

Treasury Franchise Fund

FY 2015

President's Budget

Table of Contents

Section 1 – Purpose	3
1A – Mission Statement.....	3
1.1 – Resource Detail Table.....	3
1B – Vision, Priorities and Context	3
Section 2 – Budget Adjustments and Appropriation Language	8
2.1 – Budget Adjustments Table.....	8
2A – Budget Increases and Decreases Description.....	8
2.2 – Operating Levels Table.....	10
2B – Appropriations Language and Explanation of Changes.....	10
2C – Legislative Proposals.....	10
Section 3 – Budget and Performance Plan	11
3A – Shared Services Programs (SSP)	11
3.1.1 – Shared Services Programs (SSP) Budget and Performance Plan	13
3B – Financial Management Administrative Support Services.....	13
3.1.2 – Administrative Services Budget and Performance Report and Plan	15
3C – Information Technology Services	15
3.1.3 – Information Technology Services Budget and Performance Report and Plan	
Section 4 – Supplemental Information	17
4A – Summary of Capital Investments.....	17

Section 1 – Purpose

1A – Mission Statement

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

1.1 – Resource Detail Table

Dollars in Thousands

Treasury Franchise Fund Budgetary Resources	FY 2013		FY 2014		FY 2015		FY 2014 to FY 2015			
	Actual		Estimated		Estimated		\$ Change		% Change	
	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT
Revenue/Offsetting Collections										
Reimbursables										
Shared Services Programs (SSP)		141,745		171,884		172,383		499		0.29%
Administrative Services		121,175		127,223		158,788		31,565		24.81%
Information Technology Services		130,747		146,320		150,601		4,281		2.93%
Recovery from Prior Years		24,329		22,979		27,830		4,851		21.11%
Unobligated Balances from Prior Years		117,165		67,866		79,928		12,062		17.77%
Total Revenue/Offsetting Collections		535,161		536,272		589,530		53,258		9.93%
Expenses/Obligations										
Shared Services Programs (SSP)	202	187,498	242	171,861	242	172,383	0	522	N/A	0.30%
Administrative Services	766	127,747	854	138,163	1,095	158,926	241	20,625	28.22%	18.11%
Information Technology Services	416	152,050	522	146,320	499	150,585	(23)	4,281	-4.36%	N/A
Total Expenses/Obligations	1,384	467,295	1,618	456,344	1,836	481,894	218	25,550	13.47%	5.60%
Net Results		67,866		79,928		107,636		27,708		34.67%

1B – Vision, Priorities and Context

The Treasury Franchise Fund's (TFF) vision is to be a leader in providing responsible, effective administrative services through commitment to service, efficient operations, openness to change, and values-based behavior.

In FY 2014, Treasury merged the Working Capital Fund (WCF) programs into the TFF, a process that began in 2013 and is reflected in this combined budget request. The TFF plans to achieve a higher level of transparency with the WCF transfer. In addition, this budget submission also reflects the name change of the WCF programs to the Shared Services Programs (SSP).

The TFF authority permits a reasonable operating reserve to be maintained for shared service providers and will provide a platform for expanding our shared services programs. In addition, combining all of Treasury's shared services into one account will improve coordination and governance of shared services both within and outside of the Department.

Main Functions

TFF, which includes SSP and the Administrative Resource Center (ARC), provides financial management, procurement, travel, human resources, information technology (IT) services, and other administrative services to federal customers, including a majority of the Department of the Treasury bureaus, on a reimbursable, fee-for-service basis.

Strategic Goals

- Maintain operational service levels.
- Implement process improvements and efficiency efforts to reduce costs to customers.
- Promote and maximize shared services benefits in support of Treasury and government- wide initiatives.
- Continue to assess and report our performance and provide timely feedback to customers.

Relationship to Treasury Strategic Goals

TFF supports the Treasury's Strategic Goal number 3, to "fairly and effectively reform and modernize federal financial management, accounting, and tax systems" and Strategic Objective number 3.1, to "improve the efficiency and transparency of federal financial management and government-wide accounting."

TFF also supports the Treasury's Strategic Goal number 5, to "Create a 21st-century approach to government by improving efficiency, effectiveness, and customer interaction" and Strategic Objective number 5.3, to "promote efficient use of resources through shared services, strategic sourcing, streamlined business processes, and accountability", by providing reliable, consistent, and cost-effective administrative support services.

FY 2015 Priorities

- Maintain service levels and achieve cost efficiencies, wherever possible.
- Shared Services Programs are engaged in ongoing efforts to cut costs through the evaluation and replacement of legacy systems, while reinvesting savings in IT modernization and data center consolidation efforts.
- Expand shared services opportunities throughout Treasury and to other agencies in the federal government, in order to reduce costs to all customers.
- Provide the Bureau of the Fiscal Service meaningful support through organizational consolidation and in transforming financial management through the efforts of our Administrative and Information Technology business lines.
- Support the Office of Management and Budget and serve as a champion of the shared services initiative.
- Successfully transition the Department of Housing and Urban Development (HUD) to ARC's Financial Management, Procurement, and Travel services.
- Successfully transition remainder of HUD to ARC's Human Resource services.
- Expand use of Business Process Management and Lean Six Sigma principles throughout the Administrative business line.
- Complete functional realignment stemming from data center consolidation within the Information Technology Services business line.

