Department of the Treasury
Departmental Offices
Salaries and Expenses

Congressional Budget Justification and Annual Performance Plan and Report

FY 2024

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Section I – Budget Request

A – Mission Statement

Treasury's mission is to maintain a strong economy by promoting conditions that enable equitable and sustainable economic growth at home and abroad, combating threats to, and protecting the integrity of, the financial system, and managing the U.S. government's finances and resources effectively.

B – Summary of the Request

The President's FY 2024 budget for Treasury Departmental Offices (DO) Salaries and Expenses (SE) provides necessary resources for the Treasury Department to address major issues confronting the U.S. economy and to rebuild Treasury's institutional capacity. Funding is requested to support a national security initiative to review investments that U.S. firms make outside of the United States; initiatives addressing generational issues, such as persistent inequality in economic opportunity and climate change; initiatives to ensure DO can sustain critical policy work needed to maintain a strong economy, develop evidence to support policymaking, and improve the customer experience for the U.S. public; support for international engagement, including continued support for Ukraine; and, sustained support for the global economic recovery from the coronavirus pandemic. In addition to these requested increases, DO anticipates transferring in and executing $16 million from the $21 million request of the Committee on Foreign Investment in the United States (CFIUS) Fund, discussed separately.

1.1.1 – Appropriations Detail Table

Dollars in Thousands

Appropriated Resources	FY 2022 Operating Plan		FY 2023 Operating Plan		FY 2024 Request		FY 2023 to FY 2024 % Change	
New Appropriated Resources	**FTE**	**AMOUNT**	**FTE**	**AMOUNT**	**FTE**	**AMOUNT**	**FTE**	**AMOUNT**
Executive Direction	109	$43,895	113	$43,246	147	$56,687	30.1%	31.1%
International Affairs and Economic Policy	188	$58,298	182	$66,979	221	$90,099	21.4%	34.5%
Domestic Finance and Tax Policy	255	$84,960	295	$103,027	331	$114,937	12.2%	11.6%
Treasury-wide Management and Programs	111	$37,944	106	$41,392	104	$44,906	-1.9%	8.5%
Committee on Foreign Investment in the United States	72	$18,012	65	$19,238	102	$25,570	56.9%	32.9%
Subtotal New Appropriated Resources	**735**	**$243,109**	**761**	**$273,882**	**905**	**$332,199**	**18.9%**	**21.3%**
Other Resources								
Reimbursable	38	$9,433	41	$12,000	41	$12,000	0.0%	0.0%
Transfers from CFIUS Fund	34	$17,000	27	$16,000	39	$16,000	44.4%	0.0%
Ukraine Supplemental Funding	8	$5,981	18	$11,019	0	$0	-100.0%	-100.0%
IRA Funding Usage	0	$0	29	$15,124	45	$15,719	55.2%	3.9%
Subtotal Other Resources	**80**	**$32,104**	**115**	**$54,143**	**125**	**$43,719**	**8.7%**	**-19.3%**
Total Budgetary Resources	**815**	**$275,213**	**876**	**$328,025**	**1,030**	**$375,918**	**17.6%**	**14.6%**

Note: FY 2022 Other Resources and Full-time Equivalents (FTE) reflect actuals.

1.1.2 – IRA Resource Detail Table

Dollars in Thousands

Budgetary Resources	FY 2022 Enacted	FY 2022 Actuals Obligations	FY 2023 Estimated Obligations	FY 2024 Estimated Obligations
Inflation Reduction Act Oversight and Implementation	$50,000	$0	$7,504	$7,459
Additional Tax Regulatory Work	$104,534	$0	$7,620	$8,260
Total IRA Resources	**$154,534**	**$0**	**$15,124**	**$15,719**
FTE		**0**	**29**	**45**

Note: Outyear spending is expected to be consistent with the FY 2024 levels and taper down as IRA programs sunset.

The Inflation Reduction Act of 2022 (P.L. 117-169) (IRA) provided $154,533,803 in mandatory funding to DO to support its mission of promulgating tax regulations and providing associated oversight and implementation support. The Office of Tax Policy (OTP) began implementation of the IRA's tax regulatory work in FY 2022, and the office plans to expand regulatory staff and projects in FY 2023 to address IRA provisions. Oversight and implementation support will be carried out in the Office for the Assistant Secretary for Management (ASM), in coordination with the Office of the Deputy Secretary. Additional information on the utilization of IRA funding is included in Section II below.

1.2 – Budget Adjustments Table

Dollars in Thousands

	FTE	Amount
FY 2023 Operating Plan	**761**	**$273,882**
Changes to Base:		
Maintaining Current Levels (MCLs):	0	$10,354
Pay Annualization (4.6% average pay raise)	0	$1,812
Pay Raise (5.2% average pay raise)	0	$6,216
Non-Pay	0	$2,326
Non-Recurring Costs	(13)	($10,000)
Reductions to One-Time funding for Outbound Investment Review	0	($7,000)
Reduction to ORP Admin Funding	(13)	($3,000)
Other Adjustments:	56	$11,136
Restoration of CFIUS funding reduced in FY 2023	32	$6,000
Annualization of FY 2023 staffing initiatives	24	$5,136
Subtotal Changes to Base	43	$11,490
FY 2024 Current Services	**804**	**$285,372**
Program Changes:		
Program Increases:	101	$46,827
Outbound Investment Review	15	$16,700
Equity Assessment and Program Evaluations	4	$1,104
Staffing to Support Climate Initiatives	11	$3,184
Support for Critical DO Policy Functions	37	$8,854
Improve Hiring and Recruitment Programs	0	$473
Global Economic Recovery and Ukraine Support	12	$3,020
Climate Technical Assistance Center	16	$5,000
DO Cyber Infrastructure, Facilities Infrastructure, IT Modernization	0	$2,428
Evidence Act Implementation, and Treasury Data & CX Improvement	3	$2,864
Treasury Attaché Program Expansion	3	$3,200
Subtotal Program Changes	**101**	**$46,827**
FY 2024 President's Budget Request	**905**	**$332,199**
FY 2024 CFIUS Fund Transfer	**39**	**$16,000**
Total FY 2024 Budgetary Resources	**944**	**$348,199**

C – Budget Increases and Decreases Description
Maintaining Current Levels (MCLs) ....+$10,354,000 / +0 FTE
<u>Pay Annualization (4.6%) +$1,812,000 / +0 FTE</u>
Funds are requested for annualization of the January 2023 4.6 percent average pay raise.

<u>Pay Raise (5.2%) +$6,216,000 / +0 FTE</u>
Funds are requested for a 5.2 percent average pay raise in January 2024.

<u>Non-Pay +$2,326,000 / +0 FTE</u>
Funds are requested to support inflationary costs for non-labor expenses, such as travel, contracts, rent, supplies, and equipment.

Non-Recurring Costs ....-$10,000,000 / -13 FTE
<u>Reductions to One-Time Funding for Outbound Investment Review -$7,000,000 / -0 FTE</u>
As a result of larger-than-expected CFIUS carry-over funding and hiring delays in FY 2023, DO Salaries and Expenses included $7 million as a one-time repurposing of CFIUS unobligated balances and other labor costs in FY 2023 to fund labor costs for drafting regulations and the buildout of an IT system to support soon-to-be-proposed national security reviews of investments made outside of the United States by U.S. firms. In FY 2024, funding will need to be restored to support CFIUS anticipated workloads and hiring in various DO offices.

<u>Reduction to ORP Administrative Funding -$3,000,000 / -13 FTE</u>
Treasury requests $9 million for the administration of financial assistance programs within the Office of Recovery Program (ORP), a reduction of $3 million from the FY 2023 enacted level. The requested discretionary funding for ORP within DO SE, in combination with the FY 2023 enacted flexibility for use of other mandatory administrative funding, remains necessary to sustain programs through their authorized period, allowing ORP to take a data-centric, risk-based approach to providing accountability and stewardship for pandemic recovery programs. These resources will continue to support efforts to improve access to capital for small businesses and in underserved communities, including rural and low-income areas.

Other Adjustments...+$11,136,000 / +56 FTE
<u>Restoration of CFIUS funding reduced in FY 2023 +$6,000,000 / +32 FTE</u>
DO Salaries and Expenses funding used in FY 2023 on efforts related to national security reviews of investments made outside of the United States by U.S. firms will be restored to support CFIUS program activities in FY 2024.

<u>Annualization of FY 2023 staffing initiatives +$5,136,000 / +24 FTE</u>
Due to hiring delays, some staff that were brought onboard in the latter half of FY 2023 were not full year FTE. Funding will be used in FY 2024 to support the annualization of costs for DO staff funded through new appropriations provided in FY 2023.

Program Increases ....+$46,827,000 / +101 FTE
<u>Outbound Investment Review +$16,700,000 / +15 FTE</u>
The Consolidated Appropriations Act, 2023, P.L. 117-328, included language that encouraged Treasury to identify the resources needed to establish a targeted outbound investment review

mechanism. This funding would allow Treasury to establish a program to address national security concerns arising from outbound investments from the United States into sensitive technologies that could enhance the technological capabilities of countries of concern in ways that threaten U.S. national security. As currently contemplated, the program would be implemented and administered by Treasury and focus on investments that result in the advancement of military and dual-use technologies by countries of concern but are of a nature that they are not presently captured by export controls, sanctions, or other related authorities. This FY 2024 request builds on one-time funding within DSCIP and temporarily realigned from CFIUS in FY 2023, which provide for initial hiring efforts and critical investments in new IT systems.

