

# Working Capital Fund

## Introduction

The Department of the Treasury Working Capital Fund (WCF) was established by the Excise, Estate, and Gift Tax Adjustment Act of 1970 (P.L. 91-614 § 401). As codified in 31 USC §322, “Amounts in the fund are available for expenses of operating and maintaining common administrative services of the Department that the Secretary of the Treasury, with the approval of the Director of the Office of Management and Budget, decides may be carried out more advantageously and more economically as central services.”

## Program Summary by Bureau Type

Dollars in Thousands

Funding Source	FY 2006 Enacted	FY 2007 Estimate	FY 2008 Estimate	\$ Change FY 2007 To FY 2008	% Change FY 2007 To FY 2008
Treasury Appropriated Bureaus	\$189,637	\$242,754	\$227,240	(\$15,514)	-6.39%
Treasury non-Appropriated Bureaus	\$11,773	\$15,156	\$13,239	(\$1,917)	-12.65%
Non-Treasury	\$19,614	\$8,682	\$8,916	\$234	2.70%
<b>Grand Total Financial Plan Requirements</b>	<b>\$221,024</b>	<b>\$266,592</b>	<b>\$249,395</b>	<b>(\$17,196)</b>	<b>-6.45%</b>

## Operation of the Working Capital Fund

The following is the standard criteria used to determine whether a function should be financed through the Treasury Department’s WCF: (1) promotes economies of scale, (2) reduces overhead costs, (3) promotes central management, (4) avoids duplication among those who might provide the service, (5) improves service quality, (6) makes available goods and services to those users who could not afford them except on a centralized basis, (7) provides flexibility in the timing of purchases, and (8) allows for replacement of equipment and other assets on a long-term basis through the use of depreciation charges to users, as a means of recovering those costs.

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## **Section 1 – Purpose**

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### **1.1 – Description of Service Providers**

The majority of the service providers under the WCF program are organizational components of the Assistant Secretary for Management and Chief Financial Officer (ASM/CFO) in the Departmental Offices. The exception is the Security Program which is located in the Office of Terrorism and Financial Intelligence. The current programs in the WCF are as follows:

#### **A – Intelligence and Security**

##### **1. Security Programs**

**Resource Level:** \$736,000 and 3 FTEs

**Program Description:** Security programs under the Assistant Secretary of Intelligence and Analysis, develops guidance and provides operational assistance and direction to WCF customers for:

- Information security (classified and sensitive information),
- Industrial security (access to and use of Treasury/U.S. Government classified and sensitive information by the private sector),
- Physical security (protection of personnel, property, facilities - including information),
- Personnel security (background investigations for sensitive and national security positions),
- Security education, training for persons authorized access to classified information,
- General guidance to un-cleared employees,
- Physical protection of critical infrastructure,
- Counter-intelligence awareness (including precautions during official foreign travel).

**Billing Methodology:** The charge assessed to each customer is based on the number of FTE in the current year enacted budget as a percent of the total. Bureau-specific orders are billed based on the cost of the service requested.

#### **B – Deputy Assistant Secretary, Human Resources/Chief Human Capital Officer**

##### **1. Human Resources Strategy and Solutions**

**Resource Level:** \$851,000 and 4 FTEs

**Program Description:** The Human Resources Strategy and Solutions (HRSS) program provides critical, crosscutting human resource management services to the bureaus. HRSS provides a consolidated approach to programs and issues, including the President's Management Agenda, at the Department level which enhances the bureaus' ability to meet critical goals. This staff provides services in the following areas:

**HR Program Efficiencies:** HRSS develops efficiencies for the management of human resources programs that have Department-wide impact and enhance the bureaus ability to meet their missions. For example, the staff provides coordinated recruitment efforts; facilitates bureau efforts on meeting the 45 day hiring model; works with HR Connect on improving the effective use of CareerConnector; coordinates joint-bureau participation in career fairs; establishes contacts with a large number of higher-education institutions; and represents bureau interests in pursuing hiring flexibilities.

In addition, the staff identifies areas where bureaus need technical training or specialized guidance on a variety of complex HR issues and disseminates information through agency-wide workgroup meetings, written products, or arrange for it through Office of Personnel Management (OPM) or outside vendors (e.g., training on Fair Labor Standards Act, Career Transition Assistance Program/Reemployment Priority List, and new Human Resources flexibilities).

**Federal Health Benefit Programs Management:** The program staff manages the Federal Health Benefits Open Season contract which consolidates the handling of all materials for participating bureaus. In addition, the staff provides support on employee benefits programs including the centralized distribution of benefit materials (e.g., Federal Employee Health Benefits, Federal Employee Group Life Insurance, Thrift Savings Plan forms/brochures) and the dissemination of guidance and materials for bureau benefits specialists.

**Crosscutting HR Products and Services:** HRSS staff: leads the development and implementation of new programs; holds bureau work groups and meetings to resolve issues; assists bureaus by making suggestions to improve bureaus processes and heads-off potential problems; and provides training and technical guidance to bureau staffing contacts.

The staff assists bureaus with creating, developing, and implementing new pay systems and schedules under special pay authorities (e.g., police pay systems and pay bands.)

The staff works with bureaus on staffing issues. Example: After consolidating bureau concerns, HRSS wrote a 30-page report for OPM on behalf of all the bureaus, which identified specific barriers to effective/efficient recruitment, and recommended solutions. This effort was cited by OPM as particularly effective.

The staff also develops and publishes tools that assist bureaus in carrying out HR program responsibilities.

**Department-level External Influence:** HRSS represents Treasury bureaus' interests on OPM/interagency task forces (e.g., the Federal Career Intern Program, this office played a key role in the development of the program, and succeeded in inserting regulations that allowed for Treasury bureaus' preference on how to handle poor performers.)

The staff represents the interests of the bureaus in proposing, developing, or requesting changes in legislation, regulations, and other proposals.

They serve as the bureaus' advocate in getting Departmental, OPM, or other approvals pertaining to certain personnel authorities (e.g., request for authority to establish an extended probationary period for certain positions; changes in qualifications standards and approval of new competencies standards, and waivers of dual compensation.)

They assist bureaus with downsizing and restructuring by providing consultation and assistance on complex restructuring initiatives and gaining OPM approval of buyout and early-out (VERA/VSIP) authority.

**Billing Methodology:** The charge assessed to each customer is based on the number of FTE in the current year enacted budget as a percent of the total.

## **2. Equal Opportunity and Diversity**

**Resource Level:** \$1,301,000 and 9 FTEs

**Program Description:** The Equal Opportunity and Diversity (EOD) program ensures that Treasury employees, former employees, and applicants are protected from discrimination on the basis of race, color, religion, national origin, sex, age, disability, reprisal for engaging in protected activity, sexual orientation, parental status, and protected genetic information.

