Department of the Treasury
Departmental Offices
Salaries and Expenses

Congressional Budget Justification and Annual Performance Report and Plan

FY 2022

Table of Contents

Section I – Budget Request

A – Mission Statement

Maintain a strong economy and create economic and job opportunities by promoting conditions that enable economic growth and stability at home and abroad and manage the U.S. Government's finances and resources effectively.

B – Summary of the Request

The FY 2022 budget for Treasury Departmental Offices (DO) Salaries and Expenses (SE) provides the necessary resources for the Treasury Department to tackle major issues confronting the U.S. economy. Funding is requested to continue to support pandemic response efforts, address climate change, income equality and racial equity, and restore the Treasury Department staffing levels to support key programs and other emerging risks. This budget request also includes increases for DO's IT infrastructure, including replacements for servers that have reached the end of their lives, and modernization of IT equipment and software that is used daily by DO staff. This budget request also transitions Treasury's fleet management program by upgrading to electric vehicles and providing the infrastructure for DO to maintain this posture.

In addition to requested increases for the Treasury Departmental Offices (DO) Salaries and Expenses (SE) account, DO anticipates transferring in and executing $15 million from the $20 million request of the Committee on Foreign Investment in the United States (CFIUS) Fund, discussed separately.

1.1 – Appropriations Detail Table

Dollars in Thousands

Appropriated Resources	FY 2020 Operating Plan		FY 2021 Operating Plan		FY 2022 Request		FY 2021 to FY 2022 % Change	
New Appropriated Resources	**FTE**	**AMOUNT**	**FTE**	**AMOUNT**	**FTE**	**AMOUNT**	**FTE**	**AMOUNT**
Executive Direction	95	$36,775	107	$37,333	145	$49,020	35.5%	31.3%
International Affairs and Economic Policy	177	$52,825	181	$53,661	199	$62,827	9.9%	17.1%
Domestic Finance and Tax Policy	218	$78,153	228	$79,566	253	$90,658	11.0%	13.9%
Treasury-wide Management and Programs	92	$38,279	112	$39,779	119	$43,608	6.3%	9.6%
Committee on Foreign Investment in the United States	56	$22,341	93	$22,661	120	$24,556	29.0%	8.4%
Subtotal New Appropriated Resources	**638**	**$228,373**	**721**	**$233,000**	**836**	**$270,669**	**16.0%**	**16.2%**
Other Resources								
Reimbursable	39	$10,300	39	$11,000	39	$11,000	0.0%	0.0%
Transfers from CFIUS Fund	0	$15,000	0	$15,000	0	$15,000	NA	0.0%
Subtotal Other Resources	**39**	**$25,300**	**39**	**$26,000**	**39**	**$26,000**	**0.0%**	**0.0%**
Total Budgetary Resources	**677**	**253,673**	**760**	**$259,000**	**875**	**$296,669**	**15.1%**	**14.5%**

The table does not include the $25M in FY 2020 supplemental funding appropriated in the Coronavirus Aid, Relief, and Economic Security (CARES) Act for SBA support.

The table does not reflect the proposed move of the Office of Consumer Policy from the Executive Direction budget activity to Domestic Finance & Tax Policy

1.2 – Budget Adjustments Table

Dollars in Thousands

	FTE	Amount
FY 2021 Operating Plan	**721**	**$233,000**
Changes to Base:		
Maintaining Current Levels (MCLs):	0	$6,540
Pay Annualization (1.0% average pay raise)	0	$349
Pay Raise (2.7% average pay raise)	0	$3,160
FERS Contribution Increase	0	$1,163
Non-Pay	0	$1,868
Non-Recurring Costs	0	($4,364)
Non-Recurring Costs Including CFIUS Infrastructure Investments	0	($4,364)
Other Adjustments:	2	$0
FTE Annualization (OMWI and OCDO)	2	$0
Subtotal Changes to Base	2	$2,176
FY 2022 Current Services	**723**	**$235,176**
Program Changes:		
Reinvestments	27	$4,364
Staffing to Support CFIUS Program Growth	27	$4,364
Program Increases:	86	$31,129
Departmental Offices Staffing	86	$20,000
Replacement of End of Life Servers	0	$3,341
IT Modernization	0	$7,484
Electric Vehicles and Associated Infrastructure	0	$304
FY 2022 President's Budget Request	**836**	**$270,669**

C – Budget Increases and Decreases Description

Maintaining Current Levels (MCLs) .... +$6,540,000 / +0 FTE

Pay Annualization (1.0%) +$349,000 / +0 FTE

Funds are requested for annualization of the January 2021 1.0% average pay raise.

Pay Raise (2.7% in 2022) +$3,160,000 / +0 FTE

Funds are requested for a 2.7% federal employee pay raise in January 2022.

FERS Contribution Increase +$1,163,000 / +0 FTE

Funds are requested for the Federal Employee Retirement System (FERS) contribution rates effective FY 2022.

Non-Pay +$1,868,000 / +0 FTE

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

Non-Recurring Costs .... -$4,364,000 / -0 FTE

Non-Recurring Costs Including CFIUS Infrastructure Investments -$4,364,000 / -0 FTE

Reduction in DO SE-related non-labor expenses primarily related to the CFIUS program as the program finalizes facilities-related investments to support the increase of CFIUS staffing within the Treasury complex.

Other Adjustments.. +$0 / +2 FTE
FTE Annualization (OMWI and OCDO) +$0 / +2 FTE
Technical adjustment for Treasury leadership approved staffing increases for the Office of Minority and Women Inclusion (OMWI) and Office of the Chief Data Officer (OCDO) related to DO's FY 2021 request.

One of Treasury's priorities is to improve the Administration's ability to support everyday Americans by addressing generational issues including income equality and racial equity. The Office of Consumer Policy (OCP) plays a crucial role in policy analysis related to these key issues. To help further these policy goals, Treasury plans to transfer OCP to Domestic Finance in FY 2021. This will centralize Treasury's resources focused on domestic and consumer policy issues and improve Treasury's ability to provide timely and accurate analyses of these programs of national importance.

Reinvestments.. +$4,364,000 / +27 FTE
Staffing to Support CFIUS Program Growth +$4,364,000 / +27 FTE
Increase in CFIUS staffing to continue to support anticipated program growth. Funding will come from redirecting non-labor spending.

Program Increases .... +$31,129,000 / +86 FTE
Departmental Offices (DO) Staffing +$20,000,000 / +86 FTE
This funding request seeks to provide Treasury's policy offices with baseline staffing levels needed support the core Treasury mission and the Secretary's priorities. Over the past four years, DO's policy-related staffing levels were reduced by a total of 11 percent. The Department is critically understaffed in key Treasury offices that are the nexus for the Department's response to economic crises and programs of national importance.