Key Accomplishments and Challenges

- *Shared Services Programs overall savings* – By undertaking a top to bottom review of every program, the Shared Services Programs reduced the total financial plan from over \$189 million in FY 2013 to approximately \$172 million for FY 2014.
- *Achieving program savings through modernization* - The Treasury Enterprise Voice Program provides digital voice, data, and Voice over Internet Protocol (VoIP) telecommunications. With the decommissioning of the legacy voice systems, the VoIP system is expected to be fully implemented by FY 2015. Some of the services being offered through this program are: local/long distance calling, audio conferencing and video support, automatic call distribution, and related support/maintenance.
- *Data Collection for Capital Planning* - SpIKE is the IT Capital Planning tool being developed by Treasury on the ECM platform. The system supports data collection from the bureaus and direct reporting to OMB in the required XML format. In addition, it provides management reporting for the proper oversight of the Treasury IT portfolio and includes reports provided to the Treasury CIO and ASM on a monthly basis. There are significant savings for moving from the existing IKE system to SpIKE of approximately \$300,000 per year starting in FY 2014 as the result of hosting the system on the ECM platform and utilizing primarily Treasury developers rather than contractor support.
- *EBS Reserve Establishment* - Upon the Treasury Working Capital Fund (WCF) transitioning into the Treasury Franchise Fund (TFF) in FY 2014, Enterprise Business Solutions (EBS) and Enterprise Infrastructure Services (EIS) has established a reserve for its various programs that will be used to fund capital investment needs within a five-year window. This spreads the costs of expected upgrades and equipment needs over time so customers do not see large spikes in costs from year to year.
- *Maintaining Cost Levels in growing programs* – For FY 2014, the Administrative Resource Center continues implementing process improvement and efficiency efforts to reduce costs to customers. In addition to the ongoing challenge of minimizing prices, another key challenge for the ARC is maintaining services and customer satisfaction levels while pursuing cost reduction and containment initiatives, such as transitioning customers to the standardized service delivery model and balancing service levels with customer demand and funding levels.
- *Modernizing our customer communication and internal financial management* – Beginning in FY 2014, the Shared Services Programs website will be moving to a modernized SharePoint platform. This will provide all SSP stakeholders benefits. Customer benefits include easier navigation through the site, automated email messaging of important customer updates, and user access to fund information. In addition, the program will be adopting an automated system of billing, providing the SSP the ability to update financial planning forms in real-time.
- *Creation of the Financial Management Oversight Committee (FMOC)* – The Financial Management Oversight Committee (FMOC) of the Treasury Franchise Fund (TFF) was established to serve as a due diligence working group to consider any new activity before being presented to the Shared Services Council (SSC). Establishment of the FMOC was required by the TFF Charter, approved March 12, 2013. The FMOC, made up of Treasury bureau Chief Financial Officers and representatives from ARC and SSP, will convene at least twice per year and prior to any SSC meeting involving TFF activities. The FMOC will

perform a preliminary review of any new shared service before joining the TFF, in consultation with Treasury and non-Treasury TFF customers.

- *Expansion of HR Connect Line Of Business* – HR Connect has expanded its customer base to include FEMA and the Architect of the Capitol in FY 2013, and expects to add additional external agencies in FY 2014. The result of bringing these external customers onto the shared platform over time will be a net decrease in costs for all customers as the cost of services is spread out among more customers.
- *Continued Customer Expansion* – The Administrative Resource Center (ARC) will transition the Department of Housing and Urban Development (HUD), a massive expansion to include executive level collaboration and integration into all service lines. All service line (Financial Management, Procurement, Human Resources, and Travel) implementations began in FY 2013 and will be fully converted and operational in FY 2015. Completion of this project will improve HUD's compliance with the Federal Financial Management Improvement Act (FFMIA) as well as improve decision-making capabilities with the full integration of services in a core financial system. Additional benefits will be improved functionality by leveraging on-demand financial and analytical information to measure effectiveness and efficiency of its program initiatives. Challenges include resource utilization and the magnitude of hiring qualified talent to support a customer of this size while continuing to maximize efficiency and reduce costs.
- *Oracle Release 12 (R12) Conversion* – In FY 2013, TFF completed the conversion of all customers to the Administrative Resource Center's (ARC) Oracle Release 12 (R12) shared core financial system. The upgrade to system functionality in the areas of reporting and workflow improved the services offered to current and prospective customers. Through cost sharing, current customers also derived significant cost avoidance benefit. Additionally, the TFF complied with Common Government-wide Accounting Classification requirements. ARC will complete the upgrade of the manufacturing core financial system in FY 2014. The Office of Management and Budget's (OMB) Financial System Advisory Board reviewed this modernization effort and found the system in compliance with the guiding principles outlined in OMB Memorandum M-10-26.
- *Invoice Processing Platform (IPP) Transition* – During FY 2013, ARC completed the transition of all financial management customers to the new IPP business process for eligible vendor invoices. TFF is now compliant with Treasury's FY 2014 vendor invoicing mandate and has adopted a similar policy for non-Treasury customers. In addition, the TFF continues working to enhance the system's functionality and controls to enable realization of its full cost savings potential.
- *E-Gov Travel Service system (ETS2) Implementation* – The President's E-Gov Travel initiative commits to employ the latest technology over the next fifteen years to create a more efficient and effective federal government travel service. ARC and the Internal Revenue Service served as Treasury's representatives on the ETS2 contract renewal awarded to Concur. ARC will complete migration to this system in FY 2014. This upgrade will provide a Federal Travel Regulations (FTR) compliant government-wide travel system while retaining functionality and integration with the core financial management system.
- *Attestation Engagement & Financial Statement Audit Updates* – TFF undergoes an annual *Type II Statements on Standards for Attestation Engagements (SSAE) 16* – SSAE 16 is an attestation engagement of internal controls, in which management is attesting in writing the fair presentation and design of controls. TFF has received nine consecutive unqualified

opinions for these types of engagements. The SSAE 16 results enhance customer confidence and reduce annual financial statement audit costs. TFF has received 15 consecutive unqualified financial statement audit opinions.

Larger Operating Environment

In FY 2015, TFF will maintain its commitment to excellence and continue to meet all strategic and financial goals and benchmarks. TFF continues to strive for growth opportunities to expand existing service lines and provide other valuable in-demand administrative services in an era of budget reductions. 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.

The governance structure for the TFF is composed of three major governing bodies:

1. Assistant Secretary for Management (ASM) - Responsible for the corporate management and oversight for the TFF.
2. Shared Services Council - Serves as an advisory body for all TFF programs and ensures customers' perspectives are included in the decision-making process. The SSC plans to align and enhance shared services across the Department.
3. Financial Management Oversight Committee - Functions as a due diligence-working group that performs preliminary reviews of new-shared services and financial and budgetary policies and procedures prior to any new activities being considered and presented to the SSC.

In addition to the creation of the Treasury Shared Services Council, the TFF strives to incorporate the customer perspective into the decision-making process. Customer involvement and input will provide an opportunity for the SSC to obtain constructive and directed feedback and ensure customer concerns are addressed.

