

Department of the Treasury
Treasury Franchise Fund

Congressional Justification
for Appropriations and
Annual Performance
Report and Plan

FY 2018

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Section I – Budget Request

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) is a leader in providing effective administrative and information technology services through commitment to service, efficient operations, openness to change, and values-based behavior. The TFF achieves cost savings, promotes economies of scale, and increases productivity and efficiency in the use of resources by providing centralized services.

The TFF includes Departmental Offices' Shared Services Programs (SSP) and the Fiscal Service's Administrative Resource Center (ARC). SSP and ARC provide financial management, HR, IT, and other administrative services to federal customers on a fully cost recoverable, fee-for-service basis.

In FY 2018, the TFF will continue to be an integral federal partner to customer agencies. We will provide responsive, high quality and cost effective shared services to federal agencies through our commitment to streamlined processes to ensure compliance and eliminate redundancy, and focus on maximizing cost sharing opportunities that take advantage of economies of scale.

FY 2018 Treasury Franchise Fund Priorities

- Maintain service levels and achieve cost efficiencies wherever possible.
- Expand shared services opportunities throughout Treasury and to federal agencies, thus maximizing cost sharing opportunities.
- Meet internal and external customers' changing demands.
- Establish service rates and ensure price transparency for all business lines, including details of service components, cost drivers and how they result in cost sharing across the customer base.
- Protect our systems and data through strengthening cybersecurity and enhance operations to promote resiliency and operational effectiveness in critical Information Technology infrastructure and systems.

1.1 – Appropriations Detail Table

Dollars in Thousands

Treasury Franchise Fund Budgetary Resources	FY 2016		FY 2017		FY 2018		FY 2017 to FY 2018			
	Actual		Estimated		Estimated		Change		% Change	
	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT
Revenue/Offsetting Collections										
Reimbursable										
Shared Services Program (SSP)		\$229,871		\$232,731		\$225,198		(\$7,533)		-3.24%
Administrative Support Services		\$167,374		\$156,070		\$173,713		\$17,643		11.30%
Information Technology Services		\$189,625		\$174,531		\$174,376		(\$155)		-0.09%
Recovery from Prior Years		\$7,140		\$15,882		\$24,114		\$8,232		51.83%
Unobligated Balances from Prior Years		\$112,395		\$127,589		\$100,399		(\$27,190)		-21.31%
Total Revenue/Offsetting Collections		\$706,405		\$706,803		\$697,800		(\$9,003)		-1.27%
Expenses/Obligations										
Shared Services Program (SSP)	228	\$229,070	265	\$236,290	255	\$225,198	(10)	(\$11,092)	-3.77%	-4.69%
Administrative Support Services	988	\$156,869	1,025	\$163,151	1,087	\$173,713	62	\$10,562	6.05%	6.47%
Information Technology Services	499	\$192,877	504	\$206,963	506	\$190,185	2	(\$16,778)	0.40%	-8.11%
Total Expenses/Obligations	1,715	\$578,816	1,794	\$606,404	1,848	\$589,096	54	(\$17,308)	3.01%	-2.85%
Net Results		\$127,589		\$100,399		\$108,704		\$8,305		8.27%

Note: FY 2016 Other Resources are Actual

1.2 – Budget Adjustments Table

Dollars in Thousands

Treasury Franchise Fund	FTE	Amount
FY 2017 Estimated	1,794	\$606,404
Changes to Base:		
Maintaining Current Levels (MCLs):	0	\$11,371
Pay-Raise	0	\$2,922
Pay Annualization	0	\$1,071
Non-Pay	0	\$7,378
Subtotal Changes to Base	0	11,371
Total FY 2018 Base	1,794	\$617,775
Program Changes:		
Program Increases:	64	\$7,938
Customer Growth (ARC)	64	\$7,938
Program Decreases:	(10)	(\$36,617)
Operational Support (ARC)	0	(\$21,465)
Systems Reductions (SSP)	(10)	(\$15,152)
Subtotal Program Changes	54	(28,679)
Total FY 2018 Estimated	1,848	589,096

C – Budget Increases and Decreases Description

Maintaining Current Levels (MCLs) +\$11,371,000 / +0 FTE
Pay Raise +\$2,922,000 / +0 FTE

Funds are required for the proposed January 2018 pay-raise.

Pay Annualization +\$1,071,000 / +0 FTE

Funds are required for annualization of the January 2017 pay-raise.