The EOD program supports the department-wide goals of providing diversity and equal opportunities; that people with disabilities have equal access to the Department's programs and facilities; that Treasury's federal financial assistance beneficiaries are not excluded from participation in, denied the benefits of, or otherwise subjected to discrimination under any program or activity funded by the Department.

**Billing Methodology:** The charge assessed to each customer is based on the number of actual complaints filed in the previous 12 month period as a percent of the total. Customers with no complaints are assessed one complaint charge for maintenance.

## **C – Deputy Assistant Secretary, Information Systems/Chief Information Officer**

### **1. Associate Chief Information Officer HR Connect and National Finance Center/Employee Express**

#### **a. HR Connect**

**Resource Level:** \$24,393,000 and 30 FTEs

**Program Description:** HR Connect is a web-based, Treasury-wide human resources solution, based on Oracle/PeopleSoft commercial software. The software enables all HR-related processing to be performed in a totally web-based environment. The product also includes a robust suite of web-based, self-service applications for managers and employees.

HR Connect is designated as one of the Shared Service Center providers under the Office of Personnel Management's HR Line of Business (LoB) initiative. As an HR LoB, HR Connect is positioned to provide interoperable HR Information Technology (IT) solutions in support of Human Capital strategic management to other federal agencies. HR Connect services 148,000 employees within Treasury and other federal agencies.

**Billing Methodology:** The HR Connect charge assessed to each customer is based on the number of active accounts as a percent of the total.

#### **b. NFC/Employee Express**

**Resource Level:** \$22,997,000 and 18 FTEs

**Program Description:** The National Finance Center (NFC) of the U.S. Department of Agriculture serves as Treasury's payroll provider responsible for payment of employees' salaries, W-2 processing, debt collection, and related payroll reporting and services.

**Billing Methodology:** The NFC/Payroll and Employee Express charge assessed to each customer is based on the actual number of W-2s issued as a percent of the total.

## **2. Chief Information Officer Executive Office**

**Resource Level:** \$1,336,000 and 1 FTEs

**Program Description:** The Office of the Chief Information Officer (OCIO) facilitates the mission, goals, and activities of the United States Department of the Treasury through leveraging information technology (IT), IT initiatives, products, and services for citizens, government, and industry. The OCIO provides direction, guidance, and oversight for all OCIO Working Capital Fund (WCF) programs and is dedicated to improving the performance of these programs for OCIO partners.

OCIO coordinates budget requests, supports Federal Chief Information Council (CIO) Initiatives, participates in workforce improvement activities, and provides operational direction and guidance for Treasury program areas in the OCIO organization.

In the IT Governance and Capital Planning area, the OCIO continues to manage a robust governance process that engages bureau heads and CIOs. An active and engaged Treasury CIO Council, Treasury Investment Review Board, and Executive Investment

Review Board provide executive oversight to the Treasury Department’s investment planning and management of information and IT resources. OCIO completed the deployment of the “Select” and “Control” modules in the Treasury Department’s enterprise portfolio management tool capital planning function.

As part of the capital planning and investment control process, the Treasury Department conducts regular quarterly “control” reviews evaluating the overall health of its IT investment portfolio. To strengthen leadership and to facilitate priority initiatives execution, four sub-councils were established and chartered under the direction and authority of the Treasury Department’s CIO Council. The sub-councils are in the areas of cyber security, telecommunications, enterprise architecture, and capital planning.

**Billing Methodology:** The allocation percentage is derived by taking each customer’s contribution to the various CIO programs and dividing it by the total contribution amount of all the customers who contributed to more than one program.

### **3. Resource Management Services**

**Resource Level:** \$2,100,000 and 8 FTEs

**Program Description:** Resource Management Services (RMS) is responsible for maintaining effective and efficient controls over the Office of the Chief Information Officer (OCIO) resources. RMS activities facilitate the achievement of operational objectives through assistance, advice, and analytical support to the Chief Information Officer (CIO) and other internal and external customers.

Working with the CIO, the Associate CIOs (ACIOs), and staff, RMS develops and executes the financial plans for the organization. The staff provides financial and programmatic support to the OCIO’s executive management team, project managers, and their staff. The staff coordinates requirements with customers and stakeholders, internal and external to the organization, and facilitates the efficient and effective operation and management of the organization, with respect to resource management activities.

**Billing Methodology:** The allocation percentage is derived by taking each customer’s contribution to the various CIO programs and dividing it by the total contribution amount of all the customers who contributed to more than one program.

### **4. ACIO Telecommunications (Treasury-wide)**

**Resource Level:** \$137,500,000 and 33 FTEs

ACIO Telecommunications – Front Office:

**Program Description:** Within Office of the Chief Information Officer (OCIO), the Telecommunications Management program supports the Treasury Department’s

operations and business functions by providing a wide range of telecommunications and information technology (IT) services to the Department of the Treasury.

The program is responsible for developing telecommunications standards and guidance; provides and manages enterprise voice, video, and data services; and ensuring the security, resiliency, and redundancy of the Treasury Department's telecommunications and IT infrastructure.

**Billing Methodology:** The allocation percentage is derived by taking each customer's contribution to the various CIO Telecommunication's programs and dividing it by the total contribution amount of all the customers who contributed to more than one program.

#### **a. Digital Telecommunications System**

**Program Description:** The current Digital Telecommunications System (DTS) network provides telecommunications capabilities to Treasury Department sites in the Washington, D.C. metropolitan area, including sites in suburban Maryland and Northern Virginia, and physical interfaces to other telecommunications programs and contracts. The DTS program consists of DTS2, Local Access Transport Services, and Synchronous Optical Network Technologies (SONET). DTS2 is a performance based services contract that provides voice, data, and video services via Integrated Services Digital Network (ISDN) Basic Rate Interface, ISDN Primary Rate Interface, and analog service to the DTS2 user community. The DTS2 network is comprised of telecommunications infrastructure and physical interfaces in a star topology connecting bureau sites to a host switch. Optical Remote Modules, Remote Integrated Service Line Units, and NT-1 equipment are connected to the host switch via leased dark fiber from SONET, and standard copper wiring.

**Billing Methodology:** The charge assessed to each customer for this program is derived from three different methodologies. DTS2 uses the customer's seat count average for a three-month period divided by the average program total for the same three months. The voice mail services uses the number of each customer's mailboxes as a percentage of the total mailboxes. Bureau-specific orders are billed based on the cost of the service requested.

#### **b. Treasury Communications System**

**Program Description:** The Treasury Communications System (TCS) provides best-cost, secure, robust and reliable data telecommunications services to the Department of the Treasury and its associated bureaus and business partners.