Staffing to Support DEIA +$1,104,000 / +4 FTE

This request builds staffing under the recently created Office of Diversity, Equity, Inclusion, and Accessibility (ODEIA). These 4 FTEs will provide Department-wide support to help Treasury advance equity in its policies, procedures, and practices, and are crucial to achieving a more equitable economy. The FTEs will be allocated across program suboffices the following way:

- 1 FTE for the Equity Hub will be responsible for centering issues of equity within policy discussions, to include ensuring that equity is considered during the promulgation of tax regulations, helping to assess and advise on equity implications of future economic recovery packages, and assisting policymakers on equity implications of international finance;
- 1 FTE for the Office of Minority and Women Inclusion will support Department-wide efforts to improve the diversity of Treasury's workforce, as well overseeing efforts to implement the FY 2022 – FY 2026 Treasury Strategic Plan;
- 1 FTE will support the Office of Civil Rights and EEO's efforts to ensure civil rights compliance with the relevant laws and statutes and assessment of Treasury bureaus' DEIA programs and offices; and,
- 1 FTE will serve as a Senior Advisor to the ODEIA Chief to help oversee the work of its three program offices and coordinate DEIA work across the Department.

Staffing to Support Climate Initiatives +$3,184,000 / +11 FTE

The Administration is targeting cuts to greenhouse gas (GHG) emissions by 50% - 52% from 2005 levels by 2030 and has outlined an ambitious plan to double international climate finance and triple international adaptation finance by 2024, to support communities transitioning away from coal and to encourage the private sector to disclose climate risk. The Administration has tasked Treasury with playing a key role in these efforts, but as currently staffed, Treasury is limited in its ability to contribute to crucial elements of the climate agenda. Treasury's unique responsibilities on a range of programs related to climate change – including economic, financial sector, and climate-related government policies – are reflected in an ambitious climate strategy work program.

This would build on Treasury's three phase strategy related to climate which was outlined initially in FY 2023:

1. Phase 1 (accomplished in FY 2021): establishing a Climate Hub with a counselor directly reporting to the Secretary that would be responsible for coordinating climate work across the Department.

2. Phase 2 (accomplished in FY 2022): fully staffing the Climate Hub with a team of 4 experts who can support the Climate Counselor and Department-wide coordination.
3. Phase 3 (planned in FY 2024): builds policy strength in key climate functions, including hiring international economists who can support bilateral and multilateral efforts outlined in International Climate Finance Strategy, domestic finance experts responsible for understanding climate risks on the financial system, and economists responsible for conducting economic analyses related to the impacts of domestic and international climate policies on US energy markets.

<u>Support for Critical DO Policy Functions +$8,854,000 / +37 FTE</u>
The gradual reduction of FTE levels across DO policy offices in combination with the absorption of new workstreams and lack of adequate funding for inflationary increases over the last several years has eroded DO's capacity to maintain support to fundamental DO mission areas, including maintaining the public debt, setting Treasury Department strategy, and performing legal analysis on issues related to Treasury equities. Funding is needed to ensure that DO can sustain critical policy work needed to maintain a strong economy and create economic growth and financial stability.

As some examples of impacts this funding would have within Domestic Finance (DF), resources are not currently available to hire a full range of subject matter experts necessary to build broad institutional expertise in digital assets, housing finance, insurance, and other critical areas. As an example, to date, DF has executed new workstreams in financial innovation (Treasury Strategic Objective 3.3) with detailees rather than permanent hires. Not only does this limit DF's ability to build long-term expertise in these areas, but even with these detail agreements DF is still currently insufficiently staffed to address policy issues related to digital assets in the short-term. This request would allow DF to hire staff with the necessary expertise to support the timely development and execution of a digital assets policy framework and near-term work related to the Treasury Digital Assets Working Group. This request would also provide for additional staffing in key national security priorities such as the Office of Cybersecurity and Critical Infrastructure Protection (OCCIP), in addition to funding fundamental mission areas for DF that are critical to maintaining the integrity of the financing operations of the United States, including within the Office of Debt Management (ODM), the Office of Fiscal Projections (OFIP), and in the areas of insurance and financial markets.

This request would also support additional staffing for General Counsel (OGC) in the areas of enforcement and intelligence (E&I) General Law, Ethics, and Regulation, Banking and Finance, and in the OGC front office. OGC E&I staff support the TFI mission from within DO SE. Despite a significant increase in sanctions actions from 2017 to present, E&I counsel staff have seen no substantial staffing growth. This has happened amid a significant increase in the complexity of sanctions authorities managed by the Office of Foreign Assets Control. Counsel staff are also needed to assist with FOIA administration and improve responsiveness to Congressional oversight requests. Treasury views its role in responding to FOIAs as a critical responsibility of the Department.

Improve Hiring and Recruitment Programs +$473,000 / +0 FTE
DO completed a comprehensive time-to-hire review over the past several months. Since this assessment, DO has made a number of adjustments to its hiring support, including: 1) improving long-term workforce planning, 2) emphasizing the importance of finalizing Position Descriptions and Job Analysis and Assessments prior to recruit requests, 3) encouraging usage of the variety of recruitment methods available to DO staff (Sched A, Pathways, merit promotion, etc.), and 4) devoting additional resources to the security/adjudication process to improve security clearance process times. In order to properly tackle these issues, DO needs additional staffing in Human Resources and Human Capital.

Additionally, this request would fund 1 FTE to provide Human Resources support through the Centralized Treasury Administrative Service (CTAS), a collective of common reimbursable administrative services that benefit customers within DO. This CTAS FTE would be funded by DO customers through the Treasury Franchise Fund and would include one staff member responsible for supporting hiring efforts in TFI (which currently has 1 FTE supporting over 500 staff in TFI), International Affairs and CFIUS (do not have a dedicated FTE supporting over 250 staff in these offices) and a supervisory position to provide oversight to DO's Talent Team.

Global Economic Recovery and Ukraine Support +$3,020,000 / +12 FTE
This funding would allow DO to more proactively engage on key global economic issues that matter to the United States. This would include more forward leaning engagement with the International Financial Institutions, through multilateral fora such as the G20, and bilaterally on critical economic and national security issues, such as spillover effects from Russia's invasion of Ukraine, global economic recovery from the coronavirus pandemic, debt transparency, and climate change. Without adequate staff to support multilateral and bilateral engagements and perform critical macroeconomic analysis, DO will not be able to make further progress on all of the Department's objectives and would need to sacrifice opportunities to advance U.S. national goals or cede leverage. Specific examples include, but are not limited to:

- **Global Health:** To accomplish its objectives in the health space, Treasury needs staffing: 1) to develop internal expertise and staffing on health-finance as the G20 Finance-Health Task Force evolves into a longer-term coordination body; 2) have resources to engage and develop key regional partnerships; and 3) deepen linkages to health system strengthening, including with our multilateral/MDB work as well as the range of bilateral programs.
- **Development:** Key issues where IA has been unable to either fulfill its responsibilities or devote the necessary attention in support of USG national goals include China's role as a development financier; financial inclusion; social inclusion; and multilateral development bank (MDB) policy issues that Treasury is under-resourced to adequately address: evaluation/results measurement, human resources policies, disclosure/access to information.
- **Food Security:** With the accelerating food security crisis following Russia's invasion of Ukraine, using the multilateral tools under Treasury's supervision to assist countries with the impact of the crisis is an urgent priority. Lack of resources has hindered IA's ability to provide the analysis, guidance, and leadership necessary to adequately fulfill Treasury's responsibilities in the MDBs and food security agencies that Treasury supervises for the USG.
- **Digital Assets:** International work on digital assets has expanded significantly in line with the growth in the digital assets market. There are active workstreams at the Financial

Stability Board, G20, G7, and OECD; and the IMF and MDBs are expanding their work and policy to incorporate digital assets. Last year, Treasury delivered to the President the first-ever comprehensive framework for responsible development of digital assets. IA is continuing to carry out efforts articulated in the framework. Funding will support IA's work with international partners to identify emerging strategic risks associated with digital assets and specific threat actor uses of digital assets, and to determine whether any gaps exist in legal, regulatory, and supervisory regimes.

- **Macroeconomic Modeling:** With additional staff, DO's Office of Economic Policy would have the ability to delve more deeply in the US impacts of key international events. Russia's invasion of Ukraine, for example, has had wide ranging impacts on energy commodities, the European economy, and non-energy commodities like foods and metals. Assessment of the impact of these developments on the US economy is a key factor in policy making. Analysis would be at greater depth and with greater quantitative precision with further staffing. EP currently has U.S. focused macroeconomic models but lacks models that capture cross-country interactions. Such models are critical for analyzing the economic impact of global drivers of inflation, emerging climate change impacts, and continued impacts from Russia's invasion of Ukraine. Lingering impacts from the pandemic also require analysis of cross-country spillovers.
- **Ukraine:** The Consolidated Appropriations Act, 2022, provided DO Salaries and Expenses with $17 million to support Ukraine's efforts and counter Russia's aggression. This funding is set to expire at the end of FY 2023. Irrespective of the status of the conflict, by the beginning of FY 2024 the Office of International Affairs (IA) will continue to play a substantial role in supporting Ukraine's efforts. This request would annualize 4 staff hired using Ukraine Supplemental funding received in FY 2022 to respond to workload on Russia and Ukraine beyond September 30, 2023. Current staffing levels supporting Ukraine have helped to accomplish, among other things: substantial macroeconomic analysis of the impact of sanctions, leadership in the efforts to mobilize U.S. economic assistance for Ukraine, and policy development in support of efforts to curb Russian energy supply. Many of these workstreams will continue to require staffing beyond FY 2023 to provide 1) continued support of Ukraine's resistance in the international sphere from an economic perspective, 2) analysis of and negotiations around continued sanctions of Russia, and/or 3) policy analysis in support of how to best assist Ukraine to their country and economy.

<u>Climate Technical Assistance Center +$5,000,000 / +16 FTE</u>
Funding is requested for the establishment of a Climate-Related Financial Risk Technical Support Center to develop, conduct, and integrate assessments of climate-related financial risk exposure from across the Federal government and to facilitate climate financial risk data sharing. This initiative is intended to improve the Federal Government's ability to understand the potential impact of climate-related financial risks to Federal assets and programs.