Non-Pay +\$7,378,000 / +0 FTE

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

Program Increases +\$7,938,000 / +64 FTE

Customer Growth (ARC) +\$7,938,000 / +64 FTE

Increased demand and customer growth of 6 percent is anticipated within the Administrative Service budget activity due to our high performance and cost effectiveness, continuing federal initiatives to expand the use of shared services by the Office of Management and Budget (OMB) and the Unified Shared Services Management (USSM) Office. Additional costs as a result of this growth will be covered by an increase in offsetting collections.

The Administration's priorities may provide more growth opportunities for administrative shared services and the additional FTE will help to support the increased customer demand for human resources, financial management, procurement and travel services.

Two FTE for the IT business line are in direct support of two of the Department's priorities: protection of data and assets through emerging cybersecurity requirements and the protection of high value assets (HVAs) for resiliency, failover capability, and network encryption.

Program Decreases -\$21,465,000 / + 0 FTE

Operational Support (ARC) -\$21,465,000 / +0 FTE

The operational support decrease is attributable to one-time infrastructure purchases and IT support of Fiscal Service's physical location move, as well as, anticipated decreases in operational support contracts.

Program Decreases -\$15,152,000 / - 10 FTE

Systems Reductions (SSP) -\$15,152,000 / -10 FTE

Shared Services plans to reduce or delay systems enhancements and upgrades. FTE and contractor support will be reduced to coincide with program decreases.

1.3 – Operating Levels Table

Dollars in Thousands

Treasury Franchise Fund Object Classification	FY 2016 Actual	FY 2017 Estimated	FY 2018 Estimated
11.1 - Full-time permanent	132,484	145,493	150,447
11.3 - Other than full-time permanent	705	739	796
11.5 - Other personnel compensation	4,087	4,389	4,683
11.9 - Total personnel compensation	137,276	150,621	155,926
12.0 - Personnel benefits	45,811	52,375	54,287
Total Personnel and Compensation Benefits	\$183,087	\$202,996	\$210,213
21.0 - Travel and transportation of persons	1,398	1,822	2,056
22.0 - Transportation of things	23	11	10
23.1 - Rental payments to GSA	0	4,641	4,752
23.2 - Rental payments to others	56	270	270
23.3 - Communication, utilities, and misc charges	65,545	69,407	67,011
24.0 - Printing and reproduction	6	2	0
25.1 - Advisory and assistance services	66,762	38,954	29,193
25.2 - Other services from non-Federal sources	40,128	19,900	26,381
25.3 - Other goods and services from Federal sources	89,713	117,836	120,186
25.4 - Operation and maintenance of facilities	4,302	30	20
25.7 - Operation and maintenance of equipment	73,578	106,396	97,118
26.0 - Supplies and materials	1,245	4,037	946
31.0 - Equipment	52,973	40,102	30,940
Total Non-Personnel	\$395,729	\$403,408	\$378,883
Total Budgetary Resources	\$578,816	\$606,404	\$589,096
FTE	1,715	1,794	1,848

D – Appropriations Language and Explanation of Changes

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

E – Legislative Proposals

The Treasury Franchise Fund does not have legislative proposals.

Section II – Annual Performance Plan and Report

A – Strategic Alignment

Treasury Franchise Fund Strategic Goals

- Establish a level of transparency and a governance process that sets the standard for government service providers.
- Maintain status as a Financial Management Federal Shared Service Provider (FSSP).
- Commitment to continual improvement of operational service levels and process improvement efforts that reduce service costs.
- Prioritize resiliency, security (including cybersecurity), and data integrity of all IT systems and services.
- Promote and maximize shared services benefits in support of Treasury and government-wide initiatives.
- Continue to assess and report TFF's performance and provide timely feedback to customers.

In FY 2018, TFF will maintain its commitment to excellence and continue to meet all strategic goals, financial goals and benchmarks. TFF continues to strive for growth opportunities to expand existing service lines and provide other valuable in-demand administrative and information technology services in an era of fiscal constraint and increasing performance expectations. In order to meet the goal of reducing costs to customers, TFF will maximize shared service value and continue to look for opportunities to improve the efficiencies in business processes and technologies used in service delivery. TFF strives to incorporate the customer perspective into the decision-making process. Customer involvement and input provide an opportunity to obtain constructive and directed feedback which allows customer concerns to be addressed and services to meet customer demand.

