

Department of the Treasury  
Treasury Franchise Fund

Congressional Budget  
Justification and Annual  
Performance Plan and Report

FY 2023

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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 2023 Congressional Budget Justification reflects revised estimates for FY 2022 along with new funding estimates for FY 2023. The revised estimates in FY 2022 for ARC Administration (Admin) includes an increase in resources to meet critical workforce demands for increased hiring and related human resource actions to help Bureaus and Offices achieve missions and priorities. The revised estimates also include a reduction in resources needed in ARC Information Technology's (IT) planned operations and maintenance support because of efficiency gains realized from modernizations efforts to transition to cloud and low-code solutions for applications and services. Additionally, the FY 2022 revised estimates include a decrease in CTAS resources due to deferment of IT modernization investments.

In FY 2023, TSSP will continue to support efforts in cybersecurity with the additional transferred operations and maintenance costs for initiatives developed under the Cybersecurity Enhancement Account (CEA). These cybersecurity initiatives will be deployed and implemented as a shared service to support enterprise-wide services and capabilities to strengthen the cybersecurity posture across the components of the Department of Treasury. Additionally, TSSP and CTAS programs will also support efforts related to the Secretary's priorities associated with IT Modernization and Advancing Equity in Treasury Programs.

In FY 2023, ARC Admin will complete foundational initiatives from the business transformation effort ("oneARC") and begin realizing operational efficiencies. The effort will simplify customer financial management (FM) services, increase customer FM maturity and public trust, and maximize ARC value.

## 1.1 – Resource Detail Table

Dollars in Thousands

Budgetary Resources	FY 2021		FY 2022		FY 2023		FY 2022 to FY 2023	
	Actual		Revised Estimate		Estimate		% Change	
Revenues/Offsetting Collections	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT
Treasury Shared Services Program <sup>1</sup>		356,934		314,318		326,772		3.96%
Centralized Treasury Administrative Services		131,449		146,043		160,151		9.66%
Administrative Services <sup>1</sup>		208,491		191,029		205,796		7.73%
Information Technology Services		196,417		214,837		220,606		2.69%
Recovery from Prior Years		13,272		13,000		13,000		0.00%
Unobligated Balances from Prior Years		168,160		123,946		137,008		10.54%
<b>Total Revenues/Offsetting Collections</b>		<b>\$1,074,723</b>		<b>\$1,003,173</b>		<b>\$1,063,333</b>		<b>6.00%</b>
<b>Expenses/Obligations</b>								
Treasury Shared Services Program	191	359,467	269	314,318	279	326,772	3.72%	3.96%
Centralized Treasury Administrative Services <sup>2</sup>	156	129,780	170	137,351	170	160,151	0.00%	16.60%
Administrative Services	1,183	224,019	1,258	214,159	1,245	211,081	-1.03%	-1.44%
Information Technology Services	506	231,156	515	215,337	515	221,106	0.00%	2.68%
<b>Totals Expenses/Obligations</b>	<b>2,036</b>	<b>944,422</b>	<b>2,212</b>	<b>881,165</b>	<b>2,209</b>	<b>919,111</b>	<b>-0.14%</b>	<b>4.31%</b>
<b>Net Results</b>	<b>2,036</b>	<b>\$130,301</b>	<b>2,212</b>	<b>\$122,008</b>	<b>2,209</b>	<b>\$144,222</b>	<b>-0.14%</b>	<b>18.21%</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.

In FY 2022, Centralized Treasury Administrative Services reflects an additional reduction to FTE levels from the amounts presented in the President's budget. This is due to the extended continuing resolution (CR).

## 1.2 – Budget Adjustments Table

Dollars in Thousands

	FTE	Amount
<b>FY 2022 Original Estimate</b>	<b>2,219</b>	<b>\$893,144</b>
<b>Adjustments to FY 2022 Original Estimate</b>	<b>(7)</b>	<b>(11,979)</b>
Deferred IT System Modernization and Investments (CTAS) <sup>1</sup>	(27)	(8,497)
Increased Personnel Resources/IT Modernization (ARC Admin/IT)	20	(3,482)
<b>FY 2022 Revised Estimate</b>	<b>2,212</b>	<b>\$881,165</b>
<b>Changes to Base:</b>		
Maintaining Current Levels (MCLs):		23,695
Pay Annualization (2.7% average pay raise)		1,832
Pay-Raise (4.6% average pay raise)		9,429
Non-Pay		12,434
Subtotal Changes to Base		23,695
<b>FY 2023 Current Services</b>	<b>2,212</b>	<b>\$904,860</b>
<b>Program Changes:</b>		
Program Increases:	10	24,254
Cybersecurity Enhancement Account (CEA) Operations and Maintenance (TSSP)	4	1,120
IT Systems Modernization and Program Support (TSSP)	3	3,386
Advancing Equity in Treasury Programs (TSSP)	3	515
IT System Modernization (CTAS)	0	13,835
Cyber Infrastructure (CTAS)	0	3,398
Facilities Infrastructure (CTAS)	0	2,000
Program Decreases:	(13)	(10,003)
Business Transformation Efforts (ARC Admin)	(13)	(10,003)
<b>Subtotal Program Changes</b>	<b>(3)</b>	<b>\$14,251</b>
<b>FY 2023 Estimate</b>	<b>2,209</b>	<b>\$919,111</b>

<sup>1</sup>In FY 2022, Centralized Treasury Administrative Services reflects an additional reduction to FTE levels from the amounts presented in the President's budget. This is due to the extended continuing resolution (CR).