<u>DO Cyber Infrastructure, Facilities Infrastructure, and IT Modernization +$2,428,000 / +0 FTE</u>
As foreign and domestic actors threaten the American economy and national security, Treasury must strengthen its cybersecurity posture, leverage its existing processes and tools, and strengthen bi-lateral and multi-lateral partnerships to protect the financial sector. With Treasury's increasing involvement in combatting cybercrime, DO faces increasing risk against the IT systems that support its authorities. DO is a primary target for nation state sponsored cyber

criminals who seek to disrupt our capabilities and destroy our reputation. DO must invest in cyber protections commensurate with the risks incurred in our efforts to safeguard the financial sector, U.S. economy and in combating cybercrime. Given the heightened risk for a cyber-attack targeting DO, this request will support incident response investments which are important to continue to protect DO's IT infrastructure amid an uptick in cyber-attacks due to DO's activities in the international ecosystem. This solution reduces attackers' ability to compromise systems and conduct reconnaissance, as well as reduces attacker's penetration capabilities.

This request also provides funding for a repairs and improvements (R&I) account within DO for noncapital investments within Main Treasury (MT) and Freedman's Bank Building (FBB). While the major repairs to the exterior of the Main Treasury Building are being funded in Department-wide Systems and Capital Investments Program account (DSCIP), ad hoc repairs and maintenance are usually completed in CTAS because 1) emergency repairs cannot be planned for, and 2) many of the repairs are operational in nature and must-do fixes. By not keeping up with maintenance and repair needs, the building systems and infrastructure will typically not have a full life expectancy and the resulting higher replacement costs place an even higher burden on Treasury facilities.

<u>Evidence Act Implementation, and Treasury Data & CX Improvement +$2,864,000 / +3 FTE</u>
The Administration has set the expectation that agencies improve their collection and use of evidence. At current staffing levels, Treasury has significant challenges in meeting this goal. Treasury has not been funded to hire program evaluators centrally who can conduct cross-cutting and priority program evaluations. Likewise, while appointments have been made for a Treasury Chief Data Officer and Deputy Chief Data Officer who would be responsible for setting organizational strategy and participating in cross-agency data councils, the Office of the Chief Data Officer (OCDO) has no staff to support specific data priorities within the Department.

The request would provide DO SE funding for 1 reimbursable CTAS FTE in OCDO to establish a DO-wide data strategy and support DO-related priority data initiatives. It would also fund 1 FTE to support Treasury-wide efforts to acquire needed commercial data sets, establish an enterprise data education program, facilitate data sharing, and support infrastructure modernization efforts. This work will formally establish the OPEN Data program allowing Treasury to form partnerships with the public and external researchers (including academics) to evaluate program health, effectiveness, and efficiency.

Within OCDO, these staff would allow the Department to directly engage with bureaus, data owners and staff to modernize data infrastructure, build and manage the enterprise data inventory, establish data governance policies and programs, establish Treasury-wide analytics and data communities of practice, and identify and pursue priority data sharing opportunities. It would also enable OCDO staff to lead analytics efforts for high priority projects/programs, including long-range analytic studies aligned to Administration and Learning Agenda priorities, and develop playbooks and conduct data literacy training. This would also allow CDO to support the Evaluation officer by helping to identify, acquire and analyze data that can address priority evidence-building activities, and establish an enterprise-wide evidence use repository, enabling evidence cataloging and reuse to improve organizational health and resiliency.

This request would fund 2 FTEs with program evaluation expertise and $0.900M in the Office of Strategic Planning and Performance Improvement (OSPPI) to support rigorous program evaluations of priority programs and research questions. Within OSPPI, these additional staff and funding would allow the Department to conduct 1-3 evaluations annually (depending on scope), enable Treasury to coordinate development and sharing of evidence products for high priority evaluations/studies, improve oversight and use of Treasury's Federally Funded Research Development Center, provide technical assistance to Treasury bureaus on evaluation design and methods, and establish and manage 1-2 additional external partnerships to further increase Treasury's capacity to conduct high priority and rigorous evaluations/studies.
The CX budget will coordinate an enterprise-based approach to a Voice of Customer program, building off of existing efforts and platforms operated by individual High Impact Service Providers that can further enable the public reporting of customer feedback data for designated services and support customer experience measurement of services across Treasury.

Treasury Attaché Program Expansion +$3,200,000 / +3 FTE
The 2021 National Defense Authorization Act (NDAA) authorized and required the expansion of the program by no fewer than six positions. This request is for 3 FTEs—or half of the positions needed to meet the requirements of the 2021 NDAA.

Treasury financial attachés are posted at U.S. Embassies in foreign countries important to U.S. domestic and foreign economic and financial policy and the international fight against terrorism, money-laundering, and other illicit finance activities. The attachés complement the Ambassador in outreach to foreign finance ministries, international financial institutions, central banks, and other agencies, and supply the embassy and Treasury with detailed information and focused analysis of foreign economic and financial policies. Their unique perspectives are critical to the policy development and implementation and crisis management work at Main Treasury and in the U.S. interagency. Among other contributions, Treasury attachés:

- Enhance Treasury's real time access to foreign officials, local experts, media, and financial market participants;
- Conduct in-depth analysis of issues important to Treasury that can be done satisfactorily only with extended on-the-ground presence; and
- Provide critical support to senior level Treasury trips through established contacts and relationships and advise on the value of certain meetings for officials from both governments. Treasury attachés are highly valued across the organization and provide access, information, and further the priorities of offices across DO.

1.3 – Object Classification (Schedule O) Obligations

Dollars in Thousands

Object Classification	FY 2022 Actual Obligations	FY 2023 Estimated Obligations	FY 2024 Estimated Obligations
11.1 - Full-time permanent	109,642	119,546	145,605
11.3 - Other than full-time permanent	2,386	2,942	2,862
11.5 - Other personnel compensation	3,911	4,071	3,997
11.8 - Special personal services payments	828	1,081	1,064
11.9 - Personnel Compensation (Total)	**116,767**	**127,639**	**153,528**
12.0 - Personnel benefits	39,937	43,096	51,674
Total Personnel and Compensation Benefits	**$156,704**	**$170,735**	**$205,202**
21.0 - Travel and transportation of persons	3,241	4,661	4,341
22.0 - Transportation of things	72	189	171
23.2 - Rental payments to others	1,081	1,563	1,415
23.3 - Communications, utilities, and miscellaneous charges	10	76	69
25.1 - Advisory and assistance services	14,651	13,062	15,038
25.2 - Other services from non-Federal sources	2,463	2,578	4,328
25.3 - Other goods and services from Federal sources	82,921	102,785	123,104
25.4 - Operation and maintenance of facilities	140	126	114
25.7 - Operation and maintenance of equipment	163	265	241
26.0 - Supplies and materials	3,150	2,678	3,285
31.0 - Equipment	3,329	2,480	2,251
32.0 - Land and structures	1,037	683	640
Total Non-Personnel	**$112,258**	**$131,146**	**$154,997**
Total Obligations	**$268,962**	**$301,881**	**$360,199**
Full-time Equivalents (FTE)	**808**	**829**	**985**

Amounts reflect obligations of annually appropriated resources, carryover balances, reimbursables, and transfers.

Note: Amounts reflect obligations of annually appropriated resources, carryover balances, reimbursables, and transfers. Obligations exclude Ukraine supplemental and IRA appropriations.

D – Appropriations Language and Explanation of Changes

Appropriations Language	Explanation of Changes
DEPARTMENT OF THE TREASURY DEPARTMENTAL OFFICES *Federal Funds*	
SALARIES AND EXPENSES For necessary expenses of the Departmental Offices including operation and maintenance of the Treasury Building and Freedman's Bank Building; hire of passenger motor vehicles; maintenance, repairs, and improvements of, and purchase of commercial insurance policies for, real properties leased or owned overseas, when necessary for the performance of official business; executive direction program activities; international affairs and economic policy activities; domestic finance and tax policy activities, including technical assistance to State, local, and territorial entities; and Treasury-wide management policies and programs activities, [$273,882,000] *$332,199,000*, of which not less than [$12,000,000] *$9,000,000* shall be available for the administration of financial assistance, in addition to amounts otherwise available for such purposes: Provided, That of the amount appropriated under this heading— (1) not to exceed $350,000 is for official reception and representation expenses; (2) not to exceed $258,000 is for unforeseen emergencies of a confidential nature to be allocated and expended under the direction of the Secretary of the Treasury and to be accounted for solely on the Secretary's certificate; and (3) not to exceed [$34,000,000] *$42,000,000* shall remain available until September 30, [2024] *2025*, for— (A) the Treasury-wide Financial Statement Audit and Internal Control Program; (B) information technology modernization requirements; (C) the audit, oversight, and administration of the Gulf Coast Restoration Trust Fund; (D) the development and implementation of programs within the Office of Cybersecurity and Critical Infrastructure Protection, including entering into cooperative agreements; (E) operations and maintenance of facilities; [and] (F) international operations; *and* *(G) investment security.* *(Department of the Treasury Appropriations Act, 2023.)*	This FY 2024 request reduces the amount of DO Salaries and Expenses funding earmarked for the administration of financial assistance administered by $3 million, from $12 million per year to $9 million. This adjustment aligns the level of financial support needed for the administration of financial assistance with DO program requirements. Additionally, this FY 2024 request includes an $8 million increase in two-year DO Salaries and Expenses funding. This increase is needed to support multi-year program requirements related to the establishment of an outbound investment review program.

E – Legislative Proposals

Departmental Offices Salaries and Benefits has no Legislative proposals.

Section II – Annual Performance Plan and Report

A – Strategic Alignment

Departmental Offices (DO) is Treasury's headquarters bureau. It provides leadership in economic and financial policy, financial intelligence, and general management. Treasury utilizes effective management, policies, and leadership to protect our national security through targeted financial actions, promotes the stability of the nation's financial markets, and ensures the government's ability to collect revenue and fund its operations. Offices funded by DO Salaries and Expenses are designated as leads or as support offices for every one of Treasury's FY 2022 - 2026 strategic objectives. Some of these roles are in conjunction with other offices or bureaus (such as 1.1 - Tax Administration with IRS), while some objectives are both led and primarily supported by DO offices (such as 4.2 – Global Climate Commitment and Leadership).

