

Department of the Treasury  
Treasury Franchise Fund

Congressional Budget  
Justification and Annual  
Performance Plan and Report

FY 2022

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## **Section I – Budget Request**

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### **A – Mission Statement**

To 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 service, efficient operations, openness to change, and values-based behavior. The TFF achieves cost savings leveraging economies of scale which promote efficient use of resources by shared service providers.

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 shared service 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.

The TFF FY 2022 Congressional Budget Justification reflects revised estimates for FY 2021 along with new funding estimates for FY 2022. The revised estimates in FY 2021 for ARC Administration (Admin) includes an operations and maintenance costs increase to support an expanded customer base. The revised estimates will also support ARC Information Technology's (IT) continued modernization efforts of the bureau's IT infrastructure and technology service delivery (to include cloud adoption and low-code platform solutions), implementing enterprise-scale foundational and common technology services, and continuing to enhance IT portfolio management practices and the cybersecurity posture across the enterprise. The Centralized Treasury Administrative Services (CTAS) programs will reduce the FY 2021 operating levels to more accurately reflect the level of administrative support services provided for the Foreign Investment Risk Review Modernization Act (FIRRMA) initiatives, Departmental Offices (DO) Salaries and Expenses and Terrorism and Financial Intelligence offices.

In FY 2022, the Treasury Shared Services programs (TSSP) will continue to support efforts in cybersecurity with the additional operations and maintenance costs transferred for initiatives developed under the Cybersecurity Enhancement Account (CEA). These cybersecurity initiatives will be deployed and implemented as a shared service provided to the Department of the Treasury (Treasury) bureaus. TSSP will also focus on system modernization investments, IT reporting through Technology Business Management (TBM) and continuous improvement of baseline level services support.

In FY 2022, the US Department of Agriculture (USDA) customers are expected begin transitioning to ARC for financial management (FM) services. In addition, ARC will continue to progress through a strategic project to continue simplifying customer FM services, increase customer FM maturity and public trust, maximize ARC value, and further emphasize laws, regulations, and federal mandates. These initiatives will allow agencies to focus on mission activities and ensure cost sharing opportunities are accessible.

## 1.1 – Resource Detail Table

Dollars in Thousands

Treasury Franchise Fund	FY 2020		FY 2021		FY 2022		FY 2021 to FY 2022			
Budgetary Resources	Actuals		Revised Estimate		Estimate		Change		% Change	
	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT
<b>Revenues/Offsetting Collections</b>										
Treasury Shared Services Program		287,914		299,891		314,318		14,427		4.8%
Centralized Treasury Administrative Services		166,591		135,203		146,043		10,840		8.0%
Administrative Services		188,832		177,925		201,008		23,083		13.0%
Information Technology Services		195,408		193,003		195,710		2,707		1.4%
Recovery from Prior Years		9,472		24,016		22,815		(1,201)		-5.0%
Unobligated Balances from Prior Years		211,208		210,629		193,244		(17,385)		-8.3%
<b>Total Revenues/Offsetting Collections</b>		<b>\$1,059,425</b>		<b>\$1,040,667</b>		<b>\$1,073,138</b>		<b>\$32,471</b>		<b>3.1%</b>
<b>Expenses/Obligations</b>										
Treasury Shared Services Program	252	284,298	269	299,891	269	314,318	0	14,427	0.0%	4.8%
Centralized Treasury Administrative Services	161	121,771	197	135,203	197	145,848	0	10,645	0.0%	7.9%
Administrative Services	1,152	220,180	1,171	194,856	1,236	211,308	65	16,452	5.6%	8.4%
Information Technology Services	504	222,547	517	217,473	517	221,670	0	4,197	0.0%	1.9%
<b>Totals Expenses/Obligations</b>	<b>2,069</b>	<b>\$848,796</b>	<b>2,154</b>	<b>\$847,423</b>	<b>2,219</b>	<b>\$893,144</b>	<b>65</b>	<b>\$45,721</b>	<b>3.0%</b>	<b>5.4%</b>
<b>Net Results</b>	<b>2,069</b>	<b>\$210,629</b>	<b>2,154</b>	<b>\$193,244</b>	<b>2,219</b>	<b>\$179,994</b>	<b>65</b>	<b>(\$13,250)</b>	<b>3.0%</b>	<b>-6.9%</b>

\*The Financial Management Administrative Support Service and Shared Services Programs, as denoted in the President's budget is also referred to as the Administrative Services and Treasury Shared Services Program, respectively.

## 1.2 – Budget Adjustments Table

Dollars in Thousands

	FTE	Amount
<b>FY 2021 President's Budget Estimate</b>	<b>2,112</b>	<b>\$869,321</b>
<b>Adjustments to FY 2021 President's Budget</b>	<b>42</b>	<b>(21,898)</b>
Administrative Initiatives Adjustments (CTAS)	0	(27,059)
Increased Personnel Resources/IT Support (ARC Admin/IT)	42	5,161
<b>FY 2021 Revised Estimate</b>	<b>2,154</b>	<b>\$847,423</b>
<b>Changes to Base:</b>		
Maintaining Current Levels (MCLs):		20,192
Pay Annualization (1.0% average pay raise)		667
Pay Raise (2.7% average pay raise)		5,420
FERS Contribution Increase		2,058
Non-Pay		12,047
Subtotal Changes to Base	0	20,192
<b>FY 2022 Current Services</b>	<b>2,154</b>	<b>\$867,615</b>
<b>Program Changes:</b>		
Program Increases:	65	25,529
Cybersecurity Enhancement Account (CEA) Operations and Maintenance (TSSP)	0	5,254
Systems Modernization and Program Support (TSSP)	0	2,108
Continuous Diagnostic and Mitigation (CDM) Licenses (TSSP)	0	1,184
Systems Modernization (CTAS)	0	5,662
Electric Vehicles and Associated Infrastructure (CTAS)	0	304
Customer Growth (ARC Admin)	35	6,017
FSSP Consolidation (ARC Admin)	30	5,000
<b>Subtotal Program Changes</b>	<b>65</b>	<b>\$25,529</b>
<b>Total FY 2022 Estimate</b>	<b>2,219</b>	<b>\$893,144</b>

**C – Budget Increases and Decreases Description**

**FY 2021 Adjustments..... -\$21,898,000/ +42 FTE**

Centralized Treasury Administrative Services (CTAS) -\$27,059,000 / -0 FTE

In FY 2021, the adjustments for administrative support include the following:

Administrative Support Reduction for FIRRMA -\$20,632,000 / -0 FTE

Reductions to the planned level of administrative support resulting in a decrease to administrative costs necessary to support the Foreign Investment Risk Review Modernization Act (FIRMMA) initiatives:

- Case management (-\$13,378,000)
- Facilities (-\$4,800,000)
- Personnel (-\$2,454,000)

DO and TFI -\$6,427,000, / -0 FTE

Reductions in administrative support for DO that were realized in FY 2020 and carry through to FY 2021. This includes reduced level of support for initiatives within DO Salaries and Expenses and the Office of Terrorism and Financial Intelligence (TFI).

Increased Personnel Resources/IT Support (ARC Admin/IT) +\$5,161,000 / +42 FTE

In FY 2021, the adjustments for the ARC Admin and IT budgets include the following:

ARC Admin +\$4,684,000 / +29 FTE

Revised FY 2021 estimates includes adjustments for human resources staffing required to meet critical workforce demands of customers. Without these resources, customers will experience delays in hiring, impacting mission success.