The Department of the Treasury has long recognized the need to maintain a robust and highly-available, secure communications infrastructure to enable the provisioning and distribution of enterprise information and data services to and among its bureaus and external business partners, suppliers, and vendors. TCS offers a complete range of Information Technology (IT) services from a single Private Line, Frame Relay to

Asynchronous Transfer Mode telecommunications services, business application development and system integration, Web hosting/housing, business application infrastructure platform hosting, telecommuting network access, and other enabling managed services as extensions to the Wide Area Network (WAN). TCS also offers a complete series of lifecycle services including Strategic Consulting, Network Engineering/Design, Installation, Security, Systems Integration, Financial Tracking, System Operations and Administration, and Field Maintenance.

The TCS network supports Treasury's vision and strategic direction to fulfill the Clinger-Cohen Act:

- TCS is a key element of the Treasury Department's enterprise architecture that allows for distribution of information and data among the Treasury Department.
- Create a Treasury Department enterprise architecture: TCS provides Treasury with a framework for providing a common, multi-purpose, and standards-based network infrastructure for optimizing the transport of information and data of Treasury Department business systems.
- Integrate information exchange across the Treasury Department's operating environment: TCS provides the Treasury Department with a common network infrastructure and uniform connectivity for enabling the coordination and exchange of information and data among the Treasury Department.
- Incorporate enterprise IT security: TCS is an essential element for employing a corporate IT security capability and ensuring the deployment of uniform security measures.

**Billing Methodology:** TCS services are billed under two fee structures: shared services and bureau-specific services. Shared services are services that are used across all bureaus (e.g., enterprise network operations center, key management, services provisioning). Shared service fees are based on a funding algorithm that is derived from different operational factors, such as service utilization. Bureau-specific services are utilized by a single customer.

The shared cost allocation methodology utilizes activity based accounting to allocate shared costs among the bureaus. The model places costs associated with "services" into agreed upon categories then uses specific drivers to allocate the costs. These drivers allocate approximately 29 percent of the total shared costs and are revalidated annually to obtain the most current and accurate measurements.

There are three methodologies used to distribute shared costs. They are 1) circuits/maintenance (including Federal Telecommunications Systems) using the most recent invoice data available, 2) amounts of traffic coming in and out of email, using the most recent data, and 3) actual count of operational locations and the program management office.

The remaining shared costs are divided into three sub-categories. They are 1) overhead which includes costs representing contractor program management, network engineering base fee, and award fee, 2) government program management which represents cost for staff salaries, benefits, travel, training, IRS contracting staff, office supplies, and contractors, and 3) initiative costs which include costs for TCS transition to the Treasury Communication Enterprise (TCE), back up disaster recovery, industrial security, and intrusion detection. These shared costs are allocated to the customers by utilizing the CIO total cost allocation methodology.

The shared allocation is derived by taking the dollar amounts from the three drivers (using the percentages calculated from the data, then multiplying that by the total dollar amounts), adding the remaining three categories (using a flat rate, multiplying it by the total costs within the category), then dividing the total shared costs to obtain bureau-specific percentages.

Bureau-specific orders are billed based on the cost of the service requested.

#### **c. Treasury Communications Services Follow On-- GSA Networx Transition**

**Program Description:** The Treasury Communications Enterprise (TCE) program was cancelled in December 2006; Treasury will utilize the GSA Networx program to replace the Treasury Communications System during fiscal years 2007 and 2008. The same basic approach will be used. The service will be designed as an enterprise approach to the delivery of data services. Eventually, the contract will include components for voice and other services. The Networx vehicle will provide the ability to bundle all vendor offerings into a simplified service structure, which offers monthly service options for levels of bandwidth and class of service (COS).

**Billing Methodology:** The shared cost allocation is derived by taking the estimated TCE commercial circuit and maintenance charges per customer and dividing it by the total estimate for all customers. Bureau-specific orders are billed based on the cost of the service requested. Treasury is recalculating both the PMO and transition costs of this program.

#### **d. Wireless Program**

**Program Description:** The Wireless Program Office (WPO) was created as a centralized management entity to provide assistance with all wireless assets and spectrum usage across the Treasury Department. Wireless assets are defined as any telecommunications device that carries signal over radio frequency spectrum, in lieu of wire lines, over all or a portion of the communication path. Treasury recognizes wireless strategic importance in maintaining mission-critical tactical activities during emergencies.

The federal spectrum is managed by the Department of Commerce in the National Telecommunications and Information Administration (NTIA). NTIA provides Treasury with a consolidated spectrum bill.

**Billing Methodology:** Each customer is charged based on their percentage of two factors. The first factor relates to tactical wireless communications which is based on the number of frequencies identified in the Spectrum Government Master File account divided by the total frequencies of all customers. The second factor relates to non-tactical communications which the charge assessed to each customers is based on the number of FTE in the current year enacted budget as a percent of the total.

## **5. ACIO Cyber Security**

### **Critical Infrastructure Protection and Information Security:**

**Resource Level:** \$1,005,000 and 6 FTEs

**Program Description:** The Cyber Security Program establishes and maintains best practices and awareness to ensure the confidentiality, integrity, and availability of information. The program goal is to assist the Bureaus in achieving a world-class information security capability that identifies, prioritizes, and protects information in accordance with federal requirements, including the Federal Information Security Management Act (FISMA), the Critical Infrastructure Protection (CIP) according to Homeland Security Presidential Directive 7 (HSPD 7) and the Treasury Department's mission needs.

**Billing Methodology:** The charge assessed to each customer is based on their contribution to various programs then dividing it by the total contributions from all customers who contributed to more than one program.

## **6. ACIO E-Government**

### **Enterprise Architecture, Enterprise Solutions, Planning, and Payments**

**Resource Level:** \$15,988,000 and 15 FTEs

**Program Description:** The Department of the Treasury's E-Government program is dedicated to leveraging innovative Information Technology solutions to modernize and web-enable government services, increasing government responsiveness to citizens and business, and enhancing government-wide efficiency and effectiveness. The Department of the Treasury continues to identify and develop targeted Treasury Department E-Government initiatives to improve service delivery to citizens and businesses. The Treasury Department is a managing partner for IRS Free File and participates in several other Presidential E-Government initiatives. E-Government is also responsible for managing, coordinating and reporting on Presidential Management Agenda (PMA) E-Government Initiatives and Lines of Business.

## **a. Enterprise Architecture**

**Program Description:** The Treasury Enterprise Architecture (TEA) office establishes a roadmap for the modernization and optimization of the Treasury Department's business processes and Information Technology (IT) environment. The TEA staff provides a framework that guides IT investment planning, streamline systems, and ensures that IT programs align with Treasury-wide business requirements and strategic goals. Through Enterprise Architecture, the Treasury Department can conduct enterprise-wide analysis and management of results, focus on lines of businesses to facilitate better alignment and cross-bureau collaboration in investments, and develop more robust business cases. Enterprise Architecture fulfills the requirement to capitalize on development opportunities of enterprise-wide solutions and E-Government participation and leadership.

