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**Published by:**

Financial Management Service, a Bureau of the U.S. Department of the Treasury

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**FMS Names John Kopec First CBA and AC of Business Architecture**

*By Debra Lamb, Commissioner's Office*

**J**ohn Kopec, who has been serving as the Deputy Assistant Commissioner for Information Resources and Deputy Chief Information Officer, will soon become FMS's first Chief Business Architect (CBA) and Assistant Commissioner for Business Architecture (BA).

While discussing the development of the new organization, Commissioner Lebyrk said, "FMS has almost \$2 billion in Information Technology projects underway (life cycle costs) with major modernization

*(Continued on page 2)*



**CCMM – We're Half Way There!**

*By Sheryl Morrow, Assistant Commissioner, Federal Finance*

**A**lmost two years ago, I wrote to you about our Collections and Cash Management Modernization (CCMM) Initiative that will streamline and modernize the way Federal Program Agencies (FPAs) will process their collections. In every *Financial Connection* published since that time, we have been keeping you updated on the progress we are making with this initiative. We have been very busy over the past two years selecting the fiscal and financial agents that will build and operate our new collection systems, completing the IT governance processes, and starting the system development efforts to implement the new architecture.

Over the next two years, we expect to complete the new architecture. Many of the existing systems that agencies use today will be decommissioned, and FPAs will need to begin using the collection systems in the new architecture.

Some of these changes are happening now. For example, we are working with FPAs to convert their tax payments from FEDTAX II to the Electronic Federal Tax Payment System and moving agency Pre-Authorized Debit cash flows to the Pay.gov System. Both of the legacy systems will be shut down by the end of this calendar year.

*(Continued on page 3)*



## John Kopec, CBA

*(Continued from page 1)*

efforts in progress in almost every program area. Many of FMS's projects are interconnected. It's important to have a person who is dedicated and committed to focusing on these priority projects, their interconnectivity, and ensuring the optimal utilization of enterprise business applications and technologies."

The BA organization will ensure that each business application fits FMS's vision and strategic goals, makes the best use of resources, effectively moves projects to completion, and performs an impact analysis prior to changes made to any FMS system/project. It will also ensure that there is a standardized way of measuring and reporting the progress and impact of the bureau's projects, systems, and programs. The BA organization's purpose will further promote cohesive information architectures regardless of the platform where the projects/systems/programs run or, their locations.

For more information about FMS's new BA organization, contact John Kopec at 202-874-6869.

## CCMM Outreach: Using Diverse Channels to Get the Word Out

*By Peter O'B. Moore, Agency Relationship Management Division*

The Collections and Cash Management Modernization (CCMM) initiative is the Financial Management Service's (FMS's) umbrella effort to modernize Federal Program Agency (FPA) collections and reporting. CCMM will impact the 24 Chief Financial Officer (CFO) and about 75 non-CFO FPAs that use Federal Finance's (FF) collection services. Responsible parties within the FMS are working together to raise awareness and increase involvement with CCMM, internally and among FPAs. FPAs will need to know how CCMM will affect them directly, as well as what they will need to do in order to prepare for and participate in, the collections modernization effort.

Reaching out to diverse levels at the FPAs is essential to the success of the effort. FF leadership is currently conducting high-level CCMM briefings every month with target agencies at the CFO and deputy CFO levels. There are also diligent efforts by FMS to reach agency staff levels who are involved in collection programs, accounting and reconciliation, and the supporting information technologies.

changes, as well as the benefits to agencies of an improved and simplified enterprise architecture. The *Financial Connection* will continue to regularly feature the benefits of consolidated and

standardized reporting, settlement as shared services, and more seamless interfaces through FMS to the agent banks and FPAs.

Active solicitation of feedback from FPAs is ongoing with regard to their modernization plans, changes and developments to help mold the CCMM end-state and operating procedures, and ease agency acceptance, both

broadly and at the program level. Agency advisory groups are being organized based on business lines and collection types, such as creditor agencies, enforcement agencies, agencies with retail operations or those with a focus on fees and grants. At the program level, FMS collection channel/mechanisms are seeking agency input during system development. Agency representatives that have been participating in the User Group sessions for the new Transaction Reporting System (TRS) have already influenced the content and look of agency reports currently under development.