During FY 2022, the U.S. Department of the Treasury has made significant strides in implementing the Administration's economic agenda. This included efforts to lower costs for American families and bolster our nation's economic resilience by addressing lingering challenges resulting from the pandemic and unanticipated global threats including Russia's war in Ukraine. This includes important work to implement the Inflation Reduction Act, to bolster Treasury market resilience and maintain a competitive economy, tackle the climate crisis, and foster equity in the economic landscape.

The following pages include a specific discussion of performance by offices across the various budget activities within DO. This includes specific alignment by budget activity across Treasury's strategic plan goals and objectives, as well as a discussion of performance measures by programs.

B – Budget and Performance by Budget Activity
2.1.1 – Executive Direction Resources and Measures

Dollars in Thousands

Resource Level	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Operating Plan	FY 2023 Operating Plan	FY 2024 Request
Appropriated Resources	$32,993	$35,407	$36,775	$37,333	$43,895	$43,246	$56,687
Reimbursable Resources	$25,455	$4,863	$1,837	$1,789	$1,694	$2,154	$2,154
Budget Activity Total	**$58,448**	**$40,270**	**$38,612**	**$39,122**	**$45,589**	**$45,400**	**$58,841**
Full-time Equivalents (FTE)	**159**	**113**	**102**	**94**	**116**	**120**	**154**

Note: starting in FY 2022 Executive Direction includes transfers of the Office of Civil Rights and Diversity and the Office of Minority and Women Inclusion from the Treasury-Wide Management and Programs budget activity.

Executive Direction Budget and Performance

($56,687,000 from direct appropriations, $2,154,000 from reimbursable sources):
The Executive Direction program area provides direction and policy formulation to DO and the rest of Treasury and interacts with Congress and the public on policy matters.

No specific performance goals/measures are presented for this budget activity because the work of these offices is captured within the other budget activities**.**

Supporting Ukraine
The Office of Domestic Finance is supporting the government's response to Ukraine through enhanced monitoring of the impact of sanctions on global and domestic financial markets, insurance markets and financial institutions, establishing processes and controls to exclude sanctioned entities from holding and purchasing U.S. issued debt obligations, and monitoring and coordinating with international counterparts potential cyber threats impacting U.S. and global critical financial sector infrastructure as a result of the crisis.

The Office of International Affairs is supporting the government's response to Russia's invasion of Ukraine and the subsequent spillovers through substantial macroeconomic analysis of the impact of sanctions, leadership in the efforts to mobilize budgetary support for Ukraine, and policy development in support of efforts to curb Russian energy supply. Many of the work streams IA has and will continue to support require staffing beyond FY 2023 in whatever circumstances the conflict finds itself by FY 2024. This could manifest itself through 1) continued support of Ukraine's resistance in the international sphere from an economic perspective, 2) analysis of and negotiations around continued sanctions of Russia, or 3) policy analysis in support of how to best assist Ukraine to their country and economy.

The U.S. Treasury Department's Office of Technical Assistance (OTA) has a long-standing partnership with the Government of Ukraine aimed at strengthening a range of public financial management and financial sector issues. Currently, OTA is working with Ukrainian institutions, including the Ministry of Infrastructure, the Deposit Guarantee Fund, State Property Fund, and State Tax Service to address economic and financial sector challenges resulting from Russia's invasion of Ukraine. These efforts include a focus on continuity of key public financial management operations and preparations for a post-conflict environment.

Office of Diversity Equity, Inclusion and Accessibility
In 2022, Treasury has established the Office of Diversity, Equity, Inclusion, and Accessibility (ODEIA) that serves as a center of excellence to modernize the Department's overall DEIA strategy and drive cohesive implementation and accountability across the Departmental Offices and bureaus. The Office of DEIA was established to support Treasury's many diverse segments including employees of color, women, people with disabilities, military and veterans, members of the LGBTQIA+ community, and others. In addition, ODEIA will champion organizational cultural change to move the agency into a more equitable organization through developing policy and innovative approaches to advance equity. These policies are designed to ensure that families, businesses, and neighborhoods historically excluded from economic opportunities or who have experienced persistent poverty are fully included in the nation's economic recovery and future growth.

The newly centralized ODEIA is responsible for four essential functions:
1) Carrying out policy analysis on racial and economic issues;
2) Developing a workforce that reflects the diversity of the nation;
3) Ensuring fair and equitable business utilization; and
4) Guaranteeing compliance with civil rights laws and regulations.

To improve our ability to implement these key functions, several changes were made. First, the mission of the Office of Minority and Women Inclusion (OMWI) was expanded to cover activities Department-wide. Second, OMWI was combined with the Office of Civil Rights and Equal Employment Opportunity (OCRE), formerly known as the Departmental Office's Office of Civil Rights and Diversity (OCRD). Third, ODEIA added a new component – the Treasury Equity Hub. This new office will focus on economic analysis and public policy as it relates to how Treasury ensures DEIA is a focal point for reaching and providing services and resources to the public.

ODEIA led Treasury's DEIA Cross Functional Team to implement the requirements in Executive Order (EO) 14035, *Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce* to issue Treasury's FY 2022-26 DEIA Strategic Plan. The Plan provides Treasury with a comprehensive, integrated, and strategic plan that focuses on implementing DEIA across the Department, while removing any potential barriers in workforce programs and services.

In FY 2022, OCRE continued with the audits of bureaus' Equal Employment Opportunity (EEO), Diversity and Inclusion (D&I), and External Civil Rights (ECR) Programs with a specific focus on the Bureau of Engraving and Printing. The audit included a review of each phase of Treasury bureaus' EEO programs, including D&I, EEO complaint processes, and building accessibility reviews to ensure compliance with the applicable law and regulations. In FY 2022, EEO complaints were adjudicated effectively within the Department, thereby meeting regulatory timeframes both in issuance of decisions and days to investigate complaint. In FY 2023 Treasury will look at new ways to improve the efficiency of the EEO process. OCRE also continued to lead the Department's work to achieve full compliance with the external civil rights requirements including by conducting civil rights pre-award compliance determinations for SIPPRA and the Office of Gulf Coast Restoration.

In FY 2022, the ODEIA continued to support the work of improving inclusion scores by ensuring new DEIA questions were included to Treasury Federal Employment Viewpoint Surveys (FEVS). Treasury identified alternatives to surveying its employees by partnering with OPM to administer a separate survey consisting of the 20 New IQ items, demographics, and custom items that will assist to the Department in gauging perceptions of workplace inclusion for the past two years. The OMWI also collaborated with internal stakeholders to digitize the DEIA Report to provide on-demand data to leaders and managers on the state of diversity, equity, and inclusion (DEI), promote and bring more awareness and accountability, and ultimately expand its use beyond Treasury Departmental Offices to include Treasury bureaus.

Combating Climate Change

Treasury's unique responsibilities on a range of programs related to climate change – including economic, financial sector, and climate-related government policies – are managed by staff across the Department. A small number of staff in the Climate Hub are providing cross-Departmental coordination and strategic direction on issues related to climate change, reflecting Treasury's key role in the Biden Administration's whole-of-government effort to address climate change domestically and internationally including Treasury's heightened engagement on clean energy and climate policy due to the Inflation Reduction Act.

The Climate Hub and Climate Counselor position were created in 2021. The FY 2022 enacted budget funded three additional staff within the Climate Hub in an effort to centrally coordinate and lead many of Treasury's efforts to address climate change. The Treasury Climate Hub coordinates and enhances existing climate-related activities by harnessing the tools, capabilities, and expertise from across the Department – including from Domestic Finance, Economic Policy, International Affairs, and Tax Policy. With a view of all Treasury climate initiatives, the Hub will enable Treasury to move nimbly and efficiently in prioritizing climate action with support from DO staff.

2.1.2 – International Affairs and Economic Policy Resources and Measures

Dollars in Thousands

Resource Level	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Operating Plan	FY 2023 Operating Plan	FY 2024 Request
Appropriated Resources	$48,460	$52,428	$52,825	$53,661	$58,298	$66,979	$90,099
Reimbursable Resources	$9,795	$2,701	$1,293	$817	$1,188	$1,512	$1,512
Budget Activity Total	**$58,255**	**$55,129**	**$54,118**	**$54,478**	**$59,486**	**$68,491**	**$91,611**
Full-time Equivalents (FTE)	**220**	**161**	**178**	**180**	**191**	**187**	**226**

Performance Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2022 Target	FY 2023 Target	FY 2024 Target
IA - Monitor Quality and Enhance Effectiveness of International Monetary Fund (IMF) Lending Through Review of IMF Country Programs	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
IA - Monitor Quality and Enhance Effectiveness of MDB Lending through Review of MDB Grant and Loan Proposals	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
IA - Percentage of MDB Grant and Loan Proposals Containing Satisfactory Frameworks for Results Measurement	97.60%	95.00%	96.00%	97.00%	97.10%	95.00%	95.00%	95.00%
OTA - Program Engagement	3.8	3.8	3.3	3.6	3.5	3.6	3.6	3.6

Key: DISC - Discontinued; B - Baseline; I - Indicator

International Affairs (IA) Description of Performance:

- Monitor Quality and Enhance Effectiveness of IMF Lending through Review of IMF Country Programs: This measure tracks efforts by IA staff to monitor the quality of IMF country programs and ensure the application of appropriately high standards for the use of IMF resources. The target (100 percent) was met in FY 2022. In FY 2023 and FY 2024, IA's target for this measure remains 100 percent.

- Monitor Quality and Enhance Effectiveness of Multilateral Development Banks (MDB) Lending through Timely Review of MDB Grant and Loan Proposals: IA reviews MDB loan and grant proposals to ensure that funded projects meet several key goals, which include supporting long-term U.S. objectives, having a measurable development impact, and being consistent with congressional mandates. The target (100 percent) was met in FY 2022. In FY 2023 and FY 2024, IA aims to continue its review of 100 percent of MDB loan and grant proposals prior to the date of the relevant Executive Board meeting, and to increase its oversight of projects during implementation.