**Billing Methodology:** The charge assessed to each customer is based on the number of FTE in the current year enacted budget as a percent of the total.

## **b. Enterprise Solutions**

**Program Description:** The Department of the Treasury's E-Government program is dedicated to leveraging innovative IT solutions to modernize and web-enable government services in an effort to eliminate redundant IT investments. The Enterprise Solutions (ES) business model is to optimize cost-effective discovery and delivery of enterprise services through a small professional staff of senior project managers and, as required, contractor support. The ES Team works closely with Enterprise Architecture and Information Security staff to identify and implement common (multi-bureau) and enterprise (Treasury-wide) solutions that support efficient technology architecture that aligns with the rest of the federal government. The ES Team works closely with the bureaus to help them understand and take advantage of these solutions.

### **Billing Methodology:**

Enterprise Solutions contains four different allocation methodologies for its services.

1. Webhosting applies the TCS allocation methodology based on usage of the Treasury website, public and private, hosting, and housing services.
2. Metis, Enterprise License & Consolidation Services, Secure Extranet Gateway, Public Key Infrastructure, and X.500 Directory/Treasury Enterprise Directory Services use the number of FTE in the current year enacted budget as a percent of the total.
3. Portfolio Management/ProSight is based on the number of licenses utilized by each bureau divided by the total number of licenses.
4. Enterprise Solutions Program Management's allocation is derived from each bureau's individual contribution for ES divided by the total amount contributed by all bureaus to ES, excluding the program management costs.

### c. Planning

**Program Description:** The E-Government Program Office provides the critical leadership, coordination, and direction needed to achieve the Treasury Department's Presidential Management Agenda (PMA), Electronic Government, and the Clinger-Cohen goals. Utilizing an enterprise architecture approach, the program personnel identifies high payoff IT investment opportunities, enhances cross bureau collaboration, and establishes performance metrics which supports the Treasury Department's overall mission goals and objectives. The E-Government Planning Office sets goals, objectives, and strategies to guide enterprise-wide solutions.

**Billing Methodology:** The charge assessed to each customer is based on the number of FTE in the current year enacted budget as a percent of the total.

### 7. HSPD-12

**Resource Level:** \$8,869,000 and 0 FTE

**Program Description:** Homeland Security Presidential Directive-12 (HSPD-12) was signed on August 27, 2004, mandating a common identification standard for federal employees and contractors. HSPD-12 requires a standardized Personal Identity Verification (PIV) process for the issuance and use of a common federal government identification card. The directive mandates that any identification card issued by a federal agency must be:

- Secure and reliable;
- Issued based upon sound criteria for verifying an individual's identity;
- Resistant to identity fraud, tampering, counterfeiting, and terrorist exploitation;
- Interoperable across federal agencies;
- Used to allow both physical access and logical access to federally-controlled facilities and information systems.

This initiative is being lead by the Internal Revenue Service (IRS) in an Executive Agent arrangement with Departmental Offices. The program is under the auspices of the Associate Chief Information Officer of E-Government.

**Billing Methodology:** Program costs are distributed across the Treasury Department's bureaus by percentages based on the customer's number of federal government and contractor personnel against the total Department of the Treasury government and contractor personnel. The data was submitted in the HSPD-12 Working Groups. The customer's enrollment and issuance stations were ordered based on their specific requirements.

## **8. ACIO Capital Planning and Information Management**

**Resource Level:** \$4,542,000 and 12 FTEs

### **a. Capital Planning**

**Program Description:** The Clinger-Cohen Act of 1996 requires agencies to use a disciplined Capital Planning and Investment Control (CPIC) process to acquire, use, maintain, and dispose of information technology (IT). CPIC is a dynamic process where IT investments are selected, continually monitored, and evaluated. The process ensures each investment is well managed, cost effective, and supports the mission and strategic goals of the organization.

The Treasury Department's CPIC team is comprised of Treasury Chief Information Officer (CIO) personnel and is responsible for providing a service to monitor the Department of the Treasury's investment management process. The team develops bureau level IT portfolio expertise and provides input and recommendations to the bureaus, Treasury's CIO, and the Treasury Investment Review Board. Members of the CPIC team, known as Desk Officers, may be responsible for the monitoring of one or more bureaus, serve as the bureau CPIC coordinator's primary point of contact, are responsible for the scoring of the Exhibits 300, and coordinating information sharing with the Departmental Budget Office and other critical partners.

Exhibit 300s for each of the Treasury Department's IT investments can be found at <http://www.treas.gov/exhibit300/>.

### **b. Information Management**

**Program Description:** Information Management (IM) is the program area within the Office of the CIO which provides enterprise-wide direction for the legislative and regulatory mandates which are implemented by all federal departments and agencies. Through the promulgation of the Treasury Department's policy orders, directives, manuals, and procedures, the IM function generates the guidance vehicle fundamental to the implementation and oversight of every IT related program. The IM program staff manages Treasury-wide program responsibilities to implement statutory and regulatory provisions, especially for paperwork reduction/information collection purposes; manages a broad range of information resources management functions to include information dissemination, information privacy, accessibility, directives and forms management, information quality, data integrity board activities, IT workforce issues, information and public reporting requirements, and the IT standards and records management programs; conduct reviews of bureau programs to ensure compliance with statutory and regulatory mandates; coordinates the preparation and submission of information resources management reports to oversight agencies; and interprets and monitors the implementation of related policies emanating from legislative and regulatory bodies.

Information Management provides a basis for effective decision-making; supports administration of programs and services; provides a record of the Department's decisions and activity; supports evidential needs; addresses customers, partners, and stakeholders' inquiries; and provides a basis for proactive performance and customer satisfaction measurements. Minimizing the collection of information and maximizing its reuse is the foundation of Information Management.

Through the issuance of program specific guidance and directive, the IM function facilitates the implementation of legislative and regulatory mandates. This guidance results in a more standardize implementation of these programs and gives the OCIO a baseline from which to assess bureau and office efforts to complete these mandates.

The IM program identifies, schedules, and contracts for appropriate training for bureaus and office program managers and staff. This training facilitates the implementation of and compliance with the subject programs. The IM program also conducts and/or facilitates all employees training, including web-based training and assists bureaus with their specific training needs, e.g., staff will provide disaster recovery training to the Bureau of Public Debt staff in West Virginia.

**Billing Methodology:** The charge assessed to each customer is based on their contribution to various programs then dividing it by the total contribution from all customers who contributed to more than one program.

