

Department of the Treasury
Treasury Franchise Fund

Congressional Budget
Justification and Annual
Performance Report and Plan

FY 2020

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Section I – Budget Request

A – Mission Statement

Assist customer agencies in meeting their mission by providing responsive, customer-focused, cost-effective administrative and information technology support services.

B – Summary of the Request

The Treasury Franchise Fund (TFF) supports effective administrative and information technology services through commitment to high quality services, efficient operations, and responsiveness to an ever changing federal landscape. Through use of the services of the TFF, federal agencies can focus on mission activities, achieve cost savings and avoidance through economies of scale and cost sharing opportunities, and take advantage of state-of-the art technologies and services provided by the Department of the Treasury to increase productivity and efficiency in their operations.

The TFF providers include Departmental Offices' Treasury Shared Services Programs (TSSP), Departmental Offices' Centralized Treasury Administrative Services (CTAS), and the Bureau of the Fiscal Service's Administrative Resource Center (ARC). TFF providers offer financial management, procurement, travel, human resources, information technology, and other administrative services to federal customers on a fully cost recoverable, fee-for-service basis. Treasury moved the Departmental Offices' (DO) CTAS into the Treasury Franchise Fund in FY 2019 to consolidate broad-scale administrative functions and capital investment activities into one account.

ARC's sharing of mission support (including information technology) services model is directly aligned with the President's Management Agenda (PMA) - Cross Agency Priority (CAP) Goal 5 (Expanding the use of quality shared services), the Office of Management and Budget's (OMB) M-17-22 Reform Plan, and Treasury's Future of Federal Financial Management vision. As the only federal provider to successfully transition and support a cabinet level agency, ARC has demonstrated shared services viability for agencies of all sizes, funding sources and missions for over 20 years. ARC demonstrates the value of delivering quality services, containing costs, achieving a high level of customer satisfaction and continual improvement. Through planned initiatives, ARC will partner with agencies, OMB and the established interagency governance processes to implement the Treasury 10 year vision and expansion of federal shared services, including integration with CAP Goal 5. In addition, ARC will continue to expand services to new customers and achieve high performance through:

- Optimizing efficiency and reducing costs,
- Reducing customer risk,
- Improving performance and stewardship,
- Ensuring compliance and strong internal controls, and
- Increasing the timeliness and transparency of performance data to better inform agency decision makers.

The TFF providers will continue to be integral federal partners to customer agencies by providing responsive, high quality and cost effective shared services to federal agencies through

our commitment to streamlined processes to ensure compliance and eliminate redundancy, and focus on maximizing cost sharing opportunities that take advantage of economies of scale.

The Treasury Franchise Fund aligns to the following Treasury strategic goals as presented in the FY 2018 - 2022 strategic plan:

- Goal 4: Transform Government-wide Financial Stewardship
- Goal 5: Achieve Operational Excellence

1.1 – Resource Detail Table

Dollars in Thousands

Treasury Franchise Fund	FY 2018		FY 2019		FY 2020		FY 2019 to FY 2020			
Budgetary Resources	Actual		Estimated		Estimated		\$ Change		% Change	
	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT
Revenue/Offsetting Collections										
Treasury Shared Services Programs		\$236,221		\$232,515		\$249,436		\$16,921		7.28%
Centralized Treasury Administrative Services		NA		\$140,522		\$166,591		\$26,069		18.55%
Administrative Support Services		\$160,743		\$155,315		\$170,535		\$15,220		9.80%
Information Technology Services		\$197,335		\$185,066		\$188,572		\$3,506		1.89%
Recoveries from Prior Years		\$8,541		\$19,196		\$22,925		\$3,729		19.43%
Unobligated Balances from Prior Years		\$182,961		\$196,071		\$211,837		\$15,767		8.04%
Total Revenue/Offsetting Collections		\$785,801		\$928,684		\$1,009,897		\$81,212		8.74%
Expenses/Obligations										
Treasury Shared Services Programs	234	\$241,845	239	\$235,515	260	\$274,017	21	\$38,502	8.79%	16.35%
Centralized Treasury Administrative Services	NA	NA	207	\$140,522	201	\$166,591	(6)	\$26,069	-2.90%	18.55%
Administrative Support Services	933	\$150,876	969	\$153,375	1,058	\$170,535	89	\$17,160	9.18%	11.19%
Information Technology Services	476	\$197,009	504	\$187,435	504	\$189,971	0	\$2,536	0.00%	1.35%
Total Expenses/Obligations	1,643	\$589,730	1,919	\$716,847	2,023	\$801,114	104	\$84,267	5.42%	11.76%
Net Results		\$196,071		\$211,837		\$208,783		(\$3,055)		-1.44%

1.2 Budget Adjustment

Dollars in Thousands

Treasury Franchise Fund	FTE	Amount
FY 2019 Estimated	1,919	\$716,847
Changes to Base:		
Maintaining Current Levels (MCLs):		\$9,728
Non-Pay		\$9,728
Subtotal Changes to Base	0	\$9,728
Total FY 2020 Base	1,919	\$726,575
Program Changes:		
Program Increases:	104	\$75,604
Operations and Maintenance of Prior-year Enterprise-wide Cybersecurity Investments (TSSP)	8	\$8,821
Program changes/Realignment to TSSP	0	\$22,415
Program changes/Realignment to CTAS	7	\$28,312
Customer Growth (ARC Admin)	89	\$16,056
Program Decreases:	0	(\$1,065)
Continuous Diagnostics and Mitigation Licenses (TSSP)	0	(\$1,065)
Subtotal Changes to Base	104	\$74,539
Total FY 2020 Estimated	2,023	\$801,114

C – Budget Increases and Decreases Description

Maintaining Current Levels (MCLs) + \$9,728,000 / + 0 FTE

Non-Pay + \$9,728,000 / +0 FTE

Funds are required for non-labor expenses such as travel, contracts, rent, supplies, and equipment.

Program Increases + \$75,604,000 / + 104 FTE

Operations and Maintenance of Prior-year Enterprise-wide Cybersecurity Investments (TSSP), + \$8,821,000, +8 FTE

The TFF requires to increase TSSP by \$8,821,000 to transition operations and maintenance costs from the Cybersecurity Enhancement Account (CEA) to the TFF. Funding to pay these bills is included in the individual bureau Congressional Justifications. These bureau funds will support operations and maintenance of the following cybersecurity projects that were initially implemented with CEA funding and per Department of Homeland Security directives:

- Continuous Mitigation and Diagnostics (CDM) Licenses Phase II
- Trusted Internet Connection (TIC) Encrypted Traffic Inspection
- Endpoint Incident Response
- Enhanced Packet Capture
- Government Security Operations Center (GSOC) Analytics and Expansion
- Malware Content Filter

Program Changes/Realignment to TSSP, +22,415,000, +0 FTE

The TFF requires changes to TSSP to facilitate quality customer service, address the growing needs of agencies, and attain goals set by the Administration. Bureaus will fund changes that increase efficiency and manage costs while also receiving quality services attributed to the TFF. TSSP changes include

- Increase of program support by \$1,187,000 for anticipated shared and customer specific needs across the shared services programs.
- Expend an additional \$4,092,000 to Treasury Network (TNET) service changes for the Internal Revenue Service (IRS) toll-free network circuits.
- Expending an estimated \$3,000,000 in FY 2019 to transition from the current Network contract to the General Services Administrative (GSA) Enterprise Infrastructure Support (EIS) contract. For FY 2020, The TFF requires to expend an additional \$17,136,000 for the multi-year transition project. The transition of the current contract is dependent on timelines established by GSA and costs may be revised once the contract is awarded.