With concerted outreach efforts underway at all levels, FMS will continue to reach out to FPAs to foster two-way information flow, as CCMM evolves. For additional information regarding CCMM agency outreach, contact Peter Moore at 202-874-6578 or [peter.moore@fms.treas.gov](mailto:peter.moore@fms.treas.gov).

For more information about participating in a TRS User Group event, contact Monica Shelton, TRS Deputy Project Manager, at 202-874-1346 or [monica.shelton@fms.treas.gov](mailto:monica.shelton@fms.treas.gov).



Agency User Group sessions help FPAs learn about the new Transaction Reporting System (TRS) and exactly what they need to know to prepare. Attendees also collaborate and exchange information with FMS, providing valuable development input.

In addition to speaking at meetings, regional FMS agency forums and conferences, FF is utilizing a breadth of communication outlets in order to get the word out. The increased use of the Web ([www.fms.treas.gov/ccmm](http://www.fms.treas.gov/ccmm)) to post general information, presentations, and to answer frequently asked questions, along with the hosting of Webinars, will emphasize the



# CCMM: We're Half Way There!

By Sheryl Morrow, Assistant Commissioner, Federal Finance

(Continued from page 1)

The following chart shows the legacy collection systems FPAs are using today and the new CCMM systems agencies must convert to over the next 2 – 3 years.

agencies have some kind of over-the-counter deposits, every FPA must use this new system. There will be no exceptions. FMS is developing an implementation strategy and will be contacting FPAs to plan their conversions. Similarly, ACH credit or

information and reports from a new system - the Transaction Reporting System (TRS). Instead of receiving multiple files every night from multiple fiscal and financial agents, FPAs will receive one file from TRS. Having a central system for

Legacy Collection System	CCMM System	Conversion Period
Fedwire Deposit System	Credit Gateway	2010
Remittance Express	Credit Gateway	2010
Electronic Lockboxes – Automated Clearing House Debits	Pay.gov	2009 - 2010
Electronic Lockboxes – Automated Clearing House Credits and EDI	Credit Gateway	2010-2011
Electronic Lockboxes – Fedwires	Credit Gateway	2010-2011
Over-the-counter processes and systems, including TGAnet and PCC OTC	OTCnet	2011 - 2012
TT&L Plus	Treasury Collateral Management and Monitoring System	2011
CASHLINK II	Transaction Reporting System (TRS)	2009 - 2012

As the CCMM systems become operational, FMS will be contacting the FPAs to begin the conversion effort. The legacy systems will be decommissioned. Of particular note is the conversion effort for OTCnet. In the future, all FPAs must use OTCnet when collecting and depositing their over-the-counter collections. We will be converting all the TGAnet and PCC OTC users to OTCnet beginning in early 2011. We hope this transition will be fairly seamless. Those agencies not using one of these two legacy systems, must begin using OTCnet in order to make their deposits. Since all

Fedwire cash flows will transition next year to the Credit Gateway, as opposed to being handled by the Fedwire Deposit System, Remittance Express, and Electronic Lockboxes.

FPAs must also be aware of a change to the architecture impacting the way FPAs will receive information about their collections. Currently, agencies receive their collection information via CASHLINK II and directly from the financial and fiscal agents that operate the various collection programs (e.g. lockboxes). Under the new architecture, FPAs will receive their collection

transaction and deposit reports will provide great benefits to FPAs. However, FPAs may be required to do some re-programming in order to implement the new interfaces and be able to receive the information to update their receivables files. FMS has been working with FPAs to build the new reports in TRS. If agencies are not already participating in the TRS User Group, I suggest they contact Monica Shelton, TRS Deputy Project Manager, on (202) 874-1346 or monica.shelton@fms.treas.gov.

I'm sure all of you have heard about FMS's Governmentwide

(Continued on page 11)



# FEDTAX II: Countdown to EFTPS Conversion

By *Russell Kuehn, Tax Collection Division*

**N**ovember 30, 2009, is the last day for Federal Program Agencies (FPAs) to use FEDTAX II for federal tax deposits.

All FPAs that used FEDTAXII were pre-enrolled in the Electronic Federal Tax Payment System (EFTPS), a free service of the U.S. Department of the Treasury. Letters were mailed in late October.