ARC IT +\$477,000 / +13 FTE

In FY 2021, new service offerings and systems were added, offset by the transition of the Oracle hosting contract to ARC Admin. The increase will support technology modernization, implementation of an on-premise cloud environment, and increased investment in Cyber Security measures that will protect the National Critical Financial Infrastructure.

**Maintaining Current Levels (MCLs)..... +\$20,192,000 / +0 FTE**

Pay Annualization (1.0%) +\$667,000 / +0 FTE:

Funds are required for annualization of the January 2021 1.0% average pay raise.

Pay Raise (2.7% in 2022) +\$5,420,000 / +0 FTE:

Funds are required for a 2.7% average pay raise in January 2022.

FERS Contribution Increase +\$2,058,000 / +0 FTE

Funds are required for the Federal Employee Retirement System (FERS) contribution rates effective FY 2022.

Non-Pay +\$12,047,000 / +0 FTE

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

**Program Increases..... +\$25,529,044 / +65 FTE**  
Cybersecurity Enhancement Account (CEA) Operations and Maintenance (O&M) (TSSP)  
+\$5,253,742 / +0 FTE

Treasury will increase TSSP by \$5.26 million to support the transition of the operations and maintenance costs from CEA investments to TSSP. The total FY 2022 estimated spending transitioned into TSSP since FY 2020 will be \$16.48 million including this increase. The FY 2022 increase will support the operations and maintenance costs for the following initiatives:

- Fiscal Service Trusted Internet Connection (TIC) (+\$3,622,676)
- Treasury Identity Enterprise Services (+\$857,000)
- Treasury Secured Data Network (+\$592,226)
- Threat Hunting Analysis (+\$181,840)

Systems Modernization and Program Support (TSSP) +2,108,498 / +0 FTE

Treasury will increase spending to support the system modernization and enhancements across TSSP programs to include:

- O&M costs for the TBM tool that was implemented in FY 2021 (+\$1,198,000)
- Enterprise Data Management Cloud Support (+\$581,250)
- Automation of the change management process (+\$374,248)
- Enhancements for the Equal Employment Opportunity complaint tracking system (+\$336,000)

Continuous Diagnostic and Mitigation (CDM) Licenses (TSSP) +\$1,184,000 / +0 FTE

The FY 2022 increase in costs for CDM licenses is \$1.184 million for Phase II in support of the CEA O&M initiatives transitioning into TSSP. These licenses are provided by the Department of Homeland Security (DHS) with the costs allocated to the Treasury bureaus through the TSSP. The CDM Program enhances the overall security posture of the Federal Government by providing Federal agencies with capabilities to monitor vulnerabilities and threats to their networks in near real-time. This increased situational awareness allows agencies to prioritize actions to mitigate or accept cybersecurity risks based on an understanding of the potential impacts to their mission. Total spending for FY 2022 is estimated at \$13.284 million.

Systems Modernization (CTAS) +\$5,662,000 / +0 FTE

IT Modernization investment of \$5.7 million will support increase spending for critical lifecycle upgrades and enhancements to modernize the DO IT infrastructure and IT server replacements. The following projects are included in this initiative:

- *End User Equipment Lifecycle* – Asset refresh of end of life end equipment (i.e., laptops, desktops, zero clients, etc.) and migrate service
- *Telework Workforce Enhancements* – Hardware and software hardware/software to support efficiency and mission achievement in telework paradigm.
- *Video Teleconferencing* – Increased software licenses, support and services for DO web conferencing
- *Managed Remote Access* - Transition from government owned and operated to managed service remote access for DO user community
- *Managed Desktop/Virtual Desktop Infrastructure (VDI)* - Transition from government owned and operated virtual desktop infrastructure to managed service
- *IT Server Replacement* - In FY 2022, Treasury will replace IT servers that have reached end

of life. These servers support majority of IT operations and the daily workload within DO. By FY 2022, over 120 of these critical servers will no longer receive vendor support and will no longer receive updates, which put critical IT components at risk of failure or breach. Cloud migration assessments for these servers have been conducted and results have helped to identify servers that can be moved to the cloud and replacement servers that support workloads not yet cloud ready. Re-capitalization of servers represents the majority of costs incurred, in addition to additional anticipated operational expenses associated with cloud computing.

Electric Vehicle Fleet Management (CTAS) +\$304,000 / +0 FTE

In accordance with Executive Order (E.O.) 14008, “Tackling the Climate Crises at Home and Abroad”, Treasury will support the Administration’s priority to develop a comprehensive plan to create good jobs and stimulate clean energy industries by revitalizing the Federal Government’s sustainability efforts. This includes Treasury’s commitment to use all available procurement authorities to augment its Departmentwide fleet management program with a continued focus on the purchase and/or leasing of electric vehicles (EV) and its essential infrastructure.

Currently, DO has a total of 14 vehicles in its fleet, five are EVs. In FY 2022, this investment of \$304,000 will fund the full conversion of its fleet and the purchase, installation, maintenance, and/or upgrade of infrastructure required to maintain an EV fleet management program.

Customer Growth (ARC Admin) +\$6,017,000 / +35 FTE

Increase reflects operations and maintenance costs and provides cost sharing and avoidance opportunities for both the new and current agencies supported by ARC. In FY 2021, ARC expanded services with Corporation for National and Community Service (CNCS) and the Special Inspector General for Pandemic Recovery (SIGPR). In FY 2022, ARC will expand supported shared services transitions for the Office of Personnel Management (OPM) and limited new services to the Federal Emergency Management Administration (FEMA).

Financial Shared Service Provider (FSSP) Consolidation (ARC Admin) +\$5,000,000 / +35 FTE

In FY 2021, portions of USDA’s shared service customer base will be merged into ARC operations as USDA is planning to discontinue their shared services operations in response to OMB M-19-16. ARC plans to maintain financial management services for current USDA and General Services Administration (GSA) customers.

### 1.3 – Object Classification (Schedule O) Obligations

Dollars in Thousands

Object Classification	FY 2020 Actual Obligations	FY 2021 Revised Estimated Obligations	FY 2022 Estimated Obligations
11.1 - Full-time permanent	178,024	185,193	192,824
11.3 - Other than full-time permanent	1,023	998	1,036
11.5 - Other personnel compensation	7,075	5,258	5,487
<b>11.9 - Personnel Compensation (Total)</b>	<b>186,122</b>	<b>191,449</b>	<b>199,347</b>
12.0 - Personnel benefits	65,752	70,262	72,118
<b>Total Personnel and Compensation Benefits</b>	<b>\$251,874</b>	<b>\$261,711</b>	<b>\$271,464</b>
21.0 - Travel and transportation of persons	498	1,399	1,069
22.0 - Transportation of things	47	5	5
23.1 - Rental payments to GSA	30,438	32,328	33,200
23.2 - Rental payments to others	50	544	543
23.3 - Communication, utilities, and misc charges	79,340	87,103	88,492
24.0 - Printing and reproduction	148	268	243
25.1 - Advisory and assistance services	170,393	120,969	126,887
25.2 - Other services from non-Federal sources	33,957	31,017	31,912
25.3 - Other goods and services from Federal sources	144,287	147,544	155,220
25.4 - Operation and maintenance of facilities	45	2,446	2,448
25.7 - Operation and maintenance of equip	84,084	114,425	128,168
26.0 - Supplies and materials	3,296	2,857	3,022
31.0 - Equipment	46,491	43,770	49,434
32.0 - Land and structures	2,989	1,037	1,037
44.0 - Refunds	859	0	0
<b>Total Non-Personnel</b>	<b>\$596,922</b>	<b>\$585,712</b>	<b>\$621,680</b>
<b>New Budgetary Resources</b>	<b>\$848,796</b>	<b>\$847,423</b>	<b>\$893,144</b>
<b>FTE</b>	<b>2,069</b>	<b>2,154</b>	<b>2,219</b>

\*Amounts include all budgetary resources.