Treasury requests $20 million to fund 86 positions in order to carry out Treasury's mission and support key Administration priorities, including 1) responding effectively to the pandemic and supporting robust economic recovery; 2) addressing the threat of climate change; 3) addressing income inequality and ensuring racial equity; 4) reinforcing the United States' position on the world stage. This request also provides funding policy and oversight functions within DO that have seen outsized workload growth due to of unfunded mandates placed upon the Department. Specifics regarding this request are included below.

Pandemic Response
Treasury plays a central role in carrying out the Government's response to the coronavirus pandemic, providing critical support to families, small businesses, and local communities. DO staff have been involved in carrying out a collection of major programs over the past year (see Table 1). In many cases, this substantial staff effort has come at the expense of other critical programs.

Coronavirus Aid, Relief, and Economic Security (CARES) Act	Consolidated Appropriations Act, 2021 (CAA)	American Rescue Plan (ARP)
Air Carrier Workers Support	Air Carrier Workers Support Extension	Emergency Rental Assistance II
Economic Stabilization Fund	Transportation Service Grants	Homeowner Assistance Fund
Small Business Lending Guarantees	Emergency Rental Assistance I	State Small Business Credit Initiative
Coronavirus Relief Fund	Emergency Capital Investment Program	Air Transportation Payroll Support Program Extension
		Coronavirus State and Local Fiscal Recovery Funds
		Coronavirus Capital Projects Fund Local Assistance and Tribal Consistency Fund

Note: Please refer to the Treasury Coronavirus Relief, Response, Aid, and Recovery Programs Congressional Justification for more information on the Department's efforts related to pandemic response. Economic Impact Payments (EIPs) and other tax credits are also covered within the IRS chapter, and Community Development Financial Institutions (CDFI) programs are also referenced in the CDFI chapter.

The reallocation of existing staff to address recovery-related programs has displaced other core work, which is not sustainable over the long-term. As an example of this strain, Domestic Finance's Office of Community and Economic Development (OCED) has had a major role in implementing new Congressionally mandated programs, including the Emergency Rental Assistance Program, the Homeowner Assistance Fund, and the Emergency Capital Investment Program. Current staffing levels allow for OCED to meet the statutory requirements; however, for these programs to succeed, it is critical that staff have the resources needed to go beyond statutory requirements, including gathering data and conducting analyses to evaluate and communicate the effect of these emergency programs to Congress and the public.

Climate

Tackling the climate crisis at home and abroad is a top U.S. national security and foreign policy priority for the Administration. Consistent with Executive Order 14008, Treasury will advance initiatives to increase the United States government's ability to further ambitious climate goals, promote transparency around climate-related financial risks, encourage sustainable finance, and foster a strong, green recovery. To achieve those outcomes, Treasury's already-stretched staff needs reinforcements: economists with knowledge of energy policy and pricing schemes, economists with climate finance experience focused on domestic and international financing needs and strategies, insurance experts, legal support, and experts capable of analyzing issues related to energy and individual taxation. This funding would support a cross-cutting "climate hub" within the Department to coordinate Treasury's efforts.

This funding will also restore Treasury's ability to monitor, assess, and advocate for key U.S. government priorities in international settings in a manner that ensures global efforts support U.S. objectives and achieve congruence between domestic and international efforts.
Over the last several years, Treasury has had a reduced footprint at key climate venues like the United Nations, G7, and G20. Increasing staffing levels will allow Treasury to reengage in these and other key international fora and further lead advancement of climate finance issues domestically and internationally.

Treasury must also respond to the risks to operational resilience presented by climate change to the financial sector. The Office of Cybersecurity and Critical Infrastructure Protection (OCCIP) executes Treasury's role as Sector Risk Management Agency (SRMA) for the financial services sector, a designated critical infrastructure sector. Treasury's authority as SRMA is derived from Section 9002 of the Fiscal Year 2021 National Defense Authorization Act (FY 2021 NDAA). OCCIP is responsible for sector coordination, assessing sector risk, sector risk management, information sharing, emergency preparedness, and incident management. The FY 2021 NDAA codifies SRMA responsibilities and places new emphasis on three key initiatives: 1) enhanced coordination with state, local, tribal, and territorial authorities, 2) more robust risk assessment and analysis with greater integration of cyber and physical risks, and 3) improved coordination with the Cybersecurity and Infrastructure Security Agency regarding threats and vulnerabilities related to critical infrastructure.

Income Equality and Racial Equity

Treasury also requires additional staff strength to ensure the pandemic is not a generational setback for racial equity. Executive Order 13985 calls for the Government to ensure equal opportunity, in large part through the removal of entrenched disparities in our laws and public policies. Treasury will prioritize closing this racial disparity gap. According to this EO, improving racial equity across a variety of factors may contribute up to $5 trillion in GDP to the American economy over the next decade.

These efforts will require additional staff to improve the quality and frequency of Treasury consultation with historically underrepresented and underserved groups, including community-based organizations, civil rights organizations, community development financial institutions and minority depository institutions. Likewise, Treasury needs to grow its ability to provide and analyze data to appropriately monitor key demographic variables in the areas of tax, financial services, and insurance to improve efforts to measure and advance equity. As an example of these efforts, Tax Policy and the IRS will be responsible for leading a project to develop models to understand racial and gender biases present within the tax code. Projects such as these require additional staff and analytic processing capabilities and will contribute to the Department's goal to better understand how current Treasury polices and systems contribute to inequity, which is a key step in ensuring an equitable system. The Department's efforts to advance racial and gender equity also extend to the composition of its workforce. Over the past several years DO has initiated both staff-led and management-led programs to support Treasury's efforts to build a diverse workforce that represents all of America.

Treasury also requires one FTE to support and shepherd DO in their hiring and performance management efforts related to pandemic relief, climate, and economic and racial inequality initiatives. This position will manage the Department's SES allocations and policies to ensure existing positions are used to support key administration priorities and requests for additional positions via OPM's biennial allocation review are appropriately justified. Finally, this position will lead the SES performance process, working with key program areas across Treasury to develop, monitor, and ensure performance goals align to pandemic relief, climate, and economic and racial equity work, while also working with OPM on the annual certification of the Department's SES performance program.

International Relations and Trade
Finally, the Administration prioritizes a return to the forefront on many international issues. One important lever that Treasury uses to engage international partners is the Treasury Financial Attaché Program. In the National Defense Authorization Act (NDAA) of 2020, Congress recognized their importance by including provisions for additional Treasury attaché posts as well as pay comparability for Treasury attachés relative to their foreign service counterparts. The Treasury Financial Attaché Program has likewise been recognized by the State Department as a significant force multiplier. This funding request provides additional funding needed to meet the pay comparability requirements set by the NDAA. Treasury will continue to assess various attaché posts as candidates for expansion in accordance with the NDAA's other provisions. In addition, this funding would allow DO to more proactively engage on key 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 global economic recovery from the coronavirus pandemic, debt transparency, and climate change.