## C – Budget Increases and Decreases Description

**Adjustments to FY 2022 Original Estimate ..... -\$11,979,000/ -7 FTE**

Deferred IT System Modernization and Investments (CTAS) -\$8,497,000/ -27 FTE

The revised CTAS FY 2022 estimate includes adjustments to decrease labor and non-labor estimates from the FY 2022 original estimate. Due to the extended continuing resolution (CR) in FY 2022, the customers within Departmental Offices (DO) are unable to fund key initiatives proposed in the FY 2022 Budget, including server replacements and modernization to end user hardware and software. Those investments in the Departmental Offices are re-proposed in the FY 2023 CTAS estimates.

Increased Personnel Resources/IT Modernization (ARC Admin/IT) -\$3,482,000 / +20 FTE

ARC Admin - Increased Personnel Resources +2,851,000 / +22 FTE

Revised FY 2022 estimates includes adjustments for additional resources to meet critical workforce demands for classification and staffing services provided to customers. As the hiring volumes of customers has recovered from the FY 2017 Federal hiring freeze, this resource level will provide the necessary support to alleviate delays for the delivery of critical hiring needs within targeted service levels.

ARC IT - IT Modernization -\$6,333,000 / -2 FTE

In FY 2022, efficiency gains are realized as ARC IT modernizes and moves to cloud and low-code solutions for applications and services. Additionally, the reduction of custom platforms has

also allowed for rightsizing of licensing and maintenance contracts resulting in cost avoidance for the fiscal year.

**Maintaining Current Levels (MCLs)..... +\$23,695,000 / +0 FTE**

Pay Annualization (2.7%) +\$1,832,000 / +0 FTE:

Funds are required for annualization of the January 2022 2.7% average pay raise.

Pay Raise (4.6% in 2023) +\$9,429,000 / +0 FTE:

Funds are required for a 4.6% average pay raise in January 2023.

Non-Pay +\$12,434,000 / +0 FTE

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

**Program Increases..... +\$24,254,423 / +10 FTE**

Cybersecurity Enhancement Account (CEA) Operations and Maintenance (O&M) (TSSP)

+\$1,120,000 / +4 FTE

The TSSP supports the transition of additional O&M costs from CEA for cybersecurity enhancements and capabilities that will be deployed enterprise wide. Since FY 2020, the total O&M costs transitioned into TSSP is \$16.75 million, including this increase. The following initiatives will transition in this fiscal year:

- CEA High Value Assets Staffing Transition (+\$890,000 / +4 FTE)
- PhishMe Licenses and PhishMe Triage (+\$230,000 / +0 FTE)

Systems Modernization and Program Support (TSSP) +3,386,056 / +3 FTE

Treasury will increase spending for program support and IT system modernization for enhancements across TSSP programs to include:

- O&M and sustainment costs for applications across the Enterprise Business Solution Programs (+\$1,368,196)
- IT systems program and contractor support (+\$825,260 / +3 FTE)
- Cloud adoption and transition for financial reporting applications (+\$692,600 / +0 FTE)
- Enterprise cost for the new Line-of-Business for the Federal Executive Boards program support the advancement of the Administration’s objectives and strengthen the Federal workforce (+\$500,000 / +0 FTE)
- Management support for enterprise-wide data collections efforts (+\$350,000 / +0 FTE)

Advancing Equity in Treasury Programs (TSSP) +\$514,705 / +3 FTE

To further the priorities and objectives set forth by the Treasury Secretary, the TSSP will support efforts across the shared services programs to advancing equity for Federal employees. These efforts include the development of new diversity and inclusion curriculum within Treasury’s Executive Institute. Resources will also support expanded program support for the Offices of Civil Rights and Diversity and Equal Employment Opportunity (EEO).

IT Systems Modernization (CTAS) +\$13,835,662 / +0 FTE

Departmental Offices (DO) IT Modernization investment will support increased spending for critical lifecycle equipment upgrades and enhancements to modernize the DO IT infrastructure

and IT server replacements.

*DO IT Infrastructure Modernization*

1. End User Equipment Lifecycle – Asset refresh of end-of-life end equipment (i.e., laptops, desktops, zero clients, etc.) and migrate to cloud services
2. Telework Workforce Enhancements – Hardware and software to support efficiency and mission achievement in telework paradigm
3. Video Teleconferencing – Increased software licenses, support, and services for DO web conferencing
4. Managed Remote Access - Transition from government owned and operated to managed service remote access for DO user community
5. Managed Desktop/Virtual Desktop Infrastructure (VDI) - Transition from government owned and operated virtual desktop infrastructure to managed service

*DO IT Server Replacement*

In FY 2023, Treasury will replace IT servers that have reached end of life. These servers support the majority of IT operations and the daily workload within DO. By FY 2023, over 120 of these critical servers will no longer receive vendor support or updates, which put critical IT components at risk of failure or breach. Cloud migration assessments for have been conducted for these servers and results have helped to identify opportunities to transition to cloud services for most servers. Re-capitalization of servers represents most of the costs incurred.

Cyber Infrastructure (CTAS) +\$3,398,000 / +0 FTE

DO must invest in cyber protections commensurate with the risks incurred in Treasury’s efforts to safeguard the financial sector, U.S. economy and in combating cybercrimes. DO investments will enhance Treasury’s ability to protect the cyber infrastructure and respond to major cyber incidents. Investments will also include Microsoft FedRAMP High Government Community Compliance (GCC) licenses, which have been a key component of Treasury’s response to SolarWinds. This includes enhanced security controls, monitoring, and threat protection, as well as improved data and identity management. These new capabilities are crucial to protect the 3,000 users within DO from potential ransomware.

Facilities Infrastructure (CTAS) +\$2,000,000 / +0 FTE

This request also provides funding for a repairs and improvements account within DO. Historic office buildings like Treasury’s are expected to have costs near \$3 per square foot per annum. Based on that benchmark the costs for maintaining buildings of the size of Main Treasury (MT) and Freedman’s Bank Building (FBB) Treasury Facilities would be approximately \$2M in funding annually. Treasury’s current funding level is approximately \$450K.