### D – Appropriations Language and Explanation of Changes

The TFF receives no annually appropriated resources from Congress.

### E – Legislative Proposals

The TFF does not have legislative proposals.



## Section II – Annual Performance Plan and Report

### A – Strategic Alignment

#### Alignment with the Treasury Strategic Plan

In accordance with the *Government Performance and Results Act Modernization Act (GPRAMA)* of 2010, the Department of the Treasury is currently developing the FY 2022 – 2026 Departmental Strategic Plan. The Strategic Plan is scheduled for publication in 2022. The Annual Performance Plan will be updated in the FY 2023 President’s Budget to reflect new departmental strategic goals and objectives.

The TFF is well positioned in FY 2022 to be a key federal resource. The TFF service providers aim to enhance federal mission effectiveness through increased use of cloud-based solutions, reduce cybersecurity risks, and build a modern Information Technology (IT) workforce. The TFF emphasizes this through a standardized “build once, use many” service model with a focus on providing economies of scale enabling agencies to concentrate on mission critical activities.

### B – Budget and Performance by Budget Activity

#### 2.1.1 – Treasury Shared Services Program Resources and Measures

Dollars in Thousands

Resource Level	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Expenses/Obligations	229,070	235,811	241,845	235,515	284,298	299,891	314,318
<b>Budget Activity Total</b>	<b>\$229,070</b>	<b>\$235,811</b>	<b>\$241,845</b>	<b>\$235,515</b>	<b>\$284,298</b>	<b>\$299,891</b>	<b>\$314,318</b>
<b>Full-time Equivalents (FTE)</b>	<b>228</b>	<b>235</b>	<b>234</b>	<b>225</b>	<b>252</b>	<b>269</b>	<b>269</b>

\*The FY 2016 - FY 2020 columns represent realized resources for full-time equivalents, reimbursables, and user fees.

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2020 Target	FY 2021 Target	FY 2022 Target
Average Cost per FTE	N/A	N/A	N/A	1,463.5	1,719.4	1,460.0	1,580.3	1,710.5
Annual Effective Spend Rate	N/A	N/A	N/A	97.1	98.4	96.0	96.0	96.0
Customer Satisfaction	N/A	N/A	N/A	75.0	90.0	80.0	80.0	80.0

#### Treasury Shared Services Programs Budget and Performance

(\$314,318,000 from offsetting collections):

Treasury Shared Services Programs (TSSP) provides administrative and information technology services on a competitive basis, and also delivers outstanding customer service. TSSP supports the goals and objectives for the current Treasury Strategic Plan by allowing customers to maximize their operations support resources and the benefit from centralized approaches to program support and administration.

#### Description of Performance

TSSP measures focus on customer satisfaction and the value proposition of the services provided.

The Current TSSP performance measures are:

- Average Cost per FTE
- Annual Effective Spend Rate
- Customer Satisfaction

In order to provide greater transparency into the value proposition of shared services, the average cost per FTE and annual effective spend rate measures have been identified as measures to demonstrate the value. As agencies budgets shrink, it becomes increasingly important to demonstrate clear insight into the current cost of shared services and to help customers assess the cost efficiency benefits of the shared approach.

The annual effective spend rate provides insight to the financial management and oversight of the program. It measures how much of the resources collected from customers are being obligated for service delivery in the fiscal year. This measure captures the efficient use of resources by the service providers. In FY 2020, 98.4 percent of the funds collected from customers for the shared services was obligated which was above the 96 percent target rate set for the fiscal year. The target will remain at 96 percent for FY 2021 and FY 2022.

In FY 2020, the survey results yielded a 90 percent overall customer satisfaction rating which is up from 75 percent in the prior year for services provided through the TSSP. Strategic partnership with TSSP governance councils, meeting monthly with Treasury budget directors and the use of the TSSP Roadshows provides expanded customer engagement opportunities to the various stakeholders to better communicate the expected changes to program budgets and the impact to their upcoming service level agreements. This level of transparency has contributed to the higher rating. The target for this measure is set at 80 percent for both FY 2021 and 2022.

### 2.1.2 – Centralized Treasury Administrative Services Resources and Measures

Dollars in Thousands

Resource Level	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Expenses/Obligations	NA	NA	NA	136,565	122,034	135,203	145,848
<b>Budget Activity Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$136,565</b>	<b>\$122,034</b>	<b>\$135,203</b>	<b>\$145,848</b>
<b>Full-time Equivalents (FTE)</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>196</b>	<b>161</b>	<b>197</b>	<b>197</b>

\*The FY 2016 - FY 2020 columns represent realized resources for full-time equivalents, reimbursables, and user fees.

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2020 Target	FY 2021 Target	FY 2022 Target
Annual Effective Spend Rate	N/A	N/A	N/A	97.8	94.3	96.0	96.0	96.0
Customer Satisfaction	N/A	N/A	N/A	75.0	75.0	80.0	80.0	80.0

### Centralized Treasury Administrative Services Budget and Performance

*(\$145,848,000 from offsetting collections):*

The Centralized Treasury Administrative Services (CTAS) program 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.

## Description of Performance

FY 2019 was the first year of inclusion CTAS program into the TFF. CTAS has identified the following performance measures:

- Annual Effective Spend Rate
- Customer Satisfaction

In FY 2020, the annual effective spend rate was 94.3 percent, which was slightly below the set target rate of 96 percent. The customer satisfaction rate was baselined in FY 2019. Results from a survey released in FY 2020, garnered a 75 percent satisfaction rating for the overall program.

The targets set for the annual effective spend rate and customer satisfaction measures are mirrored after the TSSP target to maintain consistency in overall financial management of the two shared services providers within Departmental Offices. The targets set in both FY 2021 and 2022 is 96 and 80 percent, for the annual effective spend rate and customer satisfaction measures respectively.

### 2.1.3 – Administrative Services Resources and Measures

Dollars in Thousands

Resource Level	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Expenses/Obligations	156,869	157,284	150,876	170,184	220,180	194,856	211,308
<b>Budget Activity Total</b>	<b>\$156,869</b>	<b>\$157,284</b>	<b>\$150,876</b>	<b>\$170,184</b>	<b>\$220,180</b>	<b>\$194,856</b>	<b>\$211,308</b>
<b>Full-time Equivalents (FTE)</b>	<b>936</b>	<b>988</b>	<b>957</b>	<b>988</b>	<b>1152</b>	<b>1,171</b>	<b>1,236</b>

The FY 2016 - FY 2020 columns represent realized resources for full-time equivalents, reimbursables, and user fees.

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2020 Target	FY 2021 Target	FY 2022 Target
Customer Unmodified Audit Opinions [%]	NA	NA	100	100	100	100	100	100
Percentage of shared services service level agreement performance metrics met or exceeded [%]	NA	NA	NA	89.4	86.7	94.0	94.0	94.0
Customer Satisfaction with ARC Admin Services [%]	NA	NA	NA	93.2	90.4	80.0	80.0	80.0

### Administrative Services Budget and Performance

(\$211,308,000 from offsetting collections):

ARC, as a critical strategic partner to OMB and Treasury, 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 provides administrative services in the areas of financial management, human resources, procurement, and travel to our Federal customers to support core business activities. ARC's services allow agencies to focus on their missions and avoid redundancies within administrative operations, creating cost avoidance across the Federal government, including more than \$100,000,000 in FY 2020. Using shared services reduces the need for Treasury to maintain

duplicative financial management systems, thereby promoting efficiency and cost savings while enhancing the quality, timeliness, and accuracy of financial management processes. ARC and Fiscal Service continue to focus on financial innovation and transformation.