B – Budget and Performance by Budget Activity

2.1 Shared Services Programs Resources and Measures

Dollars in Thousands

Resource Level	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
	Actual	Actual	Actual	Actual	Actual	Estimated	Estimated
Expense/Obligations	\$175,258	\$187,498	\$165,419	\$225,024	\$229,070	\$236,290	\$225,198
Budget Activity Total	\$175,258	\$187,498	\$165,419	\$225,024	\$229,070	\$236,290	\$225,198
FTE	187	202	211	205	228	265	255

Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2016	FY 2017	FY 2018	FY 2012 -
	Actual	Actual	Actual	Actual	Actual	Target	Target	Target	FY 2016
									Trend
Customer Satisfaction with Financial Planning Staff %	N/A	57.2	59.09	63.0	69.0	70.0	62.0	62.0	
ECM/Web Solutions Response Time to Resolve ECM and Web Solutions Non-Critical Issues/Help Desk Tickets within 10-15 Business Days	92.8	96.8	95.0	82.0	82.0	90.0	90.0	85.0	
HR Connect Customer Satisfaction %	90.0	90.0	90.1	83.0	82.0	85.0	91.0	83.0	
HR Connect Employee Update Files-Transmission of Employee Update Files Made to the Specified External Benefit Provider Within Established Timeframes	98.3	96.8	100.0	97.33	100.0	90.0	90.0	90.0	
HR Connect Number of Tickets Escalated to Tier 3	303	212	242	128	N/A	200	200	200	

Key: DISC - Discontinued; B - Baseline

Shared Services Programs Budget and Performance

(\$53,560,000 from direct appropriations, \$3,594,000 from reimbursable resources):

The service providers under the SSP are organizational components of the Assistant Secretary for Management within the Departmental Offices (DO). SSP supports the goals of shared services by offering administrative and information technology services on a competitive basis, as well as delivering outstanding customer service.

Description of Performance:

- Customer Satisfaction with Financial Planning Staff Survey Results** – The Office of Shared Services established a customer satisfaction measure starting in FY 2014. Results reflect the percentage of customers that rate their communication experience with the SSD Financial Planning staff as either “Good” or “Excellent” on a 5-point scale. The SSD will continue to push for a high score on this measure through customer outreach on billing, pricing, financial management and the performance of each of the SSPs. SSD is also implementing a plan in FY 2018 that includes an improved governance structure and updated charter.

- *Enterprise Content Management (ECM)/Web Solutions* – Response time to resolve ECM and Web Solutions non-critical issues/helpdesk tickets is targeted to be within 10 - 15 business days.
- *HR Connect: Customer Satisfaction Annual Survey Results* – Enterprise Business Solutions continues to improve and strives to maintain the level of customer satisfaction for HR Connect as customer expectations are rising.
- *HR Connect: Employee Update Files* – Transmission of employee update files were made to the specified external benefit provider within established timeframes. EBS continues to improve and stay in its acceptable range, which is relatively wide due to the limited number of transmitted files. EBS's targets are consistent with the targets used use for quarterly Capital Planning and Investment Control process and OPM reporting for HR Connect.
- *HR Connect: Number of Tickets Escalated to Tier 3* – EBS continues to maintain its current target levels. This target is based on implementing process improvements in the Design Documents and Quality Assurance environments.

2.2 Administrative Services Resources and Measures

Dollars in Thousands

Resource Level	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
	Actual	Actual	Actual	Actual	Actual	Estimated	Estimated
Expense/Obligations	\$116,571	\$127,747	\$128,904	\$146,282	\$156,869	\$163,151	\$173,713
Budget Activity Total	\$116,571	\$127,747	\$128,904	\$146,282	\$156,869	\$163,151	\$173,713
FTE	723	766	816	936	988	1,025	1,087

Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2016	FY 2017	FY 2018	FY 2012 -
	Actual	Actual	Actual	Actual	Actual	Target	Target	Target	FY 2016
									Trend
Direct Cost as a Percentage of Award Dollars	N/A	N/A	.41	.1	.2	.5	.5	.5	
Direct Cost per AP Transaction	N/A	N/A	65.4	47.22	59.07	73.0	65.0	64.0	
Direct Cost per FTE in Core HR Services	N/A	N/A	976.25	963.0	1,070.29	1,075.0	1,050.0	1040.0	
Direct Cost per System User - Oracle	N/A	N/A	18,261.0	21,724.0	16,241.0	18,300.0	22,160.0	22,380.0	
Direct Cost per Travel Voucher	N/A	N/A	24.75	21.1	19.81	27.0	26.0	26.0	
First Call Resolution - Oracle %	N/A	N/A	61.0	57.0	50.34	50.0	50.0	50.0	
Hiring Timeliness %	N/A	N/A	89.0	87.0	84.76	85.0	85.0	85.0	
Indirect Cost Admin Services %	24.0	23.48	27.1	27.5	21.96	25.0	25.0	25.0	
Timely Contract Issuance	N/A	N/A	N/A	N/A	89.26	90.0	90.0	90.0	
Travel Voucher Payments Timeliness %	N/A	N/A	99.0	99.0	99.87	98.0	98.0	98.0	
Unqualified Audit Opinions %	N/A	N/A	96.0	100.0	100.0	100.0	100.0	100.0	

Key: DISC - Discontinued; B - Baseline

Administrative Services Budget and Performance

(\$173,713,000 from assessments revenue/offsetting collections):

TFF's administrative services activity supports OMB's and the Department of the Treasury's shared services initiatives, furthering "good government" through standardized administrative financial systems and processes required of federal agencies. Value is provided through cost sharing opportunities in systems capital investments, as well as, reduced operating costs through standardized, compliant and streamlined, high quality, value added services.

Within the Department of the Treasury, the Administrative Services Activity fills three important roles:

- OMB designated Federal Shared Service Provider (FSSP) for the Financial Management Line of Business.
- Support organization for Treasury's Human Resources Line of Business.
- Designated provider for the Budget Formulation and Execution Line of Business.

We support these designations through administrative services in the areas of financial management, procurement, travel and relocation, and human resources. The Administrative Services Activity's success is demonstrated by our growing customer base, increasing demand for services, meeting or exceeding our performance measures, high customer satisfaction results and commitment to cost effective and stable customer prices.

Description of Performance:

For FY 2016, the Administrative Services Activity met or exceeded all performance measures except the new Timely Contract Issuance Metric. Through meeting greater than 90 percent of our quality and cost effectiveness performance standards, we've demonstrated an overall achievement of customer value. Although we did not achieve the 90 percent quality metric for Timely Contract Issuance (89.3 percent) in year one of the metric, we are confident we can achieve our goal in future years.

2.3 Information Technology Resources and Measures

Dollars in Thousands

Resource Level	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Estimated
Expense/Obligations	\$149,581	\$152,050	\$149,992	\$162,895	\$192,877	\$206,963	\$190,185
Budget Activity Total	\$149,581	\$152,050	\$149,992	\$162,895	\$192,877	\$206,963	\$190,185
FTE	442	457	459	459	499	504	506

Measure	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target	FY 2012 - FY 2016 Trend
Fiscal IT Hosting - Percentage of Time Service is Operational (Up Time Excluding Planned Maint.)	N/A	N/A	N/A	N/A	99.8	99.0	99.0	99.0	_____
Number of Engagements in Strategic Sourcing or "Service Provider" or Other Shared Services Opportunity	N/A	N/A	N/A	N/A	1	2	2	2	_____
Percentage of POA&Ms Scheduled for Closure in Last 30 Days - Closed Early or On Time	N/A	N/A	N/A	N/A	69.6	90.0	90.0	90.0	_____

Key: DISC - Discontinued; B - Baseline

Information Technology Services Budget and Performance

(\$190,185,000 from assessments revenue/offsetting collections):

TFF's Information Technology Services Activity provides shared services to a variety of federal customers. Value is provided through IT infrastructure consolidation and standardized IT service delivery in a modern, technically innovative, and secure environment. Customers avoid costly, long-term development projects when they take advantage of TFF's shared services and environments. TFF's Information Technology Services Activity, designated by the OMB as a Shared Service Center for Information Systems Security Line of Business, provides agencies with proven Security Assessment and Authorization (SA&A) and Continuous Monitoring services. The TFF also is one of two Treasury trusted internet connection providers and hosts Treasury's public domain name system. TFF provides key services such as SA&A, Continuous Monitoring, Hosting services and Software Development.

Description of Performance:

For FY 2016, Information Technology Services exceeded its performance measure for system uptime, thus ensuring that mission critical and other administrative systems were available to enable customer agencies to meet their missions. We were unable to achieve the targets for closure of Plan of Action and Milestones (POA&M) (90 percent) and the number of engagements for strategic sourcing (2).