**Program Decreases.....-\$10,003,000 / -13 FTE**

Business Transformation Efforts (ARC Admin) -\$10,003,000 / -13FTE

In FY 2023, ARC anticipates realized results from the business transformation related to the oneARC initiative in FY 2022. This initiative focused on foundational enhancements to business operations. The decrease reflects a \$7,555 reduction in initiative spending and estimates efficiency gains related to oneARC, to include \$2,448 and 13 FTE.

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

Dollars in Thousands

Object Classification	FY 2021	FY 2022	FY 2023
	Actual Obligations	Revised Estimated Obligations	Estimated Obligations
11.1 - Full-time permanent	186,777	188,818	193,030
11.3 - Other than full-time permanent	836	1,025	1,019
11.5 - Other personnel compensation	7,974	3,181	2,666
11.6 - Overtime	0	3,190	3,255
11.8 - Special personal services payments	13	14	15
<b>11.9 - Personnel Compensation (Total)</b>	<b>195,600</b>	<b>196,229</b>	<b>199,984</b>
12.0 - Personnel benefits	72,428	72,498	77,410
13.0 - Benefits for former personnel	35	31	29
<b>Total Personnel and Compensation Benefits</b>	<b>\$268,063</b>	<b>\$268,758</b>	<b>\$277,424</b>
21.0 - Travel and transportation of persons	374	301	556
22.0 - Transportation of things	15	0	0
23.1 - Rental payments to GSA	36,269	33,000	34,250
23.3 - Communication, utilities, and misc charges	82,035	87,965	91,756
24.0 - Printing and reproduction	204	144	215
25.1 - Advisory and assistance services	223,924	129,182	140,657
25.2 - Other services	39,736	31,965	39,611
25.3 - Other purchases of goods & serv frm Govt accounts	153,865	147,300	159,867
25.4 - Operation and maintenance of facilities	1,190	1,965	4,750
25.7 - Operation and maintenance of equip	87,174	127,435	114,086
26.0 - Supplies and materials	3,059	3,149	2,836
31.0 - Equipment	43,656	50,000	52,040
32.0 - Land and structures	4,428	1	1,059
42.0 - Insurance claims and indemnities	5	0	6
44.0 - Refunds	425	0	0
<b>Total Non-Personnel</b>	<b>\$676,358</b>	<b>\$612,407</b>	<b>\$641,687</b>
<b>Total Obligations</b>	<b>\$944,422</b>	<b>\$881,165</b>	<b>\$919,111</b>
<b>FTE<sup>1</sup></b>	<b>2,036</b>	<b>2,212</b>	<b>2,209</b>

<sup>1</sup>In FY 2022, Centralized Treasury Administrative Services reflects an additional reduction to FTE levels from the amounts presented in the President's budget. This is due to the extended continuing resolution (CR).

### D – Appropriations Language and Explanation of Changes

The TFF has no appropriated resources.

### E – Legislative Proposals

The TFF has no legislative proposals.



## **Section II – Annual Performance Plan and Report**

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### **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 2022 - 2026 strategic plan:

#### **Goal 5: Modernize Treasury Operations**

- Objective 5.1 – Recruit and Retain a Diverse and Inclusive Workforce - Recruit and retain a diverse workforce that represents communities that Treasury serves.
- Objective 5.2 - Future Work Routines - Transform the Department’s work routines to support changing mission and workforce needs.
- Objective 5.2 – Better Use of Data - Increase timely access to and use of quality data and other types of evidence to inform decision-making.
- Objective 5.4 – Customer Experience Practices – Mature and embed strong customer experience practices across the Department, establishing Treasury’s reputation for consistently positive experiences.

TFF continues to set the benchmark for federal mission support services and is committed to:

- Customer satisfaction
- Streamlining processes
- Implementing innovative and customer centric solutions

The TFF is well positioned in FY 2023 as a key federal resource. The TFF service providers to enhance federal mission for all customer Bureaus and Offices by providing services that align and comply with priority areas including cybersecurity and IT modernization of the infrastructure and networks. 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 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Revised Estimate	FY 2023 Estimate
Expenses/Obligations	\$235,811	\$241,845	\$235,515	\$284,298	\$359,467	\$314,318	\$326,772
<b>Budget Activity Total</b>	<b>\$235,811</b>	<b>\$241,845</b>	<b>\$235,515</b>	<b>\$284,298</b>	<b>\$359,247</b>	<b>\$314,318</b>	<b>\$326,772</b>
<b>FTE</b>	<b>235</b>	<b>234</b>	<b>225</b>	<b>252</b>	<b>191</b>	<b>269</b>	<b>279</b>

\*The FY 2017 - FY 2021 columns represent realized resources for full-time equivalents, reimbursables, and user fees.

Performance Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2021 Target	FY 2022 Target	FY 2023 Target
Average Cost per FTE	N/A	N/A	\$1,463.5	\$1,719.4	\$1,805.7	\$1,580.3	\$1,710.5	\$1,710.5
Annual Effective Spend Rate	N/A	N/A	97%	98%	98%	96%	96%	96%
Customer Satisfaction	N/A	N/A	75%	90%	93%	80%	80%	80%

### Treasury Shared Services Programs Budget and Performance

*(\$326,772,000 from offsetting collections):*

Treasury Shared Services Programs (TSSP) provides administrative and information technology services on a competitive basis and 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

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 TSSP programs. 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 2021, 98 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 2022 and FY 2023.

In FY 2021, the survey results yielded a 93 percent overall customer satisfaction rating which is up from 80 percent in the prior year for services provided through the TSSP. Strategic partnerships 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 2022 and 2023.

