Remaining vendors are targeted to receive ATOs Q1 FY2020. Agencies can still release solicitations and make awards to vendors with ATOs. 3. Awaiting defined use cases for TIC policy which should accelerate the use of EIS.
Enhance Shared Systems and Services to Improve the Purchase Efficiency of Network Services	Q4 FY 2019	B	Completed	GSA	Two components to this measurement: 1. Conexus released 2. Conexus training and adoption made available to customer agencies

Status: Completed: B   On Track: G   Late non-critical path task: Y   Late critical path task OR late non-critical path task at high risk: R   Upcoming: P

Key Milestones	Milestone Due Date	Milestone Status	Change From Last Quarter	Owner	Anticipated Barriers or Other Issues Related to Milestone Completion
Electronic Records Management					
Perform outreach and training on newly approved records management PSCs	Q4 FY 19	B	Completed	GSA	Sent announcement through OMB to the Category Management Leadership Council (CMLC) in reference to Memo M-19-21 and informing the records officer community of the new PSCs. As a follow-up to the CMLC announcement, provided PSC training to records officers at NARA conference. While this milestone has been marked complete based on previous outreach, we expect this milestone to be an ongoing effort.
Create stakeholder engagement plan to increase government awareness of Records Management offerings.	Q1 FY 20	G	No change	GSA	Briefed GSA CASE network on new ERM offerings, requesting their assistance in marketing this solution. Attending conferences, in partnership with NARA, to engage with agencies face to face and assist with their requirements. Conducted an email marketing campaign to increase awareness and will continue to disseminate.
Strategically target key RM vendors to strengthen current offerings under the schedules program and support customer requirements.	Q2 FY 20	G	No change	GSA	MAS Transformation will have a major impact on the addition of new vendors to the existing records management offerings. Existing schedule contractors are reluctant to submit new offers under schedule 36, knowing that MAS transformation will soon consolidate their contracts.
Utilizing new PSC Codes, capture and share transactional data, analyze federal spend, and implement initiatives to improve federal buying behavior.	Q3 FY 20	G	No change	GSA	The new PSC codes should offer data that will inform decisions related to government records management. We expect this data will identify potential gaps in schedule coverage, as well as highlight opportunities for customers to better utilize the schedule.

Status: Completed: B   On Track: G   Late non-critical path task: Y   Late critical path task OR late non-critical path task at high risk: R   Upcoming: P

Strategy 3: Increase Use of Existing Services
Key Milestones

Key Milestones	Milestone Due Date	Milestone Status	Change From Last Quarter	Owner	Anticipated Barriers or Other Issues Related to Milestone Completion
Fleet					
First Round of Motor Vehicle Consolidation Studies Completed	Q1 FY 2019	**B**	Completed	GSA	Completed the Air Force, Army, Army Corps of Engineers, Energy, and Veterans Affairs studies. All five studies recommended consolidation with GSA Fleet. DHS study was delayed due to the partial Government shutdown – completed in March 2019.
Determination of Motor Vehicles to Consolidate from First Study	Q2 FY 2019	**B**	Completed	GSA	GSA Administrator sent the completed Air Force, Army, Army Corps of Engineers, Energy, and Veterans Affairs studies to the heads of agencies and requested meetings to discuss the findings and next steps. Follow up meetings have occurred with Veterans Affairs, no other agencies have agreed to meet.
Second Round of Motor Vehicle Consolidation Studies Underway	Q2 FY 2019	**B**	Completed	GSA	Agriculture, Interior, Marine Corps and Navy studies underway with the Navy and Marine Corps studies nearing completion.
Finalize First Round of Motor Vehicle Consolidations	Q1 FY 2020	**R**	Delayed	GSA	Year 1 agencies have been very slow to respond (or in some cases non-responsive) to requests to meet to discuss next steps. The only planned consolidation is with DOE in Oak Ridge, TN (400 vehicles - Completed October 8, 2019).
Second Round of Vehicle Consolidation Studies Completed	Q1 FY 2020	**Y**	Possible delay	GSA	Agriculture, Interior, Marine Corps, and Navy studies are expected to be completed by December 31. Justice study may go into Q2 due to extensive delays by Justice in reviewing the drafts.

Status: Completed: **B** On Track: **G** Late non-critical path task: **Y** Late critical path task OR late non-critical path task at high risk: **R** Upcoming: **P**

Key Milestones	Milestone Due Date	Milestone Status	Change From Last Quarter	Owner	Anticipated Barriers or Other Issues Related to Milestone Completion
GSA SmartPay®					
Finalize Mythbusters Campaign #1 and Post to GSA SmartPay® Website and Other Locations	Q1 FY 2019	B	Completed	GSA	
Finalize Mythbusters Campaign #2 and Post to GSA SmartPay® Website and Other Locations	Q2 FY 2019	B	Completed	GSA	
Complete Briefings with CAOC and CFOC Representatives	Q2 FY 2020	G	No change	GSA	Milestone adjustment to accommodate completion of GSA SmartPay 3 transition.
Finalize Mythbusters Campaign #3 and Post to GSA SmartPay® Website and Other Locations	Q4 FY 2019	B	Completed	GSA	
Release Results of Cardless Payment Use Survey	Q2 FY 2020	G	No change	GSA	Milestone adjustment to accommodate completion of GSA SmartPay 3 transition.
Finalize Mythbusters Campaign #4 and Post to GSA SmartPay® Website and Other Locations	Q2 FY 2020	B	Completed	GSA	

Status: Completed: B   On Track: G   Late non-critical path task: Y   Late critical path task OR late non-critical path task at high risk: R   Upcoming: P