## **9. ACIO Telecommunications - Secure Communications Center**

**Resource Level:** \$6,455,000 and 18 FTEs

**Program Description:** The Secure Communications Center (SCC) provides secure handling of highly-classified, sensitive data for the Departmental Offices and the Treasury Department's bureaus and their senior management staffs. The SCC provides Communications Security support for the Treasury Department, including site surveys and distribution of encrypted keys.

**Billing Methodology:** The charge assessed to each customer is based upon the number of messages received as a percentage of the total number of message traffic.

## **10. ACIO Telecommunications - VAX Computer Usage**

**Resource Level:** \$288,000 and 1 FTE

**Program Description:** The Open Virtual Memory System Alpha cluster provides powerful, streamlined data management capabilities that support and benefit the administration of financial information technology data for the Federal Financing Bank.

**Billing Methodology:** The charge assessed to the customer is based upon the actual use of the services the Computer Data Center provides on the VAX computer.

## **D – Assistant Secretary Management & Chief Financial Officer**

### **1. Emergency Programs**

**Resource Level:** \$1,623,000 and 4 FTEs

**Program Description:** The Office of Emergency Programs ensures continuity of the Treasury Department’s essential functions during disasters. The focus of the WCF funded component is the maintenance of facilities and communications between the Department of the Treasury’s bureaus and senior officials in a state of emergency.

The program provides operational activities associated with implementing National Security Emergency Preparedness (NSEP) goals and objectives that are identified in:

- The National Strategy for Pandemic Influenza;
- The Implementation Plan for the National Strategy for Pandemic Influenza;
- Executive Order 12656;
- Presidential Decision Directive 67;
- Homeland Security Presidential Directives 5, 8, 9, 10, and 12;
- The National Response Plan; and
- Federal Preparedness Circulars 65-67 (FPC 65).

The staff administers and maintains the Treasury Emergency Management program, codified in the Treasury Security Manual - TDP-71-10. The program ensures that the Department of the Treasury is fully prepared for natural and man-made disasters by executing major operational items contained in FPC 60 and 65 during White House or Department of Homeland Security sponsored Continuity of Operations activation and training scenarios.

**Billing Methodology:** The charge assessed to each customer is based on the number of FTE in the current year enacted budget as a percentage of the total.

### **2. Small and Disadvantaged Business Utilization**

**Resource Level:** \$725,000 and 4 FTEs

**Program Description:** The Small and Disadvantaged Business Utilization program facilitates acquisitions from the business community of veteran-owned, service-disabled veteran-owned, Historically Underutilized Business Zone, small disadvantaged, and women-owned small businesses for all of the Department of the Treasury.

This program:

- Disseminates information through the maintenance of a robust small business procurement assistance website - [www.treas.gov/sba](http://www.treas.gov/sba);

- Generates “Small Business Marketing Publications” such as “Forecast of Contract Opportunities”, “Historical Top 25 Data”, and “Subcontracting Opportunities Directory”. This material is available electronically, in hard copy, or mini marketing disks and contains information on each individual bureau;
- Provides outreach to small businesses through monthly Vendor Outreach Sessions, Annual Office of Small and Disadvantaged Business Utilization Directors’ Conference, and other external outreach events;
- Provides small business program training to bureaus. The staff presents on a variety of small business topics such as new developments, refresher training, and training for new employees;
- Develops and manages Mentor-Protégé Program where experienced firms are teamed with less experienced firms to compete more effectively for Treasury Department contracts. The staff reviews business applications for participation in the program and provide follow-up reviews on an annual basis;
- Updates the “Small Business Handbook” to provide guidance, tips, and best practices to the Treasury Department’s bureaus through Acquisition Bulletins.
- Establishes department-wide “Annual Small Business Goals” in compliance with the Small Business Act, Executive Orders, and the Office of Federal Procurement Policy guidelines; and.
- Assists the bureaus in identifying qualified small businesses for match-making to increase procurement opportunities whereby the staff works with individual bureaus to develop acquisition strategies, and small business friendly contract vehicles.

**Billing Methodology:** The charge assessed to each customer is based on their percentage of procurement dollars as a percent of the total procurement dollars for the Department of the Treasury.

### **3. Procurement Programs**

**Resource Level:** \$766,000 and 2 FTEs

**Program Description:** The Procurement Program provides services to the Treasury Department’s bureaus for the following:

- **Purchase Card Program:** The program provides coordination and best practices for the Department of the Treasury’s purchase card program. The goals are to ensure proper usage, maximize rebates and to develop and maintain a quality Treasury-wide purchase card program.
- **Integrated Acquisition Environment (IAE) Implementation & Liaison:** This office acts as the Treasury Department’s liaison for the various IAE service providers. This office disseminates implementation information, and tracks Treasury-wide use of IAE systems. The staff is the IAE System Administrator for

the bureaus, and operates as the focal point for any Treasury Department issues to be raised with service providers. IAE systems streamline service delivery to customers, reduce paperwork, and apply best commercial practices to improve operational efficiency. The IAE facilitates purchasing office interaction with customers and businesses while saving resources and streamlining the acquisition process. This results in improved efficiency and effectiveness of the Treasury Department's acquisition systems.

- Acquisition/Business Career Management Fulfillment Program and Federal Certification in Contracting Program: The staff provides a formal process for GS-1102 employees to equate their past education, experience, and acquisition training to the mandatory 1102 series curriculum for civilian agency employees. The Treasury Acquisition Career Manager reviews and recommends certification of acceptable fulfillment requests and contracting certification requests submitted by employees. The Senior Procurement Executive makes decisions on requests and signs a certificate for each successful applicant.
- E-Government – Integrated Acquisition Environment (IAE): IAE is one of the 24 E-Government initiatives which support the President’s Management Agenda. The IAE provides a common, secure business environment, which facilitates and supports cost effective acquisition of goods and services and will interoperate with multiple E-Government initiatives. Federal agencies receive the benefit of shared use of the IAE in the conduct of their acquisition functions. The General Services Administration (GSA), the Managing Partner of the IAE project, is reimbursed for the cost of managing, operating and maintaining the IAE architecture by the federal agencies that use the IAE. Agencies share the expense. To reimburse GSA, the Department of the Treasury collects funds from participating bureaus and transfers the aggregated funds to GSA in accordance with the Memorandum of Agreement between GSA and the Department of the Treasury. The IAE provides the Treasury Department’s bureaus with access to the following systems:
  - Central Contract Registration,
  - FedBizOpps,
  - Acquisition Career Management Information System,
  - Federal Procurement Common Architecture,
  - Federal Acquisition Information System,
  - Public Key Infrastructure Digital Certificates,
  - Federal Technical Engineering Drawings Online,
  - Government Wide Acquisition Contract/Multiple Agency Contracts Portal,
  - Contractor Performance System, and
  - Federal Procurement Data System – Next Generation.