## 2.1.2 – Centralized Treasury Administrative Services Resources and Measures

Dollars in Thousands

Resource Level	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022 Revised Estimate	FY 2023 Estimate
Expenses/Obligations	NA	NA	\$136,565	\$122,034	\$129,135	\$137,351	\$160,151
<b>Budget Activity Total</b>	<b>NA</b>	<b>NA</b>	<b>\$136,565</b>	<b>\$122,034</b>	<b>\$129,135</b>	<b>\$137,351</b>	<b>\$160,151</b>
<b>FTE</b>	<b>NA</b>	<b>NA</b>	<b>196</b>	<b>161</b>	<b>156</b>	<b>170</b>	<b>170</b>

\*The FY 2017 - FY 2021 columns represent realized resources for full-time equivalents, reimbursables, and user fees.

Performance Measure	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2021 Target	FY 2022 Target	FY 2023 Target
Annual Effective Spend Rate	N/A	N/A	98%	94%	98%	96%	96%	96%
Customer Satisfaction	N/A	N/A	75%	75%	83%	80%	80%	80%

### Centralized Treasury Administrative Services Budget and Performance

*(\$160,151,000 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 2021, the annual effective spend and customer satisfaction rates were 98 and 83 percent respectively. Each measure result was above the set targets. 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 2022 and 2023 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

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Resource Level	Actual	Actual	Actual	Actual	Actual	Revised Estimate	Estimate
Expenses/Obligations	\$157,284	\$150,876	\$170,184	\$220,180	\$224,019	\$214,159	\$211,081
<b>Budget Activity Total</b>	<b>\$157,284</b>	<b>\$150,876</b>	<b>\$170,184</b>	<b>\$220,180</b>	<b>\$224,019</b>	<b>\$214,159</b>	<b>\$211,081</b>
<b>FTE</b>	<b>988</b>	<b>957</b>	<b>988</b>	<b>1,152</b>	<b>1,183</b>	<b>1,258</b>	<b>1,245</b>

\*The FY 2017 - FY 2021 columns represent realized resources for full-time equivalents, reimbursables, and user fees.

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2021	FY 2022	FY 2023
Performance Measure	Actual	Actual	Actual	Actual	Actual	Target	Target	Target
Customer Unmodified Audit Opinions	N/A	1	100%	100%	100%	100%	100%	100%
Percentage of shared services service level agreement performance metrics met or exceeded	N/A	N/A	89%	87%	90%	94%	94%	94%
Customer Satisfaction with ARC Admin Services	N/A	N/A	93%	90%	90%	80%	80%	80%

#### Administrative Services Budget and Performance

*(\$211,081,000 from offsetting collections):*

ARC provides administrative services in the areas of financial management, human resources, procurement, and travel to 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 government, including more than \$129,600,000 in FY 2021. Using shared services reduces the need for Treasury and other federal agencies to maintain duplicative financial management systems, thereby promoting efficiency and cost savings while enhancing the quality, timeliness, and accuracy of financial management processes. ARC continues to focus on financial innovation, transformation, and improving the customer experience.

#### Description of Performance:

In FY 2021, ARC continued 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 2020 to 2021. Despite recent achievement of over 90 percent, ARC maintains an 80 percent target and continues to focus on a balance of cost and quality, a strategy that has made them a preferred federal provider for over 20 years.

In FY 2021, ARC received an unmodified opinion on franchise operations for the 18th consecutive year and met its performance target of 100 percent of customer unmodified audit opinions (33). By meeting this metric consistently year after year, ARC has been able to help gain public confidence in federal stewardship, operations, and accuracy of information.

In addition, ARC continued to implement innovative solutions that continuously improved mission support services, including implementing (to date) 82 robotic process automation bots in production, resulting in cost avoidance of over \$2 million and 13 FTE. In FY 2021, ARC was recognized by the Federal Robotics Process Automation (RPA) Community as a GSA showcase RPA winner and considered a top 5 RPA program within the federal government. Finally, ARC’s

standard processes and controls enabled delivery of responsive services to Treasury and other agencies to support pandemic response programs under the Coronavirus Aid, Relief, and Economic Security (CARES) Act and the American Rescue Plan (ARP), some within days of authorization. ARC provided support for seven of Treasury’s eight ARP programs, conducting application integrity reviews and contacting applicants to finalize more than 10,000 grant applications, providing contact center services, and disbursing nearly \$300 billion to program recipients.

In FY 2022 and FY 2023, ARC is committed to Financial Management Quality Service Management Office (FM QSMO) readiness, continued 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 continually improving efficiency and effectiveness of its services.

### 2.1.4 – Information Technology Resources and Measures

Dollars in Thousands

Resource Level	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Revised Estimate	FY 2023 Estimate
Expenses/Obligations	\$195,441	\$197,009	\$179,631	\$222,547	\$231,156	\$215,337	\$221,106
<b>Budget Activity Total</b>	<b>\$195,441</b>	<b>\$197,009</b>	<b>\$179,631</b>	<b>\$222,547</b>	<b>\$231,156</b>	<b>\$215,337</b>	<b>\$221,106</b>
<b>FTE</b>	<b>493</b>	<b>465</b>	<b>465</b>	<b>504</b>	<b>506</b>	<b>515</b>	<b>515</b>

\*The FY 2017 - FY 2021 columns represent realized resources for full-time equivalents, reimbursables, and user fees.

Performance Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2021 Target	FY 2022 Target	FY 2023 Target
Percentage of IT Portfolio (TFF) Software and Hardware Currency	N/A	N/A	N/A	N/A	B	B	75%	85%
Percentage of On-Premise Target Service Level Agreements Met	N/A	N/A	N/A	N/A	B	B	80%	80%

### Information Technology Services Budget and Performance

*(\$221,106,000 from offsetting collections):*

ARC IT provides shared services to a multitude of federal customers, delivering value through consolidated IT infrastructures and standardized IT service delivery in a modern, technically innovative, and secure environment. In FY 2023 ARC IT will continue to modernize infrastructure and technology service delivery for our customers (to include cloud adoption), implementing enterprise-scale foundational technology services, and continuing to operationalize IT portfolio management and cybersecurity enhancements and best practices. FY 2023 objectives include supporting the maturity of zero trust architecture, increasing the ability to accommodate changes in volume and demand, improving customer experience, adding new business capabilities, and promoting faster time to market for IT customers.