DO has also seen program increases in countervailing duties (CVDs). Rule changes were published in 2019 and adopted in 2020 enable the U.S. Department of Commerce to impose countervailing duties when it finds that a foreign government has acted to undervalue its currency relative to the dollar, resulting in a subsidy to their exports. To date, Treasury has utilized limited resources previously provided to address currency manipulation to develop a novel economic model used to evaluate these cases and invest in IT infrastructure necessary to run these analytical models. The Budget provides necessary resources to evaluate future filings and defend the conclusions reached according to the framework.

Tax Policy
The Administration has proposed broad policy proposals in tax policy and administration that generate the need for policy analysis, data, and regulation development. Given the office's role in these areas, the Budget includes resources to address the growth in workload. Additionally, management responsibility and oversight of the 1332 waiver program or the Affordable Care Act (ACA) continues to grow. The program requires substantial resources to provide assistance to states, evaluate state waiver applications, calculate amounts to be paid to states with waivers, and monitor the effects of waivers. Treasury has approved 16 applications through FY 2020. The Department is currently running this program with a total of 1.5 full-time equivalent (FTE) employees, drawn from the Office of Tax Policy (including the Office of Tax Analysis and Tax Legislative Counsel), and Office of General Counsel. Each year, the program grows because the Department is annually responsible for determining pass-through amounts for existing waivers in addition to reviewing new applications. The Budget includes base resources to address these challenges.

Economic Policy
The President has proposed and signed several major pieces of legislation in his first 100 days in office, with many of the new policies expected to present significant impacts on the macroeconomy. This agenda will have a considerable impact on areas covered by Economic Policy, including research on infrastructure, housing, retirement security, digital assets, national

security, and education and student loans. The pandemic has also brought unprecedented swings in several macroeconomic indicators that require close monitoring.

In addition to research supporting this agenda, economists in Economic Policy work on the preparation of the Administration's Budget. The Assistant Secretary for Economic Policy serves on “Troika”, comprised of Treasury, the Council of Economic Advisors, and OMB. Troika develops the official economic assumptions for the President’s budget. Due to the reduction of nearly 25 percent in Economic Policy’s professional staff over the past several years, these additional demands have had significant impact on coverage within the office, resulting in reduced expertise in corporate finance, business investment, and state and local government finances. DO anticipates these sectors could present headwinds to the economy in the near and medium term, making it essential that the Department have the expertise in these areas. Two additional economists in the Macro office will support the analysis of these potential risks and support new legislation.

<u>Replacement of End of Life Servers +$3,341,000 / +0 FTE</u>
This funding represents DO SE’s portion of a larger project to replace servers that have now reached their end of life. Over the past several years, DO has prioritized its policy-related mission by restricting inflationary increases for DO management offices. These reductions have impacted all facets of management, to include the Office of the Chief Information Officer.

April 2021 marks one year that DO’s workforce has been in a remote work environment due to the coronavirus pandemic. The challenges, weaknesses, and vulnerabilities of DO’s current infrastructure have been magnified in a way that may not have been apparent previously. Separately, the SolarWinds incident, which impacted the Treasury Department and other federal departments and agencies on a much broader level, has exacerbated an already tenuous situation. This is particularly acute with respect to Treasury’s server infrastructure. Over the past several months, several of DO’s servers have reached their end of life, and over 120 additional servers will reach end of life by FY 2022. If these servers are allowed to reach end of life, key IT infrastructure responsible for housing the data of vital programs used by every DO employee (e.g., email and virtual desktops), as well as data for critical national security programs, will be put at risk of failure or breach.

DO has been able to negotiate extensions for some of these service contracts over the past few months, but this is at best a stopgap remedy. To present the most cost-effective, long-term solution, DO conducted several comprehensive studies to review its existing server infrastructure and application base. These assessments analyzed DO applications and workloads to determine their cloud suitability. Factors considered included:

1) Suitability for migration to a cloud environment (i.e. whether the workload is elastic or if its migration presents any security concerns)
2) Readiness to move to the cloud (i.e. understanding whether any remediation is required prior to migration), and
3) Level of complexity (i.e. criticality of the business processes supported)

Where applicable, legacy applications have already been pruned from servers to maximize server space. To continue supporting the key business processes afforded by these systems, any modernization would need to be completed while simultaneously maintaining existing systems. Given complex requirements associated with upgrading or migrating Treasury servers to the cloud, this initiative is requested as part of DO's multi-year funding authority. Treasury anticipates non-recurring some amount of this initial request in future years.

<u>IT Modernization +$7,484,000 / +0 FTE</u>
This funding represents DO SE's portion of a larger project to modernize critical equipment and software that supports the DO workforce's fundamental IT needs. Treasury leadership, over the past few years, made the conscious decision to focus investments and resources on DO's policy mission. While appropriate at that point in time, focusing resources solely towards DO's policy mission has come at the expense of DO's support components and corporate infrastructure needs. This request would restore DO IT through key investments, including:

1) *End user equipment refreshes and enhancements to support a sustained telework posture.* Many end user computing devices have reached the end of their useful life and require lifecycle replacement. Without a meaningful refresh, end user devices will fail, which will have an impact on staff productivity and ultimately impact Treasury's ability to deliver on its mission. This refresh also encompasses equipment that would improve telework productivity for DO staff. DO recently conducted a survey of IT needs and satisfaction, and the single largest requirement set by users was for additional equipment to support their productivity in a remote environment.
2) *Redesign of Treasury's intranet to improve user experience, site navigation, search capabilities and information architecture*. DO has identified challenges with the current construct which impair users' ability to find the information that they are looking for. The redesign and continuous improvement efforts will enable DO to align the intranet offering with industry best practices. These improvements should simplify actions, accelerate processing, and increase intranet performance collectively by > 20 percent, which should have a corresponding productivity impact on DO users when leveraging the site.
3) *Modernization of legacy applications/enhancement of existing applications*. DO has a definitive need to retire legacy applications built on aged technologies to reduce cybersecurity risk, standardize low-code platform adoption, and realize operational efficiencies through common systems. DO also has identified technology gaps and business process automation opportunities which will be prioritized to shift staff focus from low to high value work. Similarly, this initiative will reduce the administrative burden on IT development staff through automation and common tool sets. DO plans to leverage this recurring funding to secure a dedicated agile development sprint team comprised of seven resources to continually improve the DO application portfolio. The remainder will be used to procure low-code software as a service (SaaS) licensing on which legacy applications will continue to be re-platformed. DO will prioritize legacy application modernization while integrating enhancements across mission support technologies (OSP Tracker, Nuvolo, Impress, etc.).
4) *Migration to managed remote access and remote desktop*. DO's current remote access and virtual desktop infrastructure were designed a decade ago and intended to support traveling staff as well as a small number of telecommuters for episodic telework and days where a large telework load would be supported for a day or two (such as inclement weather events). While hardware has been occasionally refreshed over the years, the underlying architecture has not changed over the past decade. This comes amid increased usage of telework

flexibilities over this same period, which necessitate a new posture. DO intends to migrate to a new managed remote access platform which leverages a similar solution to the one IRS has used for its 80,000 plus users during the pandemic. This should help DO to leverage IRS's implementation lessons as well as reduce the Department's overall attack surface area for cyber threats. Both the new managed remote access and virtual desktop infrastructure will provide DO with added resiliency, support greater swings in demand, and scalability which does not exist in our current posture.