The POA&M metric was impacted by a security review that resulted in an extraordinary number of invalid exceptions resulting from the application of new testing techniques. A significant level of effort was applied to prioritize with competing priorities and to research and document each exception, causing adverse affects on the POA&M metric. The strategic sourcing metric was not achieved due to resource constraints related to supporting other critical Bureau activities, such as cybersecurity enhancements and enhancing failover capabilities of High Value Assets. For FY 2017 and FY 2018 we continue to challenge ourselves with high performance targets for all three of our performance measures and are using targeted efforts with regular reviews to monitor our progress.

Section III – Additional Information

A – Summary of Capital Investments

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 flexibility and more efficient interfaces with customers' third-party applications.

TFF also 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.

The Administrative Resource Center capital investments are contained within the Fiscal Service capital investment summary. The 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:

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

This website also contains a digital copy of this document.

B – Treasury Franchise Fund Program Costs

This information is provided to fulfill requirements of Section 125, Public Law 114-113, Consolidated Appropriations Act, 2016.

Treasury Franchise Fund – Shared Services Programs, FY 2016 Total Charges by Customer

FY 2016 SSP Customers	Enterprise Business Solutions	Infrastructure Operations	Cyber Security	IT Strategy And Technology Management	Non-Information Technology Services	Total
Architect of the Capitol	208,514	-	-	-	10,404	
Alcohol, Tobacco, Firearms and Explosives	1,622,017	30,997		-	110,966	1,763,980
Alcohol and Tobacco Tax and Trade Bureau	264,730	597,052	79,896	19,613	267,523	1,228,814
Bureau of Engraving and Printing	2,217,765	3,489,600	172,736	78,979	928,696	6,887,775
Bureau of the Fiscal Service	6,113,422	753,817	208,807	95,472	1,368,385	8,539,903
Consumer Financial Protection Bureau	1,215,194	6,091	1,312	-	414,437	1,637,035
Commodities Futures Trading Commission	-	-	-	-	55,199	55,199
DHS Customs - and Immigration Service	-	-	-	-	58,511	58,511
DHS - Headquarters	-	-	-	-	169,930	169,930
DHS - U.S. Secret Service	1,527,408	25,455	-	-	64,325	1,617,187
Community Development Financial Institutions Fund	191,455	34,058	6,647	3,039	107,056	342,256
DC Pensions	18,761	92,271	1,684	770	59,065	172,551
Federal Financing Bank	33,362	155,322	2,836	1,297	63,179	255,997
Financial Stability Oversight Council	524,554	137,830	2,393	1,094	42,694	708,566
Treasury Office of Financial Research	212,669	5,695,983	201,291	10,455	405,020	6,525,418
Treasury Office of Financial Stability	864,497	595,463	9,483	161,312	308,865	1,939,619
Treasury Office of Technical Assistance	46,260	125,094	1,595	729	35,939	209,618
Small Business Lending Fund Administration	19,789	92,275	1,684	770	47,865	162,383
Treasury Departmental Offices	3,068,501	6,840,452	804,321	53,612	2,881,358	13,648,243
State Small Business Credit Initiative Administration	22,388	53,484	975	446	40,506	117,798
Treasury Executive Office for Asset Forfeiture	961,733	194,245	2,659	1,216	102,736	1,262,589
Treasury Terrorism Risk Insurance Program	4,301	48,530	886	405	26,440	80,563
Department of Commerce	14,587,684	135,540	-	-	294,000	15,017,224
Department of Education	-	-	-	-	7,280	7,280
Department of the Interior	92,700	-	-	-	8,733	101,433
Department of Justice - Antitrust	-	-	-	-	33,119	33,119
Department of Justice - Headquarters	-	-	-	-	72,391	72,391
Department of Labor	4,940,145	63,881	-	-	202,814	5,206,841
Department of Transportation Federal Transit Agency	-	-	-	-	21,728	21,728
Department of Education	-	-	-	-	104,225	104,225
Export Import Bank Office of the Inspector General	-	-	-	-	4,416	4,416

Treasury Franchise Fund – Shared Services Programs, FY 2016 Total Charges by Customer (Continued)