To learn more about how to use EFTPS, FPAs can:

- Download a Quick Start Guide from: [www.fedtaxii.com](http://www.fedtaxii.com)
- View frequently asked questions at [www.fedtaxii.com](http://www.fedtaxii.com) or [www.fms.treas.gov/fedtax/index.html](http://www.fms.treas.gov/fedtax/index.html).

During the past year, the Financial Management Service (FMS) and the Internal Revenue Service (IRS) have shared information about the transition in numerous user outreach calls, meetings, and conferences. Webinars were held in October and November when pre-enrollment letters were mailed. Information has also appeared on IRS, FMS, and FEDTAX II Web sites.

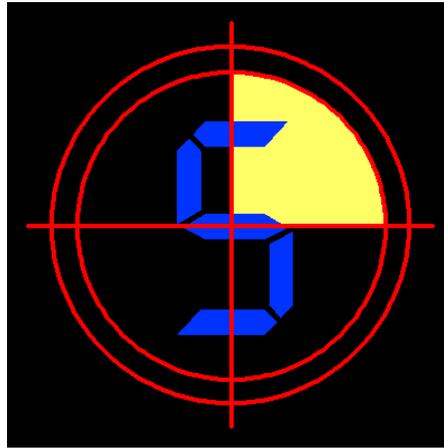
FPAs can complete the following tasks using EFTPS.gov:

- Electronically file 941 tax forms.
- Fill out and print 945 and CT-1 tax forms and mail the forms to the IRS.
- Make payments for 941, 945, CT-1, 720, and 1042 tax forms.

The calculations to complete the forms need to be done by the FPAs

before payments are scheduled.

FPAs can make payments to settle the same day by meeting the 8:00 p.m. ET deadline or by scheduling payments up to 120 days in advance.



Existing FEDTAX II information will not be available after the system is decommissioned. FPAs will need to save this data on another medium (paper, disk, etc.). The historical information may include enrollment information, payment activity, filing

activity, and wage data. Once FPAs begin using EFTPS, they will be able to view up to sixteen months of filing and payment history. The history will include only filings and payments created in or submitted via EFTPS.

This transition is part of the larger FMS Collections and Cash Management Modernization strategy, which aims to reduce the number of systems and processes and eliminate duplication of data, applications, products, interfaces, and technologies.

EFTPS has a lengthy track record of success. Since its launch in 1996, the service has processed more than 900 million transactions totaling more than \$20 trillion.

As agencies make the transition and beyond, they may call FEDTAX II (1-877-FED-TAX2) for assistance with payment and enrollment questions.



FEDTAX II UPDATE



# Employers Say “No” to Paper Tax Payments, “Yes” to Electronic

By Mark L. Stevens, Director, Tax Collection Division

A record number of U.S. businesses have stopped paying employment taxes via paper coupons and instead are using the Electronic Federal Tax Payment System (EFTPS), a free service of the U.S. Department of the Treasury.

Fiscal year 2009 saw a record 14.56 percent decline in financial institution (FI) processing of coupons used to pay federal withholding taxes and Medicare and Social Security obligations.

Since its launch in 1996, EFTPS has processed more than 900 million payments totaling more than \$20 trillion. The service is the secure, accurate, flexible, and easy way to make any federal tax payment.

Conversely, paper coupons are an error-prone process for FIs and employers alike. The Internal Revenue Service (IRS) estimates that employers who use EFTPS are 31 times less likely to make an error resulting in interest or penalties than those who pay electronically.

A key driver in the growth of electronic payments has been the decision by more than eighty banks and credit unions to stop processing coupons. FIs are not allowed to image coupons or to charge a processing fee. Among the FIs that ended coupon processing in FY2009 was the Bank of America (BoA), which processed about 9 percent of all coupons. BoA took this step to better serve its customers by encouraging them to use EFTPS and to increase efficiency in its banking centers.

Seventeen other top 200 processors from FY2008 have stopped accepting coupons or are working on such programs along with numerous smaller FIs, and the list grows every week.

If you'd like help with implementing a tax payment conversion strategy, contact Melanie Rigney, FMS electronic collection marketing coordinator, at 202-874-6763 or [Melanie.Rigney@fms.treas.gov](mailto:Melanie.Rigney@fms.treas.gov).

To order our free marketing materials, please visit [www.fms.treas.gov/eftps/marketing.html](http://www.fms.treas.gov/eftps/marketing.html).