- Percentage of MDB Grant and Loan Proposals Containing Satisfactory Frameworks for Results Measurement: This measure tracks the percentage of grant and loan project proposals that contain a satisfactory framework for measuring project results (such as outcome indicators, quantifiable and time-bound targets, etc.) This information is measured on an annual basis. In FY 2022, 97 percent of MDB grant and loan project proposals had excellent or satisfactory ratings for the results matrices. The FY 2023 target is 95 percent, and the FY 2024 target is 95 percent.

Office of Technical Assistance Description of Performance:

- Office of Technical Assistance (OTA) Program Engagement (Traction): Measures the degree to which foreign counterparts are engaging proactively and constructively with OTA advisors at the working and policy levels. A five-point scale is used to measure traction, with scores ranging from a low of 1, indicating there is little if any counterpart involvement, to a high score of 5, indicating that OTA advisors have regular and frequent meetings with counterparts and counterparts display high levels of involvement. Counterpart engagement is critical to OTA efforts to structure and execute effective technical assistance projects that support host country ownership and drive project outcomes. The result for FY 2022 is 3.5, a slight decrease of 0.1 from the FY 2021 result. The FY 2022 traction score, although marginally lower than the FY 2021 score, reflects continued strong traction with OTA counterparts globally.

International Affairs and Economic Policy Budget and Performance
($90,099,000 from direct appropriations, $1,512,000 from reimbursable sources):
The offices in this budget activity promote economic growth in the United States by producing technical economic analyses for the Secretary and advancing U.S. economic and financial policy priorities around the world.

International Affairs
IA promotes and supports economic prosperity and stability at home and abroad. IA's international economic engagements are guided by three strategic priorities: to restore U.S. leadership in the multilateral order, to address key global challenges, and to secure a more sustainable and inclusive recovery from the pandemic. IA promotes U.S. exports and job growth by encouraging key trading partners to pursue macroeconomic policies that address the COVID pandemic, shift to boosting domestic demand, move towards market-determined exchange rates, and create a level playing field for American firms and workers. IA also promotes robust international financial regulatory standards and multilateral solutions to international development, including addressing global challenges such as climate change, clean energy access, infrastructure development, food security, debt sustainability, and health. In 2022 IA made further strides reasserting U.S. global leadership on economic issues: raising global

ambitions on climate finance, enactment of novel approaches such as the Just Energy Transition Partnership (JETP); enhancing financial assistance to the poorest and most vulnerable economies; and establishing the new Pandemic Fund with approval by the G20 and including an initial pledge of $1.6 billion to better prevent, detect, and respond to future pandemics.

Russia's unprovoked war in Ukraine lent greater urgency to IA's work deepening engagement with emerging markets and developing economies with a goal of building up long-term resilience amid an uneven global recovery from the pandemic. IA worked hard to address increasing food insecurity and rising fuel prices, including through a coalition price cap on Russian oil and an international financial institution (IFI) action plan to address food insecurity.

In 2023 IA will seek to build on this progress. IA is playing a leading role in the Administration's U.S. International Climate Finance Plan, Plan to Conserve Global Forests, and President's Emergency Plan for Adaptation and Resilience. IA works to address the large and persistent global imbalances and unfair currency practices that threaten strong and sustainable U.S. economic growth. Treasury seeks to level the playing field for U.S. businesses through multilateral and bilateral engagements on foreign exchange practices and does this via multilateral and bilateral activities working through the International Monetary Fund (IMF) and the Group of 20 Nations (G20).

IA promotes sustainable and inclusive economic growth by leveraging U.S. leadership in the International Financial Institutions to mitigate emerging threats to the U.S. and global economies; supporting international trade and investment; scaling up infrastructure development; and reinforcing U.S. national security interests in key countries around the world. Treasury IA seeks to bolster U.S. support for the multilateral development banks (MDB), including by promoting reforms to enhance how they leverage their capital and scale up their delivery and impact and continuing its close oversight of the institutions' efficiency, effectiveness, and financial discipline. IA will continue to advance the significant role of these institutions in delivering on Treasury's climate goals with respect to mitigation, adaptation, and climate finance.

Office of Technical Assistance
Treasury's Office of Technical Assistance (OTA) complements Treasury's international economic, financial, development, and terrorist financing policy work. OTA builds capacity in developing and transitional country governments to implement policies that support broad-based economic growth, financial sector stability and inclusion, climate and infrastructure finance, transparency and accountability in public finance, and protections against economic and financial crimes.

Office of Economic Policy - Macroeconomic Analysis
The Office of Macroeconomic Analysis (Macro Office) analyzes the sectors of the macroeconomic environment, such as (but not limited to) labor markets, inflation, industrial production, national income and product accounts, productivity, international trade, and housing markets. In FY 2022, the Macro Office briefed the Secretary more than twice a month regarding its analysis of labor market and wage reports, inflation reports, and GDP—as well as other topics of interest. The Office also drafted memos to inform principals of their analysis on key

developments in the economy, created topic-specific briefers, and contributed to Treasury's white paper on labor market competition. The Macro Office also participated in four rounds of the Troika process, though which the economic assumptions for the President's Budget and Mid-Session Review were created. In addition, the Macro Office supported principals and other offices, such as the Office of International Affairs, for meetings and presentations to represent the views of the U.S. government.

Microeconomic Analysis
The Office of Microeconomic Analysis has continued its core role of aiding the Administration's development and evaluation of economic policy across a wide range of topics. Activities over the past year have included ongoing analysis of the impact of pandemic relief programs; evaluation of the impact of the Russian invasion of Ukraine on energy and other commodity markets, and the follow-on impacts on the U.S. economy; design of Treasury's price cap proposal to limit Russian oil revenues; drafting of public Treasury white papers on labor market topics; publishing an ongoing blog series on racial equity; policy input and analysis on climate policy and energy market developments; ongoing analysis of supply chain disruptions and their economic impacts; and coordination and analysis related to the Secretary's role as Managing Trustee of the Social Security and Medicare Trust Funds.

Financial Analysis
The Office of Financial Analysis produces the High-Quality Market Corporate Bond Yield Curve for the Pension Protection Act (PPA). The PPA mandates that Treasury publish a corporate bond yield curve for calculating the present values of pension liabilities and lump sum distributions. The HQM bond yield curve—representing corporate bonds rated AAA, AA, or A—uses a methodology developed in the Office of Economic Policy to construct bond yield curves by using extended regressions on maturity ranges. Financial Analysis also produces yield curves for various Treasury notes, bills, and bonds.

Social Impact Partnerships to Pay for Results Act
The Social Impact Partnerships to Pay for Results Act (SIPPRA) was included as part of the Bipartisan Budget Act of 2018 (P.L. 115-123). SIPPRA created a ten-year $100 million fund to support social impact partnership projects by State and local governments to encourage new and innovative ways to solve entrenched social problems. The program funds social programs at the State or local level that achieve demonstrable, measurable, and scalable results, by making payment of funds contingent on positive outcomes.

Economic Policy is also responsible for implementation and ongoing management of the SIPPRA program. SIPPRA, signed into law on February 9, 2018, appropriated $100 million to fund social impact partnership projects and feasibility studies to prepare for such projects. Program funds may be obligated through February 8, 2028, and not less than fifty percent of funding for social impact partnership projects must be provided for initiatives that directly benefit children. The SIPPRA program aspires to demonstrate a new model of implementing and funding projects designed to solve entrenched societal problems such as homelessness, recidivism among juvenile offenders, and incidences of childhood abuse and neglect.

SIPPRA issued its first Notice of Funding Availability (NOFA) for demonstration projects on February 21, 2019. Of the twenty-one applications received and evaluated by Treasury staff and subject matter expert panels, eight applications were recommended by the Commission on Social Impact Partnerships to the Treasury Secretary for funding and to the Federal Interagency Council on Social Impact Partnerships for application certification. All eight applications were certified. Two applicants withdrew their applications and Treasury declined to award two of the eight certified applications. Treasury, the Department of Labor, and the New York State Energy and Research Development Authority entered into SIPPRA's first grant agreement for a social impact partnership project in March 2021. Treasury entered into grant agreements with the City and County of Denver in September 2021, with the State of Oklahoma in December 2021, and with the New York City Mayor's Office of Criminal Justice in December 2021. Treasury anticipates issuing an additional project NOFA in FY 2023.

2.1.3 – Domestic Finance and Tax Policy Resources and Measures

Dollars in Thousands

Resource Level	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Operating Plan	FY 2023 Operating Plan	FY 2024 Request
Appropriated Resources	$73,804	$72,570	$78,153	$79,566	$84,960	$103,027	$114,937
Reimbursable Resources	$42,042	$8,539	$7,042	$5,862	$6,066	$7,717	$7,717
Budget Activity Total	**$115,846**	**$81,109**	**$85,195**	**$85,428**	**$91,026**	**$110,744**	**$122,654**
Full-time Equivalents (FTE)	**311**	**236**	**245**	**256**	**280**	**323**	**359**

Performance Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2022 Target	FY 2023 Target	FY 2024 Target
DF - Variance Between Estimated and Actual Receipts (Annual Forecast) (%)	2.33%	2.50%	11.10%	13.82%	10.8%	N/A	4.25%	4.25%

Key: DISC - Discontinued; B - Baseline; I - Indicator

Domestic Finance Description of Performance:

- Variance between estimated and actual receipts (annual forecast) (percent): As part of managing the federal government's central operating account and cash position, the Office of Fiscal Projections (OFP) forecasts net cash flows (e.g., federal receipts and outlays) to ensure that adequate funds are available daily to cover federal payments. To determine its overall effectiveness, one of OFP's metrics is to measure the variance between actual and projected federal receipts. A lower variance is better because that indicates a more accurate forecast. However, as a result of the economic impact of the COVID-19 outbreak and the legislative and regulatory response, the timing and level of receipts continued to be highly unpredictable throughout FY 2022. Due to this elevated uncertainty, Departmental Offices suspended identification of the numeric metric for FY 2022, although OFP continued to track actual results relative to the historic metric. The actual variance for FY 2022 was 10.8 percent compared to the 4.25 percent historical target and the 3 percent average for the ten years preceding the COVID-19 outbreak (FY 2010 – 2019). Due to ongoing uncertainty surrounding the timing and level of receipts stemming from the continuing impact of the COVID-19 pandemic, Departmental Offices has again suspended identification of the numeric metric for FY 2022. Beginning in FY2023 and FY 2024, Domestic Finance will resume using a 4.25 percent variance target, in line with historic norms.