FY 2016 SSP Customers	Enterprise Business Solutions	Infrastructure Operations	Cyber Security	IT Strategy And Technology Management	Non-Information Technology Services	Total
Environmental Protection Agency	-	-	-	-	354,091	354,091
Federal Communications Commission	44,797	-	-	-	2,175	46,972
Federal Deposit Insurance Corporation	90,294	-	-	-	17,112	107,406
FDIC Office of the Inspector General	-	-	-	-	4,346	4,346
Federal Emergency Management Agency	388,335	-	-	-	94,075	482,410
Federal Housing Finance Agency	-	-	-	-	54,320	54,320
Financial Crimes Enforcement Network	239,836	624,899	30,754	14,061	223,807	1,133,358
Federal Reserve Board	-	-	-	-	4,416	4,416
General Accountability Office	652,485	12,387	-	-	26,838	691,710
General Services Administration	-	-	-	-	102,492	102,492
Department of Housing and Urban Development	3,468,535	30,869	-	-	279,188	3,778,592
Internal Revenue Service	42,014,846	65,217,524	7,305,321	3,285,170	14,692,325	132,515,185
U.S. Mint	1,471,142	1,463,278	166,532	76,142	1,024,983	4,202,077
National Archives and Records Administration	-	-	-	-	21,185	21,185
Office of the Comptroller of the Currency	2,617,592	1,339,684	351,852	160,875	918,747	5,388,752
Office of Government Ethics	-	-	-	-	5,461	5,461
Treasury Office of Inspector General	122,237	584,631	18,966	8,672	103,178	837,685
Overseas Private Investment Corporation	-	-	-	-	9,936	9,936
Peace Corps	110,668	-	-	-	26,943	137,611
Small Business Administration	548,528	-	-	-	21,000	569,528
Special Inspector General for TARP	226,240	861,497	17,105	7,821	144,984	1,257,648
Smithsonian Institute	-	-	-	-	127,653	127,653
Smithsonian National Gallery of Art	-	-	-	-	14,666	14,666
TFF Administrative Resource Center ¹	1,493,165	2,044,053	121,952	55,759	391,896	4,106,825
Treasury Inspector General for Tax Administration	486,001	2,196,880	74,359	33,999	285,324	3,076,562
United States Agency for International Development	2,530,342	18,899	-	-	84,373	2,633,614
Department of Veterans Affairs	-	-	-	-	68,269	68,269
Grand Total	95,262,892	93,562,042	9,586,045	4,071,708	27,421,591	229,904,278

1/SSP bills all customers for services, including ARC. SSP costs collected from ARC are initially billed and collected from the ARC customers.

Treasury Franchise Fund – Administrative Resource Center, FY 2016 Total Charges by Customer

FY 2016 ARC Customers	Financial Management Services	FMLoB FEES	Human Resource Services	Procurement Services	Travel Services	Information Technology Services	Grand Total
ACCESS BOARD	227,259		79,789	56,861	40,263		404,172
ADMIN OFFICES OF THE US COURTS	144,127						144,127
ADMINISTRATION FOR CHILDREN AND FAMILIES	98,546				2,330		100,876
ADMINISTRATIVE RESOURCE CENTER - ADMIN ¹						12,685,346	12,685,346
AFRICAN DEVELOPMENT FOUNDATION	1,098,383			438,331	39,412		1,576,126
AGENCY FOR INTERNATIONAL DEVELOPMENT	87,212	95,819					183,031
AGENCY FOR INTERNATIONAL DEVELOPMENT - OIG	108,056						108,056
ALCOHOL AND TOBACCO TAX AND TRADE BUREAU	812,801		957,191	709,016	225,285		2,704,293
ALCOHOL TOBACCO FIREARMS AND EXPLOSIVES					1,186,465		1,186,465
ARMED FORCES RETIREMENT HOME	857,713		1,179,882	822,685	23,943		2,884,224
BUREAU OF ENGRAVING AND PRINTING			710,374		104,793		815,167
BUREAU OF THE FISCAL SERVICE	17,628,015		4,451,026	5,305,251	441,229	161,638,076	189,463,597
CDFI PROGRAM FUND	887,780		143,716	277,867	17,919		1,327,282
CENTER FOR DISEASE CONTROL					2,252,328		2,252,328
CHEMICAL SAFETY AND HAZARD BOARD	255,021			21,222	26,831		303,074
COMPTROLLER OF THE CURRENCY				124,732			124,732
CONSUMER FINANCIAL PROTECTION BUREAU	1,577,200		4,142,378	1,634,469	1,414,834	4,225	8,773,105
CONSUMER PRODUCT SAFETY COMMISSION					2,228		2,228
CORPORATION FOR NATIONAL AND COMMUNITY SERVICE	93,423						93,423
DC PENSIONS PROJECT OFFICE	1,747,626		57,137	26,580	1,478	1,879,164	3,711,985
DEFENSE HEALTH AGENCY					67,950		67,950
DEFENSE NUCLEAR FACILITIES SAFETY BOARD			81,969				81,969
DENALI COMMISSION	359,909		62,126	99,018	21,990		543,043
DEPARTMENT OF AGRICULTURE		167,510					167,510
DEPARTMENT OF AGRICULTURE - OIG			8,596				8,596
DEPARTMENT OF COMMERCE						262,700	262,700
DEPARTMENT OF DEFENSE		187,342					187,342
DEPARTMENT OF EDUCATION	316,979	230,616					547,595
DEPARTMENT OF ENERGY	142,921	124,236					267,157
DEPARTMENT OF HEALTH & HUMAN SERVICES		230,616			90,245		320,861
DEPARTMENT OF HEALTH & HUMAN SERVICES - OIG					8,086		8,086
DEPARTMENT OF HOMELAND SECURITY	246,442	187,342				521,798	955,582
DEPARTMENT OF HOMELAND SECURITY - CIS					468,067		468,067
DEPARTMENT OF HOMELAND SECURITY - OIG	735,404				246,435		981,839