Section 2 – Budget Adjustments and Appropriation Language

2.1 – Budget Adjustments Table

Dollars in Thousands

Treasury Franchise Fund	FTE	Amount
FY 2014 Estimated	1,618	\$456,344
Changes to Base:		
FY 2014 Revised Estimate	1,618	\$456,344
Maintaining Current Levels (MCLs):	-	\$7,143
Pay-Raise	-	\$2,280
Non-Pay	-	\$4,863
Non-Recurring Costs:	-	(\$648)
Hosting Contracts HUD Expansion (ARC)	-	(\$588)
Savings from Risk Center System Upgrades (SSP)	-	(\$60)
Subtotal Changes to Base	-	\$6,495
Total FY 2015 Base	1,618	\$462,839
Program Changes:		
Program Decreases:	-	(\$2,366)
Anticipated Reduction in HSPD-12 Card Renewals (SSP)	-	(\$633)
Retirement of Legacy Digital Telephone Systems (SSP)	-	(\$1,733)
Program Increases:	218	\$21,421
Customer Growth	218	\$21,421
Total FY 2015 Estimated	1,836	\$481,894

2A – Budget Increases and Decreases Description

Maintaining Current Levels (MCLs) +\$7,143,000 / +0 FTE

Pay-Raise +\$2,280,000 / +0 FTE

Funds are required for the proposed January 2015 pay-raise and the annualization of the 2014 pay-raise.

Non-Pay +\$4,863,000 / +0 FTE

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

Non-Recurring Costs -\$648,000 / +0 FTE

Hosting Contracts HUD Expansion (ARC) -\$588,000 / +0 FTE

One-time implementation costs associated with the expansion of Administrative services to HUD.

Savings from Risk Center System Upgrades (SSP) -\$60,000 / +0 FTE

Reduction of funds allocated for FY 2014 investments in situational awareness risk center system.

Program Decreases -\$2,366,000 / +0 FTE

Anticipated Reduction in HSPD-12 Card Renewals (SSP) -\$633,000 / +0 FTE

Anticipated savings are driven by a decrease in the number of card renewals, as well as a decrease in leased stations to be maintained across the bureaus.

Retirement of Legacy Digital Telephone Systems (SSP) -\$1,733,000 / +0 FTE

Savings under the Treasury Enterprise Voice program are expected in FY 2015 as the Program Office completes the implementation of Voice over IP (VoIP) services and the full decommission of the legacy Digital Telecommunications System (DTS) enterprise voice platform in FY 2014. Savings will result from the elimination of DTS exit costs.

Program Increases +\$21,421,000 / +218 FTE

Customer Growth +\$21,421,000 / +218 FTE

Customer growth is expected within each of the offerings within the Administrative Services and Information Technology budget activities. Expanding services to additional customers allows the Fund's fixed costs to be distributed across a greater base. In addition to the economic benefits, customers will receive professional services that are consistent in both quality and cost. These benefits strongly align with Treasury's goals of fiscal responsibility and the further standardization of systems and business processes through shared services employed across the government.

2.2 – Operating Levels Table

Dollars in Thousands

Treasury Franchise Fund		FY 2013	FY 2014	FY 2015
Object Classification		Actual	Estimated	Estimated
11.1	Full-time permanent	112,288	132,232	148,335
11.3	Other than full-time permanent	1,134	68	68
11.5	Other personnel compensation	3,851	4,056	4,435
11.6	Overtime	0	14	14
11.7	Other personnel compensation - awards	0	45	45
11.9	Personnel Compensation (Total)	117,372	136,415	152,898
12.0	Personnel benefits	35,890	33,875	39,200
13.0	Benefits to former personnel	256	5	5
Total Personnel and Benefits Compensation		153,518	170,295	192,103
21.0	Travel and transportation of persons	1,765	3,205	2,766
22.0	Transportation of things	20	53	54
23.1	Rental payments to GSA	4,523	3,937	3,952
23.2	Rental payments to others	571	601	603
23.3	Communication, utilities, and misc charges	9,847	6,055	6,430
23.5	Telecommunication	0	1,032	1,036
24.0	Printing and reproduction	4	1	1
25.1	Advisory and assistance services	35,045	58,262	53,305
25.2	Other services from non-Federal Sources	64,262	55,495	55,983
25.3	Other goods and services from Federal Sources	108,187	84,143	88,041
25.7	Operation and maintenance of equipment	49,093	37,864	40,634
26.0	Supplies and materials	1,687	1,549	1,594
31.0	Equipment	38,687	33,852	35,394
Total Non-Personnel		313,777	286,049	289,792
Total Budgetary Resources		\$467,295	\$456,344	\$481,894
Budget Activities:				
	Shared Services Programs	187,498	171,861	172,383
	Administrative Services	127,747	138,163	158,926
	Information Technology Services	152,050	146,320	150,585
Total Budgetary Resources		\$467,295	\$456,344	\$481,894
FTE		1,384	1,618	1,836

2B – Appropriations Language and Explanation of Changes

The Fund receives no appropriated funds from Congress.

2C – Legislative Proposals

TFF has no legislative proposals.

Section 3 – Budget and Performance Plan

3A – Shared Services Programs (SSP)

(\$172,383,000 from expenses/obligations):

In FY 2013 the ASM created the Shared Services Division (SSD) under the Office of DCFO to administer and manage the TFF. SSD oversees the budgetary activities and manages the coordination efforts among the shared services providers. SSD will also include as part of their portfolio the administration of the Shared Services Programs (SSP), formerly known as the WCF programs.

The SSP plans to expand its administrative services to Treasury and non-Treasury customers. This will result in distributing TFF's fixed costs across a greater base. In addition to the economic benefits, customers will receive professional administrative services that are consistent in both quality and cost. These benefits strongly align with Treasury's goals of fiscal responsibility and further standardize systems and business processes through shared services employed across the government. The goal owner for this budget activity is the Deputy Chief Financial Officer.

Description of Performance:

At this time the SSP is working to establish performance measures and plans to work with various customers and program offices to develop performance measure baselines in FY 2014 and measure targets by 2015.

SSP supports the goals of shared services by implementing government principles and practices. The shared services providers are offering these services on a competitive basis, as well as delivering outstanding customer service. The SSD evaluates and examines any new franchise services that may be added to the TFF before they are presented to the SSC for consideration. The goal owner for this budget activity is the Deputy Chief Financial Officer.