Domestic Finance and Tax Policy Budget and Performance
($114,937,000 from direct appropriations, $7,717,000 from reimbursable sources):
The Offices of Domestic Finance and Tax Policy monitor policy, legislation, and regulations, and provide advice and assistance to the Secretary about the financial services sector and taxes, as well as financial markets and the regulation of financial institutions. The Office of Tax Policy supports the Administration's efforts in tax reform legislative proposals and regulatory implementation.

<u>Office of Domestic Finance (DF)</u>
Financial Sector Cybersecurity and Critical Infrastructure Protection
The Office of Cybersecurity and Critical Infrastructure Protection (OCCIP) executes Treasury's role as sector risk management agency (SRMA) for the financial services sector, one of sixteen critical infrastructure sectors designated by the Department of Homeland Security. Treasury's authority as SRMA is derived from the Homeland Security Act of 2002 (Title XXII(A), Section 2215). In this role, OCCIP works with financial sector critical infrastructure operators, their regulators, the Cybersecurity and Infrastructure Security Agency, and other Federal, state, local, territorial and tribal entities as appropriate to identify, assess, and prioritize risks to operational resilience within the sector; assist operators in mitigating threats, vulnerabilities and risks to their systems and assets; serve as coordination point and day-to-day Federal/interagency interface to the sector; contribute to emergency preparedness and support incident management and restoration efforts following a security incident; and facilitate the exchange of information and intelligence supporting these efforts. OCCIP executes this role in the All-Hazards environment, including cyber and physical threats, terrorism, and man-made or climate-related disasters.

To execute this role, OCCIP works closely with a wide variety of partners, including individual firms, federal financial regulators and associations of state financial regulators, industry trade associations, law enforcement, the intelligence community, homeland security officials, and other federal agencies as appropriate. Internationally, OCCIP has worked closely with the interagency to represent Treasury as part of international whole-of-government activities, including capacity building and deterrence. As part of its core responsibilities, OCCIP chairs both the G7 Cyber Experts Group and the Financial Banking and Information Infrastructure Committee, consisting of all state and federal banking regulators. OCCIP is also on the management committee of the Financial Services Sector Coordinating Council.

Financial Data Access and Use
In FY 2021, at the agency level, the Treasury Office of the Inspector General concluded that Treasury's award data reported on USAspending.gov for the audited third quarter of FY 2020 was of "Excellent" quality, representing that Treasury's consolidated level data is accurate, complete, and timely. Treasury continued to make progress in government-wide implementation of the 2014 *Digital Accountability and Transparency Act* (DATA Act). The DATA Act requires the federal government to provide consistent, reliable, and useful online data about how it spends taxpayer dollars. DF will work with OMB and federal agencies to drive continued improvements in FY 2023 and FY 2024.
Serving Historically Underrepresented and Underserved Groups
Treasury is endeavoring to better serve historically underrepresented and underserved groups through increased policy engagement and outreach to institutions including community-based

organizations, civil rights organizations, community development financial institutions, and minority depository institutions. Further, Treasury is working to improve its ability to quantitatively study and monitor efforts to measure and advance equity. In FY 2022, a number of Domestic Finance offices contributed to this goal. Domestic Finance assisted with the deployment of more than $8.3 billion in investments through the Emergency Capital Investment Program (ECIP) to increase lending to small and minority-owned businesses, and low- and moderate-income consumers in underserved communities, including rural areas.

Transition from USD LIBOR

During FY 2022, Domestic Finance continued its work monitoring the transition from USD London Interbank Offered Rate (LIBOR). LIBOR's widespread use in the financial system but short remaining lifespan (publication of LIBOR will cease after June 30, 2023) underscores the importance of a timely and effective transition due to potential impacts on financial stability.

Housing Finance Reform

During FY 2022, Treasury continued to monitor its investments in GSEs. Treasury has had a significant financial interest in the U.S. housing finance system since 2008, when the GSEs were placed into conservatorship and subsequently entered into Senior Preferred Stock Purchase Agreements (PSPAs) with Treasury. Thirteen years later, the GSEs remain in conservatorship. As the counterparty to the PSPAs, Treasury has a key role in shaping, and a key interest in the outcome of, housing finance reform. Treasury's focus has been to formulate housing finance policy that promotes financial stability, protects consumers and taxpayers, and provides stability and affordability to households. This work is expected to continue across the Administration and with Congress in support of these goals.

Debt Management

Another important DF responsibility is managing the U.S. government's debt through the Office of Fiscal Projections (OFP) and the Office of Debt Management (ODM). OFP forecasts the government's cash and debt activity, while ODM seeks to finance the federal government at the least cost to the taxpayer over time by maintaining regular and predictable issuance of Treasury debt, minimizing the amount of interest the government must pay, and managing debt maturity over time. In FY 2022, the deficit declined by approximately $1.4 trillion, and Treasury effectively adjusted auction sizes to better align with its reduced borrowing needs. In FY 2022, ODM oversaw $17.3 trillion in gross security issuance and $1.67 trillion in net issuance. Interest costs also began to increase as the Federal Reserve raised interest rates. As it considers borrowing plans for the future, Treasury will continue to monitor the strength of the economy, Federal Reserve monetary policy, secondary market activity and liquidity conditions, as well as potential disruptions related to the statutory debt limit.

Office of Recovery Programs (ORP)

ORP was established in April 2021 and oversees programs authorized through the CARES Act, the Consolidated Appropriations Act of 2021, and the American Rescue Plan Act, as well as other legislation. These programs include the State and Local Fiscal Recovery Fund (SLFRF), Emergency Rental Assistance (ERA), the Homeowner Assistance Fund (HAF), the State Small Business Credit Initiative (SSBCI), the Capital Projects Fund, the Emergency Capital Investment Program (ECIP), Coronavirus Economic Relief for Transportation Services (CERTS) Program, the Payroll Support Program (PSP), the Coronavirus Relief Fund (CRF), and the Airline and

National Security Loan Program. Among these programs' key accomplishments:

- SLFRF has provided funding to over 30,000 state, territorial, local and Tribal governments – allowing them to address the fiscal pain caused by COVID-19, support the public health response, and make investments in key areas like affordable housing, workforce, and water and sewer infrastructure. These funds include a historic $20 billion investment in Indian Country; to date, 579 Tribal Nations have instituted over 3,000 projects supporting over 2.6 million Tribal citizens.[1]
- Through the Capital Projects Fund (CPF), 33 states have been approved to invest over $4.5 billion of CPF funding in affordable, reliable high-speed internet, estimated to reach more than 1.2 million locations.
- ERA has provided over 9 million payments to households at risk of eviction, and at the same time, has helped build a national infrastructure for eviction prevention that we hope will persist even after ERA funds are exhausted. Over 80% of ERA assistance has been delivered to very low-income households.
- Through the ECIP, Treasury has deployed over $8.28 billion in investments in 162 community financial institutions across the country.
- The $10 billion SSBCI program is providing capital for small businesses, including those historically underserved by the financial system, while announcing the availability of $300 million in technical assistance funding.

ORP's work will continue to build a foundation for the Department's ongoing ability to support households, small businesses and communities across the country by expanding access to capital. In particular, ORP continues to build capacity to help Treasury better help small businesses form and expand, both through efforts that respond to entrepreneurs' needs in the context of the broader financial system and by incentivizing private capital alongside Federal investments. These efforts – undertaken in conjunction with Treasury's partner agencies – will be especially focused on areas and communities where small businesses and households have traditionally experienced less access to capital, including rural areas, communities of color, Tribal communities, and low-income communities. They will build on programs like SSBCI and ECIP that have offered models for how private investment can be catalyzed by Federal initiatives, alongside targeted technical assistance. Leveraging the foundation built in pandemic relief, Treasury is now positioned to take the systems, the expertise and the networks established to date to reach those businesses and communities that have often been shut out of the financial system as well as from Federal programs.

Office of Tax Policy (OTP)

In FY 2022 the Office of Tax Policy (OTP) provided critical successful support to the Administration's legislative efforts. OTP's technical assistance contributed to the successful passage of the Inflation Reduction Act (IRA).

In addition to IRA technical assistance, OTP staff worked on implementing key provisions of bills passed in FY 2022. Working with the IRS Office of Chief Counsel (IRS:CC), OTP drafted regulations implementing key provisions of the Infrastructure Investment and Jobs Act (IIJA),

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[1] *SLFRF Tribal Recovery Report,* November 9, 2022. *https://home.treasury.gov/system/files/136/Treasury-SLFRFTribalRecoveryReport.pdf*

including regulations that will provide guidance on the new required reporting for digital assets. OTP staff also worked with IRS:CC to address judicial challenges to the long-standing reportable transaction regime, and to revamp guidance so that IRS can continue to pursue abusive tax shelters. OTP also worked alongside HHS and Labor Department on key guidance under the No Surprises Act which provides vital protections from surprise medical bills for consumers and proposed regulations for retirement plans under the Secure Act.