Given complex requirements associated with upgrading or migrating Treasury servers to the cloud, this initiative is requested as part of DO's multi-year funding authority. Treasury anticipates non-recurring some amount of this initial request in future years.

Electric Vehicles and Associated Infrastructure +$304,000 / +0 FTE
Following the lead from Executive Order (E.O.) 14008, "Tackling the Climate Crises at Home and Abroad", the U.S. Department of the Treasury joins in the Administration's priority to develop a comprehensive plan to create good jobs and stimulate clean energy industries by revitalizing the Federal Government's sustainability efforts. This includes Treasury's commitment to use all available procurement authorities to augment its Department-wide fleet management program with a continued focus on the leasing of electric vehicles (EV) and purchasing, installing, and maintaining essential infrastructure. The planned resources will help Treasury comply with the requirements set forth by E.O. 14008 and reduce the carbon footprint of emissions into the atmosphere by acquiring an updated fleet of zero-emissions vehicles that can support mission operations.

For FY 2022, Departmental Offices (DO) requests $304,000 to fund the eventual full conversion of its fleet to EV. Of that money, approximately $25,000 will be allocated to support the purchase, installation, maintenance, and/or upgrade of infrastructure required to maintain an EV fleet management program. It is expected that DO will need one additional charging station to support its future EV state. Currently, DO has a total of 14 vehicles in its fleet, of which five are EVs.

1.3 – Object Classification (Schedule O) Obligations

Dollars in Thousands

Object Classification	FY 2020 Actual Obligations	FY 2021 Estimated Obligations	FY 2022 Estimated Obligations
11.1 - Full-time permanent	95,439	111,194	130,742
11.3 - Other than full-time permanent	1,362	1,760	1,760
11.5 - Other personnel compensation	3,160	2,535	2,535
11.5 - Overtime	892	0	0
11.8 - Special personal services payments	20	0	0
11.9 - Personnel Compensation (Total)	**100,873**	**115,489**	**135,037**
12.0 - Personnel benefits	32,139	33,489	39,562
13.0 - Benefits for former personnel	175	0	0
Total Personnel and Compensation Benefits	**$133,187**	**$148,978**	**$174,599**
21.0 - Travel and transportation of persons	2,398	2,754	3,802
22.0 - Transportation of things	572	181	167
23.1 - Rental payments to GSA	0	346	0
23.2 - Rental payments to others	1,820	699	1,378
23.3 - Communications, utilities, and miscellaneous charges	28	231	97
24.0 - Printing and reproduction	2	44	0
25.1 - Advisory and assistance services	14,035	26,219	21,084
25.2 - Other services from non-Federal sources	2,005	2,007	2,151
25.3 - Other goods and services from Federal sources	82,007	70,350	86,224
25.4 - Operation and maintenance of facilities	116	0	109
25.7 - Operation and maintenance of equipment	211	1,476	239
26.0 - Supplies and materials	2,227	3,518	2,608
31.0 - Equipment	2,315	2,177	2,166
32.0 - Land and structures	4,438	1,120	2,045
Total Non-Personnel	**$112,174**	**$111,122**	**$122,070**
Total Obligations	**$245,361**	**$260,100**	**$296,669**
Full-time Equivalents (FTE)	**677**	**766**	**875**

Amounts reflect obligations of annually appropriated resources, carryover balances, reimbursables, and transfers. Table also includes actuals and projections associated with funding provided by the CARES Act for SBA-loan support.

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, [$233,000,000] *$270,669,000*: *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 [$24,000,000]*$34,000,000* shall remain available until September 30, [2022] *2023,* 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. *(Consolidated Appropriations Act, 2021, Public Law 116-260)*	

E – Legislative Proposals

Departmental Offices Salaries and Expenses 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, promote the stability of the nation's financial markets, and ensure the government's ability to collect revenue and fund its operations.

In accordance with the Government Performance and Results Act Modernization Act (GPRAMA) of 2010, the Department of the Treasury is currently developing the FY 2022 – 2026 Departmental Strategic Plan. The Strategic Plan is scheduled for publication in 2022. The Annual Performance Plan will be updated in the FY 2023 President's Budget to reflect new departmental strategic goals and objectives.

B – Budget and Performance by Budget Activity

2.1.1 – Executive Direction Resources

Dollars in Thousands

Resource Level	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Operating Plan	FY 2022 Request
Appropriated Resources	$36,988	$36,980	$32,993	$35,407	$36,775	$37,333	$49,020
Reimbursable Resources	$29,632	$22,997	$25,455	$4,863	$1,837	$2,416	$2,080
Budget Activity Total	**$66,620**	**$59,977**	**$58,448**	**$40,270**	**$38,612**	**$39,749**	**$51,100**
Full-time Equivalents (FTE)	**201**	**161**	**159**	**113**	**102**	**114**	**152**

FY 2016 - FY 2020 Other Resources dollars are actuals. FY 2016 - FY 2020 FTE are actuals.
The table does not reflect the proposed move of the Office of Consumer Policy from the Executive Direction budget activity to Domestic Finance & Tax Policy

Executive Direction Budget and Performance

(*$49,020,000 from direct appropriations, $2,080,000 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.

2.1.2 – International Affairs and Economic Policy Resources and Measures

Dollars in Thousands

Resource Level	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Operating Plan	FY 2022 Request
Appropriated Resources	$56,886	$57,191	$48,460	$52,428	$52,825	$53,661	$62,827
Reimbursable Resources	$14,680	$10,617	$9,795	$2,701	$1,293	$491	$494
Budget Activity Total	**$71,566**	**$67,808**	**$58,255**	**$55,129**	**$54,118**	**$54,152**	**$63,321**
Full-time Equivalents (FTE)	**262**	**253**	**220**	**161**	**178**	**182**	**200**

FY 2016 - FY 2020 Other Resources dollars are actuals. FY 2016 - FY 2020 FTE are actuals.