TFF supports the Treasury's Strategic Objective number 5.3, to "promote efficient use of resources through shared services, strategic sourcing, streamlined business processes, and accountability", by providing reliable, consistent, and cost-effective administrative support services.

The majority of the service providers under the SSP are organizational components of the Assistant Secretary for Management and Chief Financial Officer (ASM/CFO) within the Departmental Offices (DO). The SSP provides services in eight different program categories:

- *Intelligence and Security* - Develops guidance, provides operational assistance and direction on security of information, contracts, systems, facilities, critical infrastructure, personnel; and provides training.
- *Human Resources* – Provides solutions to issues related to the Chief Human Capital Officer (CHCO) Act and Equal Employment Opportunity Program mandated by 29 CFR 1614.

- *Enterprise Business Solutions* – Provides support through HR Connect, which is Treasury’s enterprise Human Capital system. HR Connect is a Human Resources Line of Business (HRLoB) shared service provider supporting 28 Treasury bureaus and offices as well as nine non-Treasury agencies. The EBS provides full lifecycle HR processing such as recruiting, personnel actions, payroll, and new employee processing. HR Connect provides functionality that is interoperable and scalable, and enables customers to meet their Human Capital strategic goals.
- *Infrastructure Operations* - Provides oversight and management of all telecommunications programs within the Office of the Chief Information Officer. The IO provides strategic direction to telecommunications programs, ensures that costs are managed according to best practices, and reduces costs where possible.
- *Cyber Security* – Provides Critical Infrastructure Protection and Information Security services and supports the direct protection of designated Treasury critical infrastructure/key resources against terrorist activity. CS also supports the protection (confidentiality, integrity, and availability) of the Department’s unclassified and classified systems and the information they process. CS also coordinates the Department’s overall activities to implement the Federal Information Security Management Act (FISMA) of 2002.
- *IT Strategy & Technology Management* – Develops an IT Strategy and Transition Plan to meet Treasury’s mission requirements and strategic goals. PMG collaborates with bureaus and partners with Capital Planning and Investment Control to ensure management of IT portfolios align with IT transition plans. Through its Enterprise Data Management (EDM), the CIO team provides data architecture and integration services that currently support Workforce Analytics (available through HR Connect) and Data ‘N Analytics (DNA, available through desktop visualization tools).
- *ASM Programs* –
 - Financial System Integration – Develops and maintains the Financial Analysis and Reporting System (FARS);
 - Office of Emergency Preparedness – Ensures continuity of the Treasury Department’s essential functions during disasters and administers emergency mitigation, preparedness, response, and recovery activities;
 - Office of Small and Disadvantaged Business Utilization – Advises and aids the bureaus on small business policies and initiatives;
 - Government-wide Council Payments – Supports Treasury’s participation in Government-wide Councils;
 - Treasury Operations Excellence - Provides Lean Six Sigma training and other services to help Treasury and other federal agencies use entrusted resources more effectively and efficiently;
 - Privacy, Transparency, and Records provides assistance to Treasury customers to collect, protect, retain, preserve, disclose, and provide access to Treasury’s information resources pursuant to U.S. laws;

- Treasury Identity, Credential, and Access Management (TEICAM, formerly HSPD-12) - Provides coordination, management processes, and technical coordination for personal identity verification and credentials;
- Printing and Graphics – Provides printing services to Treasury customers, and assists customers in planning and designing printed publications; and
- Treasury Operations Center – Provides after-hours executive telephone answering/messaging/conferencing services and provides connectivity to employees home, cell, and emergency contact pager and blackberries.
- *Support Services* – Captures centralized administrative support costs for all SSP funded personnel that are not reflected in each SSP program budget. Shared Services Division established a customer satisfaction measure starting in FY 2014. Results reflect the percentage of customers that rate their communication experience with Shared Services Division Financial Planning staff either “Good” or “Excellent” on a 5-point scale.

3.1.1 – Shared Services Programs (SSP) Budget and Performance Plan

Dollars in Thousands									
Shared Services Program (SSP) Budget Activity									
Resource Level	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015
	Actual	Actual	Actual	Actual	Actual	Estimated	Actual	Estimated	Estimated
Expenses/Obligations	\$0	\$0	\$0	\$0	\$175,258	\$189,051	\$187,498	\$171,861	\$172,383
Budget Activity Total	\$0	\$0	\$0	\$0	\$175,258	\$189,051	\$187,498	\$171,861	\$172,507
Measure	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015
	Actual	Actual	Actual	Actual	Actual	Target	Actual	Target	Target
Customer Satisfaction with Financial Planning Staff (%)	N/A	N/A	N/A	N/A	N/A	N/A	57.2	60	62

3B – Financial Management Administrative Support Services

(\$158,926,000 from expenses/obligations):

The Administrative Services Activity supports OMB’s and Treasury’s shared services concept and furthers “good government” by standardizing the administrative financial systems and processes required to operate federal organizations. Value is provided through cost sharing opportunities in systems capital investments as well as reduced operating costs by providing consolidated, high quality, value added services. TFF has three important roles within the Department of the Treasury. TFF is Treasury’s Center of Excellence for the Financial Management Line of Business. TFF is also a support organization for Treasury’s Human Resources Line of Business, and for the Treasury’s Budget Formulation and Execution Line of Business. These lines of business provide administrative support functions with a focus on financial management, procurement, travel, and human resources. The program’s success is evidenced by the increasing demand for services and the level of satisfaction expressed by customers. The goal owners for this budget activity are the Assistant Commissioner of the Fiscal Service’s Shared Services and the Assistant Commissioner of the Fiscal Service’s Fiscal Accounting Operations.

Description of Performance:

Administrative Services established an outcome measure and target of 80 percent to determine performance in satisfying the needs of customer agencies. TFF conducts an annual customer satisfaction survey to assess performance and value within all service lines. For FY 2013, over half of TFF's customers responded to the survey with an overall satisfaction rating of 78 percent.

Starting with this FY 2015 budget submission the customer satisfaction percentage will be discontinued as a performance metric. Appearance of performance measured by customer opinion will be replaced with operational metrics of actual performance. Instituting these new operational measures will first be reported with the FY 2014 performance cycle.