In FY 2020, the Credit Modeling and Web Solutions programs will be realigned from CTAS to TSSP. The shift of these programs results in a more efficient method of formulating program budgets and executing customer billings by consolidating these programs into TSSP. The transitions of these programs has a net neutral effect on FTEs and budgetary resources for TFF.

Program changes/Realignment to CTAS, +28,312,000, +7 FTE

The TFF requires an increase to the CTAS program to provide Departmental Offices, specifically for the Departmental Offices (DO) Salaries and Expenses (SE) and Terrorism Financial Intelligence (TFI) initiatives, with advanced capabilities in administrative support and

information security. With these programmatic changes CTAS can properly and proficiently provide increased administrative support within DO SE and TFI. CTAS program changes and realignment include:

- Expend \$23,053,000 and 4 FTE increase in support of administrative costs contained within DO SE. This funding will support the expansion of Treasury's implementation of the Committee on Foreign Investment in the United States (CFIUS) program in addition to initiatives in support of Critical Infrastructure Protection, Domestic Finance, and Tax Policy. This will include funding for the construction of secure spaces and the development of a case management system associated with the growth of the CFIUS program. Funding would also support administrative functions necessary to manage the increased CFIUS caseload as well as program growth in Domestic Finance and Tax Policy.
- Expend \$1,631,000 in support of administrative costs associated with the DO Office of Terrorism and Financial Intelligence (TFI) initiatives contained in the DO TFI FY 2020 Congressional Justification.
- Increase CTAS by \$778,000 to transition operations and maintenance costs to the TFF for Communications Security (COMSEC).
- Increase CTAS by \$2,850,000 and 3 FTE to transition operations and maintenance costs from the CEA to the TFF for Treasury Secure Data Network (TSDN).

Customer Growth (ARC Admin), +\$16,056,000 +89 FTE

In FY 2018 ARC initiated shared services transitions with the four agencies listed below and anticipates full implementation by FY 2020. These transitions demonstrate the support of ARC and these agencies for the Administration's sharing of quality services CAP Goal 5 and a commitment to maximizing resource allocations to mission activities. The program increase reflects operations and maintenance costs, and provides cost sharing and avoidance opportunities for both the new and current agencies supported by ARC.

- National Capital Planning Commission
- U.S. Consumer Product Safety Commission
- Corporation for National and Community Service
- National Records and Archive Administration

Program Decreases - \$1,065,000 / -0 FTE

Continuous Diagnostics and Mitigation Licenses (TSSP), -\$1,065,000 -0 FTE

The TFF expects a decrease in the cost of Continuous Diagnostics and Mitigation (CDM) licenses from the original estimates that were provided by the Department of Homeland Security. Treasury bureaus have requested \$5,081,000 for CDM licenses in their individual bureau FY 2020 Congressional Justifications.

1.3 Operating Levels Table

Dollars in Thousands

Treasury Franchise Fund Object Classification	FY 2018 Actual	FY 2019 Estimated	FY 2020 Estimated
11.1 - Full-time permanent	140,305	165,453	175,089
11.3 - Other than full-time permanent	533	844	903
11.5 - Other personnel compensation	2,229	3,184	3,293
11.6 - Overtime	2,374	2,275	2,388
11.9 - Personnel Compensation (Total)	145,441	171,756	181,673
12.0 - Personnel benefits	50,009	63,224	67,257
13.0 - Benefits for former personnel	425	0	0
Total Personnel and Compensation Benefits	\$195,875	\$234,980	\$248,930
21.0 - Travel and transportation of persons	1,400	1,644	1,790
22.0 - Transportation of things	17	38	44
23.1 - Rental payments to GSA	0	36,193	37,491
23.2 - Rental payments to others	103	320	326
23.3 - Communication, utilities, and misc charges	65,063	72,509	78,878
24.0 - Printing and reproduction	92	331	369
25.1 - Advisory and assistance services	89,970	54,005	86,391
25.2 - Other services	25,033	35,923	37,108
25.3 - Other purchases of goods & serv frm Govt at	92,672	140,870	145,562
25.4 - Operation and maintenance of facilities	20	44	42
25.7 - Operation and maintenance of equip	84,555	87,484	103,731
26.0 - Supplies and materials	1,291	3,172	3,289
31.0 - Equipment	33,230	42,079	45,142
32.0 - Land and structures	0	7,255	12,021
44.0 - Refunds	392	0	0
91.0 - Confidential Expenditures	17	0	0
Total Non-Personnel	393,855	481,867	552,184
New Budgetary Resources	\$589,730	\$716,847	\$801,114
FTE	1,643	1,919	2,023

D – Appropriations Language and Explanation of Changes

The Treasury Franchise Fund receives no annually appropriated resources from Congress.

E – Legislative Proposals

The Treasury Franchise Fund does not have legislative proposals.

Section II – Annual Performance Plan and Report

A – Strategic Alignment

Alignment with the Treasury Strategic Plan:

The Treasury Franchise Fund aligns to the following Treasury strategic goals and objectives as presented in the FY 2018 - 2022 strategic plan:

Goal 4: Transform Government-wide Financial Stewardship

- Objective 4.3 – Federal Financial Performance – Improve federal financial management performance using innovative practices to support effective government.

Goal 5: Achieve Operational Excellence

- Objective 5.1 – Workforce Management – Foster a culture of innovation to hire, engage, develop, and optimize a diverse workforce with the competencies necessary to accomplish our mission.
- Objective 5.2 – Treasury Infrastructure – Better enable mission delivery by improving the reliability, security, and resiliency of Treasury’s infrastructure.
- Objective 5.3 – Customer Value – Improve customer value by increasing the quality and lowering the cost of Treasury’s products and services.

With more focus on opportunities for federal agencies to share quality mission support services and enhance federal mission effectiveness by increasing usage of cloud-based solutions, reducing cybersecurity risks, and building a modern Information Technology (IT) workforce, the TFF is well positioned in FY 2020 to be a key federal resource. Through a standardized “build once, use many” service model, a proven record of high performance, and direct alignment with PMA CAP Goal 5 and in support of OMB’s Management Reform Plan and Treasury’s Future of Federal Financial Management, the TFF service providers stand ready to streamline federal mission support services and advance the shared services program by leading, transforming and delivering services that set the benchmark for federal shared services by means of:

- Delivering high quality services at optimal efficiency,
- Achieving a high level of customer satisfaction,
- Leveraging modern, innovative solutions to increase quality and maximize resources,
- Maximizing cost sharing, savings, and avoidance through expanding customers services to generate millions of dollars in cost avoidance resulting from use of shared financial management systems by FY 2023, lastly
- Providing responsive and accessible IT services and solutions through modern infrastructure, advanced cybersecurity capabilities, and implementation of enhanced technology strategies.