	Total	% Decline
FY1998	60,700,000	--
FY1999	54,200,000	10.71%
FY2000	48,100,000	11.25%
FY2001	47,200,000	1.87%
FY2002	46,500,000	1.48%
FY2003	45,100,000	3.01%
FY2004	43,800,000	2.88%
FY2005	41,211,383	5.91%
FY2006	37,887,409	8.07%
FY2007	34,292,699	9.49%
FY2008	30,536,724	10.95%
FY2009	26,090,048	14.56%

Source PATAX Collection data, FY03-FY09.



## DID YOU KNOW THAT?

- If your financial institution accepts paper coupons valued in excess of your \$250,000 insurance coverage, you must pledge collateral for the excess amount while the funds are in transit?
- If your financial institution does not accept paper coupons, that requirement for the excess TT&L amount\* goes away?
- You can participate in the TT&L program without accepting paper coupons?

For more information about collateral, contact Leslie Green of the Federal Reserve Bank of St. Louis Treasury Support Center at [Leslie.Y.Green@stls.frb.org](mailto:Leslie.Y.Green@stls.frb.org) or (314) 444-4755.

\*Collateral requirements for other government deposits will still apply.



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# Financial Management Service Organizational Chart



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**MELODY BARRETT**



Office of the Chief Counsel  
**MARGARET MARQUETTE**

Assistant Commissioner, Governmentwide Accounting  
**D. JAMES STURGILL**



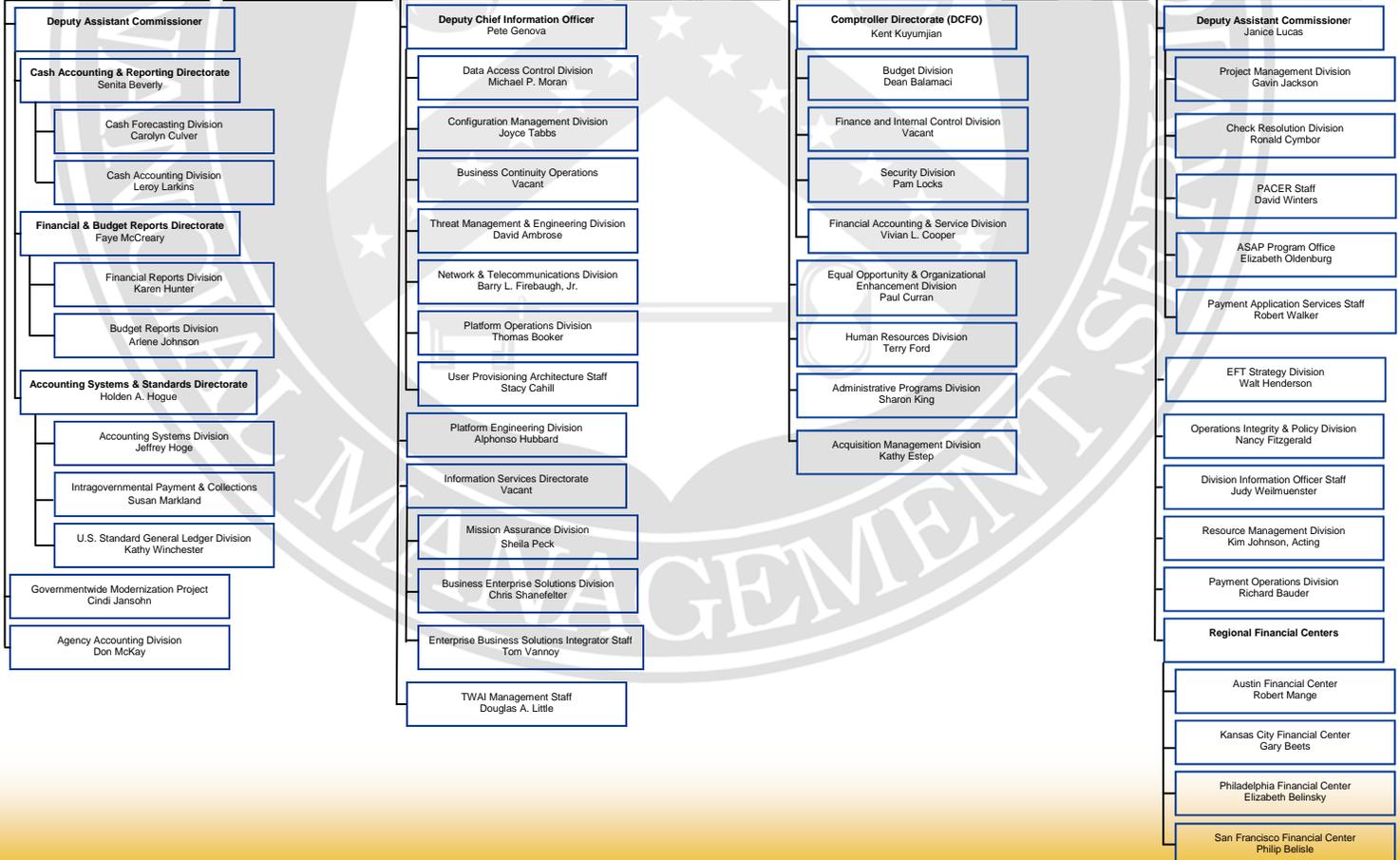
Assistant Commissioner, Information Resources (CIO)  
**CHUCK SIMPSON**