- **Accelerate Cloud Adoption:** Modernizing technology service delivery and conducting cloud migration activities continue to be priorities in FY 2023. ARC IT will capitalize on the investments made in prior fiscal years, including the network architecture and Trusted Internet Connection (TIC) modernization effort, the adoption and implementation of multiple

cloud hosting environments, and the expansion of an enterprise, scalable Application Programming Interface (API) solution and offerings. As customer applications are migrated to various cloud hosting environments, ARC IT will ensure that additional scrutiny is employed to ensure adherence to Executive Order 14208 and compliance with Zero Trust Architecture requirements. Additionally, modern infrastructure and cloud adoption can meet high availability and disaster recovery requirements more economically while providing the foundation to develop more easily managed microservice applications – to enable faster time to market, proactive security, and smooth innovation. Implementing a modern architecture – one that enables consistency, transparency, performance, security, and cloud-readiness across multiple environments – is necessary to support ongoing and new mission critical efforts while simultaneously reducing the accumulation of technical debt.

- **Implement Enterprise-scale Foundational Technology Services:** Implementing enterprise-scale foundational technology services will consistently and iteratively secure and operationalize environments across multiple hosting platforms. ARC IT will continue to build on initiatives that utilize services and capabilities that are standardized, portable, reusable, scalable, and resilient through the implementation of agile practices and the increase of automation. Examples of services to be incorporated include incident response, logging/event aggregation, identity and access management, network access, and the public key infrastructure. ARC IT will also continue to evolve and mature our development security, and operations processes, pipeline and automated deployments, maturing the capability to deploy applications, infrastructure changes, patches, and databases with tools and scripts, thereby allowing simple, common tasks to be cloned and shared across multiple applications with little to no additional development or human interaction. This strategy includes use of the cloud and other secure hosted solutions.
- **Modernize IT Infrastructure and Transform Mainframe Services:** In concert with the acceleration of cloud adoption, ARC IT is modernizing its IT infrastructure from aging, costly platforms – specifically the on-premises mainframe – to a cloud-based architecture. Several of the Department’s High Value Assets (HVAs) that support the National Financial Critical Infrastructure (NFCI) are currently hosted on this aging platform and are based on antiquated code. The Mainframe Services Transformation initiative will decommission the mainframe platform by leveraging enterprise solutions (e.g., Enterprise API Solution) and modernized, foundational technology services. This initiative also supports compliance with Executive Order 14208 and the remediation of audit deficiencies. Decommissioning the Mainframe environment will also mitigate substantial contractual costs that are anticipated to continue increasing over time, thereby increasing costs to provide these services to our customers.
- **Operationalizing Cybersecurity:** Operationalizing optimized cybersecurity – with coordinated and embedded security across a distributed and shared infrastructure – ensures the resiliency to identify, protect, detect, respond, and recover should our systems become compromised. This includes protecting our critical information and systems, supporting compliance with Executive Order 14208, and adhering to the established cybersecurity strategic direction.

### Description of Performance:

In FY 2021, ARC IT established a baseline for software and hardware currency with the goal of reducing the use of End of Life (EOL) technology, which in turn further minimizes technical debt and risk for our customers. A key priority related to software/hardware currency is the Mainframe Services Transformation program, which seeks to decommission ARC IT's physical mainframe footprint, including hardware and software, and modernize business applications and services.

At the same time, ARC IT also established a baseline for on-premises target service level agreements (SLA) met. The SLA performance measure is an operational indicator to reflect how well technical teams are performing and closing out the requests and incidents. The target reflects the operational commitment to our customer and allows room for improvement. There are occasions when agreements are breached through no fault of the service provider (ARC-IT). For example, a customer might open a ticket (which starts the clock for open items) and then go on vacation. Another example of a delayed ticket closing is waiting for a vendor to provide software licensing. These types of delays are beyond the control of the service provider and are factored into the Service Level Objectives.

### **C – Changes in Performance Measures**

This year, TFF is working to align budget activities and performance measures to the new objectives in the Treasury FY 2022 – 2026 Strategic Plan. This work will include benchmarking performance and may result in changes to performance measures in the FY 2024 budget.

There are no changes to the TFF performance measures.

## **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 IT and 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 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. A summary of capital investment resources, including major information technology and non- technology investments can be found at: [Summary of Capital Investments | U.S. Department of the Treasury](#)