B – Budget and Performance by Budget Activity

2.1.1 Treasury Shared Services Programs Resources and Measures

Dollars in Thousands

Resource Level	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Request
Expenses/Obligations	165,419	225,024	229,070	235,811	241,845	235,515	274,017
Budget Activity Total	\$165,419	\$225,024	\$229,070	\$235,811	\$241,845	\$235,515	\$274,017
FTE	209	251	228	235	234	239	260

Measure	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2018 Target	FY 2019 Target	FY 2020 Target
Customer Satisfaction with Financial Planning Staff	59.1	63.0	69.0	75.0	68.0	62.0	DISC	DISC
ECM/Web Solutions Response Time to Resolve ECM and Web Solutions Non-Critical Issues/Help Desk Tickets within 10-15 Business Days	95.0	82.0	82.0	90.8	97.5	85.0	DISC	DISC
HR Connect Customer Satisfaction	90.1	83.0	82.0	83.0	86.0	83.0	DISC	DISC
HR Connect Employee Update Files - Transmission of Employee Update Fields Made to the Specified External Benefit Provider Within Established Business Timeframes	100.0	97.3	100.0	98.4	99.2	90.0	DISC	DISC
HR Connect Number of Tickets Escalated to Tier 3	242.0	128.0	NA	173.0	238.0	200.0	DISC	DISC
Average Cost per FTE	N/A	N/A	N/A	N/A	N/A	N/A	1,383.0	1,460.0
Annual Effective Spend Rate	N/A	N/A	N/A	N/A	N/A	N/A	96.0	96.0
Customer Satisfaction	N/A	N/A	N/A	N/A	N/A	N/A	B	TBD

Key: Disc - Discontinue; B - Baseline

Note: After collaboration with Office of Strategic Planning and Performance Improvement (OSPPI) and OMB the TFF reviewed performance metrics to determine best practices resulting in the discontinuing of inefficient measures.

Treasury Shared Services Programs Budget and Performance

(\$274,017,000 from offsetting collections):

Treasury Shared Services Programs (TSSP) provides administrative and information technology services on a competitive basis, and also delivers outstanding customer service. In an effort to better support the goals and objectives of the current Treasury Strategic Plan; TSSP has undergone a review of all performance metrics in collaboration the the Office of Strategic Planning and Performance Improvement (OSPPI) and OMB to streamline metrics for best practices which resulted in the discontinuing of inefficient measures. The new measures will allow TSSP to focus on broader based metrics to gauge customer satisfaction, operations support resources, and the benefit from centralized approaches to program support and administration.

In FY 2020, TSSP will continue to support a standardized approach to shared services by transitioning the operations and maintenance portion of the CEA investments to TSSP. TSSP will support the following cybersecurity efforts in FY 2020:

- Continuous Mitigation and Diagnostics (CDM) Licenses Phases I and II
- Trusted Internet Connection (TIC) Encrypted Traffic Inspection
- Endpoint Incident Response
- Enhanced Packet Capture
- Government Security Operations Center (GSOC) Analytics

- GSOC Facility and Contract Expansion
- Malware Content Filter

2.1.2 Centralized Treasury Administrative Services Resources and Measures

Dollars in Thousands

Resource Level	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Request
Expenses/Obligations	NA	NA	NA	NA	NA	140,522	166,591
Budget Activity Total	\$0	\$0	\$0	\$0	\$0	\$140,522	\$166,591
FTE	NA	NA	NA	NA	NA	207	201

Measure	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2018 Target	FY 2019 Target	FY 2020 Target
Annual Effective Spend Rate	N/A	N/A	N/A	N/A	N/A	N/A	96.0	96.0
Customer Satisfaction	N/A	N/A	N/A	N/A	N/A	N/A	B	TBD

Key: Disc - Discontinue; B - Baseline

Note: After collaboration with Office of Strategic Planning and Performance Improvement (OSPPI) and OMB the TFF reviewed performance metrics to determine best practices resulting in the discontinuing of inefficient measures.

Centralized Treasury Administrative Services Budget and Performance

(\$166,591,000 from offsetting collections):

Centralized Treasury Administrative Services (CTAS) provides administrative support to offices within Treasury's Departmental Offices. This support includes administrative functions such as financial management, travel, human resources, information technology, and facilities management. The programs formerly residing under DO SE fully transitioned to CTAS in FY 2019. The TFF continues to partner with DO to refine CTAS costing and will adjust customer bills as usage methodologies are enhanced.

In FY 2020, CTAS will support the transition of the operations and maintenance of CEA investments by hosting the following programs:

- Treasury Secure Data Network (TSDN)
- Communications Security (COMSEC)

2.1.3 Administrative Services Resources and Measures

Dollars in Thousands

Resource Level	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Estimated
Expenses/Obligations	\$128,904	\$146,282	\$156,869	\$157,284	\$150,876	\$153,375	\$170,535
Budget Activity Total	\$128,904	\$146,282	\$156,869	\$157,284	\$150,876	\$153,375	\$170,535
FTE	816	936	988	957	933	969	1,058

Measure	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
Customer Unmodified Audit Opinions %	NA	NA	NA	NA	100.0	100.0	100.0
Percentage of shared services service level agreement performance metrics met or exceeded (%)	NA	NA	NA	NA	NA	B	94.0
Customer Satisfaction %	NA	NA	NA	NA	NA	B	80.0
Direct Cost as a Percentage of Award Dollars	0.4	0.1	0.2	0.2	0.3	DISC	DISC
Direct Cost per AP Transaction	65.4	47.2	59.1	45.5	49.4	DISC	DISC
Direct Cost per FTE in Core HR Services	976.3	963.0	1,070.3	1,118.8	1,108.7	DISC	DISC
Direct Cost per System User - Oracle	18,261.0	21,724.0	16,241.0	16,356.0	13,406.0	DISC	DISC
Direct Cost per Travel Voucher	24.8	21.1	19.8	7.8	8.3	DISC	DISC
First Call Resolution - Oracle %	61.0	56.7	50.3	81.5	82.2	DISC	DISC
Hiring Timeliness %	89.0	86.7	84.8	85.2	97.8	DISC	DISC
Indirect Cost Admin Services %	27.1	27.5	22.1	21.9	20.3	DISC	DISC
Timely Contract Issuance	N/A	N/A	89.3	89.3	90.4	DISC	DISC
Travel Voucher Payments Timeliness %	99.0	99.18	99.87	99.84	99.56	DISC	DISC
Unqualified Audit Opinions %	96.0	100.0	100.0	100.0	100	DISC	DISC

Key: DISC - Discontinued; B - Baseline

Note: After collaboration with Office of Strategic Planning and Performance Improvement (OSPPI) and OMB the TFF reviewed performance metrics to determine best practices resulting in the discontinuing of inefficient measures.

Administrative Services Budget and Performance

(\$170,535,000 from offsetting collections):

The TFF's Administrative Services are provided by Fiscal Service's Administrative Resource Center (ARC Admin) and are directly aligned with the Administration's CAP Goal 5 and supports OMB's Reform Plan and the Department of the Treasury's shared services initiatives. As a critical strategic partner to OMB and Treasury, ARC supports:

- the Financial Management Line of Business, designated Federal Shared Services Provider by OMB,
- the Budget Formulation and Execution Line of Business, designated Federal Shared Service Provider by OMB, and
- Treasury's Human Resources Line of Business.

ARC Admin provides high quality mission support services to 76 federal agencies in the areas of financial management, procurement, travel and relocation, and human resources. Service value is achieved as agencies focus on mission activities, cost sharing opportunities in systems' capital investments and maintenance. ARC Admin's commitment to improvement resulted in reduced operating costs because of services that were standardized, compliant, streamlined, high quality and responsive.