Assistant Commissioner, Management (CFO)  
**DAVID REBICH**



Assistant Commissioner, Payment Management (CDO)  
**RITA BRATCHER**





# RFC's Payment Services Achieve Outstanding in Customer Satisfaction

By *Steven Lopez, Payment Management*

The Payment Management organization manages and operates federal payment systems and disburses approximately 85 percent of all federal payments. These disbursements are coordinated through four Regional Financial Centers (RFCs) located in Austin (AFC), TX; Kansas City (KFC), MO; Philadelphia (PFC), PA; and San Francisco (SFC), CA. Each of the RFCs works closely with regional offices of major client agencies, such as the Social Security Administration, the Department of Veterans Affairs, the Office of Personnel Management and the Internal Revenue Service, to help administer FMS programs nationwide.

The Customer Satisfaction Survey (CSS) is an annual assessment to determine how well the Regional Financial Centers perform customer service. Through this annual assessment, each RFC obtains necessary feedback from customer agencies to continually make improvements. The CSS has also historically been conducted to meet an FMS performance measure, in accordance with the Government Performance and Results Act (GPRA) of 1993 and the President's Management Agenda. This performance measure reports the percentage of payment customers who indicate an overall rating of satisfactory or better.

A team consisting of members from each of the RFCs and the Washington D.C. Office helped draft the survey and tallied the results of the questionnaire. The team was composed of Steve Lopez, Team Lead, Payment Management - Washington Office; Adriana Pena and Joel Mathews from the Austin

Financial Center; Lauren Ray and Warren (Tony) Byers from the Kansas City Financial Center; Debbie Jackson, Matt Helfrich, Lisa Andre, Rochelle Cunningham, Stephanie Green-Pagan, Diane Jackson, and Vendetta Patterson from the Philadelphia Financial Center; and Fay Rurup and Sandra Young from the San Francisco Financial Center. Each team member worked diligently to create a better survey and to

respondents the opportunity to leave any open comments they may have had. The respondents' combined satisfaction rate for 2009 gave a 99.7% overall customer satisfaction rate for all RFCs which meets FMS's internal performance goal in accordance with the GPRA.

For 2009 a total of 1,195 questionnaires were sent and we received 371 responses for a 31% response rate. On average a customer satisfaction survey response rate is anywhere from 10% to 26%, so this survey conducted by the RFCs significantly exceeded the average. We attribute this great response rate in part to weekly reminder notices while the survey was open, the team members from the RFCs diligently contacted their customers known not to have responded to the survey, and as an incentive for the respondents, the

chance to win free admission to the 19<sup>th</sup> Annual Financial Management Conference that was held in Washington, D.C. on August 4-5.

The Customer Satisfaction Survey Team strives to maintain an exceptionally high level of customer service, partly by using the feedback from the survey. While keeping the process streamlined, the team endeavors to provide both quantitative and qualitative feedback, and identify new questions that would provide more value-added information to measure customer service. For questions or feedback in regard to the Customer Satisfaction Survey, please contact Steve Lopez at 202-874-7366 or [steven.lopez@fms.treas.gov](mailto:steven.lopez@fms.treas.gov).

prevent the challenges we experienced last year with duplicate responses for more than one center.