OTP continues to provide leadership for the Organization for Economic Co-operation and Development (OECD), the Inclusive Framework, the Global Forum and the G20, advocating for the interests of the United States. In FY 2022, OTP also continued negotiations and development of the Inclusive Framework Pillar 2 reforms, which are aimed at creating a fairer international tax system. Work in FY 2022 culminated in the adoption of an EU directive for implementation of Pillar 2. OTP also made important progress on strengthening tax treaty work, including the signing of a new tax treaty with Croatia.

OTP also continues to work to increase take-up of tax credits among eligible taxpayers and to advance equity analysis of tax policy. In FY 2022, OTP worked with the IRS to implement economic relief by administering the advance Child Tax Credit which sent monthly payments to families between July and December 2021. The office also organized and provided mailing lists for outreach letters that were sent to more than 9 million taxpayers who were potentially eligible for the 2021 Recovery Rebate Credit (RRC), the Child Tax Credit (CTC), and/or the Earned Income Tax Credit (EITC). Also in FY 2022, the office developed an extension of a publicly available imputation method to impute race and ethnicity to tax data and applied the imputation method to the individual tax model to distribute some of the major tax credits by race and ethnicity as well as income.

Inflation Reduction Act
In FY 2022, OTP began implementation of the IRA, especially green energy and corporate provisions. The office also prepared analyses and revenue estimates for proposals that were included and considered in the IRA and developed models to estimate analyses for the IRA, such as a carbon border tax adjustment. In FY 2023, OTP plans on expanding regulatory staff and projects to address both IRA provisions and a regulatory backlog that increased due to chronic staffing shortages in both OTP and IRS:CC.

2.1.4 – Treasury-wide Management and Programs Resources and Measures

Dollars in Thousands

Resource Level	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Operating Plan	FY 2023 Operating Plan	FY 2024 Request
Appropriated Resources	$40,716	$39,171	$38,279	$39,779	$37,944	$41,392	$44,906
Reimbursable Resources	$2,398	$226	$127	$98	$199	$254	$254
Budget Activity Total	**$43,114**	**$39,397**	**$38,406**	**$39,877**	**$38,143**	**$41,646**	**$45,160**
Full-time Equivalents (FTE)	**147**	**100**	**92**	**99**	**111**	**106**	**104**

Performance Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2022 Target	FY 2023 Target	FY 2024 Target
Percent of Procurement Dollars Spend on Small Business	43%	40%	46%	39%	38%	39%	40%	40%
Treasury-wide Employee Engagement Index of the Federal Employee Viewpoint Survey (FEVS)	68	69	75	74	74	77	75	77
Treasury-wide Footprint (Square Footage in thousands)	33,766	33,209	32,517	32,006	31,691	31,948	31,734	31,230
Treasury-wide Leaders Lead Index of the Federal Employee Viewpoint Survey (FEVS)	56	58	65	66	64	67	66	67

Key: DISC - Discontinued; B - Baseline; I - Indicator

Treasury-Wide Management and Program Description of Performance:

- Percentage of Procurement Dollars Spent on Small Business: Based on preliminary data in FY 2022, Treasury met and exceeded four out of five small business prime contracting goals. Treasury did not meet its overall small business goal. Treasury did not meet any small business subcontracting goals. All Treasury bureaus were included in the goaling report, with no exclusions. The FY 2022 overall small business goal was set for 39 percent, and Treasury achieved 37.89 percent. The FY 2024 target small business goal is 40 percent. One overarching challenge in FY 2022 to meet the overall small business goal was that Treasury forecasted a 32 percent small business goal based on bureaus non-renewal of small business set-asides and non-renewal of 8(a) contracts. Particularly noteworthy is that Treasury far exceeded the forecasted goal of 32% and achieved over 37%. Also, in FY 2022, Treasury's small disadvantaged business (SDB) goal was raised from 5% to 10% to meet OMB Directive to raise the SDB goal incrementally each year to reach a goal of 15% by FY 2025. Treasury exceeded the small business contracting goals for the following socioeconomic groups:
  - Small Disadvantaged Business – goal 10.0 percent, achieved 10.46 percent;
  - Women Owned Small Business – goal 5.0 percent, achieved 7.21 percent; and
  - Service-Disabled Veteran Owned Small Business – goal 3.0 percent, achieved 3.5 percent.
  - Historically Under-utilized Business Zone (HUBZone) – goal 3.0 percent, achieved 4.09 percent.

- Treasury-wide “Employee Engagement” Index of Federal Employee Viewpoint Survey (FEVS): Treasury’s strategy remained focused on improving employee engagement by investing resources in statistically high impact areas to create an opportunity to improve the effectiveness of our workforce while improving our ranking among other federal agencies. Treasury’s score for the Engagement Index were unchanged at 74 percent in both FY 2021 and FY 2022. Treasury’s engagement score maintained its four percent lead over the average score for very large agencies. The engagement index target is 75 percent for FY 2023 and acknowledging continuing development needs associated with managing a hybrid workforce, DO’s FY 2024 target is increased by 2 percent to 77 percent.
- Treasury-wide Footprint (Square Footage): This goal measures the total square footage occupied by Treasury’s owned and leased buildings. To reduce the Department’s real property footprint and maximize the use of existing real property assets, the Department maximized space utilization by undertaking space realignments, consolidations, and improved workstation standards. In FY 2022, Treasury decreased its footprint to an estimated 31,691 thousand square feet, which is a reduction of 315 thousand square feet from the 32,006 thousand square foot footprint estimated in FY 2021. In FY 2023, the Department will expand its review of new work patterns and trends that could impact the need for real property. The Department will continue targeting metropolitan areas with multiple posts of duty sites to pursue consolidation opportunities or space reductions where it makes business and financial sense. The FY 2024 target for the total square footage that Treasury occupies is 31,230 thousand square feet.
- Treasury-wide “Leaders Lead” Index of FEVS: As part of its overall effort to increase Employee Engagement, Treasury had set a multi-year goal to increase the “Leaders Lead” index. This involved statistically analyzing FEVS data to identify opportunities for improvement. Treasury’s score for the Leaders Lead Index decreased from 66 percent in FY 2021 to 64 percent in FY 2022, dropping below OPM’s 65 percent benchmark for an indicator of organizational strength. Treasury’s score in FY 2022 exceeded the average score for very large agencies by five percent. The target is 67 percent for FY 2024, to place the Leaders Lead index back among those of relative strength for the Department.

Treasury-wide Management and Programs Budget and Performance
($44,906,000 from direct appropriations, $254,000 from reimbursable sources):
This budget activity includes offices that are responsible for the internal management and policy of the Department: the Office of the Assistant Secretary for Management; the Office of the Chief Information Officer; the Office of Privacy, Transparency, and Records; the Office of the Procurement Executive; the Office of Small and Disadvantaged Business Utilization; the Office of the Chief Human Capital Officer; the Office of Treasury Operations; the Office of the Deputy Chief Financial Officer; the Office of Strategic Planning and Performance Improvement; the Office of Risk Management; the Office of the Chief Data Officer; and the Office of the Deputy Assistant Secretary for Management and Budget.

Office of the Chief Human Capital Officer
For FY 2022, the Office of the Deputy Assistant Secretary for Human Resources and Chief Human Capital Officer (DASHR-CHCO) focused on strategies to recruit, hire, develop, and retain a workforce that was ready to meet the challenges of mission delivery. DASHR-CHCO also collaborated closely with the newly established Office of Diversity, Equity, Inclusion and

Accessibility to promote practices enhancing the Department's ability to field a workforce whose makeup reflects the public Treasury serves. In addition to leading delivery of Treasury's strategic human capital management agenda, DASHR-CHCO also established policies and practices that enabled the Department to successfully navigate the post-pandemic re-entry period and to establish new work routines for employees and their supervisors. The success of these efforts is reflected in Treasury's Federal Employee Viewpoint Survey results, which indicate that the Department was able to maintain strong employee engagement and global employee satisfaction during a period that might otherwise have seen precipitous drops in those indices due to employees re-entering the traditional worksite after the pandemic response period.

Office of the Deputy Chief Financial Officer
For FY 2022, the Department received its 23rd consecutive unmodified audit opinion on its Treasury-wide financial statements. Treasury anticipates unmodified audit opinions for the consolidated audits to be conducted for FYs 2023 and 2024. Overall, the Department has made strong progress in enhancing its internal control environment and remains committed to ensuring high standards of integrity and transparency in reporting its financial performance.

Office of Small and Disadvantaged Business Utilization (OSDBU)
Based on preliminary data for FY 2022, Treasury obligated over $9 billion in eligible small business dollars and awarded over $3.43 billion dollars to small businesses. Treasury met and exceeded four out of five small business prime contracting goals. Treasury did not meet its overall small business goal by 1.1 percent. Treasury did not meet any small business subcontracting goals in FY 2022. Treasury OSDBU identified several possible root causes for not meeting Treasury's small business prime and subcontracting goals in FY 2022, including lower than expected percentage of small business prime contracts, limited enforcement of existing Treasury procurement policies related to small business set-aside opportunities, and additional training needs for Treasury's acquisition professionals related to subcontracting pre- and post-award requirements.

The Small Business Administration issues an annual scorecard grade to Treasury. Treasury is graded for meeting their prime and subcontracting goals, compliance with the Small Business Act Section 15 (k), and the number of new small businesses entering Treasury's contracting base. Treasury received an overall grade of "B" due to not meeting all their small business prime - and sub - contracting goals and a decrease in Treasury's number of new entrants. Treasury missed a grade of "A" by less than 1 percentage point. This is a testament to the hard work and professionalism of the procurement and acquisition teams across Treasury's bureaus and the serious commitment to utilizing small businesses that emanates from Treasury's leadership. Treasury received a grade of A+ in compliance with the Small Business Act, Section 15 (k), where the Department continued to focus on small business programs in mission execution, compliance and oversight, policy and training, and internal and external stakeholder engagements and outreach.