ARC Admin has a history of high performance and is considered a leader in delivering high quality, cost effective federal shared services. ARC Admin continues to be a vehicle of success through new federal agency partnerships and operational excellence, meeting or exceeding performance measures, achieving high customer satisfaction results, and using cost effective and stable prices. ARC relentlessly manages a high volume of demand and advance services

delivered by supporting agency due diligence reviews and developing a forward looking, multi-year deployment schedules, efficient transitions of new agencies. Services continue to improve on delivery of customer centric solutions that enable agencies to focus on missions and avoid redundancies within administrative operations creating cost avoidance across government.

In FY 2019 and FY 2020, ARC Admin will continue to provide high quality, mission support services through operational excellence and innovation, deployment of business intelligence/data analytics and accounting reconciliation and financial statement solutions.

Description of Performance:

ARC Admin is continually dedicated to increasing the quality of services provided to customers and modified metrics in order to focus on customer satisfaction. By utilizing metrics that concentrate on customer input ARC Admin is able to cater to the specific needs of agencies across government. ARC Admin's high performance is further demonstrated by the 95 percent customer satisfaction rate obtained by customer surveys and meetings or exceeding 94 percent of agency support service measures (including 100 percent positive customer audit results) from FY 2017 – FY 2018. ARC Admin dropped customer prices by 6 percent in FY 2019 through cost containment and prioritization, while continuing to ensure compliance and implementing service enhancements that include:

- Expanded, improved, and implemented services and new requirements in support of current and future customers,
- Implemented Phase 1 of the Oracle Service Oriented Architecture initiative, providing flexibility for third party integrations and ARC's standard solution,
- Deployed Concur's "Skybridge" and mobile enhancements, improving travel booking and user convenience/experience by increasing access and availability of system, also
- Successfully met new DATA Act reporting requirements for all customers, standardizing information ensuring federal expenditures are more easily accessible and transparent for public consumption
- During FY 2018, ARC Admin remained responsive to the changing federal landscape, as demonstrated by meeting or exceeding 91 percent of congressional budget performance measures. The HR service area continue to be greatly impacted by the implementation of the federal hiring freeze and decreasing of the federal workforce yet ARC Admin only missed a cost target by 5 percent. In FY 2019-2020, ARC Admin will continue to strategically plan customer agencies to forecast changes, enabling resource alignment to support changes in demand. In addition, ARC Admin is streamlining performance measures to better align with Treasury's Strategic Plan and PMA CAP Goal 5. The new measures, focus on ARC Admin results related to overall service performance, including service integrity related to audit performance, and customer satisfaction. ARC will continue to demonstrate a commitment to meeting quality and timeliness responsibilities for customers while also receiving and planning actions using customer perspectives of ARC's shared service quality, and overall value.

2.1.4 Information Technology Resources and Measures

Dollars in Thousands

Resource Level	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
	Actual	Actual	Actual	Actual	Actual	Estimated	Estimated
Expenses/Obligations	\$149,992	\$162,895	\$192,877	\$195,441	\$197,009	\$187,435	\$189,971
Budget Activity Total	\$149,992	\$162,895	\$192,877	\$195,441	\$197,009	\$187,435	\$189,971
FTE	459	459	499	493	476	504	504

Measure	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
	Actual	Actual	Actual	Actual	Actual	Target	Target
Fiscal IT Hosting – Percentage of Time Service is Operational (Uptime Excluding Planned Maintenance)	N/A	N/A	99.8	99.0	99.8	99.0	99.0
Number of engagements in strategic sourcing, to include new IT customers, new scope of work for existing customers, or new FITARA compliant contracts available beyond Fiscal Service [#]	N/A	N/A	1.0	2.0	1.0	2.0	2.0
Percentage of POA&Ms Scheduled for closure in last 30 days - closed early or on time	N/A	N/A	69.6	90.0	91.6	DISC	DISC

Note 1: "Number of Engagements in Strategic Sourcing for "Service Provider" or Other Shared Services Opportunity" renamed to "Number of engagements in strategic sourcing, to include new IT customers, new scope of work for existing customers, or new FITARA compliant contracts available beyond Fiscal Service [#]".

Note 2: After collaboration with Office of Strategic Planning and Performance Improvement (OSPPI) and Office of Management and Budget (OMB) the TFF reviewed performance metrics to determine best practices resulting in the discontinuing of inefficient measures."

Key: DISC - Discontinued; B - Baseline

Information Technology Services Budget and Performance

(\$189,911 from offsetting collections)

The TFF's Information Technology Services are provided by Fiscal Service's Administrative Resource Center (ARC IT) and are directly aligned with the President's Management Agenda CAP Goal 5 and supports OMB's Reform Plan and the Department of the Treasury's shared services initiatives.

ARC IT provides shared IT services, including hosting, software development, security and other support services to 10 federal agencies and end user support services to the Bureau of the Fiscal Service. Customer value is maximized through consolidated IT infrastructures and standardized IT service delivery in a modern, innovative, and secure environment.

The ARC IT has a history of high performance in providing responsive, innovative, and secure solutions to meet the business needs of their customers. In recent years, ARC IT has undertaken initiatives to strengthen the security posture of their solutions and been instrumental in Treasury's overall cyber-security enhancements and modernization efforts. In FY 2019-2020, ARC IT has an enterprise technology modernization initiative to design measurable, agile and cost effective IT solutions that increase resiliency, strengthen cybersecurity controls, and ensure alignment with business functions and capabilities needs. In addition, ARC IT has the following plan to ensure IT services and capabilities delivered are portable, reusable, scalable, and resilient, with the additional capability for automated deployment.

- Expand strategies under Cloud Sprint Teams,
- Establish Cloud Orchestration & Automation Toolsets,
- Begin building micro-services, and
- Complete the IT Modernization Plan (Phase 3-Modernization Roadmap).

Description of Performance:

ARC IT services has a long history of high performance, including maintaining a high standard of hosting availability (99 percent) through a highly skilled workforce with sufficient depth to cover a 24/7 operation and a commitment to infrastructure replacement that minimizes technology and cybersecurity risks. In addition, with alignment to the PMA, ARC IT continues to emphasize and measure performance in executing IT acquisition strategies that leverage or negotiate procurement awards maximizing federal buying power in order to reduce costs and to achieve increased service levels, and has continued focus on remediating and mitigating.

In FY 2018, ARC IT continued to achieve high performance as demonstrated through meeting or exceeding two of the budgetary performance measures. The remaining performance measure was not met due to increased priority to other key initiatives, including IT modernization planning and strengthening of IT services cybersecurity posture. Looking forward, in FY 2019-2020, ARC IT is streamlining performance measures to demonstrate our commitment and alignment with customer support priorities and the Administration’s focus areas.

C – Changes in Performance Measures

Performance Measure or Indicator	Proposed Change and Justification
1. Customer Satisfaction with Financial Planning Staff (TSSP)	<i>Discontinue</i> – Replaced by new comprehensive measures.
2. ECM/Web Solutions Response Time to Resolve ECM and Web Solutions Non-Critical Issues/Help Desk Tickets within 10-15 Business Days (TSSP)	<i>Discontinue</i> – Replaced by new comprehensive measures.
3. HR Connect Customer Satisfaction (TSSP)	<i>Discontinue</i> – Replaced by new comprehensive measures.
4. HR Connect Employee Update Files – Transmission of Employee Update Fields Made to the Specified External Benefit Provider Within Established Business Timeframes (TSSP)	<i>Discontinue</i> – Replaced by new comprehensive measures.