Questionnaires were sent to each RFC's customer agency contacts. For all RFCs, the respondents were asked to rate their satisfaction with processing of their check or Automated Clearing House (ACH) payments; and their overall satisfaction as a customer of the RFC. The survey also included a question that was developed uniquely by each RFC to obtain the level of satisfaction in specific areas. These unique questions included customer satisfaction with the Automated Standard Application for Payments (ASAP) help desk, the Customer Service help desk, and the Secure Payment System (SPS) help desk. The questionnaire also gave the





# Agency Customer Satisfaction for Collections Exceeds 90% in 2009

By Joann Franklin, Agency Relationship Management Division

Providing world-class collection and cash management services to Federal Program Agencies (FPAs) and the public electronically, innovatively, securely, efficiently and effectively is Federal Finance's (FF) vision. Throughout the year, the Financial Management Service's (FMS's) representatives work very closely with the FPAs to achieve this vision.

Recently, the Agency Relationship Management (ARM) Division of FF distributed its annual Customer Satisfaction Questionnaire to a diverse group of FPAs representing senior executive, accounting and cash management representatives. The Questionnaire gauges the FPA's level of satisfaction with FMS's programs and services, with a focus on depository collections and systems.

These programs and systems include, but are not limited to: the General Lockbox Network, Pay.gov, Paper Check Conversion Over the Counter, Electronic Check Processing, Card Acquiring Service, Seized Currency Collections Network, Treasury General Account depository services, CA\$HLINK II, Transaction Reporting System (TRS) and the Collections and Cash Management Modernization (CCMM) initiative.

The online questionnaire asked respondents to rate their level of customer satisfaction regarding the following aspects of FMS's collection programs: People, Service, Products, Features, Problem Resolution, Policies and Overall Satisfaction. Additional questions asked respondents about their awareness of CCMM, TRS and

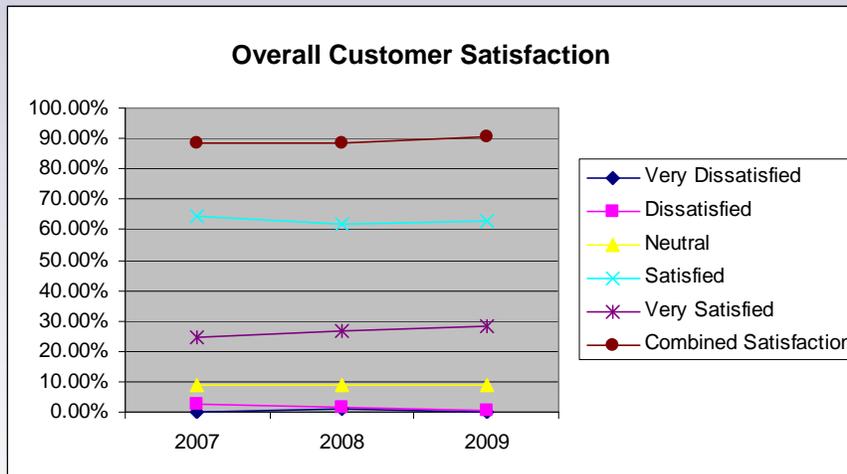
the Chief Financial Officer (CFO) Act agencies and 59% of the non-CFO Act agencies.

The majority of respondents took the time to provide feedback in the comment sections of the questionnaire. The praise and criticism received via these

comments are very valuable as FMS works to continually improve agency customer satisfaction. The ARM Division will forward the comments to the appropriate FMS program areas for review and follow-up with the agencies.

So that FMS can continue to provide a high level of quality service to all agencies, FPA representatives are encouraged to contact their assigned Customer Relationship Manager to voice any issues or concerns throughout the year. A list of CRM contacts is located at: [www.fms.treas.gov/crm/contacts.html](http://www.fms.treas.gov/crm/contacts.html).

Overall Customer Satisfaction			
	2007	2008	2009
Very Dissatisfied	0.00%	0.89%	0.00%
Dissatisfied	2.59%	1.78%	0.38%
Neutral	8.81%	8.89%	8.85%
Satisfied	64.25%	61.78%	62.69%
Very Satisfied	24.35%	26.67%	28.08%
<b>Combined Satisfaction</b>	<b>88.60%</b>	<b>88.44%</b>	<b>90.77%</b>



also to note any unresolved issues within FMS.