1/ARC-IT bills all customers for services, including ARC-Admin. ARC-IT costs collected from ARC-Admin are initially billed and collected from the ARC-Admin customers.

Treasury Franchise Fund – Administrative Resource Center, FY 2016 Total Charges by Customer

FY 2016 ARC Customers	Financial Management Services	FMLoB FEES	Human Resource Services	Procurement Services	Travel Services	Information Technology Services	Grand Total
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT	30,093,802	230,616	11,873,842	851,837	3,287,996		46,338,094
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT - OIG			1,655,719	381,907	14,815		2,052,441
DEPARTMENT OF JUSTICE	150,116	124,236					274,352
DEPARTMENT OF LABOR	267,285	141,399					408,684
DEPARTMENT OF STATE	572,886	95,892					668,778
DEPARTMENT OF THE INTERIOR	1,670,750	124,236					1,794,986
DEPARTMENT OF TRANSPORTATION		230,616					230,616
DEPARTMENT OF VETERANS AFFAIRS	446,333	158,998					605,331
DEPARTMENT OF VETERANS AFFAIRS - OIG			1,969,043				1,969,043
DEPARTMENT OF VETERANS AFFAIRS - TAC						597,916	597,916
ELECTION ASSISTANCE COMMISSION	359,730			136,172	21,837		517,739
ENVIRONMENTAL PROTECTION AGENCY		95,819				93,000	188,819
FARM CREDIT ADMINISTRATION	335,620			53,747	225,780		615,147
FARM CREDIT SYSTEM INSURANCE CORPORATION	173,950			1,432	4,521		179,903
FEDERAL EMERGENCY MANAGEMENT AGENCY					28,573		28,573
FEDERAL HOUSING FINANCE AGENCY	1,047,929		119,160	452,651	377,922		1,997,662
FEDERAL HOUSING FINANCE AGENCY - OIG	147,440		238,320	328,326	36,948		751,034
FEDERAL LABOR RELATIONS AUTHORITY	435,023			48,352	32,129		515,504
FEDERAL MARITIME COMMISSION	279,244			76,879	23,164		379,287
FEDERAL MINE SAFETY AND HEALTH REVIEW COMMISSION	322,600		154,085	24,789	46,289		547,763
FINANCIAL CRIMES ENFORCEMENT NETWORK	610,502		146,066	654,024	65,914	2,556,977	4,033,483
FOOD AND DRUG ADMINISTRATION					609,196		609,196
GENERAL SERVICE ADMINISTRATION		41,332					41,332
GULF COAST ECOSYSTEM RESTORATION COUNCIL	250,944			10,533	5,792		267,269
INTER AMERICAN FOUNDATION	802,453			612,426	30,647		1,445,526
INTERIOR BUSINESS CENTER	42,210						42,210
IRS CRIMINAL INVESTIGATION DIVISION						957,698	957,698
MERIT SYSTEMS PROTECTION BOARD	397,301			26,862	65,005		489,168
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION	145,263	124,236				473,164	742,663
NATIONAL ARCHIVES & RECORDS ADMINISTRATION	3,816,946			519,551	269,761		4,606,258
NATIONAL MEDIATION BOARD	328,835			231,674	72,485	108,300	741,294
NATIONAL SCIENCE FOUNDATION		139,094			91,850		230,944
NUCLEAR REGULATORY COMMISSION		41,332					41,332
OCCUPATIONAL SAFETY AND HEALTH REVIEW COMMISSION	231,492			18,682	23,445		273,619