## 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 2021 Total Charges by Customer

FY 2021 TSSP Customers	Enterprise Business Solutions	Infrastructure Operations	Cyber Security	IT Strategy and Technology Management	Non-Information Technology Services	Grand Total
Administrative Resource Center	1,924,568	5,725,651	30,945	85,117	570,428	8,336,710
Agency for Healthcare Research and Quality					1,626	1,626
Alcohol and Tobacco Tax and Trade Bureau	493,161	880,428	11,192	30,783	443,473	1,859,036
Build America Bureau					16,293	16,293
Bureau of Alcohol, Tobacco, Firearms and Explosives	914,173				62,360	976,533
Bureau of Engraving and Printing	2,554,654	5,760,014	123,262	109,719	1,053,540	9,601,188
Bureau of Labor Statistics					13,682	13,682
Bureau of the Fiscal Service	1,802,836	880,290	136,372	128,139	1,584,549	4,532,186
CARES Act	16,789,325	34,125	427	1,174	574,072	17,399,123
Centers for Medicare and Medicaid Services					130,408	130,408
Centralized Treasury Administrative Services	865,996	1,850,748	3,528	9,705	240,399	2,970,376
Community Development Financial Institutions	247,700	300,269	1,685	4,636	469,065	1,023,355
Consumer Financial Protection Bureau	447,171	4,200			88,480	539,852
Department of Commerce	11,581,072				404,765	11,985,837
Department of Education					539,745	539,745
Department of Energy					3,199	3,199
Department of Health and Human Services Headquarters					11,537	11,537
Department of Homeland Security Headquarters					79,443	79,443
Department of Housing and Urban Development	1,671,944				196,208	1,868,152
Department of Labor	3,107,344				126,310	3,233,654
Department of Labor Office of the Inspector General					5,838	5,838
Drug Enforcement Administration					36,311	36,311
Environmental Protection Agency					159,088	159,088
Exchange Stabilization Fund	693,214	56,197	292	804	1,881,737	2,632,243
Executive Office for Immigration Review					10,995	10,995
Export Import Bank					12,644	12,644
Export Import Bank Office of the Inspector General					1,119	1,119
Federal Communications Commission	47,648				2,041	49,690
Federal Emergency Management Agency					46,684	46,684
Federal Financing Bank	25,871	788,761	337	927	85,968	901,864
Federal Housing Finance Agency					28,683	28,683
Federal Transit Administration					10,535	10,535
Financial Crimes Enforcement Network	180,865	2,357,462	204,923	16,813	363,799	3,123,862
Financial Stability Oversight Council	459,232	262,555	247	680	120,000	842,714
General Services Administration					70,152	70,152
Government Accountability Office	662,647				25,278	687,925
Internal Revenue Service	49,395,549	131,185,582	2,340,093	5,060,662	17,415,997	205,397,882
International Trade Administration					17,967	17,967
Marshals Service					24,974	24,974
Millennium Challenge Corporation					50,013	50,013
Mint	944,077	3,183,944	260,038	97,851	1,247,544	5,733,454
National Archives and Records Administration					21,299	21,299
National Oceanic and Atmospheric Administration					53,477	53,477
National Transportation Safety Board					12,098	12,098
Office of D.C. Pensions	32,666	136,936	449	1,236	73,138	244,426
Office of Financial Research	262,412	4,750,654	2,315	6,367	417,962	5,439,709
Office of Financial Stability	319,379	685,052	315	865	689,601	1,695,212
Office of Government Ethics					2,639	2,639
Office of Management and Budget					45,619	45,619



**Treasury Franchise Fund – Treasury Shared Services Programs, FY 2021 Total Charges by Customer (continued)**

<b>FY 2021 TSSP Customers</b>	<b>Enterprise Business Solutions</b>	<b>Infrastructure Operations</b>	<b>Cyber Security</b>	<b>IT Strategy and Technology Management</b>	<b>Non-Information Technology Services</b>	<b>Grand Total</b>
Office of Technical Assistance	20,961	113,287	292	804	161,635	296,979
Office of the Comptroller of the Currency	3,422,464	1,881,244	167,834	214,678	1,177,907	6,864,126
Peace Corps	155,005				5,697	160,702
Small Business Administration					33,092	33,092
Small Business Lending Fund Administration	989	10,544	45	124	106,634	118,335
Small State Business Credit Initiative	692,826					692,826
Special Inspector General for Pandemic Recovery	637,635	125,477	1,483	4,080	104,933	873,607
Special Inspector General for the Troubled Asset Relief Program	428,335	686,593	1,685	4,636	153,283	1,274,532
Terrorism and Financial Intelligence	2,501,097	7,182,228	499,250	32,576	761,708	10,976,858
Terrorism Insurance Program	2,107	15,764	22	62	37,740	55,695
Treasury Departmental Offices	17,226,278	6,987,904	278,135	41,786	4,458,990	28,993,093
Treasury Inspector General for Tax Administration	474,616	2,998,903	79,714	45,186	443,165	4,041,583
Treasury Office of Executive Asset Forfeiture	3,564,302	248,064	517	1,422	168,005	3,982,310
Treasury Office of Inspector General	132,605	568,425	3,416	9,396	155,193	869,033
U.S. Agency for International Development	1,066,749				52,079	1,118,828
U.S. Air Force					118,640	118,640
U.S. Citizenship and Immigration Services					37,254	37,254
U.S. Defense Security Cooperation Agency					65,734	65,734
U.S. Immigration and Customs Enforcement					51,896	51,896
United States Secret Service	1,103,825				84,401	1,188,227
<b>Grand Total</b>	<b>\$126,853,300</b>	<b>\$179,661,298</b>	<b>\$4,148,814</b>	<b>\$5,910,225</b>	<b>\$37,720,763</b>	<b>\$354,294,401</b>