**Billing Methodology:** The charge assessed to each customer is based on their percentage of procurement dollars as a percent of total Treasury Department procurement dollars.

#### **4. Government-wide Council Payments**

**Resource Level:** \$397,000 and 0 FTE

**Program Description:** The Government-wide Council Payments support Treasury's participation in Government-wide Councils. These councils are: Chief Financial Officer's Council, Chief Information Officer's Council, Chief Acquisitions Officer's Council, Chief Human Capital Officer's Council and President's Management Council.

**Billing Methodology:** The bureaus' contributions are based on the percentages derived from their funding against the Treasury Department's total funding. This information was obtained from the FY 2006 column of the FY 2007 President's budget.

### **G – Deputy Chief Financial Officer**

#### **1. Financial Systems Integration**

**Resource Level:** \$2,411,000 and 2 FTEs

**Program Description:** The Office of the Deputy Chief Financial Officer, Financial Systems Integration (FSI) program provides systems and program support to produce the Treasury Department's financial statements and management reports. These monthly and quarterly reports are distributed to the Office of Management and Budget (OMB), Financial Management Service (FMS), and bureau Chief Financial Officers. Programs covered by FSI include financial analysis and reporting, audit follow-up and performance management. Bureaus submit data to the Financial Analysis and Reporting System (FARS) to meet program, legislative and OMB requirements.

**Billing Methodology:** Treasury Information Executive Repository (TIER) & CFO Vision charge is based 80 percent on funding and 20 percent on the average number of records submitted to TIER as a percentage of the total. The Joint Audit Management Enterprise System (JAMES) is based on the number of audit recommendations and planned corrective actions as a percent of the total. Performance reporting is based 80 percent on the current year enacted budget and 20 percent on the number of performance measures as a percent of the total.

### **H – DAS, Headquarters Operations**

#### **1. Environment, Safety, and Health**

**Resource Level:** \$1,153,000 and 1 FTE

**Program Description:** Environmental, Safety, and Health Management Office provides support for safety and environmental health issues that affect most bureaus. This program also maintains the Safety and Health Information Management System (SHIMS).

SHIMS is a department-wide “web” enabled electronic system that records and tracks occupational injuries and illnesses. The system allows data manipulation by individual organizations and data consolidation providing department-wide mandatory reporting to the Department of Labor’s Office of Workers’ Compensation system. SHIMS identifies trends in accident experiences and causes which can provide assistance in injury reduction and the reduction in lost work days. The system generates the annual incidents summary as required by the “Annual Safety and Health Program” and in performance reporting.

**Billing Methodology:** The charge assessed to each customer is based on the number of Safety and Health Information Management System claims filed by each customer as a percent of the total.

## **2. Printing and Graphics Services**

**Resource Level:** \$4,793,000 and 27 FTEs

**Program Description:** The mission of the Printing and Graphics Division is to provide quality graphics, design, printing (both offset and digital printing), duplicating, and electronic services and to be the provider of choice for the effective, economical, and quality presentation of information for the Department of the Treasury. The Printing and Graphics Division uses a variety of methods and alternative strategies that draw upon their collective expertise.

The Printing and Graphics Division is organizationally divided into three branches: the Printing Procurement Branch; the Departmental Printing Branch; and the Graphics Branch.

Products are numerous and range from internal routing slips, posters, brochures, and full color presentations, to the commercial procurement of large quantities of complicated and expensive printed pieces and presentation materials used by the Secretary and/or the President for press and Congressional briefings.

Services include:

- A full range of visual services with design consulting/production;
- High-resolution scans and low-resolution scans for web application;
- Prepress requirements and preparing the electronic files for printing and/or web position to ensure our customer files are prepared correctly, i.e., checking for printability with correct fonts, formats, setups for color separations;
- Security printing to protect against fraud;

- Electronic publishing on-demand digital printing and duplicating;
- On-site high speed digital black and white and color printing;
- High-quality process/multi-color printing;
- Variable data printing;
- Coordination with the Government Printing Office (GPO) and contractors;
- Ensure adherence to Treasury Department policy and government statutes and regulations governing printing and binding;
- A full line of specialized binding;
- Printing procurement acquisition services outside GPO;
- Quality assurance follow up and problem resolution between the customers and the printers;
- Internet job submission;
- Government Printing Office printing costs for publications, forms and various documents that benefits all the Treasury Department's bureaus; and
- Blank paper and other supplies procured through the Government Printing Office for the printing of publications, forms, and various documents.

**Billing Methodology:** The charge assessed to each customer is based on their previous year (PY) usage of the various programs then divided by the total PY usage from all customers.

### **3. Communications, Information, and Locator Center**

**Resource Level:** \$711,000 and 8 FTEs

**Program Description:** The Communications Information and Locator Center staff provides Treasury with operator telephone answering and personnel locator services when calls are received on the Department of the Treasury's published number. The service operates Monday through Friday from 6 a.m. to 7:30 p.m.

**Billing Methodology:** The charge assessed to each customer is based on the number of calls received and services provided as a percent of the total.

### **I – Support Services**

**Resource Level:** \$8,071,000 and 27 FTEs

**Program Description:** The WCF Support Services cost center captures centralized administrative support costs for all WCF funded personnel that is not reflected in each WCF program's budget. It also captures the costs of the administrative personnel who directly serve the WCF programs.

Centralized Administrative Support Costs are paid by the Treasury Department through centralized bills. Examples include security programs, health benefits open season information, trash removal, mail, moving, copiers, industrial hygienist, Equal Employment Opportunity complaint center, child care, worker's compensation, health

exams, nursing services, electricity, steam, gas, water and sewer, parking, accounting system, Digital Telecommunications System, Treasury Communications System, and transit subsidy.

Administrative personnel costs are for services that are used by all WCF programs. They are:

- Legal Services: Legal services, such as legal advice and guidance;
- Information Technology Support Services: Information technology support services include infrastructure support, applications development and planning activities;
- Human Resources Services: Human resources personnel services such as position classification, hiring, performance management, and pay/benefits;
- WCF Corporate Office - Fund Management, Communication, and Customer Advocates Service: Policy, guidance, and overall management of the WCF is provided through the Fund Manager;
- Accounting, Budgeting, and Procurement Services: Accounting, budget formulation, budget execution, day-to-day financial operations of requisition fund certification, Memorandum of Understanding creation, operation of the integrated financial system for WCF invoice payments, and procurement services are provided to the WCF;
- Facilities and Support Services: Facilities and support services such as space and mail and messenger services.

**Billing Methodology:** The charge assessed to each customer is based on the total dollar value of WCF services received as a percent of the total.