FMS strives to improve customer satisfaction to all agencies. With that said, the overall combined satisfaction rating, as outlined in the charts above, for 2009 was an impressive **90.77%**. FMS appreciates receiving responses from 100% of





# U.S. Treasury Department Names 12 Financial Institutions as *Go Direct*<sup>®</sup> Champions

**O**n September 15, 2009, the U.S. Department of the

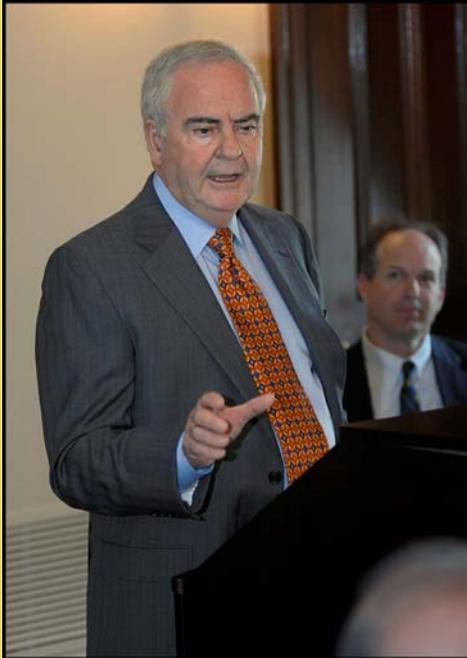
Treasury, Financial Management Service recognized 12 financial institutions that have taken top spots in the national program to convert Social Security check recipients to direct deposit as part of its nationwide *Go Direct*<sup>®</sup> campaign.

The *Go Direct*<sup>®</sup> campaign, sponsored by the U.S. Department of the Treasury and the Federal Reserve Banks, motivates Social Security and other federal benefit recipients to use direct deposit. Launched nationally in 2005, the campaign has achieved more than three million enrollments in direct deposit – representing more than \$300 million in savings to taxpayers over the next 10 years.

“Whether you are receiving a Social Security payment or caring for someone who is, direct deposit is a win-win,” says David A. Lebryk, Commissioner of Treasury’s Financial Management Service. “Direct deposit gives you the peace of mind that comes with knowing your money is safe, and it also saves millions of taxpayer dollars every year.”

This year’s *Go Direct*<sup>®</sup> Champions program participants – a total of 120 banks and credit unions representing more than 24,000 branches nationwide –

were evaluated based on their percentage increase in Social Security and Supplemental Security Income (SSI) Direct Deposit payments over an eight month period ending May 31, 2009. Participating banks and credit unions were grouped into four tiers according to size, with the top three performers in each tier becoming *Go Direct*<sup>®</sup> Champions.



Richard L. Gregg, Acting Fiscal Assistant Secretary, U.S. Department of the Treasury, speaks to *Go Direct*<sup>®</sup> Champions in September. David A. Lebryk (background) Treasury Photo/Chris Taylor

## Tier One Champions

- **First Place** – Chase, New York, N.Y.
- **Second Place** – BB&T, Winston-Salem, N.C.
- **Third Place** – Bank of America, Charlotte, N.C.