Administrative Services discontinued the operating expense metric in FY 2012 and established an indirect cost target in its place. The indirect cost metric represents indirect costs as a percentage of total costs and provides a better representation of TFF's relative operating costs. This provides TFF management with a measure that encourages efficiency in administrative operations and helps to assure services are provided at the lowest possible cost. We project an operating expense metric of 22 percent for FY 2014, a reduction from the FY 2013 actual of 23%. TFF will continue to pursue customer growth and evaluate indirect cost expenditures to maintain actual performance at or below the established target.

3.1.2 – Administrative Services Budget and Performance Report and Plan

Dollars in thousands

Administrative Services - Budget Activity A									
Resource Level	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015
	Actual	Actual	Actual	Actual	Actual	Estimated	Actual	Estimated	Estimated
Expenses/Obligations	\$96,952	\$89,933	\$93,046	\$109,555	\$116,571	\$121,270	\$127,747	\$138,163	\$158,926
Budget Activity Total	\$96,952	\$89,933	\$93,046	\$109,555	\$116,571	\$121,270	\$128,787	\$138,163	\$158,788
Measure	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015
	Actual	Actual	Actual	Actual	Actual	Target	Actual	Target	Target
Customer Satisfaction %	97%	89%	81%	93%	94%	80%	78%	DISC	DISC
Operating Expense %	N/A	7%	8%	8%	DISC	DISC	DISC	DISC	DISC
Indirect Cost %	N/A	N/A	N/A	N/A	24%	25%	23%	22%	22%
Direct Cost per AP Transaction	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$75.00	\$74.25
Direct Cost as a percentage of Award Dollars	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1.80%	1.78%
Direct Cost per Travel Voucher	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$29.00	\$28.71
Direct Cost per FTE in Core HR Services	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$1,400	\$1,386
Direct Cost per System User - Oracle	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$18,500	\$18,315
Unqualified Audit Opinions %	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100%	100%
Procurement Savings Negotiated %	N/A	N/A	N/A	N/A	N/A	N/A	N/A	5%	5%
Travel Voucher Payment Timeliness %	N/A	N/A	N/A	N/A	N/A	N/A	N/A	97%	97%
Hiring Timeliness %	N/A	N/A	N/A	N/A	N/A	N/A	N/A	85%	85%
First Call Resolution - Oracle %	N/A	N/A	N/A	N/A	N/A	N/A	N/A	50%	50%

Key: N/A - Not in Effect; DISC - Discontinued; B - Baseline

3C – Information Technology Services

(\$150,585,000 from expenses/obligations):

The IT Services Activity provides shared services to a variety of federal customers, both internal and external to Treasury. 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 our shared services and environments. Services include information systems security, hosting, and software engineering. Additionally, end-user support and professional services are provided to the Fiscal Service and TFF. The goal owner for this budget activity is the Fiscal Service's CIO.

TFF, designated by the OMB as a Shared Service Center (SSC) for Information Systems Security Line of Business, provides agencies with proven Security Assessment and Authorization (SA&A) and Continuous Monitoring (CM) services. TFF, authorized by the Department, is one of two Treasury trusted internet connection providers and hosts Treasury's public domain name system. TFF delivers information security support to other federal agencies, while improving quality, accelerating delivery, and reducing customer costs.

Secure hosting services are provided for production, contingency, and development/and test regions. TFF has critical supporting roles in the Public Key Infrastructure (PKI) Shared Service

Provider (SSP) designation of the Department of the Treasury. TFF's PKI and directory experience makes end-to-end identity management solutions available to customers.

Rapid Application Development techniques and a demonstrated ability to integrate commercially available solutions combine to provide high quality software engineering services at a competitive price.

Description of Performance:

Information Technology established an outcome measure and target of 80 percent to determine performance in satisfying the needs of customer agencies. Annually, TFF conducts a customer satisfaction survey to assess performance and value within all service lines. For FY 2013, over half of TFF's customers responded to the survey with an overall satisfaction rating of 78 percent.

Information Technology has discontinued the operating expense metric, in FY 2012, and established an indirect cost target. The indirect cost metric represents indirect costs as a percentage of total costs and provides a better representation of TFF's relative operating costs. This provides TFF management with a measure that encourages efficiency in administrative operations and helps to assure services are provided at the lowest possible cost. We saw an operating expense metric of 22 percent for FY 2013. TFF will continue to pursue customer growth and evaluate indirect cost expenditures to maintain actual performance at or below the established target. TFF has reduced this target from 20 to 19 percent for FY 2014 to adjust the target closer to recent performance and in support of TFF's emphasis on fiscal responsibility.

3.1.3 – Information Technology Services Budget and Performance Report and Plan

Dollars in thousands

Information Technology Services - Budget Activity B									
Resource Level	FY2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015
	Actual	Actual	Actual	Actual	Actual	Estimated	Actual	Estimated	Estimated
Expenses/Obligations	N/A	\$56,467	\$73,858	\$72,905	\$149,581	\$156,091	\$152,050	\$146,320	\$150,585
Budget Activity Total	\$0	\$56,467	\$73,858	\$72,905	\$149,581	\$156,091	\$157,264	\$146,320	\$150,601
Measure	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015
	Actual	Actual	Actual	Actual	Actual	Target	Actual	Target	Target
Customer Satisfaction %	N/A	84%	81%	93%	94%	80%	78%	DISC	DISC
Operating Expense %	N/A	5%	8%	8%	DISC	DISC	DISC	DISC	DISC
Indirect Cost %	N/A	N/A	N/A	N/A	19%	20%	22%	19%	19%

Key: N/A - Not in Effect; DISC - Discontinued; B - Baseline

Section 4 – Supplemental Information

4A – Summary of Capital Investments

The summary of capital investments for SSP is included in the Salaries and Expenses chapter of the Departmental Office FY 2014 budget submission under the Summary of Capital Investments section. The summary of capital investments for ARC is included in the Bureau of the Fiscal Service budget submission under the Summary of Capital Investments Section.