Description of Performance:

In FY 2020, ARC continues to receive strong customer satisfaction scores, with 90.4 percent of customers being satisfied with ARC Administrative Services. ARC service lines of Financial Management, Human Resources, and Procurement all improved with their customer satisfaction percentages from 2019 to 2020.

In FY 2020, ARC received 17 consecutive unmodified opinions on franchise operations and supported 31 customer clean audits meeting its performance target of 100 percent of customer unmodified audit opinions. ARC continues to gain public confidence in federal stewardship, operations, and accuracy of information shared through transparency information by meeting this metric consistently year after year.

ARC supported the Coronavirus Aid, Relief, and Economic Security Act (CARES) by processing over 4,800 payments providing relief to taxpayers, American industry and small businesses and relief for state, local, and Tribal governments. Additionally, during the pandemic, ARC was able to continue hiring, implemented CARES Act employee benefits, and worked with regulatory agencies to adjust processes requiring non-digital signatures such as retirement packages. ARC continued to streamline its processes by implementing 66 robotic process automation bots into production, resulting in a cost avoidance of over \$1.5 million and 10.75 FTE.

In FY 2021 and FY 2022, ARC is committed to Financial Management Quality Service Management Office (FM QSMO) readiness, continuing improvements to customer experience, increasing the number of streamlined processes, meeting or exceeding service level agreement metrics, using technology and automation to reduce manual work and provide increased economies of scale, and further improving the efficiency and effectiveness of its services.

## 2.1.4 – Information Technology Resources and Measures

Dollars in Thousands

Resource Level	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
	Actual	Actual	Actual	Actual	Actual	Estimate	Estimate
Expenses/Obligations	192,877	195,441	197,009	179,631	222,547	217,473	221,670
<b>Budget Activity Total</b>	<b>192,877</b>	<b>195,441</b>	<b>197,009</b>	<b>179,631</b>	<b>222,547</b>	<b>217,473</b>	<b>221,670</b>
<b>Full-time Equivalents (FTE)</b>	<b>499</b>	<b>493</b>	<b>465</b>	<b>465</b>	<b>504</b>	<b>517</b>	<b>517</b>

\*The FY 2016 - FY 2020 columns represent realized resources for full-time equivalents, reimbursables, and user fees

Measure	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2020	FY 2021	FY 2022
	Actual	Actual	Actual	Actual	Actuals	Target	Target	Target
Fiscal IT Hosting – Percentage of Time Service is Operational (Uptime Excluding Planned Maintenance)	99.8	99	99.8	99.6	99.9	99.0	Disc	Disc
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 [#]	1	2	1	1	3	2	Disc	Disc
Percentage of POA&Ms Scheduled for closure in last 30 days - closed early or on time	N/A	69.6	90.0	N/A	N/A	Disc	Disc	Disc
Percentage of IT Portfolio (TFF) Software and Hardware Currency	N/A	N/A	N/A	N/A	N/A	N/A	B	
Percentage of On-Premise Target Service Level Agreements Met	N/A	N/A	N/A	N/A	N/A	N/A	B	

\*B- Baseline; Disc- Discontinued

### Information Technology Services Budget and Performance

(\$221,670,000 from offsetting collections):

ARC Information Technology Services (ARC IT) provides shared services to a variety of federal customers, delivering value through consolidated IT infrastructures and standardized IT service delivery in a modern, technically innovative, and secure environment.

#### Description of Performance:

In FY 2020, ARC IT exceeded its hosting performance target, percentage of time service is operational (uptime excluding planned maintenance), with 99.9 percent uptime. As modernization efforts advance within the Bureau, high availability (measured as percent uptime) proves to be crucial to perform the Bureau's functions. ARC IT also achieved its target by having 2 engagements in strategic sourcing. These engagements allow the Bureau to realize certain economies of scale through leveraging shared services and Treasury-wide contracts.

In FY 2021, ARC IT plans to continue modernizing the integration and delivery of technology solutions. ARC IT will implement an enterprise hosting strategy to provide a coordinated, standardized, and optimized set of platforms across multiple environments; implement a network architecture strategy to include Trusted Internet Connections migrations to co-location data centers, software defined networking, and redesign Wide Area Network; conduct a modernization study with the IT Hosting customers to determine a path forward for aging mainframe applications; and define a common, enterprise approach to provide access to data through Application Program Interfaces.

### C – Changes in Performance Measures

The following are the proposed changes in the TFF performance measures:

Current Performance Measures	New Proposed Performance Measures
Fiscal IT Hosting – Percentage of Time Service is Operational (Uptime Excluding Planned Maintenance)	Percentage of IT Portfolio (TFF) Software and Hardware Currency (Measure) Indicates the percentage of IT portfolio Treasury Franchise Fund (TFF) software and hardware that has current vendor support and are not end-of-life
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.	Percentage of on-premise target service level agreements met (Measure) Indicates the percentage of service level agreement targets that are met or exceeded, where on-premise is defined by the technology infrastructure housed and managed onsite in ARC IT locations.

### D – Evidence-Building Activity

As the shared services landscape evolves and expands to support the widening needs across the federal government, the TFF shifts to evidence based decision making for the management and oversight of the services provided. Using the policy analysis approach, the TFF issued a customer satisfaction survey for FY 2020 to a wide range of customers both internal and external. The TFF worked with the Office of Strategic Planning and Performance Improvement to develop a well-rounded survey tool that would give customers the opportunity to provide detailed feedback. Overall, the feedback was positive with TFF receiving an 85.1 percent satisfaction rating (average is based on results from TSSP, CTAS, and ARC FY 2020 surveys).

The feedback received from the survey will give much needed insight that can be used by fund’s oversight body to have more substantive conversations with service providers to focus on the following:

- Transparency efforts
- Customer engagement efforts
- Optimal service delivery model

The TFF will continue to pursue the use of evidence and data necessary to make critical decisions about program operations, policies and the overall management of the shared services programs. Additionally, refer to the Executive Summary for a discussion of Treasury-wide evidence-building functions.

## **Section III – Additional Information**

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

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 121 of the FY 2021 Financial Services and General Government appropriations bill.