5. HR Connect Number of Tickets Escalated to Tier 3 (TSSP)	<i>Discontinue</i> – Replaced by new comprehensive measures.
6. Customer Satisfaction (TSSP)	<i>Add</i> – This target measures the general satisfaction of Treasury and non-Treasury customers with the services provided by TSSP programs. TSSP will survey customers and provide the percentage of customers who provide a response of 4 or 5 on a 5 point scale.
7. Customer Satisfaction (CTAS)	<i>Add</i> – This target measures the general satisfaction of Treasury customers with the services provided by CTAS programs. CTAS will survey customers and provide the percentage of customers who provide a response of 4 or 5 on a 5 point scale.
8. Customer Unmodified Audit Opinions (ARC Admin)	<i>Modify</i> – Previous measure was titled “Unqualified Audit Opinions”. Renamed to clarify the performance measured.
9. Percentage of Shared Services Service Level Agreement Performance Metrics Met or Exceeded (ARC Admin)	<i>Add</i> – This measure tracks service level agreements (SLA) performance metrics that met or exceeded service level targets compared to the total number of SLA metric targets across all ARC clients (4 service lines with combined 83 operational metrics meeting each individual operational metric target).
10. Customer Satisfaction (ARC Admin)	<i>Add</i> – This measure tracks the customer’s satisfaction level with ARC’s services looking at the organization’s overall performance.
11. Direct Cost as a Percentage of Award Dollars (ARC Admin)	<i>Discontinue</i> – Replaced by aggregate level measure.
12. Direct Cost per AP Transaction (ARC Admin)	<i>Discontinue</i> – Replaced by aggregate level measure.
13. Direct Cost per FTE in Core HR Services (ARC Admin)	<i>Discontinue</i> – Replaced by aggregate level measure.
14. Direct Cost per System User – Oracle (ARC Admin)	<i>Discontinue</i> – Replaced by aggregate level measure.
15. Direct Cost per Travel Voucher (ARC Admin)	<i>Discontinue</i> – Replaced by aggregate level measure.

16. First Call Resolution – Oracle (ARC Admin)	<i>Discontinue</i> – Replaced by aggregate level measure.
17. Hiring Timeliness (ARC Admin)	<i>Discontinue</i> – Replaced by aggregate level measure.
18. Indirect Cost Administrative Services (ARC Admin)	<i>Discontinue</i> – Replaced by aggregate level measure.
19. Timely Contract Issuance (ARC Admin)	<i>Discontinue</i> – Replaced by aggregate level measure.
20. Travel Voucher Payments Timeliness (ARC Admin)	<i>Discontinue</i> – Replaced by aggregate level measure.
21. Number of Engagements in Strategic Sourcing, to Include New IT Customers, New Scope of Work for Existing Customers, or New FITARA Compliant Contracts Available Beyond Fiscal Service (ARC IT)	<i>Modify</i> – Previous measure was “Number of Engagements in Strategic Sourcing or ‘Service Provider’ or Other Shared Services Opportunity. Measure reflects the ARC IT commitment to the President’s Management Agenda by reporting on opportunities to provide services to new customers, expand service scope, or realize economies of scale by sponsoring contracts used across government (supports the Federal IT Acquisition Reform Act).
22. Percentage of POA&Ms Scheduled for Closure in Last 30 Days – Closed Early or On Time	<i>Discontinue</i> – It was determined that this measure is specific to a business line and should not be reported at the Treasury departmental level.

Section III – Additional Information

A – Summary of Capital Investments

The TFF’s planned investments enhance the capabilities and capacity of our financial management shared services. Investing in service oriented architecture will allow customers to streamline application connections resulting in benefits that include reducing development time, using industry development best practices for coding efforts, allowing real time processing of transactional data between systems, and independent communication between systems. This effort will also reduce redundancy, providing more flexible and efficient interfaces with customers' third-party applications.

The TFF plans to expand the use of an enterprise-wide financial statement reporting tool and update operational (transactional) reporting and analytical tools in order to provide a more

efficient interpretation of large volumes of data, long-term stability, and improved presentation and distribution capabilities.

A summary of capital investment resources, including major information technology and non-technology investments can be found at:

<http://www.treasury.gov/about/budget-performance/Pages/summary-of-capital-investments.aspx>

This website also contains a digital copy of this document.

The Administrative Resource Center capital investments are contained within the Fiscal Service capital investment summary. The Treasury Shared Service Programs capital investments are contained within the Departmental Offices capital investment summary.

B. Treasury Franchise Fund Program Costs

This information is provided to fulfill requirements of Section 124 of the FY 2018 Financial Services and General Government appropriations bill.

Treasury Franchise Fund – Treasury Shared Services Programs, FY 2018 Total Charges by Customer

2018 TSSP Customers	Enterprise Business Solutions	Infrastructure Operations	Cybersecurity	IT Strategy and Technology Management	Non-Information Technology Services	Total
Alcohol Tobacco Tax and Trade Bureau	\$ 307,498	\$ 618,380	\$ 60,806	\$ 24,645	\$ 410,650	\$ 1,421,980
Bureau of Printing and Engraving	\$ 1,065,043	\$ 3,721,488	\$ 215,298	\$ 90,071	\$ 796,851	\$ 5,888,753
Bureau of the Fiscal Service	\$ 3,561,598	\$ 766,993	\$ 265,880	\$ 103,665	\$ 1,670,316	\$ 6,368,452
Consumer Financial Protection	\$ 1,213,111	\$ 3,338	\$ -	\$ -	\$ 186,533	\$ 1,402,982
DHS Office of Inspector General	\$ -	\$ -	\$ -	\$ -	\$ 5,854	\$ 5,854
DHS Customs and Immigration Service	\$ -	\$ -	\$ -	\$ -	\$ 50,736	\$ 50,736
DHS Headquarters	\$ -	\$ -	\$ -	\$ -	\$ 118,951	\$ 118,951
DHS U.S. Secret Service	\$ 1,429,374	\$ 12,786	\$ -	\$ -	\$ 58,880	\$ 1,501,040
Community Development Financial Institutions Fund	\$ 355,563	\$ 20,232	\$ 8,661	\$ 3,765	\$ 107,587	\$ 495,808
DC Pensions	\$ 31,052	\$ 89,044	\$ 2,688	\$ 1,076	\$ 56,843	\$ 180,702
Federal Financing Bank	\$ 30,281	\$ 136,467	\$ 3,909	\$ 1,565	\$ 71,517	\$ 243,738
Financial Stability Oversight Council	\$ 352,358	\$ 128,873	\$ 2,810	\$ 1,125	\$ 69,002	\$ 554,167
Treasury Office of Financial Research	\$ 266,537	\$ 5,488,695	\$ 211,022	\$ 10,904	\$ 365,390	\$ 6,342,548
Treasury Office of Financial Stability	\$ 1,063,184	\$ 294,539	\$ 6,475	\$ 2,592	\$ 221,500	\$ 1,588,289
Treasury Office of Technical Assistance	\$ 19,333	\$ 73,984	\$ 1,466	\$ 587	\$ 121,547	\$ 216,918
Small Business Lending Fund Administration	\$ 8,033	\$ 52,497	\$ 855	\$ 342	\$ 36,462	\$ 98,189
Treasury Departmental Offices	\$ 4,517,114	\$ 9,180,875	\$ 601,833	\$ 69,436	\$ 3,138,171	\$ 17,507,429
State Small Business Credit Initiative Administration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Treasury Executive Office of Asset Forfeiture	\$ 1,714,961	\$ 156,568	\$ 3,054	\$ 1,222	\$ 109,385	\$ 1,985,190
Treasury Terrorism Risk Insurance Program	\$ 5,742	\$ 42,512	\$ 1,221	\$ 489	\$ 28,674	\$ 78,638
Department of Commerce	\$ 10,368,216	\$ 94,106	\$ -	\$ -	\$ 457,200	\$ 10,919,523
DOC ITA	\$ -	\$ -	\$ -	\$ -	\$ 24,877	\$ 24,877
DOD - U.S. Air Force	\$ -	\$ -	\$ -	\$ -	\$ 187,572	\$ 187,572
Department of Energy	\$ -	\$ -	\$ -	\$ -	\$ 2,929	\$ 2,929
Department of Interior	\$ 92,711	\$ -	\$ -	\$ -	\$ 3,584	\$ 96,296
DOJ - Drug Enforcement Agency	\$ -	\$ -	\$ -	\$ -	\$ 64,204	\$ 64,204
DOJ - Executive Office of Immigration Review	\$ -	\$ -	\$ -	\$ -	\$ 19,780	\$ 19,780
DOJ - U.S. Marshal Service	\$ -	\$ -	\$ -	\$ -	\$ 39,329	\$ 39,329
DOJ Alcohol Tobacco Firearms and Explosives	\$ 1,448,716	\$ 16,205	\$ -	\$ -	\$ 110,207	\$ 1,575,128
Department of Labor	\$ 5,245,685	\$ 30,330	\$ 19,801	\$ -	\$ 201,690	\$ 5,497,506
DOL - Bureau of Labor Statistics	\$ -	\$ -	\$ -	\$ -	\$ 22,071	\$ 22,071
DOL - Office of the Inspector General	\$ -	\$ -	\$ -	\$ -	\$ 8,242	\$ 8,242
DOT- Federal Transit Agency	\$ -	\$ -	\$ -	\$ -	\$ 16,189	\$ 16,189
Department of Education	\$ -	\$ -	\$ -	\$ -	\$ 71,802	\$ 71,802
Export Import Bank-Office of the Inspector General	\$ -	\$ -	\$ -	\$ -	\$ 3,377	\$ 3,377
Farm Credit Administration	\$ -	\$ -	\$ -	\$ -	\$ 1,674	\$ 1,674
Federal Communications Commission	\$ 43,761	\$ -	\$ -	\$ -	\$ 1,779	\$ 45,539
Federal Deposit Insurance Corporation	\$ 96,000	\$ -	\$ -	\$ -	\$ 8,644	\$ 104,644