A summary of capital investment resources, including major information technology and non-technology investments, can be viewed/downloaded at: <http://www.treasury.gov/about/budget-performance/Pages/summary-of-capital-investments.aspx>

4B – Shared Services Program Costs

This information is being provided to fulfil requirements of Section 121, Public Law 113-76, Consolidated Appropriations Act, 2014.

FY 2013 Final Financial Plans	HR Connect Operations & Maintenance	Treasury Learning Management System (TLMS)	Enterprise Business Solutions (EBS) Reserve	National Finance Center (NFC) Payroll	E Government	E Government electronic Official Personnel Folder (eOPF)	Enterprise Content Management (ECM)	Web Solutions	Enterprise Data Management (EDM)	Enterprise Infrastructure Service (EIS)	Treasury Enterprise Voice (TEV)	Treasury Network (TNet)	Treasury Enterprise Identity Credential Access Management (TEICAM)
ATTB	\$78,585	\$40,698	\$6,993	\$73,426	\$4,259	\$106,358	\$42,401	\$8,441	\$5,673	\$12,441	\$0	\$169,065	\$83,926
OCC	\$623,781	\$323,048	\$55,505	\$491,512	\$33,401	\$865,013	\$366,870	\$66,203	\$44,492	\$94,889	\$1,168,359	\$121,088	\$681,887
DO CDFI	\$11,600	\$6,007	\$1,032	\$0	\$677	\$0	\$0	\$1,342	\$902	\$19,908	\$215,498	\$55,032	\$13,447
DO DC Pensions	\$2,778	\$1,438	\$247	\$0	\$171	\$0	\$0	\$7,533	\$0	\$2,071	\$14,214	\$13,932	\$3,620
DO OTA	\$3,566	\$1,486	\$334	\$0	\$197	\$0	\$0	\$0	\$0	\$0	\$9,806	\$16,022	\$6,206
DO S&E	\$621,247	\$123,310	\$19,742	\$360,152	\$12,022	\$58,912	\$194,064	\$23,081	\$15,512	\$443,510	\$5,080,178	\$1,116,662	\$352,827
DO TEOAF	\$3,594	\$1,861	\$320	\$0	\$326	\$0	\$0	\$60,749	\$0	\$3,140	\$16,202	\$26,471	\$4,913
DO FFB	\$2,778	\$1,438	\$247	\$0	\$171	\$0	\$0	\$313	\$0	\$1,653	\$8,527	\$13,932	\$3,879
DO OFS	\$25,583	\$10,658	\$2,399	\$0	\$1,414	\$0	\$0	\$633,402	\$1,883	\$26,235	\$241,565	\$114,940	\$21,334
DO SBLF	\$4,341	\$1,809	\$407	\$0	\$240	\$0	\$0	\$0	\$0	\$2,314	\$11,938	\$19,505	\$3,620
DO SSBCI	\$1,861	\$775	\$174	\$0	\$103	\$0	\$0	\$0	\$0	\$992	\$5,116	\$8,359	\$1,552
DO OFR	\$116,914	\$12,079	\$2,719	\$0	\$1,602	\$0	\$1,151	\$4,222	\$2,134	\$17,241	\$104,021	\$657,967	\$24,179
DO FSOC	\$4,031	\$1,679	\$378	\$0	\$223	\$0	\$0	\$0	\$0	\$2,149	\$11,085	\$18,112	\$3,362
DO TRIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
BEP	\$343,885	\$161,440	\$27,738	\$264,978	\$15,955	\$409,129	\$102,931	\$31,624	\$21,253	\$141,521	\$1,438,138	\$484,990	\$397,283
FinCEN	\$49,013	\$25,384	\$4,361	\$86,756	\$2,768	\$68,131	\$33,105	\$5,486	\$3,687	\$9,386	\$0	\$127,542	\$99,937
FMS	\$258,302	\$133,771	\$22,984	\$229,693	\$15,209	\$53,101	\$146,400	\$30,146	\$20,260	\$152,859	\$1,784,581	\$292,628	\$365,104
IRS	\$18,147,893	\$0	\$1,427,034	\$15,659,294	\$824,270	\$0	\$2,283,081	\$1,691,572	\$1,097,982	\$1,032,993	\$8,222,764	\$4,814,599	\$15,148,365
TIGTA	\$130,866	\$67,774	\$11,645	\$109,191	\$7,420	\$159,258	\$21,960	\$43,903	\$9,885	\$56,687	\$206,894	\$465,754	\$100,775
OIG	\$28,754	\$17,694	\$2,559	\$24,180	\$1,637	\$4,986	\$1,176	\$3,244	\$2,180	\$12,195	\$119,166	\$46,557	\$24,696
SIGTARP	\$25,978	\$13,453	\$2,311	\$21,017	\$1,645	\$4,096	\$1,182	\$42,784	\$2,191	\$19,570	\$132,195	\$133,749	\$24,825
BPD	\$831,101	\$93,304	\$11,906	\$308,533	\$6,838	\$57,969	\$63,560	\$13,553	\$24,108	\$6,256	\$0	\$85,019	\$160,303
TFF - ARC	\$189,691	\$91,173	\$17,213	\$3,743	\$10,762	\$0	\$58,185	\$21,332	\$14,336	\$0	\$0	\$0	\$91,106
Mint	\$291,795	\$151,117	\$25,964	\$258,356	\$15,184	\$383,163	\$105,229	\$30,095	\$20,226	\$19,352	\$0	\$262,975	\$491,336
ATFE	\$1,296,228	\$0	\$114,179	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CFPB	\$1,812,919	\$81,058	\$13,927	\$0	\$0	\$0	\$212,000	\$0	\$0	\$43,491	\$848,748	\$561,400	\$0
Commerce	\$9,256,383	\$0	\$265,342	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DHS - USSS	\$1,114,569	\$0	\$98,842	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
GAO	\$514,733	\$0	\$44,253	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
HUD	\$4,852,714	\$0	\$126,318	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Labor	\$7,228,774	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
SBA	\$956,655	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
USAID	\$2,270,270	\$0	\$70,886	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FEMA	\$332,265	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
AOC	\$411,638	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$51,845,087	\$1,362,458	\$2,377,959	\$17,890,831	\$956,493	\$2,170,116	\$3,633,294	\$2,719,024	\$1,286,703	\$2,120,854	\$19,638,993	\$9,626,302	\$18,108,484