### Treasury Franchise Fund – Treasury Shared Services Programs, FY 2020 Total Charges by Customer

FY 2020 TSSP Customers	Enterprise Business Solutions	Infrastructure Operations	Cybersecurity	IT Strategy and Technology Management	Non-Information Technology Services	Total
Alcohol Tobacco Tax and Trade Bureau	\$ 297,383.16	\$ 589,629.08	\$ 14,437.26	\$ 15,583.31	\$ 591,640.54	\$ 1,508,673.36
Bureau of Printing and Engraving	\$ 617,783.17	\$ 3,509,865.76	\$ 51,261.04	\$ 55,330.22	\$ 1,297,732.76	\$ 5,531,972.95
Bureau of the Fiscal Service	\$ 1,511,897.57	\$ 533,151.92	\$ 59,385.65	\$ 64,099.77	\$ 2,134,469.90	\$ 4,303,004.80
Consumer Financial Protection Bureau	\$ 430,099.27	\$ -	\$ -	\$ -	\$ 97,257.69	\$ 527,356.96
DHS - Immigration & Customs Enforcement	\$ -	\$ -	\$ -	\$ -	\$ 68,390.78	\$ 68,390.78
DHS Office of Inspector General	\$ -	\$ -	\$ -	\$ -	\$ 8,484.81	\$ 8,484.81
DHS Customs and Immigration Service	\$ -	\$ -	\$ -	\$ -	\$ 44,465.75	\$ 44,465.75
DHS Headquarters	\$ -	\$ -	\$ -	\$ -	\$ 98,265.84	\$ 98,265.84
DHS U.S. Secret Service	\$ 1,187,434.58	\$ -	\$ -	\$ -	\$ 101,239.51	\$ 1,288,674.10
Departmental Offices - CARES Administrative/Operations	\$ 2,254,078.66	\$ -	\$ -	\$ -	\$ 68,531.22	\$ 2,322,609.88
Community Development Financial Institutions Fund	\$ 103,943.79	\$ 257,915.16	\$ 2,045.77	\$ 2,208.16	\$ 430,794.70	\$ 796,907.57
DC Pensions	\$ 25,491.10	\$ 64,988.23	\$ 496.83	\$ 536.27	\$ 76,187.59	\$ 167,700.01
Departmental Offices - Economic Stabilization Fund	\$ 1,793,400.34	\$ -	\$ -	\$ -	\$ 1,093,215.48	\$ 2,886,615.82
Federal Financing Bank	\$ 29,918.51	\$ 479,684.93	\$ 350.70	\$ 378.54	\$ 126,095.84	\$ 636,428.53
Financial Stability Oversight Council	\$ 285,725.55	\$ 208,024.90	\$ 379.93	\$ 410.09	\$ 91,451.99	\$ 585,992.46
Treasury Office of Financial Research	\$ 265,677.04	\$ 5,265,743.70	\$ 2,980.97	\$ 3,217.61	\$ 465,853.16	\$ 6,003,472.48
Treasury Office of Financial Stability	\$ 520,139.21	\$ 51,757.18	\$ 526.05	\$ 567.81	\$ 748,379.36	\$ 1,321,369.62
Treasury Office of Technical Assistance	\$ 18,033.62	\$ 69,966.70	\$ 350.70	\$ 378.54	\$ 169,607.94	\$ 258,337.51
Small Business Lending Fund Administration	\$ 4,089.73	\$ 8,363.23	\$ 204.58	\$ 220.82	\$ 110,343.87	\$ 123,222.23
Treasury Departmental Offices Salaries and Expenses	\$ 15,274,250.65	\$ 2,833,445.21	\$ 24,607.64	\$ 26,561.03	\$ 3,771,910.40	\$ 21,930,774.92
Treasury Executive Office of Asset Forfeiture	\$ 2,226,699.40	\$ 102,600.76	\$ 672.18	\$ 725.54	\$ 172,297.13	\$ 2,502,995.01
Departmental Offices - Terrorism and Financial Intelligence	\$ 2,123,015.44	\$ 2,001,866.39	\$ 14,232.68	\$ 15,362.49	\$ 1,310,682.29	\$ 5,465,159.30
Treasury Terrorism Risk Insurance Program	\$ 1,468.39	\$ 3,112.49	\$ 29.23	\$ 31.55	\$ 36,714.87	\$ 41,356.53
Department of Commerce	\$ 9,777,507.25	\$ -	\$ -	\$ -	\$ 436,608.48	\$ 10,214,115.73
DOC - National Oceanic & Atmosphere Administration	\$ -	\$ -	\$ -	\$ -	\$ 34,589.51	\$ 34,589.51
DOC - International Trade Administration	\$ -	\$ -	\$ -	\$ -	\$ 18,437.64	\$ 18,437.64
DOD - Defence Security Corporation Agency	\$ -	\$ -	\$ -	\$ -	\$ 71,543.94	\$ 71,543.94
DOD - U.S. Air Force	\$ -	\$ -	\$ -	\$ -	\$ 140,670.86	\$ 140,670.86
Department of Energy	\$ -	\$ -	\$ -	\$ -	\$ 3,946.94	\$ 3,946.94
Department of Interior	\$ 98,345.55	\$ -	\$ -	\$ -	\$ 4,207.19	\$ 102,552.74
DOJ - Drug Enforcement Agency	\$ -	\$ -	\$ -	\$ -	\$ 46,216.88	\$ 46,216.88
DOJ - Executive Office of Immigration Review	\$ -	\$ -	\$ -	\$ -	\$ 8,839.41	\$ 8,839.41
DOJ - U.S. Marshal Service	\$ -	\$ -	\$ -	\$ -	\$ 28,878.95	\$ 28,878.95
DOJ Alcohol Tobacco Firearms and Explosives	\$ 819,244.60	\$ -	\$ -	\$ -	\$ 73,699.71	\$ 892,944.31
Department of Labor	\$ 2,986,499.63	\$ -	\$ -	\$ -	\$ 144,908.98	\$ 3,131,408.60
DOL - Bureau of Labor Statistics	\$ -	\$ -	\$ -	\$ -	\$ 12,666.51	\$ 12,666.51
DOL - Office of the Inspector General	\$ -	\$ -	\$ -	\$ -	\$ 6,584.01	\$ 6,584.01
DOT-Build America Bureau	\$ -	\$ -	\$ -	\$ -	\$ 14,397.12	\$ 14,397.12
DOT - Federal Transit Agency	\$ -	\$ -	\$ -	\$ -	\$ 9,999.31	\$ 9,999.31
Department of Education	\$ -	\$ -	\$ -	\$ -	\$ 509,204.94	\$ 509,204.94
Export Import Bank-Office of the Inspector General	\$ -	\$ -	\$ -	\$ -	\$ 2,633.60	\$ 2,633.60
Environmental Protection Agency	\$ -	\$ -	\$ -	\$ -	\$ 188,993.28	\$ 188,993.28
Federal Communications Commission	\$ 48,573.20	\$ -	\$ -	\$ -	\$ 2,035.99	\$ 50,609.19
Federal Deposit Insurance Corporation	\$ 22,647.18	\$ 96,000.00	\$ -	\$ -	\$ 4,337.47	\$ 122,984.65
Federal Emergency Management Agency	\$ -	\$ -	\$ -	\$ -	\$ 52,214.19	\$ 52,214.19
Federal Housing Finance Agency	\$ -	\$ -	\$ -	\$ -	\$ 32,920.03	\$ 32,920.03
Financial Crimes Enforcement Network	\$ 108,534.40	\$ 1,302,299.58	\$ 7,890.81	\$ 8,517.19	\$ 336,044.44	\$ 1,763,286.42
Government Accountability Office	\$ 600,210.77	\$ -	\$ -	\$ -	\$ 26,470.96	\$ 626,681.73
General Service Administration	\$ -	\$ -	\$ -	\$ -	\$ 68,876.46	\$ 68,876.46
HHS - Agency for Healthcare Research and Quality	\$ -	\$ -	\$ -	\$ -	\$ 2,630.83	\$ 2,630.83
HHS - Centers for Medicare and Medicaid Services	\$ -	\$ -	\$ -	\$ -	\$ 116,785.25	\$ 116,785.25
HHS- Headquarters	\$ -	\$ -	\$ -	\$ -	\$ 6,221.79	\$ 6,221.79
Housing and Urban Development	\$ 3,120,215.16	\$ -	\$ -	\$ -	\$ 199,343.63	\$ 3,319,558.79
HUD - Office of Inspector General	\$ 19,642.69	\$ -	\$ -	\$ -	\$ 2,794.80	\$ 22,437.48
Internal Revenue Service	\$ 30,995,893.25	\$ 89,818,073.63	\$ 2,347,808.21	\$ 2,534,180.67	\$ 32,354,117.32	\$ 158,050,073.08
Millennium Challenge Corporation	\$ -	\$ -	\$ -	\$ -	\$ 21,715.88	\$ 21,715.88
U.S. Mint	\$ 539,339.49	\$ 2,823,720.32	\$ 45,415.99	\$ 49,021.18	\$ 1,321,488.18	\$ 4,778,985.17
National Records and Archives Administration	\$ -	\$ -	\$ -	\$ -	\$ 25,674.85	\$ 25,674.85
National Transportation Safety Board	\$ -	\$ -	\$ -	\$ -	\$ 11,066.81	\$ 11,066.81