Federal Deposit Insurance Corporation -Office of the Inspector General	\$ -	\$ -	\$ -	\$ -	\$ 6,835	\$ 6,835
Federal Emergency Management Agency	\$ 410,364	\$ -	\$ -	\$ -	\$ 79,716	\$ 490,080
Federal Housing Finance Agency	\$ -	\$ -	\$ -	\$ -	\$ 42,253	\$ 42,253
Financial Crimes Enforcement Network	\$ 182,888	\$ 1,210,707	\$ 41,464	\$ 16,577	\$ 269,179	\$ 1,720,815
Federal Reserve Board	\$ -	\$ -	\$ -	\$ -	\$ 3,347	\$ 3,347
Government Accountability Office	\$ 597,129	\$ 6,043	\$ -	\$ -	\$ 25,183	\$ 628,355
General Service Administration	\$ -	\$ -	\$ -	\$ -	\$ 40,166	\$ 40,166
HHS - Agency for Healthcare Research and Quality	\$ -	\$ -	\$ -	\$ -	\$ 1,672	\$ 1,672
Housing and Urban Development	\$ 3,216,039	\$ 15,562	\$ -	\$ -	\$ 230,235	\$ 3,461,836
HUD - Office of Inspector General	\$ 81,426	\$ -	\$ -	\$ -	\$ 6,713	\$ 88,138
Internal Revenue Service	\$ 46,669,657	\$ 67,560,706	\$ 9,367,162	\$ 3,799,854	\$ 14,301,986	\$ 141,699,364
Millennium Challenge Corporation	\$ -	\$ -	\$ -	\$ -	\$ 20,750	\$ 20,750
U.S. Mint	\$ 1,513,305	\$ 1,623,531	\$ 212,411	\$ 88,066	\$ 1,070,071	\$ 4,507,384
National Records and Archives Administration	\$ -	\$ -	\$ -	\$ -	\$ 31,318	\$ 31,318
Office of the Comptroller of the Currency	\$ 2,502,096	\$ 1,159,930	\$ 444,139	\$ 192,562	\$ 986,967	\$ 5,285,694
Office of Government Ethics	\$ -	\$ -	\$ -	\$ -	\$ 4,262	\$ 4,262
Treasury Office of Inspector General	\$ 177,671	\$ 439,821	\$ 25,852	\$ 10,415	\$ 124,785	\$ 778,544
Overseas Private Investment Corporation	\$ -	\$ -	\$ -	\$ -	\$ 15,156	\$ 15,156
Peace Corps	\$ 116,338	\$ -	\$ -	\$ -	\$ 5,367	\$ 121,706
Small Business Administration	\$ 213,970	\$ -	\$ -	\$ -	\$ 23,373	\$ 237,342
Special Inspector General for TARP	\$ 242,329	\$ 1,044,098	\$ 23,455	\$ 9,389	\$ 167,332	\$ 1,486,604
National Gallery of Art	\$ -	\$ -	\$ -	\$ -	\$ 20,423	\$ 20,423
TFF - Administrative Resources Center	\$ 1,489,372	\$ 3,078,526	\$ 172,039	\$ 74,766	\$ 417,164	\$ 5,231,866
Treasury Inspector General for Tax Administration	\$ 627,596	\$ 2,443,460	\$ 112,074	\$ 42,102	\$ 441,094	\$ 3,666,325
USAID	\$ 1,800,765	\$ 9,317	\$ -	\$ -	\$ 106,886	\$ 1,916,968
Veterans Affairs	\$ -	\$ -	\$ -	\$ -	\$ 54,113	\$ 54,113
Total	\$ 93,076,817	\$ 99,519,614	\$ 11,804,374	\$ 4,545,214	\$ 27,366,346	\$ 236,312,364

Note: The small variance in the following tables are due to transaction posting timing. The 1.1 table represents BFY 2018 revenue and the appendix table reflects customers actuals during 2018. Collections may be posted outside of the fiscal year, October 1st through September 30th timeframe.