FY 2013 Final Financial Plans	Enterprise Infrastructure Reserve (EIR)	Critical Infrastructure Protection & Information Security	Government Secure Operations Center (GSOC)	Wireless Program	E Payments	Enterprise Architecture Programs	Performance Measurement and Governance	Security Programs	Office of HR Policy, Performance, and Learning	Office of Civil Rights and Diversity (OCD)	Financial Systems Integration	Office of Emergency Preparedness	Small & Disadvantaged Business Utilization
ATTB	\$44,247	\$4,149	\$25,524	\$0	\$2,499	\$9,373	\$7,129	\$2,915	\$4,348	\$28,714	\$30,405	\$28,225	\$8,820
OCC	\$1,270,978	\$32,542	\$200,188	\$0	\$19,602	\$73,513	\$55,915	\$22,861	\$34,100	\$62,213	\$120,706	\$127,874	\$46,841
DO CDFI	\$7,033	\$0	\$4,057	\$0	\$397	\$1,490	\$1,133	\$0	\$0	\$0	\$16,578	\$11,644	\$3,085
DO DC Pensions	\$0	\$0	\$1,027	\$0	\$101	\$0	\$0	\$0	\$0	\$0	\$13,002	\$4,112	\$0
DO OTA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$83,388	\$0	\$0	\$0	\$0	\$0
DO S&E	\$180,986	\$1,832,978	\$507,448	\$18,356	\$6,834	\$25,630	\$19,494	\$0	\$0	\$76,570	\$1,850,369	\$218,469	\$37,998
DO TEOAF	\$3,383	\$0	\$1,952	\$0	\$191	\$0	\$0	\$0	\$0	\$0	\$4,817	\$1,088	\$0
DO FFB	\$0	\$0	\$1,027	\$0	\$101	\$0	\$0	\$0	\$0	\$0	\$5,339	\$0	\$0
DO OFS	\$24,220	\$1,378	\$8,474	\$0	\$830	\$3,112	\$2,367	\$0	\$1,443	\$0	\$158,175	\$4,725	\$0
DO SBLF	\$0	\$0	\$1,438	\$0	\$141	\$0	\$0	\$0	\$0	\$0	\$3,559	\$0	\$0
DO SSBCI	\$0	\$0	\$0	\$0	\$60	\$0	\$0	\$0	\$0	\$0	\$618	\$0	\$0
DO OFR	\$23,281	\$1,561	\$9,604	\$0	\$940	\$3,527	\$2,682	\$0	\$1,636	\$0	\$13,671	\$5,355	\$0
DO FSOC	\$0	\$0	\$1,335	\$0	\$131	\$0	\$0	\$0	\$0	\$0	\$820	\$0	\$0
DO TRIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
BEP	\$256,235	\$3,463,880	\$95,626	\$20,821	\$9,363	\$35,116	\$26,710	\$10,920	\$16,290	\$95,713	\$46,405	\$78,356	\$53,924
FinCEN	\$54,026	\$2,697	\$16,588	\$0	\$1,624	\$6,091	\$4,633	\$1,894	\$2,826	\$14,357	\$30,679	\$20,244	\$8,660
FMS	\$226,853	\$14,819	\$91,158	\$0	\$8,926	\$33,475	\$25,462	\$10,410	\$15,529	\$62,213	\$113,846	\$172,076	\$28,356
IRS	\$8,564,151	\$1,378,092	\$5,114,820	\$391,758	\$530,989	\$1,814,171	\$1,379,888	\$564,161	\$841,545	\$1,521,832	\$1,454,827	\$3,058,364	\$465,278
TIGTA	\$77,098	\$7,230	\$44,475	\$180,797	\$4,355	\$16,332	\$12,422	\$5,079	\$7,576	\$4,786	\$29,361	\$29,536	\$10,145
OIG	\$17,004	\$1,595	\$9,809	\$860	\$960	\$3,602	\$2,740	\$1,120	\$1,671	\$4,786	\$11,027	\$9,121	\$4,684
SIGTARP	\$20,817	\$1,603	\$9,860	\$1,721	\$966	\$3,621	\$2,754	\$1,126	\$1,680	\$4,786	\$9,299	\$5,498	\$3,953
BPD	\$71,044	\$6,662	\$40,983	\$2,294	\$4,013	\$15,050	\$11,447	\$4,680	\$6,981	\$14,357	\$26,871	\$55,811	\$19,833
TFF - ARC	\$111,819	\$10,486	\$64,504	\$0	\$6,316	\$23,687	\$18,017	\$7,366	\$10,987	\$9,571	\$32,874	\$35,967	\$0
Mint	\$170,843	\$14,794	\$91,004	\$6,310	\$8,911	\$33,418	\$25,419	\$10,392	\$15,502	\$181,854	\$78,135	\$66,296	\$135,267
ATFE	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CFPB	\$0	\$5,143	\$31,636	\$0	\$0	\$11,617	\$8,836	\$3,613	\$0	\$4,786	\$0	\$19,558	\$0
Commerce	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DHS - USSS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
GAO	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
HUD	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Labor	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
SBA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
USAID	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FEMA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
AOC	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$11,124,019	\$6,779,607	\$6,372,537	\$622,916	\$608,250	\$2,112,824	\$1,607,049	\$729,925	\$962,113	\$2,086,537	\$4,051,384	\$3,952,320	\$826,843