**Treasury Franchise Fund – Treasury Shared Services Programs, FY 2020 Total Charges by Customer (continued)**

FY 2020 TSSP Customers	Enterprise Business Solutions	Infrastructure Operations	Cybersecurity	IT Strategy and Technology Management	Non-Information Technology Services	Total
Office of the Comptroller of the Currency	\$ 3,482,635.23	\$ 1,746,326.64	\$ 107,081.21	\$ 115,581.48	\$ 1,953,446.47	\$ 7,405,071.03
Office of Government Ethics	\$ -	\$ -	\$ -	\$ -	\$ 2,634.99	\$ 2,634.99
Treasury Office of Inspector General	\$ 102,349.52	\$ 130,761.03	\$ 4,588.36	\$ 4,952.59	\$ 230,430.76	\$ 473,082.26
Office of Management and Budget	\$ -	\$ -	\$ -	\$ -	\$ 50,908.85	\$ 50,908.85
Peace Corps	\$ 135,826.55	\$ -	\$ -	\$ -	\$ 5,401.81	\$ 141,228.36
Small Business Administration	\$ 68,407.36	\$ -	\$ -	\$ -	\$ 48,716.70	\$ 117,124.06
Special Inspector General for Pandemic Relief	\$ 258,500.00	\$ 117,049.00	\$ -	\$ -	\$ 33,868.49	\$ 409,417.49
Special Inspector General for TARP	\$ 543,809.43	\$ 434,069.96	\$ 2,454.92	\$ 2,649.79	\$ 214,945.35	\$ 1,197,929.45
Centralized Treasury Administrative Services	\$ 1,065,138.84	\$ 1,450,481.25	\$ 5,406.67	\$ 5,835.86	\$ 472,988.01	\$ 2,999,850.62
TFF - Administrative Resources Center	\$ 1,410,102.21	\$ 4,354,073.36	\$ 110,115.86	\$ 39,305.27	\$ 744,671.22	\$ 6,658,267.92
Treasury Inspector General for Tax Administration	\$ 346,823.73	\$ 1,475,492.66	\$ 21,509.76	\$ 23,217.24	\$ 787,274.90	\$ 2,654,318.29
USAID	\$ 1,206,918.11	\$ -	\$ -	\$ -	\$ 84,196.36	\$ 1,291,114.47
<b>Grand Total</b>	<b>\$ 86,727,693.34</b>	<b>\$ 119,728,463.10</b>	<b>\$ 2,824,233.00</b>	<b>\$ 2,968,873.02</b>	<b>\$ 54,085,263.49</b>	<b>\$ 266,334,525.95</b>

**Treasury Franchise Fund – Centralized Treasury Administrative Services Programs, FY 2020 Total Charges by Customer**

FY 2020 CTAS Customers	Information Technology Services	Treasury Facilities and Operations Services	Financial Management Services	Budget and Travel Services	Human Resource Services	Privacy, Transparency and Records Services	Other Administrative Services	Total
Consumer Financial Protection Bureau	\$ 5,459.00	\$ 732,926.82	\$ -	\$ -	\$ -	\$ -	\$ 40,749.72	\$ 779,135.54
Departmental Offices - CARES Administrative/Operations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 101,625.00	\$ -	\$ 101,625.00
Community Development Financial Institutions Fund	\$ -	\$ 967,999.25	\$ 524,869.30	\$ 143,108.73	\$ 190,054.88	\$ -	\$ 87,611.90	\$ 1,913,644.06
DC Pensions	\$ 513,993.94	\$ 683,987.63	\$ -	\$ 189,018.06	\$ 56,213.41	\$ -	\$ 61,633.95	\$ 1,504,846.99
Departmental Offices - Economic Stabilization Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,875.00	\$ -	\$ 33,875.00
Federal Financing Bank	\$ 2,816,744.79	\$ 448,928.79	\$ -	\$ 51,806.15	\$ 77,628.05	\$ -	\$ 145,680.25	\$ 3,540,788.03
Financial Stability Oversight Council	\$ 214,232.48	\$ 345,503.45	\$ -	\$ 165,380.70	\$ 40,152.44	\$ -	\$ 33,109.15	\$ 798,378.22
Treasury Office of Financial Research	\$ 25,000.00	\$ 4,052,886.26	\$ -	\$ 1,542,359.13	\$ 273,036.59	\$ -	\$ 242,460.84	\$ 6,135,742.82
Treasury Office of Financial Stability	\$ 356,018.79	\$ 760,174.65	\$ 199,830.26	\$ 307,563.74	\$ 53,536.59	\$ 123,569.28	\$ 85,065.04	\$ 1,885,758.35
Treasury Office of Technical Assistance	\$ 142,938.91	\$ 725,631.36	\$ -	\$ 2,501,499.28	\$ 32,121.95	\$ -	\$ 145,680.25	\$ 3,547,871.76
Small Business Lending Fund Administration	\$ 39,252.23	\$ 120,698.51	\$ 147,515.77	\$ 53,341.94	\$ 8,030.49	\$ -	\$ 16,809.26	\$ 385,648.19
Treasury Departmental Offices Salaries and Expenses	\$ 14,942,919.30	\$ 11,409,579.28	\$ 1,156,518.92	\$ 8,714,482.99	\$ 1,715,847.56	\$ 1,645,050.39	\$ 1,645,779.37	\$ 41,230,177.82
Treasury Executive Office of Asset Forfeiture	\$ 963,858.06	\$ 10,477,049.34	\$ -	\$ 1,047,468.97	\$ 72,274.39	\$ -	\$ 527,199.52	\$ 13,087,850.28
Departmental Offices - Terrorism and Financial Intelligence	\$ 10,882,222.24	\$ 6,976,116.48	\$ 51,000.00	\$ 6,642,469.77	\$ 1,244,725.61	\$ 741,518.75	\$ 1,112,976.76	\$ 27,651,029.61
Treasury Terrorism Risk Insurance Program	\$ 49,892.70	\$ 58,230.45	\$ -	\$ 46,356.68	\$ 10,707.32	\$ -	\$ 7,131.20	\$ 172,318.35
Financial Crimes Enforcement Network	\$ 551,058.47	\$ 738,567.26	\$ -	\$ -	\$ -	\$ -	\$ 52,465.27	\$ 1,342,091.00
Office of the Comptroller of the Currency	\$ 19,680.66	\$ 534.98	\$ -	\$ -	\$ -	\$ -	\$ 1,528.11	\$ 21,743.76
Treasury Office of Inspector General	\$ 19,680.66	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,528.11	\$ 21,208.77
Special Inspector General for Pandemic Relief	\$ 40,030.00	\$ 2,588.18	\$ -	\$ 11,053.05	\$ 6,692.07	\$ -	\$ -	\$ 60,363.30
Special Inspector General for TARP	\$ 1,265,753.72	\$ 1,427,887.72	\$ -	\$ 68,995.29	\$ -	\$ 7,399.98	\$ 121,230.42	\$ 2,891,267.12
TFF- Shared Services Program	\$ 5,967,001.91	\$ 4,689,630.10	\$ -	\$ 5,992,754.59	\$ 615,670.73	\$ 352,484.43	\$ 759,982.30	\$ 18,377,524.06
Treasury Inspector General for Tax Administration	\$ 104,970.36	\$ -	\$ -	\$ -	\$ -	\$ 6,578.00	\$ 509.37	\$ 112,057.73
<b>Grand Total</b>	<b>\$ 38,920,708.23</b>	<b>\$ 44,618,920.52</b>	<b>\$ 2,079,734.25</b>	<b>\$ 27,477,659.05</b>	<b>\$ 4,396,692.07</b>	<b>\$ 3,012,100.83</b>	<b>\$ 5,089,130.82</b>	<b>\$ 125,594,945.77</b>