Treasury Franchise Fund – Administrative Resource Center, FY 2016 Total Charges by Customer (Continued)

FY 2016 ARC Customers	Financial Management Services	FMLoB FEES	Human Resource Services	Procurement Services	Travel Services	Information Technology Services	Grand Total
OFFICE OF ADMINISTRATION, EXEC OFF OF THE PRES	1,254,784			291,354	335,053		1,881,191
OFFICE OF FINANCIAL STABILITY	270,743		207,813	49,778	18,780		547,114
OFFICE OF GOVERNMENT ETHICS	304,350		213,300	212,482	14,661		744,793
OFFICE OF PERSONNEL MANAGEMENT		41,332					41,332
OFFICE OF PERSONNEL MANAGEMENT - OIG						149,325	149,325
OFFICE OF TECHNICAL ASSISTANCE (OTA)	892,126		35,406	54,234	161,222		1,142,988
OFFICE OF THE INSPECTOR GENERAL	313,420		606,071	159,546	64,950		1,143,987
PENSION BENEFIT GUARANTY CORPORATION						125,126	125,126
RAILROAD RETIREMENT BOARD					4,715		4,715
SECURITIES AND EXCHANGE COMMISSION	328,044						328,044
SMALL BUSINESS ADMINISTRATION		67,475					67,475
SOCIAL SECURITY ADMINISTRATION		67,475				762,484	829,959
SPECIAL INSPECTOR GENERAL - TARP	301,488		391,117	211,557	111,553		1,015,715
TREASURY DEPARTMENTAL OFFICES	3,423,502		4,321,021	1,310,005	705,146	157,778	9,917,452
TREASURY FRANCHISE FUND/INFORMATION TECHNOLOGY ¹	781,654		932,761	1,374,592	102,674		3,191,681
TREASURY FRANCHISE FUND/SHARED SERVICES PROGRAM ²	581,190	95,892	1,424,460	366,603	20,204	4,078,769	6,567,118
TREASURY INSPECTOR GENERAL FOR TAX ADMINISTRATION	654,825		1,311,741	620,636	297,197		2,884,399
TRUST FUND - BLACK LUNG DISABILITY	186,602						186,602
TRUST FUND - FEDERAL DISABILITY	483,469						483,469
TRUST FUND - FEDERAL HOSPITAL INSURANCE	541,374						541,374
TRUST FUND - FEDERAL OLD AGE & SURVIVORS	483,469						483,469
TRUST FUND - FEDERAL SUPPLEMENT INSURANCE	548,262						548,262
TRUST FUND - OIL SPILL LIABILITY	127,749						127,749
TRUST FUND - UNEMPLOYMENT	789,782						789,782
UNITED STATES AIR FORCE	-134,488						-134,488
UNITED STATES MARSHALS SERVICE					2,409		2,409
UNITED STATES MINT	7,824,940		2,681,459	2,258,175	194,781		12,959,355
US COURT OF APPEALS FOR VETERANS	231,982			8,345	11,828		252,155
USDA FOOD AND NUTRITION						831,744	831,744
USDA FOREST SERVICE	116,445						116,445
USDA OCIO INTERNATIONAL TECHNOLOGY SERVICES			1,247,684				1,247,684
USDA OFFICE OF INSPECTOR GENERAL			42,979				42,979
Grand Total	90,659,182	3,043,461	41,446,229	20,863,184	14,061,353	187,883,590	357,956,999

1/ARC-Admin bills all customers for services, including ARC-IT. ARC-Admin costs collected from ARC-IT are initially billed and collected from the ARC-Admin customers.

2/ARC-IT and ARC-Admin bill all customers for services, including SSP. ARC-IT and ARC-Admin costs collected from SSP are initially billed and collected from the SSP customers.