FY 2013 Final Financial Plans	Treasury wide Procurement Systems Support	E Government Integrated Acquisition Environment (IAE)	Government wide Council Payments	Treasury Operations Excellence	Privacy, Transparency, and Records	Information Management	Environment, Health, and Safety	Printing Procurement Services	Digital Print Center	Graphics and Photo Services	Conference, Event, and Meeting Services	Shared Services Programs Support Services	Total (All Programs)
ATTB	\$2,718	\$4,994	\$2,872	\$12,680	\$4,164	\$4,606	\$4,259	\$32,390	\$44,025	\$71,082	\$0	\$39,863	\$1,052,268
OCC	\$14,433	\$26,524	\$32,574	\$21,023	\$32,657	\$36,127	\$5,111	\$104,051	\$159	\$718	\$0	\$276,600	\$7,553,358
DO CDFI	\$950	\$1,747	\$625	\$0	\$0	\$0	\$0	\$4,527	\$37,496	\$12,695	\$0	\$18,036	\$446,938
DO DC Pensions	\$0	\$0	\$549	\$0	\$0	\$0	\$0	\$2,452	\$1,180	\$0	\$0	\$2,640	\$71,069
DO OTA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,601	\$125,607
DO S&E	\$11,709	\$21,517	\$8,939	\$642,262	\$11,386	\$12,595	\$7,667	\$123,799	\$538,976	\$726,447	\$0	\$589,652	\$15,891,298
DO TEOAF	\$0	\$0	\$233	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,919	\$134,159
DO FFB	\$0	\$0	\$237	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,503	\$41,146
DO OFS	\$0	\$0	\$11,676	\$0	\$1,382	\$1,529	\$0	\$1,971	\$20	\$66	\$0	\$49,592	\$1,350,372
DO SBLF	\$0	\$0	\$761	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,902	\$51,975
DO SSB CI	\$0	\$0	\$197	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$752	\$20,559
DO OFR	\$0	\$0	\$4,102	\$0	\$1,567	\$1,316	\$0	\$0	\$0	\$0	\$0	\$18,478	\$1,031,947
DO FSOC	\$0	\$0	\$261	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,654	\$45,220
DO TRIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
BEP	\$16,616	\$30,535	\$12,613	\$20,042	\$15,600	\$17,257	\$39,613	\$69,279	\$0	\$737	\$0	\$318,534	\$8,591,047
FinCEN	\$2,668	\$4,904	\$3,039	\$11,742	\$2,706	\$2,994	\$852	\$23,611	\$356	\$2,259	\$0	\$27,862	\$762,868
FMS	\$8,737	\$16,057	\$10,699	\$14,573	\$14,871	\$16,451	\$10,223	\$447,250	\$136,621	\$0	\$0	\$194,100	\$5,177,741
IRS	\$143,368	\$263,472	\$378,691	\$528,816	\$805,923	\$891,557	\$1,124,494	\$0	\$0	\$104,993	\$0	\$3,882,720	\$105,553,758
TIGTA	\$3,126	\$5,745	\$4,565	\$0	\$7,255	\$8,026	\$10,223	\$9,595	\$2,670	\$10,265	\$0	\$75,435	\$1,958,110
OIG	\$1,443	\$2,652	\$849	\$0	\$1,600	\$1,770	\$0	\$0	\$435	\$85	\$0	\$14,905	\$381,744
SIGTARP	\$1,218	\$2,238	\$1,194	\$0	\$1,609	\$1,779	\$1,278	\$16,058	\$5,307	\$4,080	\$0	\$20,253	\$547,694
BPD	\$6,111	\$11,231	\$0	\$9,304	\$6,686	\$7,396	\$3,408	\$187,223	\$0	\$1,338	\$0	\$84,327	\$2,259,501
TFF - ARC	\$96,801	\$177,895	\$7,466	\$0	\$10,523	\$11,641	\$1,704	\$0	\$0	\$0	\$0	\$43,117	\$1,178,283
Mint	\$41,680	\$76,597	\$14,218	\$19,557	\$14,846	\$16,423	\$35,353	\$2,943	\$0	\$0	\$0	\$117,685	\$3,232,240
ATFE	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$53,823	\$1,464,230
CFPB	\$0	\$0	\$0	\$0	\$0	\$5,709	\$0	\$0	\$0	\$0	\$0	\$118,925	\$3,783,365
Commerce	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$395,703	\$9,917,428
DHS - USSS	\$0	\$0	\$0	\$0	\$0	\$0	\$179,749	\$0	\$0	\$0	\$0	\$53,165	\$1,446,325
GAO	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$21,332	\$580,318
HUD	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$194,083	\$5,173,115
Labor	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$426,826	\$7,655,600
SBA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$37,389	\$994,043
USAID	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$91,949	\$2,433,106
FEMA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$13,029	\$345,294
AOC	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15,848	\$427,486
Total	\$351,580	\$646,110	\$496,359	\$1,280,000	\$932,773	\$1,037,178	\$1,423,933	\$1,025,149	\$767,245	\$934,765	\$0	\$7,211,201	\$191,679,211

FY 2014 Pricing for the Above Activities

The following programs utilize FTE-based cost methodologies - cost allocations based on FY 2013 FTE Levels from the FY 2014 President's Budget Appendix (CR Rate): E-Government; Critical Infrastructure Protection & Information Security; Government Secure Operations Center (GSOC); E-Payments; Enterprise Architecture Programs; Performance Measurement and Governance; Security Programs; Office of HR Policy, Performance, and Learning; Treasury Operations Excellence; Privacy, Transparency, and Records; Information Management; Environment, Health, and Safety.

The following programs utilize account-based cost methodologies - cost allocations based on the number of HR Connect accounts from prior year Pay Period 11, FY 2013: HR Connect Operations & Maintenance (O&M); Treasury Learning Management System (TLMS); EBS Reserve; Enterprise Data Management (EDM).

The following programs utilize procurement transaction-based cost methodologies - cost allocations based on the number of Federal Procurement Database Next Generation (FPDNG) transactions from the FPDSNG for the most recent prior year (October 2011 through September 2012): Small & Disadvantaged Business Utilization; Treasury-wide Procurement Systems Support; E-Government (IAE).

The following programs utilize print job value-based cost methodologies - cost allocations based on the value of print jobs from October 2012 - June 2013: Printing Procurement Services; Digital Print Center; Graphics and Photo Services.

The following programs utilize usage-based cost methodologies - cost allocations based on multiple usage cost drivers: Enterprise Content Management (ECM); Web Solutions; Enterprise Infrastructure Services (EIS); Treasury Enterprise Voice (TEV); Treasury Network (TNet); Treasury Enterprise Identity Credential & Access Management (TEICAM); Enterprise Infrastructure Reserve (EIR); Wireless Program; Financial Systems Integration; Office of Emergency Preparedness; NFC Payroll; E-Government EHRI eOPF; Office of Civil Rights and Diversity (OCRD); Government-wide Council Payments; Conference, Event, and Meeting Services; Shared Services Programs Support Services.