In FY 2022, per FAR Part 19.201, OSDBU successfully executed virtual Small Business Programs Compliance Reviews where four Bureaus conducted small business program self-assessments. Central to the compliance review strategy is early acquisition planning and broad stakeholder participation. The results of the compliance reviews provided for a comprehensive small business acquisition transformation strategy that included bureau acquisition workforce small business education across the Department. Overall, the Department made progress in enhancing its small business programs and remains committed to ensuring high standards of small business program compliance. Treasury bureaus were assessed as "favorable" for its small business programs in FY 2022. In FY 2022, Treasury OSDBU reviewed 38 acquisition actions valued at over $10 million that were not set-aside for small business and rejected 20 of these actions due to inadequate and unsubstantiated market research. After the rejections, small business set-aside opportunities were found for all 20 actions. Seventeen subcontracting plans were reviewed and accepted by OSDBU and the Small Business Administration Procurement Center Representative. Compliance with the subcontracting plans is monitored semi-annually.

In response to Executive Order 13985, Treasury OSDBU is a member of "Treasury's Procurement Equity Council" to ensure Treasury 1) increases small and disadvantaged business participation in Treasury contracts, 2) reduces barriers for new small businesses to enter into Treasury contracts, 3) improves Treasury's supplier diversity in procurement opportunities, and 4) tracks the agency's progress towards achieving measurable outcomes.

In response to OMB Memorandum 22-03, OSDBU instituted the "Small Business Innovation and Research Phase III Pilot" Program, increased the small-disadvantaged business goal to 10%, and added annual small business participation goals to SES and acquisition managers' performance plans. OSDBU also enhanced its market research tool to provide contracting officers and program managers data to meet their small business goaling objectives.

In FY 2023, OSDBU will again require Bureaus to conduct small business compliance self-assessments. OSDBU will validate the self-assessments before end of the fiscal year and identify any Corrective Action Plans (CAP). The CAPs will identify areas for process improvements to bureau small business programs. The annual small business program health summary, based on these areas for improvements, will be submitted to the Deputy Secretary in early FY 2024. In FY 2023 Treasury OSDBU will also continue to provide small business training to Treasury's acquisition workforce, collaborate with FinCEN on their monthly Innovation Hours, work with SSBCI in locating small business funding recipients who want to do business with Treasury, and look for advanced IT SBIR Phase III opportunities.

Office of the Procurement Executive (OPE)

In FY 2022, the Office of the Procurement Executive (OPE) oversaw $9.3B in contract obligations, closely collaborating with Bureaus to ensure timely procurement execution while implementing the Administration's strategic procurement priorities. OPE focused on executing the responsibilities of the Chief Acquisition Officer, Senior Procurement Executive (SPE), Suspension and Debarment Official (for procurement and non-procurement), Chancellor of the Treasury Acquisition Institute, Senior Accountable Official for Domestic Sourcing, Agency Acquisition Innovation Advocate, Agency Competition Advocate, Agency Task and Delivery Order Ombudsman, Agency Charge Card Program Manager, and Acquisition Career Manager. In carrying out these responsibilities, OPE issues procurement policy, establishes acquisition goals, evaluates and monitors bureau procurement organizations, implements category management, governs Treasury and federal-wide procurement systems, manages the acquisition workforce, oversees Treasury charge card programs, manages Treasury's suspension and debarment program, continuously improves the acquisition environment, and delegates procurement authority to Treasury bureaus to execute contracting activities while providing appropriate oversight to those activities.

OPE sets strategic goals for Treasury-wide implementation of Administration priorities for procurement including equity, domestic sourcing, supply chain risk management, climate change, and category management. Two examples of this work focus on procurement equity and domestic sourcing. To advance equity in Treasury procurement, OPE established the Treasury Procurement Equity Council (TPEC). Chartered by the SPE, the TPEC brings together Treasury bureaus, senior leaders, and management functions to identify and replicate promising practices that advance equity in procurement. To align category management practices with equity goals, OPE revised market research and prioritization guidance in FY 2022, significantly aiding efforts to achieve equity goals while continuing to create savings through efficient use of contracting vehicles. In FY 2023, OPE will continue efforts to advance equity through reviewing acquisition strategies for equity impacts and expanding focus on equity initiatives to include subcontracting with businesses in underserved communities. To advance domestic sourcing objectives in FY 2022, OPE established tools and guidance for evolving Made in America requirements including a submission portal for bureaus that provides relevant information and workflow routing. In FY 2023, OPE will partner with the Manufacturing Extension Partnership on developing domestic capability for products Treasury purchases from other than domestic sources.

Office of the Chief Data Officer (OCDO)
In FY 2022, The Office of Chief Data Officer conducted strategic engagement interviews with CDOs and their colleagues across Treasury, to understand each Bureau's priorities and challenges. The office synthesized results into a set of concrete themes and engagements that will help OCDO best prioritize, posture, and support the Bureau's operational mission while providing broader strategic data support across Department and Administration priorities.

Data Literacy Engagement: the office quickly assessed OCDO's internal priorities (informed by Bureau input) and led a review and validation of the existing data literacy framework and led several engagements with Bureaus to inform a data literacy pilot which will conclude in FY 2023. This is especially critical as data literacy was one of several priorities Treasury Senior Leaders have agreed requires an enterprise focus. The relationships developed with industry, combined with knowledge of the inner workings of Treasury, has allowed the office to accelerate progress towards creating the path for an enterprise Treasury Data Academy practice.

Talent Identification & Networking: the office has worked to identify talented resources to support the work of OCDO. In FY 2022, the office formally onboarded a Presidential Management Fellow (PMF), a Presidential Management Council (PMC) fellow, and in FY 2023, the office intends to onboard a Presidential Innovation Fellow. These are extremely talented individuals who not only have the education and experience to support the work of OCDO, but who are also recognized for their contributions, maturity, and desire to be good stewards of taxpayer dollars by helping to create and sustain the conditions for good government.

Evidence Building Requests
The office expanded the focus of the current Data Inventory Working Group to develop an inventory of all of Treasury's metadata assets. The office also developed requirements to evaluate the implementation of an enterprise data catalogue, which promotes transparent access to Treasury's data to support our work. The team met with eight potential vendors, participated in listening sessions for vendor product catalogues, and briefed the Data Governance Board on the next steps to officially establish a procurement action for the catalogue. This collaboration effort between OCDO and OCIO secured $350K to support initial procurement actions. Having access to data in one location allows the Department to more quickly identify data needed to support large strategic efforts such as future of work planning, diversity equity and inclusion studies, and compliance objectives of the Evidence Act and Federal Data Strategy

The office hired a Deputy CDO and onboarded both a PMC and a PMF to support specific data education, data infrastructure, and zero trust working group project management support.

Together with members of the Data Governance Board and Data Advisory Council, the office assessed recent guidance for the establishment of a Scientific Integrity Policy at Treasury and was instrumental in helping to organize a small cross-Treasury committee to develop the draft policy. Treasury's Statistical Official led the group and recently presented the draft policy to the Data Governance Board for feedback and input. This is a new policy that will require further refinement and resourcing as determined by the current Administration.

A draft OPEN Data policy has been developed, but not yet approved, as the OCDO continues to experience resource limitations. This requirement will carry-over into FYs 2023 and 2024. Treasury's Data Governance Board conducted baseline assessment of staffing the Scientific Integrity Officer role and supported the development of the draft Scientific Integrity Policy. The draft policy is expected to be finalized in FY 2023. OCDO also provided guidance for the development of Treasury's Data Literacy Program and Data Infrastructure assessments.

The office completed development of the draft Treasury Data Infrastructure Framework that contains key requirements or needs across our enterprise in the areas of data standards, analytics, governance, technology, people and skills, literacy, and security. The data infrastructure framework has been used to engage Treasury CDOs and other leaders on the requirements to implement the Evidence Act and help Treasury meet its operational requirements using data.

Inflation Reduction Act
As well as funds for the Office of Tax Policy, IRA provided $50 million to DO for oversight and implementation support for actions by the IRS. These functions will be carried out in the Office for the Assistant Secretary for Management (ASM), in coordination with the Office of the Deputy Secretary. In FY 2023, the ASM will continue work begun in FY 2022 to bolster oversight capabilities, to include hiring personnel with expertise in implementation and planning, compliance, technology modernization, customer experience capacity, data science, among others.

2.1.5 – Committee on Foreign Investment in the United States Resources and Measures

Dollars in Thousands

Resource Level	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Operating Plan	FY 2023 Operating Plan	FY 2024 Request
Appropriated Resources	$6,000	$15,000	$22,341	$22,661	$18,012	$19,238	$25,570
CFIUS Fund Transfers	0	0	$15,000	$15,000	$17,000	$16,000	$16,000
Reimbursable Resources	0	0	0	$64	$286	$363	$363
Budget Activity Total	**$6,000**	**$15,000**	**$37,341**	**$37,725**	**$35,298**	**$35,601**	**$41,933**
Full-time Equivalents (FTE)	**26**	**32**	**55**	**81**	**107**	**93**	**142**

Performance Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2022 Target	FY 2023 Target	FY 2024 Target
Timely Review of CFIUS Cases	100%	100%	100%	100%	100%	100%	100%	100%

Key: DISC - Discontinued; B - Baseline; I - Indicator

Committee on Foreign Investment in the United States Description of Performance:
Timely Review of CFIUS Cases: This measure tracks compliance with statutory deadlines for completing national security reviews of transactions notified to the CFIUS to ensure that the CFIUS process is timely and efficient. The target (100 percent) was met in CY 2022. IA's target for this measure in CY 2023 and CY 2024 is 100 percent.

Committee on Foreign Investment in the United States Budget and Performance
($25,570,000 from direct appropriations, $16,000,000 from fund transfers, $363,000 from reimbursable resources):

In FY 2022, Treasury CFIUS continued its growth to support requirements laid out in the Foreign Investment Risk Review Modernization Act of 2018 (FIRRMA). This includes continued investment in infrastructure necessary to support an increase in CFIUS's responsibilities, as well as additional staff to manage the workload growth.

Section III – Additional Information

A –Summary of Capital Investments

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