Performance Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2020 Target	FY 2021 Target	FY 2022 Target
IA - Monitor Quality and Enhance Effectiveness of International Monetary Fund (IMF) Lending Through Review of IMF Country Programs	100	100	100	100	100	100	100	100
IA - Monitor Quality and Enhance Effectiveness of MDB Lending Through Review of MDB Grant and Loan Proposals	100	100	100	100	100	100	100	100
IA - Percentage of MDB Grant and Loan Proposals Containing Satisfactory Frameworks for Results Measurement	89	96	97.6	95	96	95	95	95
OTA - Program Engagement	3.9	4	3.8	3.8	3.3	3.6	3.6	3.6

International Affairs 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 2020. In FY 2021 and FY 2022, IA's target for this measure remains 100 percent.

- Monitor Quality and Enhance Effectiveness of 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 2020. In FY 2021 and FY 2022, 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 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 2020, 96 percent of MDB grant and loan project proposals had excellent or satisfactory ratings for the results matrices. The FY 2021 target is 95 percent, and the FY 2022 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. Counterpart engagement is both a key outcome of OTA efforts to structure and execute effective technical assistance projects that support host country ownership. The result for FY 2020 is 3.3, a reduction of 0.5 from the FY 2019 result and a reduction of 0.3 from the FY 2020 target of 3.6. This result reflects the challenges of achieving and maintaining traction with foreign counterparts during the COVID-19 pandemic, which forced OTA to provide assistance remotely, instead of engaging with counterparts in-person per OTA's typical approach for providing technical assistance.

International Affairs and Economic Policy Budget and Performance
($62,827,000 from direct appropriations, $494,000 from reimbursable sources)
The offices in this budget activity promote economic growth in the U.S. by producing technical economic analyses for the Secretary and advancing U.S. economic and financial policy priorities around the world.

Office of International Affairs (IA)

International Affairs
In FY 2020 Treasury's Office of International Affairs (IA) worked to ensure the most favorable external environment for sustained economic growth, job creation, and financial stability in the United States. 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 food security, debt sustainability, clean energy access, and the environment. Over the past year IA has been particularly focused on global economic recovery from the coronavirus pandemic. IA is playing a leading role in the Administration's Climate Finance Plan and taking steps to tackle climate change globally.

In FY 2020 IA played an important role ensuring that China followed through on its Phase One trade agreement commitments, particularly with regards to financial services and currency matters. IA also worked with the Office of the U.S. Trade Representative in finalizing two trade agreements—the U.S.-Mexico Canada Agreement (USMCA) and the U.S.-Japan Trade Agreement. IA played a critical role in negotiating financial services commitments in the USMCA and the U.S.-Japan Digital Trade Agreement, including prohibiting data localization in financial services to support regulatory and oversight efforts. In the USMCA, IA also negotiated the chapter on Macroeconomic Policies and Exchange Rate Matters, with new policy and transparency commitments on currency issues.

As the lead U.S. agency in negotiating reductions of export finance subsidies, Treasury continues to press China and other major providers of export finance to agree to disciplines on government support so that U.S. exporters can compete globally on a level playing field. These efforts serve not only to enhance U.S. competitiveness but also move export credit financing to a more market-reflective basis consistent with Congressional mandates. 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).

Treasury IA continues its close oversight of multilateral development bank (MDB) policies and programs and continues to promote reforms to further enhance their efficiency, effectiveness, and financial discipline. IA promotes economic growth by managing U.S. participation and leveraging U.S. leadership positions in the International Financial Institutions in order to mitigate emerging threats to the U.S. and global economies; support international trade and investment; and reinforce U.S. national security interests in key countries around the world. These institutions will play a significant role in Treasury's approach to the climate goals.

Office of Technical Assistance
Treasury's Office of Technical Assistance (OTA) complements Treasury's international economic and terrorist financing policy work. Treasury's offices of International Affairs and Terrorism and Financial Intelligence advocate for improvements in economic and terrorist financing policies internationally. OTA helps the governments of developing and transitioning countries build the human and institutional capacity to implement such policy improvements.

Office of Economic Policy (EP)

Macroeconomic Analysis
During the past year, staff in the Office of Macroeconomic Analysis closely monitored U.S. economic performance. The office's analytic updates served as Senior Leadership's main internal information source on U.S. macroeconomic developments. The Macro Office served on a wide range of high-level engagements and official publications, including the Bank/Fund and regional development bank meetings, meetings of the G-7 and G-20, the Quarterly Treasury Bulletin, the report to Congress titled, "Foreign Exchange Policies of Major Trading Partners of the U.S.," the Economy Statement for the Treasury Borrowing Advisory Committee, and the U.S. Government's Annual Financial Report. In addition, economists in the Macro office help prepare the economic assumptions used to create the Administration's Budget.

The office continued to deliver the High-Quality Market Corporate Yield Curve (a set of daily rates issued on a monthly basis) as mandated under the Pension Protection Act and to produce a Treasury Real Coupon-Issue Yield Curve, a companion to the Treasury Nominal Coupon-Issue Yield Curve, in addition to several other yield curves. These yield curve data are used extensively throughout the private sector and executive agencies that administer private and public pension programs and other future payment programs to calculate their annual liabilities.

Microeconomic Analysis
The Office of Microeconomic Analysis has played a central role in the federal economic response to the pandemic and has continued its core role of aiding the Administration's

development of broader economic policy on a wide range of topics. Activities over the past year have included:

- Drafting a framework for the prior Administration's economic response to the pandemic.
- Principle contributions to the design, and management for Treasury, of the Paycheck Protection Program, including subsequent analysis of program outcomes and potential legislative changes.
- Generating ongoing reporting and in-depth analyses of the economic impact of the pandemic on individuals and firms.
- Advising on unemployment insurance and other labor market support policies.
- Detailing morbidity and mortality risk by income and race and impacts on health insurance coverage and on the financial status of health care providers.
- In-depth reporting on the impact of the pandemic on state and local government finances.
- Providing significant input into the development of ARP programs, including technical assistance to congressional staff.
- Substantial ongoing CARES/ARP implementation work on grant allocation formula design and data analysis.
- Drafting a congressionally mandated report on financial transaction taxes.
- Ongoing coordination and analysis related to the Secretary's role as Managing Trustee of the Social Security and Medicare Trust Funds.

Social Impact Partnerships to Pay for Results Act
Economic Policy is also responsible for implementation and ongoing management of the Social Impact Partnerships to Pay for Results Act (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, and one applicant has since dropped out. Treasury, the Department of Labor, and the New York State Energy and Research Development Authority entered into SIPPRA's first agreement for a social impact partnership project in March 2021. Treasury is taking the necessary statutory steps to finalize the awards for the remaining applications. Treasury anticipates issuing an additional project NOFA in FY 2022.