**Treasury Franchise Fund – Administrative Resource Center, FY 2019 Total Charges by Customer**

<b>FY 2019 ARC Customers</b>	<b>Financial Management Services</b>	<b>FMLoB FEES</b>	<b>Human Resource Services</b>	<b>Procurement Services</b>	<b>Travel Services</b>	<b>Information Technology Services</b>	<b>Total</b>
ACCESS BOARD	\$ 262,149		\$ 100,719	\$ 50,434	\$ 24,267		\$ 437,569
ADMIN OFFICES OF THE US COURTS	\$ 76,328						\$ 76,328
ADMINISTRATION FOR CHILDREN AND FAMILIES	\$ 106,525				\$ 2,661		\$ 109,186
AFRICAN DEVELOPMENT FOUNDATION	\$ 884,456			\$ 300,549	\$ 21,503		\$ 1,206,508
AGENCY FOR INTERNATIONAL DEVELOPMENT	\$ 86,374	\$ 95,819					\$ 182,193
AGENCY FOR INTERNATIONAL DEVELOPMENT - OIG	\$ 99,419						\$ 99,419
ALCOHOL AND TOBACCO TAX AND TRADE BUREAU	\$ 802,356		\$ 1,010,157	\$ 891,934	\$ 189,006		\$ 2,893,453
ALCOHOL TOBACCO FIREARMS AND EXPLOSIVES					\$ 972,916		\$ 972,916
ARCHITECT OF THE CAPITOL	\$ 60,384						\$ 60,384
ARMED FORCES RETIREMENT HOME	\$ 877,434		\$ 1,171,872	\$ 448,783	\$ 13,349		\$ 2,511,438
BUREAU OF ENGRAVING AND PRINTING			\$ 2,057,069		\$ 145,262		\$ 2,202,331
BUREAU OF THE FISCAL SERVICE	\$ 9,746,518		\$ 4,956,474	\$ 3,146,863	\$ 452,298	\$ 159,979,210	\$ 178,281,363
CDFI PROGRAM FUND	\$ 908,626		\$ 172,288	\$ 190,463	\$ 15,028		\$ 1,286,405
CENTER FOR DISEASE CONTROL					\$ 1,887,052		\$ 1,887,052
CHEMICAL SAFETY AND HAZARD BOARD	\$ 312,315			\$ 333,924	\$ 27,835		\$ 674,074
COMPTROLLER OF THE CURRENCY				\$ 124,928			\$ 124,928
CONSUMER FINANCIAL PROTECTION BUREAU	\$ 1,005,871		\$ 2,905,383	\$ 1,002,227	\$ 879,447		\$ 5,792,928
CONSUMER PRODUCT SAFETY COMMISSION	\$ 626,759			\$ 58,1828	\$ 46,032		\$ 1,254,619
CORPORATION FOR NATIONAL AND COMMUNITY SERVICE	\$ 540,887		\$ 218,862	\$ 191,958	\$ 16,182		\$ 967,889
DC PENSIONS PROJECT OFFICE	\$ 2,157,895		\$ 28,541	\$ 40,542	\$ 1,803	\$ 1,628,083	\$ 3,856,864
DEFENSE HEALTH AGENCY					\$ 61,336		\$ 61,336
DEFENSE LOGISTICS AGENCY	\$ 299,778						\$ 299,778
DENALI COMMISSION	\$ 572,312		\$ 86,957	\$ 137,460	\$ 16,993		\$ 813,722
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	\$ 152,195	\$ 124,236					\$ 276,431
DEPARTMENT OF HEALTH & HUMAN SERVICES		\$ 230,616			\$ 278,222		\$ 508,838
DEPARTMENT OF HOMELAND SECURITY	\$ 358,461	\$ 187,342				\$ 587,067	\$ 1,132,870
DEPARTMENT OF HOMELAND SECURITY - CIS					\$ 386,766		\$ 386,766
DEPARTMENT OF HOMELAND SECURITY - OIG	\$ 813,064		\$ 86,239	\$ 247,293	\$ 343,129		\$ 1,489,725
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT	\$ 17,795,602	\$ 230,616	\$ 12,341,997	\$ 2,187,040	\$ 2,520,798		\$ 35,076,053
DEPARTMENT OF JUSTICE	\$ 11,417						\$ 11,417
DEPARTMENT OF JUSTICE JMD/OCIO/EGSS/BOG		\$ 248,472					\$ 248,472
DEPARTMENT OF LABOR	\$ 105,328	\$ 282,798					\$ 388,126
DEPARTMENT OF STATE	\$ 231,988	\$ 191,784					\$ 423,772
DEPARTMENT OF THE INTERIOR	\$ 693,565	\$ 124,236					\$ 817,801
DEPARTMENT OF TRANSPORTATION		\$ 230,616					\$ 230,616
DEPARTMENT OF VETERANS AFFAIRS		\$ 158,998			\$ 8,602		\$ 167,600
DEPARTMENT OF VETERANS AFFAIRS - OIG			\$ 2,782,877				\$ 2,782,877
DEPARTMENT OF VETERANS AFFAIRS - TAC	\$ 145,262					\$ 571,612	\$ 716,874
ELECTION ASSISTANCE COMMISSION	\$ 372,062			\$ 137,473	\$ 65,692		\$ 575,227