Treasury Franchise Fund – Administrative Resource Center, FY 2018 Total Charges by Customer

FY 2018 ARC Customers	Financial Management Services	FMLoB FEES	Human Resource Services	Procurement Services	Travel Services	Information Technology Services	Total
ACCESS BOARD	\$ 264,966	\$ -	\$ 102,547	\$ 63,378	\$ 25,038	\$ -	\$ 455,929
ADMIN OFFICES OF THE US COURTS	\$ 75,106	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,106
ADMINISTRATION FOR CHILDREN AND FAMILIES	\$ 104,433	\$ -	\$ -	\$ -	\$ 6,778	\$ -	\$ 111,211
AFRICAN DEVELOPMENT FOUNDATION	\$ 898,198	\$ -	\$ -	\$ 384,897	\$ 28,495	\$ -	\$ 1,311,590
AGENCY FOR INTERNATIONAL DEVELOPMENT	\$ 75,702	\$ 95,819	\$ -	\$ -	\$ -	\$ -	\$ 171,521
AGENCY FOR INTERNATIONAL DEVELOPMENT - OIG	\$ 93,374	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 93,374
ALCOHOL AND TOBACCO TAX AND TRADE BUREAU	\$ 815,120	\$ -	\$ 1,054,209	\$ 843,871	\$ 202,516	\$ -	\$ 2,915,716
ALCOHOL TOBACCO FIREARMS AND EXPLOSIVES	\$ -	\$ -	\$ -	\$ -	\$ 942,212	\$ -	\$ 942,212
ARMED FORCES RETIREMENT HOME	\$ 929,472	\$ -	\$ 1,162,214	\$ 499,893	\$ 16,739	\$ -	\$ 2,608,318
BUREAU OF ENGRAVING AND PRINTING	\$ -	\$ -	\$ 2,804,057	\$ -	\$ 147,511	\$ -	\$ 2,951,568
BUREAU OF THE FISCAL SERVICE	\$15,434,060	\$ -	\$ 5,462,887	\$ 3,976,664	\$ 514,990	\$ 159,303,575	\$ 184,692,176
CDFI PROGRAM FUND	\$ 1,006,149	\$ -	\$ 169,702	\$ 212,995	\$ 19,731	\$ -	\$ 1,408,577
CENTER FOR DISEASE CONTROL	\$ -	\$ -	\$ -	\$ -	\$ 1,737,730	\$ -	\$ 1,737,730
CHEMICAL SAFETY AND HAZARD BOARD	\$ 297,355	\$ -	\$ -	\$ 18,396	\$ 27,839	\$ -	\$ 343,590
COMPTROLLER OF THE CURRENCY	\$ -	\$ -	\$ -	\$ 99,699	\$ -	\$ -	\$ 99,699
CONSUMER FINANCIAL PROTECTION BUREAU	\$ 1,446,432	\$ -	\$ 3,648,679	\$ 1,620,260	\$ 1,250,878	\$ -	\$ 7,966,249
CONSUMER PRODUCT SAFETY COMMISSION	\$ 136,500	\$ -	\$ -	\$ 63,000	\$ 10,500	\$ -	\$ 210,000
CORPORATION FOR NATIONAL AND COMMUNITY SERV	\$ 75,609	\$ -	\$ -	\$ -	\$ 9,300	\$ -	\$ 84,909
DC PENSIONS PROJECT OFFICE	\$ 2,192,434	\$ -	\$ 36,575	\$ 31,034	\$ 1,581	\$ 1,628,083	\$ 3,889,707
DEFENSE HEALTH AGENCY	\$ -	\$ -	\$ -	\$ -	\$ 65,627	\$ -	\$ 65,627
DEFENSE LOGISTICS AGENCY	\$ 531,256	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 531,256
DENALI COMMISSION	\$ 923,057	\$ -	\$ 97,698	\$ 81,161	\$ 18,366	\$ -	\$ 1,120,282
DEPARTMENT OF AGRICULTURE	\$ -	\$ 167,510	\$ -	\$ -	\$ -	\$ -	\$ 167,510
DEPARTMENT OF COMMERCE	\$ -	\$ 95,819	\$ -	\$ -	\$ -	\$ -	\$ 95,819
DEPARTMENT OF DEFENSE	\$ -	\$ 187,342	\$ -	\$ -	\$ -	\$ -	\$ 187,342
DEPARTMENT OF EDUCATION	\$ -	\$ 230,616	\$ -	\$ -	\$ -	\$ -	\$ 230,616
DEPARTMENT OF ENERGY	\$ 148,424	\$ 124,236	\$ -	\$ -	\$ -	\$ -	\$ 272,660
DEPARTMENT OF HEALTH & HUMAN SERVICES	\$ -	\$ 230,616	\$ -	\$ -	\$ 62,377	\$ -	\$ 292,993
DEPARTMENT OF HOMELAND SECURITY	\$ 490,474	\$ 374,684	\$ -	\$ -	\$ -	\$ 559,111	\$ 1,424,269
DEPARTMENT OF HOMELAND SECURITY - CIS	\$ -	\$ -	\$ -	\$ -	\$ 561,028	\$ -	\$ 561,028
DEPARTMENT OF HOMELAND SECURITY - OIG	\$ 686,590	\$ -	\$ 86,019	\$ 451,886	\$ 287,614	\$ -	\$ 1,512,109
DEPARTMENT OF HOUSING AND URBAN DEVELOPMEN	\$18,040,108	\$ 230,616	\$ 14,185,176	\$ 2,178,612	\$ 2,788,136	\$ -	\$ 37,422,648
DEPARTMENT OF JUSTICE	\$ 125,056	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125,056
DEPARTMENT OF LABOR	\$ 195,016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 195,016
DEPARTMENT OF STATE	\$ 260,836	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 260,836
DEPARTMENT OF THE INTERIOR	\$ 955,085	\$ 124,236	\$ -	\$ -	\$ -	\$ -	\$ 1,079,321
DEPARTMENT OF TRANSPORTATION	\$ -	\$ 230,616	\$ -	\$ -	\$ -	\$ -	\$ 230,616
DEPARTMENT OF VETERANS AFFAIRS	\$ -	\$ 158,998	\$ -	\$ -	\$ 2,661	\$ -	\$ 161,659
DEPARTMENT OF VETERANS AFFAIRS - OIG	\$ -	\$ -	\$ 2,361,842	\$ -	\$ -	\$ -	\$ 2,361,842
DEPARTMENT OF VETERANS AFFAIRS - TAC	\$ 149,824	\$ -	\$ -	\$ -	\$ -	\$ 823,078	\$ 972,902
ELECTION ASSISTANCE COMMISSION	\$ 377,712	\$ -	\$ -	\$ 153,983	\$ 59,060	\$ -	\$ 590,755
ENVIRONMENTAL PROTECTION AGENCY	\$ -	\$ 95,819	\$ -	\$ -	\$ -	\$ -	\$ 95,819
EXECUTIVE OFFICE OF THE PRESIDENT	\$ 1,224,740	\$ -	\$ -	\$ 237,255	\$ 347,253	\$ -	\$ 1,809,248
FARM CREDIT ADMINISTRATION	\$ 430,295	\$ -	\$ -	\$ 48,373	\$ 214,143	\$ -	\$ 692,811