## Section 2 – Budget and Performance Plan

### 2.1 – Funding Detail by Program

Dollars in Thousands

Resources Available for Obligation	FY 2006 Initial Plan	FY 2007 Initial Plan Estimate	FY 2008 Budget Estimate
<b>INTELLIGENCE &amp; SECURITY</b>			
Security Programs	\$1,303	\$718	\$736
Emergency Programs 1/	\$1,656	N/A	N/A
<b>Intelligence &amp; Security (Total)</b>	<b>\$2,959</b>	<b>\$718</b>	<b>\$736</b>
<b>DAS, HUMAN RESOURCES/CHCO</b>			
Human Resources Strategy and Solutions	\$767	\$831	\$851
Equal Opportunity and Diversity	\$853	\$1,270	\$1,301
<b>Human Resources (Total)</b>	<b>\$1,620</b>	<b>\$2,101</b>	<b>\$2,152</b>
<b>DAS, INFORMATION SYSTEMS &amp; CIO</b>			
ACIO HRConnect Operations & Maintenance	\$23,736	\$23,821	\$24,393
ACIO NFC Payroll/Employee Express	\$21,856	\$22,458	\$22,997
<b>HR Connect (Subtotal)</b>	<b>\$45,592</b>	<b>\$46,279</b>	<b>\$47,390</b>
CIO Executive Office	\$1,310	\$1,304	\$1,336
CIO Resource Management	\$1,983	\$2,060	\$2,110
ACIO Telecommunications	\$124,826	\$134,278	\$137,500
ACIO Cyber Security	\$926	\$981	\$1,005
ACIO E-Government	\$13,674	\$15,614	\$15,988
ACIO E-Government Payments	\$978	\$0	\$0
HSPD-12	\$0	\$31,688	\$8,869
ACIO Capital Planning & Information Management	\$4,327	\$4,436	\$4,542
<b>DO Information Technology:</b>			
ACIO Telecommunications - Secure Comm. Center	\$4,938	\$6,304	\$6,455
ACIO Telecommunications - Secure Comm. Equip Res.	\$362	\$367	\$376
ACIO Telecommunications - VAX Computer	\$265	\$282	\$288
<b>Information Systems (Subtotal)</b>	<b>\$153,588</b>	<b>\$197,315</b>	<b>\$178,470</b>
<b>Information Systems (Total)</b>	<b>\$199,180</b>	<b>\$243,594</b>	<b>\$225,859</b>
		\$0	
<b>AS MANAGEMENT &amp; CFO</b>			
Emergency Programs 1/	N/A	\$1,585	\$1,623
Small & Disadvantaged Business Utilization	\$667	\$708	\$725
Procurement Program	\$469	\$761	\$766
Government-wide Council Payments	\$185	\$387	\$397
<b>AS, Management &amp; CFO (Total)</b>	<b>\$1,321</b>	<b>\$3,441</b>	<b>\$3,510</b>
<b>Deputy Chief Financial Officer (DCFO)</b>			
Financial Systems Integration	\$2,445	\$2,355	\$2,411
<b>DAS, HEADQUARTERS OPERATIONS (DASHO)</b>			
<b>Facilities &amp; Support Services:</b>			
Environment, Safety, & Health	\$1,075	\$1,126	\$1,153
Printing Procurement, Reproduction & Graphics Services	\$4,440	\$4,681	\$4,793
Printing & Graphics Equipment Reserve	\$0	\$0	\$0
Communications, Information, & Locator Center	\$629	\$695	\$711
<b>Headquarters Operations (Total)</b>	<b>\$6,144</b>	<b>\$6,501</b>	<b>\$6,657</b>
Centralized Support Services	\$7,355	\$7,882	\$8,071
<b>Grand Total</b>	<b>\$221,024</b>	<b>\$266,592</b>	<b>\$249,395</b>

1/ Emergency Programs was requested in the ASM & CFO activity in FY 2007.

## 2.2 – Full-Time Equivalents by Program

Dollars in Thousands

Federal & Contractor Staff	FY 2006		FY 2007		FY 2008	
	Initial Plan		Initial Plan		Budget	
	Fed.	Cont.	Fed.	Cont.	Fed.	Cont.
<b>Intelligence &amp; Security</b>						
Security Programs	8	-	3	-	3	-
Emergency Programs 1/	4	-	N/A	N/A	N/A	N/A
<b>Intelligence &amp; Security (Total)</b>	<b>12</b>	<b>-</b>	<b>3</b>	<b>-</b>	<b>3</b>	<b>-</b>
<b>DAS, HUMAN RESOURCES/CHCO</b>						
Human Resources Strategy and Solutions	4	-	4	-	4	-
Equal Opportunity and Diversity	7	-	9	-	9	-
<b>Human Resources (Total)</b>	<b>11</b>	<b>-</b>	<b>13</b>	<b>-</b>	<b>13</b>	<b>-</b>
<b>DAS, INFORMATION SYSTEMS &amp; CIO</b>						
ACIO HRConnect Operations & Maintenance	24	42	30	34	30	34
ACIO NFC Payroll/Employee Express	18	2	18	2	18	2
<b>HR Connect (Subtotal)</b>	<b>42</b>	<b>44</b>	<b>48</b>	<b>36</b>	<b>48</b>	<b>36</b>
CIO Executive Office	1	2	1	2	1	2
CIO Resource Management	8	4	8	4	8	4
ACIO Telecommunications	28	307	33	306	33	306
ACIO Cyber Security - Information Security	6	-	6	-	6	-
ACIO E-Government - Management	14	15	15	15	15	15
ACIO E-Government - Payments	-	-	-	-	-	-
HSPD-12	-	-	-	-	-	-
ACIO Capital Planning & Information Management	8	7	12	7	12	7
<b>DO Information Technology:</b>						
ACIO Telecommunications - Secure Comm. Center	18	6	18	6	18	6
ACIO Telecommunications - Secure Com. Equip. Res.	-	-	-	-	-	-
ACIO Telecommunications - VAX Computer	1	-	1	-	1	-
<b>Information Systems (Subtotal)</b>	<b>84</b>	<b>341</b>	<b>94</b>	<b>340</b>	<b>94</b>	<b>340</b>
<b>CIO/Information Systems (Total)</b>	<b>126</b>	<b>385</b>	<b>142</b>	<b>376</b>	<b>142</b>	<b>376</b>
<b>AS MANAGEMENT &amp; CFO</b>						
Emergency Programs 1/	N/A	N/A	4	-	4	-
Small & Disadvantaged Business Utilization	4	-	4	-	4	-
Procurement Program	2	-	2	-	2	-
Government-wide Council Payments	-	-	-	-	-	-
<b>AS, Management &amp; CFO (Total)</b>	<b>6</b>	<b>-</b>	<b>10</b>	<b>-</b>	<b>10</b>	<b>-</b>
<b>Deputy Chief Financial Officer (DCFO)</b>						
Financial Systems Integration	2	8	2	8	2	8
<b>DAS, Headquarters Operations (DASHO)</b>						
<b>Facilities &amp; Support Services:</b>						
Environment, Safety, & Health	1	2	1	2	1	2
Printing Procurement, Reproduction, & Graphics	27	1	27	1	27	1
Printing & Graphics Equipment Reserve	-	-	-	-	-	-
Communications, Information, & Locator Center	8	-	8	-	8	-
<b>Headquarters Operations (Total)</b>	<b>36</b>	<b>3</b>	<b>36</b>	<b>3</b>	<b>36</b>	<b>3</b>
Centralized Support Services	27	-	27	-	27	-
<b>Grand Total</b>	<b>220</b>	<b>396</b>	<b>233</b>	<b>387</b>	<b>233</b>	<b>387</b>

1/ Emergency Programs was requested in the ASM & CFO activity in FY 2007.