**Treasury Franchise Fund – Centralized Treasury Administrative Services Programs, FY 2021 Total Charges by Customer**

<b>FY 2021 CTAS Customers</b>	<b>Information Technology Services</b>	<b>Treasury Facilities and Operations Services</b>	<b>Financial Management Services</b>	<b>Budget and Travel Services</b>	<b>Human Resource Services</b>	<b>Privacy, Transparency and Records Services</b>	<b>Other Administrative Services</b>	<b>Grand Total</b>
Administrative Resource Center	1,114,894							1,114,894
CARES Act	203,831	36,343		355,223	110,352	240,736		946,485
Community Development Financial Institutions	33,623	1,584,127	602,954	76,623	194,098	140,373	103,219	2,735,017
Consumer Financial Protection Bureau		597,262					48,009	645,271
Exchange Stabilization Fund	356,080	43,075		69,161	46,583	71,440		586,339
Federal Financing Bank	2,459,457	892,427		55,257	77,639	56,149	171,632	3,712,561
Financial Crimes Enforcement Network		2,908,149					61,812	2,969,960
Financial Crimes Enforcement Network Economy Act						50,129		50,129
Financial Stability Oversight Council	210,119	268,279		109,686	41,408	29,946	39,007	698,445
Office of D.C. Pensions	476,737	652,131		125,191	54,347	39,305	72,614	1,420,324
Office of Financial Research	25,000	4,591,352		1,499,743	263,973	190,908	285,653	6,856,628
Office of Financial Stability	477,792	1,033,222	242,603	237,890	43,995	31,818	100,219	2,167,539
Office of Technical Assistance	154,344	703,667		2,077,389	31,056	22,460	171,632	3,160,548
Shared Services Programs	6,531,342	6,255,236		5,601,805	662,520	479,141	895,367	20,425,411
Small Business Lending Fund Administration	34,321	258,602	178,312	66,771	5,176	3,743	19,804	566,728
Small State Business Credit Initiative	223,421			7,400				230,821
Special Inspector General for Pandemic Recovery	770,435			89,279	2,588	1,872		864,174
Special Inspector General for the Troubled Asset Relief Program	1,035,107	2,145,262		1,800			142,827	3,324,996
Terrorism and Financial Intelligence	6,641,457	6,388,626	119,508	6,032,292	1,286,221	930,208	1,311,245	22,709,557
Terrorism Insurance Program	56,969	63,063		53,596	12,940	9,358	8,402	204,328
Treasury Departmental Offices	9,590,398	12,540,966	1,099,575	8,880,999	1,752,056	1,267,104	1,938,962	37,070,061
Treasury Office of Executive Asset Forfeiture	944,153	11,450,786		1,291,740	69,875	50,534	621,116	14,428,205
Treasury Office of Inspector General		22,746					1,800	24,546
<b>Grand Total</b>	<b>\$ 31,339,480</b>	<b>\$ 52,435,321</b>	<b>\$ 2,242,952</b>	<b>\$ 26,631,843</b>	<b>\$ 4,654,827</b>	<b>\$ 3,615,226</b>	<b>\$ 5,993,320</b>	<b>\$126,912,968</b>

**Treasury Franchise Fund – Administrative Resource Center, FY 2021 Total Charges by Customer**

<b>FY 2021 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	276,883		150,798	236,341	28,870		692,892
ADMIN OFFICES OF THE US COURTS	86,263						86,263
ADMINISTRATION FOR CHILDREN AND FAMILIES	182,159						182,159
AFRICAN DEVELOPMENT FOUNDATION	831,649			455,512	44,877		1,332,038
AGENCY FOR INTERNATIONAL DEVELOPMENT		95,819					95,819
AGENCY FOR INTERNATIONAL DEVELOPMENT - OIG	153,672						153,672
ALCOHOL AND TOBACCO TAX AND TRADE BUREAU	885,475		1,252,370	868,627	210,636		3,217,108
ARCHITECT OF THE CAPITOL	260,529						260,529
ARMED FORCES RETIREMENT HOME	1,069,848		1,041,177	1,041,450	15,931		3,168,406
BUREAU OF ENGRAVING AND PRINTING			3,398,684		123,470		3,522,154
BUREAU OF THE FISCAL SERVICE	16,345,329		5,305,196	2,306,976	401,216	161,791,926	186,150,643
CDFI PROGRAM FUND	917,669		203,062	207,588	13,760		1,342,079
CENTER FOR DISEASE CONTROL					2,409,041		2,409,041
CHEMICAL SAFETY AND HAZARD BOARD	311,972			288,652	33,928		634,552
COMPTROLLER OF THE CURRENCY				114,345			114,345
CONSUMER FINANCIAL PROTECTION BUREAU	1,620,698		2,688,281	1,399,936	1,034,670		6,743,585
CONSUMER PRODUCT SAFETY COMMISSION	1,048,973			424,916	123,305		1,597,194
CORPORATION FOR NATIONAL AND COMMUNITY SERVICE	3,013,348		(452,209)	823,136	1,539,164		4,923,439
DC PENSIONS PROJECT OFFICE	2,271,320		45,375	35,935	697	1,570,421	3,923,748
DEFENSE HEALTH AGENCY					72,282		72,282
DEFENSE LOGISTICS AGENCY	739,983						739,983
DENALI COMMISSION	395,130		81,964	68,951	14,481		560,526
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	198,269	124,236					322,505
DEPARTMENT OF HEALTH & HUMAN SERVICES		230,616			236,764		467,380
DEPARTMENT OF HOMELAND SECURITY		187,342				1,135,294	1,322,636
DEPARTMENT OF HOMELAND SECURITY - CIS					143,315		143,315
DEPARTMENT OF HOMELAND SECURITY - OIG	804,125		82,682	194,515	330,696		1,412,018
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT	25,804,514	230,616	12,950,969	2,262,103	2,459,497		43,707,699
DEPARTMENT OF JUSTICE	218,610						218,610
DEPARTMENT OF JUSTICE JMD/OCIO/EGSS/BOG		124,236					124,236
DEPARTMENT OF LABOR	320,390	141,399					461,789
DEPARTMENT OF STATE	285,003	95,892					380,895
DEPARTMENT OF THE INTERIOR	580,349	124,236					704,585
DEPARTMENT OF TRANSPORTATION		230,616					230,616
DEPARTMENT OF VETERANS AFFAIRS		158,998					158,998
DEPARTMENT OF VETERANS AFFAIRS - OIG			3,026,167				3,026,167
DEPARTMENT OF VETERANS AFFAIRS - TAC					67,120	673,892	741,012
ELECTION ASSISTANCE COMMISSION	413,669			250,981	65,786		730,436
ENVIRONMENTAL PROTECTION AGENCY		95,819					95,819
EXECUTIVE OFFICE OF THE PRESIDENT	1,534,763			262,150	306,163		2,103,076