2.1.3 – Domestic Finance and Tax Policy Resources and Measures

Dollars in Thousands

Resource Level	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Operating Plan	FY 2022 Request
Appropriated Resources	$84,591	$83,104	$73,804	$72,570	$78,153	$79,566	$90,658
Reimbursable Resources	$55,231	$38,650	$42,042	$8,539	$7,042	$8,010	$8,425
Budget Activity Total	**$139,822**	**$121,754**	**$115,846**	**$81,109**	**$85,195**	**$87,576**	**$99,083**
Full-time Equivalents (FTE)	**398**	**365**	**311**	**236**	**245**	**259**	**284**

Notes: FY 2016 - FY 2020 Other Resources dollars are actuals. FY 2016 - FY 2020 FTE are actuals.
The table does not reflect the proposed move of the Office of Consumer Policy from the Executive Direction budget activity to Domestic Finance & Tax Policy

Performance Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2020 Target	FY 2021 Target	FY 2022 Target
DF-Variance Between Estimated and Actual Receipts (Annual Forecast) (%)	3.1	4	2.33	2.5	11.1	4.25	N/A	4.25

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 were highly unpredictable in the second half of the fiscal year. While the actual variance for the first half of FY 2020 was 2.9 percent, the actual variance for the full fiscal year was 11.1 percent, compared to the 4.25 percent target. The FY 2020 level was also significantly higher than the mean error of the prior ten years preceding the COVID-19 outbreak (2010 - 2019), which was 3 percent. Due to the potential ongoing uncertainty surrounding the iteming and level of receipts in FY 2021 due to the continuing COVID-19 pandemic, Departmental Offices has suspended identification of the numeric metric for FY 2021.

Domestic Finance and Tax Policy Budget and Performance

($90,658,000 from direct appropriations, $8,425,000 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.

Office of Domestic Finance (DF)

Treasury Departmental Office Coronavirus Relief, Response, Aid, and Recovery Programs
Treasury administers multiple relief and recovery programs authorized through the Families First Coronavirus Response Act (FFCRA), Coronavirus Aid, Relief, and Economic Security Act (CARES), Consolidated Appropriations Act (CAA), 2021, and the American Rescue Plan Act

(ARP). The responsibilities that have been assigned to the Treasury Department are central to the Administration's overall relief and recovery agenda. They offer unique opportunities to secure a robust, equitable recovery through tools including state and local aid, rental assistance to struggling tenants, help for homeowners facing foreclosure, and the provision of capital to communities that have traditionally been left behind.

The CARES Act provided Treasury Departmental Offices additional appropriations to support the Small Business Administration Paycheck Protection Program.

- *Paycheck Protection Program:* The Paycheck Protection Program is providing small businesses with the resources they need to maintain their payroll, hire back employees who have been laid off, and cover overhead.

Additionally, the Treasury Departmental Offices provide administrative support to the following programs:

- *Economic Impact Payments*:
  These payments, which provide relief to the American people, including those residing in the U.S. territories, include the 2020 and 2021 recovery rebate credits, including the advance Economic Impact Payments of those credits, enacted in Section 2201 of the CARES Act, Section 272 of the CAA, 2021, and Section 9601(a) of the ARP.
- *Economic Stabilization Program*:
  The CARES Act (P.L. 116–136) authorized the Department of the Treasury to make up to $500 billion in loans and other investments in support of and to provide liquidity to eligible businesses, nonprofits, states, and municipalities impacted by the COVID-19 pandemic. The Consolidated Appropriations Act, 2021 (P.L. 116–260) rescinded this authority, though any loans and investments already made will remain active until obligations are fully liquidated.
- *Payroll Support Program; Air Carrier Worker Support & Pandemic Relief for Aviation Workers; Transportation Services:*
  The CARES Act, Section 4112, CAA, 2021 Division N Section 402, and the ARP, Section 7301 each authorized the Secretary of the Treasury to provide financial assistance to the aviation industry for the continued payment of employee wages, salaries, and benefits. The CARES Act provided for financial assistance to passenger air carriers, cargo air carriers, and airline contractors. The two subsequent laws provided for additional financial assistance only for passenger air carriers and airline contractors.
- *Transportation Services:*
  The CAA, 2021 Section 421 authorized the Secretary of the Treasury, in consultation with the Secretary of Transportation, to make grants available to eligible providers of transportation services that were negatively impacted by the coronavirus pandemic. This includes, but is not limited to, eligible companies providing charter, local, commuter, school, and tour bus services and eligible small passenger vessels (as defined in 46 U.S.C 85, 116, and 2101).
- *Coronavirus Relief Fund:*
  The CARES Act, Section 5001, as amended by the CAA, 2021 Section 1001, and the ARP, Section 9901, amended the Social Security Act (42 U.S.C. 301 et seq.) to authorize the

Secretary of the Treasury to make payments to states, territories, tribal governments, and units of local government to assist with expenditures related to, as well as to mitigate the fiscal effects stemming from, the coronavirus pandemic.

In addition, the ARP established a Coronavirus Capital Projects Fund and a Local Assistance and Tribal Consistency Fund. The Coronavirus Capital Projects Fund provides $10 billion in payments to states, territories, and tribal governments to carry out critical capital projects directly enabling work, education, and health monitoring, including remote options, in response to the coronavirus pandemic. The Local Assistance and Tribal Consistency Fund provides $2 billion in payments to eligible revenue sharing counties and eligible tribal governments for any governmental purpose other than lobbying activity to be obligated in FYs 2022 and 2023.

- *Homeowner Assistance Fund:*
  The ARP, Section 3206, established the Homeowner Assistance Fund to mitigate financial hardships associated with the coronavirus pandemic by providing funds to states, territories, tribes, and other eligible entities in order to prevent homeowner mortgage delinquencies, defaults, foreclosures, loss of utilities or home energy services, displacements, and post-foreclosure evictions.
- *Emergency Rental Assistance Program:*
  The CAA, 2021 Division N Section 501 established the Emergency Rental Assistance fund to provide payments to states, territories, tribes, localities, and other eligible entities to provide financial assistance and housing stability services to eligible households. These services may include the payment of rent, rental arrears, and utilities and home energy costs for a specified period of time. The ARP, Section 3201 provided for additional assistance and expanded housing stability services, in addition to allocating a subset of the funds specifically for high-need grantees in FY 2022 and FY 2023.
- *State Small Business Credit Initiative (SSBCI):*
  The ARP, Section 3301 amends the State Small Business Credit Initiative Act of 2010 (12 U.S.C. 4701 et seq.) in order to re-establish the State Small Business Credit Initiative and provide funds to states and tribal governments through September 29, 2030. The overall purpose of this account is to provide support to small businesses responding to and recovering from the economic effects of the coronavirus pandemic, ensure business enterprises owned and controlled by socially and economically disadvantaged individuals have access to credit and investments, and provide technical assistance to help small businesses applying for various support programs.