## Tier Two Champions

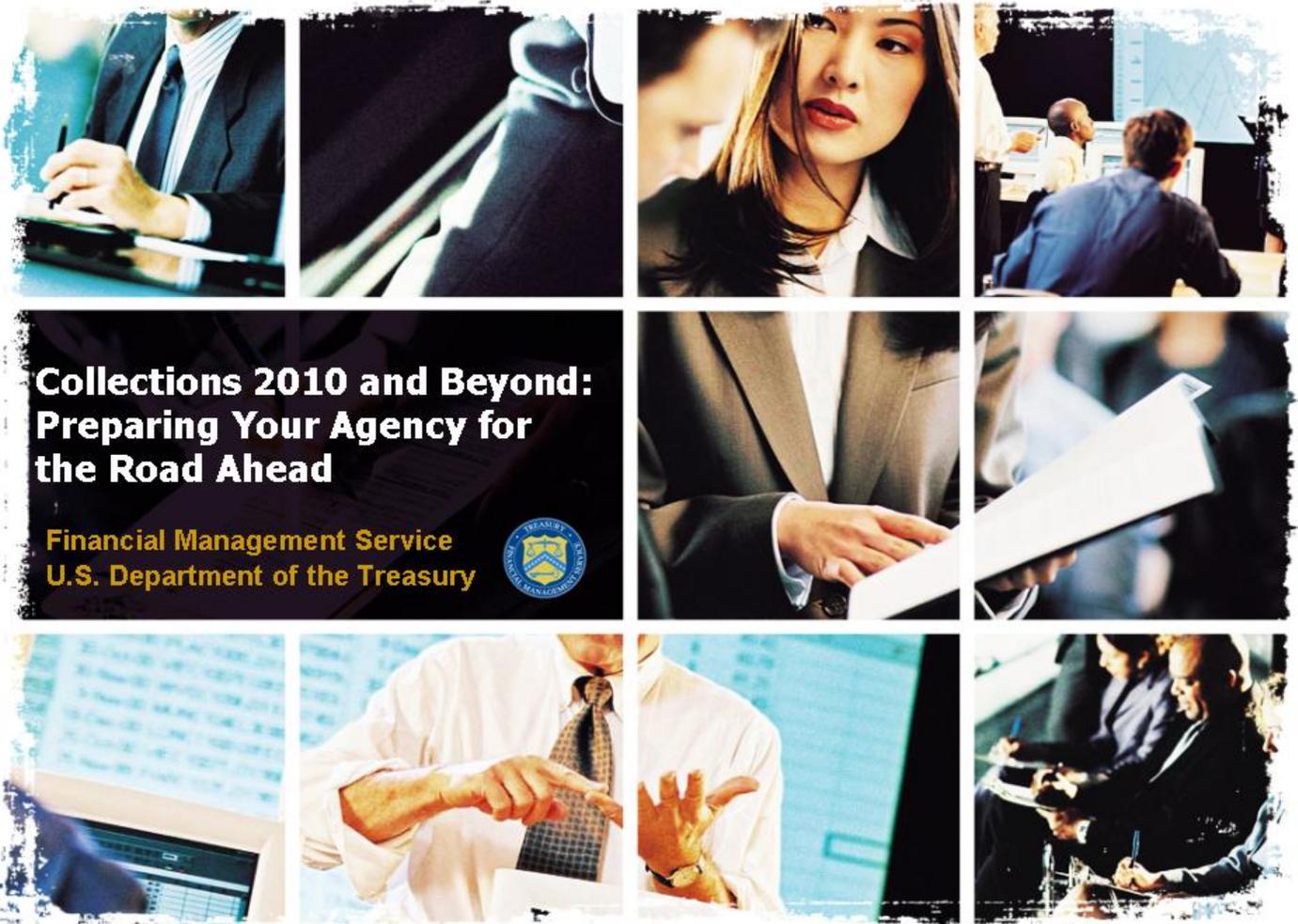
- **First Place** – Woodforest, The Woodlands, TX
- **Second Place** – First National Bank Texas/First Convenience Bank, Killeen, TX
- **Third Place** – State Employees’ Credit Union, Raleigh, NC

(Continued on page 11)



Michael S. Barr, Assistant Secretary for Financial Institutions, U.S. Department of the Treasury, congratulates *Go Direct*<sup>®</sup> champions as FMS Commissioner, David A. Lebryk (back left) and Acting Assistant Fiscal Secretary, Richard L. Gregg (back right) look on. Treasury Photo/Chris Taylor





## Collections 2010 and Beyond: Preparing Your Agency for the Road Ahead

Financial Management Service  
U.S. Department of the Treasury



## Collections 2010 and Beyond: Preparing Your Agency for the Road Ahead

will include presentations on:

- **CCMM**
- **Remittance Express**
  - **Fedwire**
- **PCC OTC and OTCnet**
  - **TRS**

Federal Program Agencies will learn all about changes coming for their agencies, the impacts, timeframes and exactly how to prepare.

## Is Your Agency Prepared for CCMM?

### Mark the Date

for this important free Webinar  
**Thursday, January 21, 2010**  
**1:00 – 3:00 p.m.**

Watch for upcoming information at  
[fms.treas.gov/ccmm](http://fms.treas.gov/ccmm)