**Treasury Franchise Fund – Administrative Resource Center, FY 2021 Total Charges by Customer  
(continued)**

<b>FY 2021 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>
FARM CREDIT ADMINISTRATION	532,947			72,662	214,672		820,281
FARM CREDIT SYSTEM INSURANCE CORPORATION	229,055			2,402	6,298		237,755
FEDERAL EMERGENCY MANAGEMENT AGENCY	89,380				20,967		110,347
FEDERAL HOUSING FINANCE AGENCY	1,056,868			231,417	231,563		1,519,848
FEDERAL HOUSING FINANCE AGENCY - OIG	333,040		270,748	111,789	76,485		792,062
FEDERAL LABOR RELATIONS AUTHORITY	486,598			22,712	32,931		542,241
FEDERAL MARITIME COMMISSION	437,792			84,004	25,473		547,269
FEDERAL MEDIATION & CONCILIATION SERVICE	584,015			45,455	259,578		889,048
FEDERAL MINE SAFETY AND HEALTH REVIEW COMMISSION	358,008		296,095	14,024	32,504		700,631
FEDERAL TRADE COMMISSION	1,314,579			401,554	251,019		1,967,152
FINANCIAL CRIMES ENFORCEMENT NETWORK	633,567		846,802	881,242	80,871	2,980,222	5,422,704
FOOD AND DRUG ADMINISTRATION					754,007		754,007
GENERAL SERVICE ADMINISTRATION		41,332		1,252,015			1,293,347
GULF COAST ECOSYSTEM RESTORATION COUNCIL	375,244		112,796	41,783	36,665		566,488
INTER AMERICAN FOUNDATION	633,035			416,922	39,526		1,089,483
INTERNAL REVENUE SERVICE					565		565
MERIT SYSTEMS PROTECTION BOARD	432,439			26,565	42,231		501,235
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION	31,670	124,236				532,995	688,901
NATIONAL ARCHIVES & RECORDS ADMINISTRATION	4,086,711		5,982,340	520,393	205,503		10,794,947
NATIONAL CAPITAL PLANNING COMMISSION	287,533			7,813	8,151		303,497
NATIONAL MEDIATION BOARD	293,735			164,870	46,055		504,660
NATIONAL SCIENCE FOUNDATION		139,094			68,665		207,759
NUCLEAR REGULATORY COMMISSION	1,471,487	41,332			852,606		2,365,425
OCCUPATIONAL SAFETY AND HEALTH REVIEW COMMISSION	286,984			12,491	28,901		328,376
OFFICE OF FINANCIAL STABILITY	210,007		48,279	58,953	2,656		319,895
OFFICE OF GOVERNMENT ETHICS	380,609		254,411	114,510	6,813		756,343
OFFICE OF PERSONNEL MANAGEMENT	11,413,972	41,332					11,455,304
OFFICE OF TECHNICAL ASSISTANCE	844,041		30,561	29,517	114,398		1,018,517
OFFICE OF THE INSPECTOR GENERAL	382,166		476,265	27,082	52,002		937,515
PRIVACY AND CIVIL LIBERTIES OVERSIGHT BOARD	314,833			174,668	2,627		492,128
RAILROAD RETIREMENT BOARD					14,207		14,207
SECURITIES AND EXCHANGE COMMISSION	86,263						86,263
SMALL BUSINESS ADMINISTRATION		67,475					67,475
SOCIAL SECURITY ADMINISTRATION		67,475				752,761	820,236
SPECIAL INSPECTOR GENERAL - PANDEMIC RELIEF	464,492		313,312	262,018	53,001		1,092,823
SPECIAL INSPECTOR GENERAL - TARP	395,581		270,775	147,013	55,131	39,192	907,692
TREASURY DEPARTMENTAL OFFICES	368,640				1,409,998	786,642	2,565,280
TREASURY EXECUTIVE OFFICE FOR ASSET FORFEITURE	1,760,552						1,760,552
TREASURY FRANCHISE FUND/ADMINISTRATIVE SERVICES						15,000,000	15,000,000
TREASURY FRANCHISE FUND/INFORMATION TECHNOLOGY	1,047,510		1,564,884	1,370,404	90,848		4,073,646
TREASURY FRANCHISE FUND/SHARED SERVICES PROGRAM	3,689,883	95,892	4,895,761	1,187,669	654,586	9,633,934	20,157,725
TREASURY INSPECTOR GENERAL FOR TAX ADMINISTRATION	668,238		1,913,573	758,837	365,306		3,705,954

**Treasury Franchise Fund – Administrative Resource Center, FY 2021 Total Charges by Customer  
(continued)**

<b>FY 2021 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 - BLACK LUNG DISABILITY	98,128						98,128
TRUST FUND - FEDERAL DISABILITY	236,517						236,517
TRUST FUND - FEDERAL HOSPITAL INSURANCE	359,329						359,329
TRUST FUND - FEDERAL OLD AGE & SURVIVORS	236,517						236,517
TRUST FUND - FEDERAL SUPPLEMENT INSURANCE	359,329						359,329
TRUST FUND - OIL SPILL LIABILITY	165,000						165,000
TRUST FUND - UNEMPLOYMENT	405,001						405,001
U.S. DEPARTMENT OF COMMERCE OFFICE OF INSPECTOR GENERAL			450,419				450,419
UNITED STATES MARSHALS SERVICE					14,753		14,753
UNITED STATES MINT	9,048,310		4,280,178	2,588,013	266,714		16,183,215
US COURT OF APPEALS FOR VETERANS	340,601			13,151	17,434		371,186
US TAX COURT	393,965			58,755	48,501		501,221
USDA FOOD AND NUTRITION						934,600	934,600
USDA OCIO INTERNATIONAL TECHNOLOGY SERVICES			2,410,357				2,410,357
USDA OFFICE OF INSPECTOR GENERAL			56,912				56,912
<b>Grand Total</b>	<b>\$108,194,763</b>	<b>\$3,139,280</b>	<b>\$54,248,984</b>	<b>\$22,342,817</b>	<b>\$16,159,880</b>	<b>\$195,831,879</b>	<b>\$399,917,602</b>