The Terms "Fed" and "Cont" in the column headers refers to "Federal Employees" and "Contractors," respectively.

**2.3 – Funding Detail by Bureau**  
Dollars in Thousands

Resources Available for Obligation	FY 2006	FY 2007	FY 2008
	Initial Plan	Initial Plan Estimate	Budget Estimate
ALCOHOL & TOBACCO TAX & TRADE BUREAU	\$2,864	\$2,929	\$2,920
COMMUNITY DEVELOPMENT FINANCIAL INSTITUTIONS FUND	\$331	\$371	\$364
DEPARTMENTAL OFFICES (OTA)	\$69	\$85	\$87
DEPARTMENTAL OFFICES (S&E)	\$15,774	\$17,634	\$17,819
FINANCIAL CRIMES ENFORCEMENT NETWORK	\$654	\$717	\$605
FINANCIAL MANAGEMENT SERVICE	\$5,871	\$7,562	\$7,022
INTERNAL REVENUE SERVICE	\$161,402	\$209,424	\$194,831
TREASURY INSPECTOR GENERAL FOR TAX ADMINISTRATION	\$983	\$1,339	\$1,206
OFFICE OF INSPECTOR GENERAL	\$358	\$455	\$437
PUBLIC DEBT	\$1,332	\$2,238	\$1,949
<b>Subtotal (Treasury Appropriated Bureaus)</b>	<b>\$189,637</b>	<b>\$242,754</b>	<b>\$227,240</b>
COMPROLLER OF THE CURRENCY	\$3,453	\$4,365	\$3,795
DC PENSION	\$70	\$79	\$76
DEPARTMENTAL OFFICES (WCF)	\$311	\$222	\$197
ENGRAVING & PRINTING	\$4,494	\$5,296	\$4,772
EXECUTIVE OFFICE FOR ASSET FORFEITURE	\$167	\$255	\$257
FEDERAL FINANCING BANK	\$292	\$333	\$338
OFFICE OF THRIFT SUPERVISION	\$466	\$950	\$642
FF - FMS TREASURY AGENCY SERVICES (TAS)	\$39	\$2	\$2
FF - BPD ADMINISTRATIVE RESOURCE CENTER (ARC)	\$495	\$334	\$342
FF - DO FEDERAL CONSULTING GROUP	\$5	\$3	\$3
FF - DO FED SOURCE	\$77	\$195	\$198
U.S. MINT	\$1,907	\$3,122	\$2,616
<b>Subtotal (Treasury non-Appropriated Bureaus)</b>	<b>\$11,773</b>	<b>\$15,156</b>	<b>\$13,239</b>
ALCOHOL, TOBACCO, FIREARMS, & EXPLOSIVES	\$11,920	\$3,278	\$3,367
ALCOHOL, TOBACCO, FIREARMS, & EXPLOSIVES (NIBIN)	\$2,531	\$301	\$310
DHS - FLETC	\$0	\$2	\$2
DHS - HEADQUARTERS	\$702	\$387	\$397
DHS - OFFICE OF INSPECTOR GENERAL	\$1,361	\$1,647	\$1,692
DHS - U.S. SECRET SERVICE	\$1,555	\$1,600	\$1,644
HOUSING AND URBAN DEVELOPMENT	\$1,510	\$1,466	\$1,505
U.S. TAX COURT	\$35	\$0	\$0
<b>Subtotal (Non-Treasury)</b>	<b>\$19,614</b>	<b>\$8,682</b>	<b>\$8,916</b>
<b>Grand Total Financial Plan Requirements</b>	<b>\$221,024</b>	<b>\$266,592</b>	<b>\$249,395</b>

Note: Non-Treasury customers purchase services from: HR Connect, Telecommunications, E-Government, Financial Systems Integration, and Environment, Safety, & Health.

**2.4 – Funding Detail by Operating Levels**  
Dollars in Thousands

	FY 2006 Initial Plan	FY 2007 Initial Plan Estimate	FY 2008 Budget Estimate
<b>Resources Available for Obligation</b>			
<b>Object Classification:</b>			
11.1 Full-Time Permanent Positions	\$19,283	\$22,021	\$22,550
11.1 Other than Full-Time Permanent Positions	0	0	0
11.5 Other Personnel Compensation	379	334	342
11.8 Special Personal Services Payments	0	0	0
<b>11.9 Personnel Compensation (Total)</b>	<b>\$19,663</b>	<b>\$22,355</b>	<b>\$22,892</b>
12.0 Personnel Benefits	4,403	5,202	5,327
13.0 Benefits to Former Personnel	0	0	0
21.0 Travel	482	517	529
22.0 Transportation of Things	465	0	0
23.1 Rental Payments to GSA	0	0	0
23.2 Rent Payments to Others	0	0	0
23.3 Communications, Utilities, & Misc	20,121	5,535	5,668
24.0 Printing and Reproduction	422	422	432
25.1 Advisory & Assistance Services	0	0	0
25.2 Other Services	167,824	228,136	210,017
25.3 Purchase of Goods/Serv. from Govt. Accts	0	0	0
25.4 Operation & Maintenance of Facilities	0	0	0
25.5 Research & Development Contracts	0	0	0
25.6 Medical Care	0	0	0
25.7 Operation & Maintenance of Equipment	0	0	0
25.8 Subsistence & Support of Persons	0	0	0
26.0 Supplies and Materials	1,036	812	831
31.0 Equipment	6,608	3,613	3,699
32.0 Lands and Structures	0	0	0
33.0 Investments & Loans	0	0	0
41.0 Grants, Subsidies	0	0	0
42.0 Insurance Claims & Indemn	0	0	0
43.0 Interest and Dividends	0	0	0
44.0 Refunds	0	0	0
<b>Total Budget Authority</b>	<b>\$221,024</b>	<b>\$266,592</b>	<b>\$249,395</b>