**Treasury Franchise Fund – Administrative Resource Center, FY 2019 Total Charges by Customer  
(continued)**

FY 2019 ARC Customers	Financial Management Services	FMLoB FEES	Human Resource Services	Procurement Services	Travel Services	Information Technology Services	Total
ENVIRONMENTAL PROTECTION AGENCY		\$ 95,819					\$ 95,819
EXECUTIVE OFFICE OF THE PRESIDENT	\$ 1,239,578			\$ 280,073	\$ 325,321		\$ 1,844,972
FARM CREDIT ADMINISTRATION	\$ 447,063			\$ 68,165	\$ 182,242		\$ 697,470
FARM CREDIT SYSTEM INSURANCE CORPORATION	\$ 213,719			\$ 2,093	\$ 5,054		\$ 220,866
FEDERAL EMERGENCY MANAGEMENT AGENCY					\$ 13,818		\$ 13,818
FEDERAL HOUSING FINANCE AGENCY	\$ 967,039			\$ 188,310	\$ 218,597		\$ 1,373,946
FEDERAL HOUSING FINANCE AGENCY - OIG	\$ 366,681		\$ 264,943	\$ 184,261	\$ 76,903		\$ 892,788
FEDERAL LABOR RELATIONS AUTHORITY	\$ 499,529			\$ 35,700	\$ 55,901		\$ 591,130
FEDERAL MARITIME COMMISSION	\$ 365,425		\$ 110,000	\$ 79,177	\$ 27,202		\$ 581,804
FEDERAL MEDIATION & CONCILIATION SERVICE	\$ 326,361			\$ 53,333	\$ 52,976		\$ 432,670
FEDERAL MINE SAFETY AND HEALTH REVIEW COMMISSION	\$ 354,945		\$ 130,188	\$ 14,647	\$ 28,248		\$ 528,028
FEDERAL TRADE COMMISSION	\$ 554,400			\$ 123,292	\$ 56,208		\$ 733,900
FINANCIAL CRIMES ENFORCEMENT NETWORK	\$ 602,188		\$ 217,541	\$ 865,566	\$ 67,395	\$ 2,035,081	\$ 3,787,771
FOOD AND DRUG ADMINISTRATION					\$ 537,437		\$ 537,437
GENERAL SERVICE ADMINISTRATION		\$ 41,332					\$ 41,332
GULF COAST ECOSYSTEM RESTORATION COUNCIL	\$ 289,115		\$ 74,083	\$ 75,069	\$ 21,777		\$ 460,044
INTER AMERICAN FOUNDATION	\$ 662,254			\$ 529,003	\$ 30,827		\$ 1,222,084
INTERNAL REVENUE SERVICE			\$ 1,167,554		\$ 8,475		\$ 1,176,029
MERIT SYSTEMS PROTECTION BOARD	\$ 576,709			\$ 30,182	\$ 55,006		\$ 661,897
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION	\$ 162,706	\$ 124,236				\$ 492,829	\$ 779,771
NATIONAL ARCHIVES & RECORDS ADMINISTRATION	\$ 3,794,537		\$ 3,134,416	\$ 524,341	\$ 281,680		\$ 7,734,974
NATIONAL CAPITAL PLANNING COMMISSION	\$ 233,815			\$ 16,541	\$ 7,161		\$ 257,517
NATIONAL MEDIATION BOARD	\$ 305,958			\$ 147,482	\$ 47,650		\$ 501,090
NATIONAL SCIENCE FOUNDATION		\$ 139,094			\$ 30,584		\$ 169,678
NUCLEAR REGULATORY COMMISSION	\$ 1,692,077	\$ 41,332			\$ 291,876		\$ 2,025,285
OCCUPATIONAL SAFETY AND HEALTH REVIEW COMMISSION	\$ 292,348			\$ 13,886	\$ 25,674		\$ 331,908
OFFICE OF FINANCIAL STABILITY	\$ 308,728		\$ 85,310	\$ 70,430	\$ 12,773		\$ 477,241
OFFICE OF GOVERNMENT ETHICS	\$ 374,685		\$ 225,139	\$ 144,190	\$ 9,902		\$ 753,916
OFFICE OF PERSONNEL MANAGEMENT	\$ 356,163	\$ 41,332					\$ 397,495
OFFICE OF TECHNICAL ASSISTANCE	\$ 888,506		\$ 28,746	\$ 39,358	\$ 97,093		\$ 1,053,703
OFFICE OF THE INSPECTOR GENERAL	\$ 351,220		\$ 520,166	\$ 169,292	\$ 70,179		\$ 1,110,857
RAILROAD RETIREMENT BOARD					\$ 6,447		\$ 6,447
SECURITIES AND EXCHANGE COMMISSION	\$ 337,609		\$ 7,730				\$ 345,339
SMALL BUSINESS ADMINISTRATION		\$ 67,475					\$ 67,475
SOCIAL SECURITY ADMINISTRATION		\$ 67,475				\$ 694,626	\$ 762,101
SPECIAL INSPECTOR GENERAL - TARP	\$ 378,869		\$ 355,921	\$ 256,194	\$ 84,978	\$ 22,928	\$ 1,098,890
TREASURY DEPARTMENTAL OFFICES					\$ 13,971	\$ 3,839,828	\$ 3,853,799
TREASURY EXECUTIVE OFFICE FOR ASSET FORFEITURE	\$ 194,023			\$ 5,538			\$ 199,562
TREASURY FRANCHISE FUND/ADMINISTRATIVE SERVICES						\$ 15,102,327	\$ 15,102,327
TREASURY FRANCHISE FUND/INFORMATION TECHNOLOGY	\$ 1,092,147		\$ 1,069,014	\$ 1,166,152	\$ 113,072		\$ 3,440,385
TREASURY FRANCHISE FUND/SHARED SERVICES PROGRAM	\$ 3,569,465	\$ 95,892	\$ 5,125,568	\$ 1,223,944	\$ 605,042	\$ 6,240,095	\$ 16,860,006
TREASURY INSPECTOR GENERAL FOR TAX ADMINISTRATION	\$ 610,244		\$ 1,451,283	\$ 766,711	\$ 392,455		\$ 3,220,693
TRUST FUND - BLACK LUNG DISABILITY	\$ 75,935						\$ 75,935
TRUST FUND - FEDERAL DISABILITY	\$ 210,263						\$ 210,263
TRUST FUND - FEDERAL HOSPITAL INSURANCE	\$ 277,947						\$ 277,947

**Treasury Franchise Fund – Administrative Resource Center, FY 2019 Total Charges by Customer  
(continued)**

<b>FY 2019 ARC Customers</b>	<b>Financial Management Services</b>	<b>FMLoB FEES</b>	<b>Human Resource Services</b>	<b>Procurement Services</b>	<b>Travel Services</b>	<b>Information Technology Services</b>	<b>Total</b>
TRUST FUND - FEDERAL OLD AGE & SURVIVORS	\$ 210,263						\$ 210,263
TRUST FUND - FEDERAL SUPPLEMENT INSURANCE	\$ 277,947						\$ 277,947
TRUST FUND - OIL SPILL LIABILITY	\$ 165,000						\$ 165,000
TRUST FUND - UNEMPLOYMENT	\$ 311,244						\$ 311,244
U.S. DEPARTMENT OF COMMERCE OFFICE OF INSPECTOR GENERAL			\$ 75,000				\$ 75,000
UNITED STATES MARSHALS SERVICE					\$ 11,219		\$ 11,219
UNITED STATES MINT	\$ 8,345,811		\$ 2,916,073	\$ 2,190,754	\$ 215,030	\$ 27,145	\$ 13,694,813
US COURT OF APPEALS FOR VETERANS	\$ 279,478			\$ 11,578	\$ 13,444		\$ 304,500
US DEPARTMENT OF JUSTICE	\$ 125,593						\$ 125,593
US TAX COURT	\$ 15,000			\$ 1,000	\$ 1,000		\$ 17,000
USDA FOOD AND NUTRITION						\$ 935,805	\$ 935,805
USDA OCIO INTERNATIONAL TECHNOLOGY SERVICES			\$ 1,484,099				\$ 1,484,099
USDA OFFICE OF INSPECTOR GENERAL			\$ 59,521				\$ 59,521
<b>Grand Total</b>	<b>\$72,807,919</b>	<b>\$ 3,500,807</b>	<b>\$46,421,729</b>	<b>\$ 19,289,962</b>	<b>\$ 12,470,795</b>	<b>\$ 192,156,637</b>	<b>\$ 346,647,849</b>