For additional information pertaining to Treasury's COVID-19 related programs refer to the Treasury Coronavirus Relief, Response, Aid, and Recovery Programs chapter.

Financial Sector Cybersecurity and Critical Infrastructure Protection
The Office of Cybersecurity and Critical Infrastructure Protection (OCCIP) executes Treasury's role as SRMA for the financial services sector, a designated critical infrastructure sector. OCCIP executes this role in the All-Hazards environment. These hazards include cyber and physical threats, terrorism, and man-made or climate-related natural disasters. Treasury works closely with a wide variety of partners, including individual firms,

federal financial regulators and associations of state, industry groups, law enforcement, the intelligence community, homeland security officials, and also internationally, to improve the operational security and resilience of U.S. critical financial infrastructure. OCCIP has developed particularly strong relationships with the financial regulators, through its leadership of the Financial and Banking Information Infrastructure Committee (FBIIC), and the financial services sector, through the Financial Services Sector Coordinating Council (FSSCC), and with foreign counterparts both through the G7 Cyber Expert Group (CEG), which Treasury co-chairs with the Bank of England, and through bilateral engagement with partners to coordinate strategic initiatives and share information around risks to operational continuity. OCCIP has worked closely with the interagency to represent Treasury as part of international whole-of-government activities, including capacity building and deterrence. Leveraging these partnerships, OCCIP conducted or led the financial sector's participation in 8 cybersecurity exercises, developed and shared 7 cybersecurity alerts, and coordinated the financial sector response to 29 incidents in FY 2020.

Financial Data Access and Use
During FY 2020, Treasury continued its leadership to increase the access to and use of federal financial data to strengthen government-wide decision-making, transparency, and accountability. 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. In July 2020, Treasury launched Fiscal Data (https://fiscaldata.treasury.gov/), which brings together 30 datasets in a modernized format for the public in a central location. In August 2020, Treasury also released new features to highlight government-wide spending funded by COVID-19 supplemental appropriations. These new features allowed users to identify contracts, grants, loans, and other financial assistance that were funded by the CARES Act and other COVID-19 appropriations, and also presented summary-level information on how much money had been spent across the government. The Data Lab (https://datalab.usaspending.gov/federal-covid-funding/) also launched an analysis tracking funding related to each individual appropriation, and provided broader context on the macroeconomic effects of the legislation. DF will work with OMB and federal agencies to drive continued improvements in FY 2021.

Combating Climate Change
Treasury is advancing initiatives to increase climate ambition, promote measurement, monitoring, and mitigation around climate-related financial risks, encourage sustainable finance, and foster a strong, green recovery. Treasury will stand up a "climate hub" within the Department to coordinate Treasury's efforts. Secretary Yellen has already raised awareness domestically and re-engaged with international partners on key climate change issues.

Serving Historically Underrepresented and Underserved Groups
Treasury is endeavoring to better serve historically underrepresented and underserved groups through increased policy focus 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 consistent with EO

13985, *Advancing Racial Equity and Support for Underserved Communities Through the Federal Government* and EO 13988, *Preventing and Combating Discrimination on the Basis of Gender Identity or Sexual Orientation.*

Treasury Workforce Management
Treasury is dedicated to hiring a diverse workforce with the competences necessary to accomplish our mission. Treasury believes that such diversity will foster a culture of innovation, which in turn will better allow Treasury to achieve our strategic goals.

Transition from USD LIBOR
Though the London Interbank Offer Rate (LIBOR) is used in more than $200 trillion of financial contracts, most tenors of LIBOR will cease being published at the end of 2021, with the remainder ceasing publication by June 2023. LIBOR's widespread use in the financial system but short remaining lifespan underscores the importance of a timely and effective transition. In recent years, Treasury has played an active role in highlighting the risks associated with the continued use of LIBOR and encouraging a market participant-led transition. Since 2013, annual reports of the Financial Stability Oversight Council, which the Treasury Secretary chairs, have called attention to LIBOR-related financial stability risks. Treasury has served as an ex officio member of the Alternative Reference Rates Committee (ARRC) since that group was convened by the Board of Governors of the Federal Reserve System and the Federal Reserve Bank of New York in 2014. The ARRC is composed of a diverse set of private-market participants working towards a successful transition away from LIBOR. As an alternative to LIBOR, the ARRC has recommended the Secured Overnight Financing Rate (SOFR), which is a robust rate based on nearly $1 trillion in daily transactions. The ARRC has also recommended robust contract fallback language for various financial products and worked closely with regulators to identify and tackle potential roadblocks to transition.

Housing Finance Reform
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. Twelve years later, the GSEs remain in conservatorship, and Congress has not yet enacted legislation to define the GSEs' long-term role in the housing finance system. As a party to the PSPAs, Treasury has a key role in shaping, and a key interest in the outcome of, housing finance reform. Treasury has a responsibility to monitor its investments in the GSEs while the PSPAs remain in place, and Treasury holds significant equity interests in the GSEs. The Administration is committed to housing finance policy that expands fair and equitable access to homeownership and affordable rental opportunities, protects taxpayers, and promotes financial stability, and stands ready to work with Congress in support of these goals.

Debt Management
Another important DF responsibility is managing the U.S. government's debt. The Office of Fiscal Projections (OFP) forecasts the government's cash and debt activity. Another DF office, the Office of Debt Management (ODM), seeks to finance the federal government at the least cost to the taxpayer over time by working to maintain predictable issuance of Treasury debt, minimizing the amount of interest the government must pay, and managing debt maturity over

time. In FY 2020, Treasury re-introduced the 20-year Treasury bond to meet investor demand and expand Treasury's financing capacity. In addition, in response to the government's fiscal response to the outbreak of COVID-19 in March 2020, ODM financed an unprecedented increase in borrowing over FY 2020, overseeing $18.6 trillion in gross security issuance and $4.0 trillion in net issuance. Borrowing needs are likely to remain elevated for the foreseeable future.

Office of Tax Policy (OTP)
Tax Policy
Tax is central to addressing all major Administration priorities including COVID relief/recovery, climate change, income inequality, and race and gender equity. Improving OTP resources in order to provide research-informed policy inputs, legislative proposals, and technical regulatory advice are necessary for the Administration's success in multiple topic areas.