PRESIDENT'S MANAGEMENT AGENDA

Key Milestones	Milestone Due Date	Milestone Status	Change From Last Quarter	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Optimize Federal Disbursing					
Convert to Treasury-Disbursed Payments *Increase Treasury-disbursed Payments to 89% of all Federal Payments*	FY 2020	G	No change	Treasury	As of FY 2019, Q3, Treasury disbursed 87.31% of Government payments, an increase from 86.86% in FY 2018. We are on target to meet our 89% goal in FY 2020 and FY 2021 goal of 95% when Department of Defense transitions larger volumes for Treasury disbursing; if the transition is delayed, Fiscal Service will not meet its goal of 95% by 2021.
Increase Electronic Payments *Maintain 95% EFT rate for Treasury-disbursed Payments ; Print and Mail Fewer than 51.3 Million Treasury-disbursed Checks*	FY 2020	G	No change	Treasury	Disbursed 54.2 million in FY 2019, down from 56.2 million in FY 2018. Fiscal Service and IRS continue to collaborate to develop strategies for tax refund checks.
Centralized Receivables					
1M Receivables Processed through CRS	Q4 FY 2021	G	No change	Treasury	Even with a shortfall realized in FY 2019, CRS is still on a path to meet these goals.
925,000 Receivables Processed through CRS	Q4 FY 2020	G	No change	Treasury	
831,000 Receivables Processed through CRS	Q4 FY 2019	Y	Delayed	Treasury	In FY 2019, CRS processed 751,407 receivables and reduced its shortfall by 28%.

Status: Completed: B On Track: G Late non-critical path task: Y Late critical path task OR late non-critical path task at high risk: R Upcoming: P

Strategy 3 Focus Area:	Baseline KPI (2018)	Target KPI	Current Agency Adoption	Future Agency Adoption in 2019-2020
Security Operations Center (SOC) as a Service: Authorized systems monitored by the SOC	2018: 255	2019: 264	DOJ Bureaus, CSOSA, PSA	HUD
EIS: Disconnect or transition of legacy inventory to EIS	% of disconnected legacy services = 28.6% as of end of FY18 # of EIS solicitations released for modernization = 5 as of end of FY18	2019 - 30% services disconnected from expiring contracts AND 2019 - 10 EIS solicitations released with modernization	32.7% services disconnected from expiring contracts 25 EIS solicitations released with modernization	GSA Agency Managers are engaging with all large, medium, and small agencies.
Electronic Records Management: Sales Under ERM SIN	FY18 sales: $156k	FY20 Sales: $10M	Railroad Retirement Board, Library of Congress, US Copyright Office, USDA	GSA is working with the following agencies on ERM requirements: EPA, US NRC, and Army Airforce Exchange

Strategy 3 Focus Area:	Baseline KPI (2018)	Target KPI	Current Agency Adoption	Future Agency Adoption in 2019-2020
Fleet: # of vehicles under study (all domestic, non-tactical vehicles with the exception of unique, specialty vehicles)	2018: 75k	2019: 100k	2018: VA, Army, Army Corps of Engineers, DHS, Air Force, Energy (76,238 vehicles studied). 2019: Navy, USMC, DOI, USDA and DOJ (114,207 vehicles under study).	Pending Study Results
Fleet: # vehicles consolidated (all domestic, non-tactical vehicles with the exception of unique, specialty vehicles)	2018: Target - 500 Actual - 1,797*	2019: Target – 5,000 Actual – 1,805* *FY 2018 and 2019 consolidations are not related to the Agency Reform Plan study effort. They represent consolidation efforts that are part of ongoing operations. For GSA to achieve its target under the Agency Reform Plan study effort, partner agencies must finalize decisions around consolidations in the near term.	There is limited consolidation progress to report for Year 1 study agencies. Several agencies haven't responded to the study findings and recommendations. For others, actual consolidations have not yet occurred as action plans have been slow to develop.	Pending Study Results

Strategy 3 Focus Area:	Baseline KPI (2018)	Target KPI	Current Agency Adoption	Future Agency Adoption in 2019-2020
GSA SmartPay: $ increase in refunds to agencies	FY2018: $265M	FY2019: $290 million FY2020: $300 million	Fiscal Year 2018 Program Fact Sheet	
Optimize Federal Disbursing: % increase in electronic payments (fewer checks) % increase in Treasury-disbursed payments	*Electronic Payments* 2018: 95% of Treasury disbursed and 98% of all benefits; 56.2 million checks *Treasury Disbursed Payments* 2018: 87% (86.86%)	*Electronic Payments* Maintain EFT rates; reduce checks to 54.1 million by FY 2019 and by 49 million by 2021 *Treasury Disbursed Payments:* 95% by 2021	*Electronic Payments:* All agencies use EFT to deliver payments *Treasury disbursed Payments:* Treasury disburses payments for most executive branch agencies; DOD has begun using Treasury disbursing services and is committed to full conversion	Treasury continues to work with IRS, SSA and other agencies with check volume to develop targeted strategies. Treasury continues to work with DOD for full conversion to Treasury disbursing by 2021
Centralized Receivables: # increase in receivables processed through CRS	2018: 186,838 of 21M (0.9%)	2021: 1M of 21M (4.8%) receivables by 2021	CFPB, DHS, DOC (NOAA), NEH, NSF, PBGC, DOD, DOJ, DOL, Ed, FCC, FEC, GSA, SSS, Treasury, USDA, VA	HUD, DOL (additional programs), VA (additional programs), NCUA, OPM, DHA

For additional information on the Sharing Quality Services CAP Goal, please visit…

- Memo 19-16

- Federal Integrated Business Framework

- Quality Service Management Offices

- Governance Ecosystem

- OMB MAX - Shared Services Community