FARM CREDIT SYSTEM INSURANCE CORPORATION	\$ 208,282	\$ -	\$ -	\$ 1,691	\$ 5,075	\$ -	\$ 215,048
FEDERAL EMERGENCY MANAGEMENT AGENCY	\$ -	\$ -	\$ -	\$ -	\$ 25,851	\$ -	\$ 25,851
FEDERAL HOUSING FINANCE AGENCY	\$ 969,566	\$ -	\$ -	\$ 171,533	\$ 232,244	\$ -	\$ 1,373,343
FEDERAL HOUSING FINANCE AGENCY - OIG	\$ 394,424	\$ -	\$ 322,224	\$ 260,832	\$ 81,289	\$ -	\$ 1,058,769
FEDERAL LABOR RELATIONS AUTHORITY	\$ 512,002	\$ -	\$ -	\$ 47,662	\$ 89,591	\$ -	\$ 649,255
FEDERAL MARITIME COMMISSION	\$ 361,266	\$ -	\$ -	\$ 61,989	\$ 29,068	\$ -	\$ 452,323
FEDERAL MEDIATION & CONCILIATION SERVICE	\$ 41,250	\$ -	\$ -	\$ 10,000	\$ 3,750	\$ -	\$ 55,000
FEDERAL MINE SAFETY AND HEALTH REVIEW COMMISS	\$ 431,448	\$ -	\$ 175,795	\$ 17,080	\$ 35,176	\$ -	\$ 659,499
FEDERAL TRADE COMMISSION	\$ 48,900	\$ -	\$ -	\$ 15,775	\$ 5,525	\$ -	\$ 70,200
FINANCIAL CRIMES ENFORCEMENT NETWORK	\$ 614,372	\$ -	\$ 226,618	\$ 749,316	\$ 71,557	\$ 1,975,807	\$ 3,637,671
FOOD AND DRUG ADMINISTRATION	\$ -	\$ -	\$ -	\$ -	\$ 579,925	\$ -	\$ 579,925
GENERAL SERVICE ADMINISTRATION	\$ -	\$ 41,332	\$ -	\$ -	\$ -	\$ -	\$ 41,332
GULF COAST ECOSYSTEM RESTORATION COUNCIL	\$ 291,280	\$ -	\$ 152,990	\$ 25,140	\$ 18,007	\$ -	\$ 487,417
INTER AMERICAN FOUNDATION	\$ 727,270	\$ -	\$ -	\$ 551,996	\$ 30,407	\$ -	\$ 1,309,673
INTERNAL REVENUE SERVICE	\$ -	\$ -	\$ 1,039,452	\$ -	\$ -	\$ -	\$ 1,039,452
MERIT SYSTEMS PROTECTION BOARD	\$ 417,907	\$ -	\$ -	\$ 22,270	\$ 57,852	\$ -	\$ 498,029
NATIONAL AERONAUTICS AND SPACE ADMINISTRATIO	\$ 148,341	\$ 124,236	\$ -	\$ -	\$ -	\$ 469,361	\$ 741,938
NATIONAL ARCHIVES & RECORDS ADMINISTRATION	\$ 3,988,553	\$ -	\$ 1,035,550	\$ 487,309	\$ 284,744	\$ -	\$ 5,796,156
NATIONAL CAPTIAL PLANNING COMMISSION	\$ 76,583	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 76,583
NATIONAL MEDIATION BOARD	\$ 325,419	\$ -	\$ -	\$ 195,920	\$ 58,585	\$ -	\$ 579,924
NATIONAL SCIENCE FOUNDATION	\$ -	\$ 139,094	\$ -	\$ -	\$ 63,075	\$ -	\$ 202,169
NUCLEAR REGULATORY COMMISSION	\$ 1,349,783	\$ 41,332	\$ -	\$ -	\$ 222,825	\$ -	\$ 1,613,940
OCCUPATIONAL SAFETY AND HEALTH REVIEW COMMI	\$ 259,110	\$ -	\$ -	\$ 12,444	\$ 24,588	\$ -	\$ 296,142
OFFICE OF FINANCIAL STABILITY	\$ 276,538	\$ -	\$ 151,168	\$ 64,449	\$ 15,778	\$ -	\$ 507,933
OFFICE OF GOVERNMENT ETHICS	\$ 359,813	\$ -	\$ 246,588	\$ 199,372	\$ 11,873	\$ -	\$ 817,646
OFFICE OF PERSONNEL MANAGEMENT	\$ -	\$ 41,342	\$ -	\$ -	\$ -	\$ -	\$ 41,342
OFFICE OF TECHNICAL ASSISTANCE	\$ 724,942	\$ -	\$ 25,729	\$ 26,490	\$ 90,443	\$ -	\$ 867,604
OFFICE OF THE INSPECTOR GENERAL	\$ 360,081	\$ -	\$ 512,266	\$ 127,164	\$ 66,550	\$ -	\$ 1,066,061
RAILROAD RETIREMENT BOARD	\$ -	\$ -	\$ -	\$ -	\$ 1,837	\$ -	\$ 1,837
SECURITIES AND EXCHANGE COMMISSION	\$ 387,007	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 387,007
SMALL BUSINESS ADMINISTRATION	\$ -	\$ 67,475	\$ 187,010	\$ -	\$ -	\$ -	\$ 254,485
SOCIAL SECURITY ADMINISTRATION	\$ -	\$ 67,475	\$ -	\$ -	\$ -	\$ 658,319	\$ 725,794
SPECIAL INSPECTOR GENERAL - TARP	\$ 360,007	\$ -	\$ 493,459	\$ 217,612	\$ 89,832	\$ 22,589	\$ 1,183,499
TREASURY DEPARTMENTAL OFFICES	\$ 3,272,740	\$ -	\$ 4,809,548	\$ 1,168,439	\$ 636,344	\$ 10,034,416	\$ 19,921,487
TREASURY FRANCHISE FUND/ADMINISTRATIVE SERVIC	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,586,180	\$ 14,586,180
TREASURY FRANCHISE FUND/INFORMATION TECHNOL	\$ 1,067,735	\$ -	\$ 1,213,134	\$ 1,375,767	\$ 123,141	\$ -	\$ 3,779,777
TREASURY FRANCHISE FUND/SHARED SERVICES PROGR	\$ 441,027	\$ 95,892	\$ 1,410,233	\$ 263,494	\$ 16,772	\$ 6,052,292	\$ 8,279,710
TREASURY INSPECTOR GENERAL FOR TAX ADMINISTRA	\$ 611,638	\$ -	\$ 1,790,076	\$ 758,277	\$ 460,581	\$ -	\$ 3,620,572
TRUST FUND - BLACK LUNG DISABILITY	\$ 141,706	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 141,706

TRUST FUND - FEDERAL DISABILITY	\$ 367,130	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 367,130
TRUST FUND - FEDERAL HOSPITAL INSURANCE	\$ 411,128	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 411,128
TRUST FUND - FEDERAL OLD AGE & SURVIVORS	\$ 367,130	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 367,130
TRUST FUND - FEDERAL SUPPLEMENT INSURANCE	\$ 416,516	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 416,516
TRUST FUND - OIL SPILL LIABILITY	\$ 96,859	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 96,859
TRUST FUND - UNEMPLOYMENT	\$ 576,406	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 576,406
UNITED STATES MINT	\$ 8,412,927	\$ -	\$ 3,199,802	\$ 1,793,417	\$ 217,879	\$ -	\$ 13,624,025
US COURT OF APPEALS FOR VETERANS	\$ 268,821	\$ -	\$ -	\$ 6,761	\$ 12,655	\$ -	\$ 288,237
USDA FOOD AND NUTRITION	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 891,243	\$ 891,243
USDA FOREST SERVICE	\$ 120,264	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,264
USDA OCIO INTERNATIONAL TECHNOLOGY SERVICES	\$ -	\$ -	\$ 1,297,067	\$ -	\$ -	\$ -	\$ 1,297,067
USDA OFFICE OF INSPECTOR GENERAL	\$ -	\$ -	\$ 145,022	\$ -	\$ -	\$ -	\$ 145,022
Total	\$78,589,554	\$ 2,965,105	\$ 49,605,335	\$ 19,597,557	\$ 13,010,922	\$ 197,004,054	\$ 360,772,527

1/ ARC bills all customers for services, including ARC Admin, ARC IT, and SSP. Costs are initially billed and collected from ARC Admin, ARC IT, and SSP customers.

Note: The small variance in the following tables is due to transaction posting timing. The 1.1 table represents BFY2018 revenue and the appendix table reflects customers actuals during 2018. Collections may be posted outside of the fiscal year, October 1st through September 30th timeframe.