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 particular, during FY 2020, OTP played a leading role in advancing progress on OECD proposals (Pillar 1 and Pillar 2) intended to reform existing rules for the allocation of international taxing rights and the development of a global minimum tax through OECD endorsed Blueprints. Further, OTP supports efforts by Treasury and the United States Trade Representative to combat unilateral discriminatory digital services taxes targeted at U.S.-parented firms. As part of these efforts, OTP attended and led numerous meetings (actual and virtual) at the OECD and with other stakeholders in FY 2020. OTP plans to continue this effort in FY 2021 with a greater focus on developing a global minimum tax.

OTP assisted with the implementation of the Economic Impact Payments (EIP). In FY 2020, under the CARES Act, more than 160 million EIPs totaling more than $270 billion were issued. The CAA, 2021 authorized a second round of EIPs. In FY 2021, OTP assisted with the issuance of more than 147 million EIP2s and, as of May 12, 2021, have continued to assist with the issuing of approximately 165 million EIP3s. In total, as of May 2021, over 472 million EIPs have been disbursed during FY 2020 and FY 2021.

In November 2020, OTP worked with the IRS to conduct outreach to non-filers who could be eligible to receive an EIP. Using information from 1.5 billion returns, OTP winnowed down returns to a list of approximately 9 million potential eligible non-filers who could receive an EIP. These individuals received an outreach letter from the IRS which provided instructions to receive an EIP. This effort successfully helped many vulnerable households and individuals receive much needed economic relief.

In FY 2020, OTP also continued to work on healthcare projects. Specifically, OTP:
- Evaluated and approved three new Affordable Care Act Section 1332 Waivers and continued to implement and monitor 13 already-approved state waivers; provided $1.3 billion to states to implement these waivers.
- Proposed a regulation to provide states guidance and further details on the implementation of Affordable Care Act State Innovation Waiver statute.

- Developed a complex microsimulation model to estimate the revenue effects of health policy changes, model projects impact on individuals' health insurance status, cost of health insurance premiums in the employer and individual markets, and subsequent changes in tax revenue.

2.1.4 – Treasury-wide Management and Programs Resources and Measures

Dollars in Thousands

Resource Level	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Operating Plan	FY 2022 Request
Appropriated Resources	$41,446	$43,365	$40,716	$39,171	$38,279	$39,779	$43,608
Reimbursable Resources	$3,339	$4,284	$2,398	$226	$127	$83	0
Budget Activity Total	**$44,785**	**$47,649**	**$43,114**	**$39,397**	**$38,406**	**$39,862**	**$43,608**
Full-time Equivalents (FTE)	**124**	**153**	**147**	**100**	**92**	**112**	**119**

FY 2015 - FY 2020 Other Resources dollars are actuals. FY 2015 - FY 2020 FTE are actuals.

Performance Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2020 Target	FY 2021 Target	FY 2022 Target
Percent of Procurement Dollars Spent on Small Business	36.17	35.01	42.63	40.4	46.14	39	36	40
Treasury-wide Employee Engagement Index of the Federal Employee Viewpoint Survey (FEVS)	67	68	68	69	75	70	75	77
Treasury-wide Footprint (Square Footage)	34,894	34,100	33,766	33,209	32,517	32,895	32,341	31,948
Treasury-wide Leaders Lead Index of the Federal Employee Viewpoint Survey (FEVS)	55	56	56	58	65	59	65	67

Treasury-Wide Management and Program Description of Performance:

- Percentage of Procurement Dollars Spent on Small Business: Based on preliminary data in FY 2020, Treasury met or exceeded four out of five small business prime contracting goals. Treasury did not meet its Historically Under-utilized Zone (HUBZone) small business goal. Treasury did not meet four out of five small business subcontracting goals. All Treasury bureaus were included in the Small Business Goaling Report, with no exclusions. The FY 2020 overall small business goal in FY 2020 was set for 39 percent, and Treasury exceeded the goal at 46 percent. The FY 2021 small business goal is set at 36 percent and the tentative target for FY 2022 is 40%. One overarching challenge in FY 2020 to meet the HUBZone small business goal was that Treasury had competing priorities: 1) OMB's directive to utilize Category Management principles and Best-in-Class (BIC) contracts to leverage existing government-wide contracting vehicles, where there is a lack of sufficient HUBZone small business firms available for use, and 2) the COVID-19 pandemic contracting response, where there are not enough HUBZone small businesses with capabilities that meet the COVID-19 requirements. Particularly noteworthy is that Treasury far exceeded the small business contracting goals for the following socioeconomic groups:

  - Small and Disadvantaged Business – goal 5.0 percent, achieved 8.9 percent;
  - Women Owned Small Business – goal 5.0 percent, achieved 9.1 percent; and
  - Service Disabled Veteran Owned Small Business – goal 3.0 percent, achieved 3.2 percent.

  Treasury did not meet the small business contracting goal for the following socioeconomic group:

  - Historically Under-utilized Zone (HUBZone) Small Business – goal 3.0 percent, achieved 2.5 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 scores for the Engagement Index increased from 69 percent to 75 percent in FY 2020. Treasury's engagement score exceeded the government-wide average and the average score for very large agencies by three percent. Targets are 75 percent for FY 2021 and 77 percent for FY 2022.
- 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. 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.
- Treasury-wide "Leaders Lead" Index of Federal Employee Viewpoint Survey (FEVS): Using similar techniques, Treasury also set the goal to increase the "Leaders Lead" index above FY 2019 results. Treasury's score for the Leaders Lead Index increased from 58 percent in FY 2019 to 65 percent in FY 2020, reaching the OPM established 65 percent benchmark for an organizational strength. Treasury's score in FY 2020 exceeded the government-wide average by three and the average score for very large agencies by four percent. Targets are 65 percent for FY 2021 and 67 percent for FY 2022.

Treasury-wide Management and Programs Budget and Performance
($43,608,000 from direct appropriations, $0 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 Senior Procurement Executive; the Office of the Chief Human Capital Officer; the Office of Treasury Operations; the Office of the Deputy Chief Financial Officer; the Office of Civil Rights and Diversity; the Office of Minority and Women Inclusion; 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
In FY 2020, Treasury completed implementation of the Learning Management (LMS) module into the Treasury Integrated Talent Management (ITM) system for all bureaus, covering over 120,000 federal and contractor employees. This consolidation of multiple systems resulted in a

10 percent cost savings (versus FY 2016 baseline), new system functionality, and the capability to deploy high-impact, Treasury-wide learning programs such as the Treasury Leadership Development Program, Digital Transformation, and Data Literacy online curricula that were launched in FY 2020 and started by 7,241 participants from across the agency. In addition, five bureaus successfully deployed the ITM performance module to replace legacy electronic and paper-based systems covering over 8,000 employees. This included unifying the performance management systems of all Departmental Offices staff under one electronic system for the first time in history. An additional four bureaus successfully completed performance pilots that will guide their full deployment in FY 2021/22. Finally, Treasury successfully launched several demonstration projects for new talent management processes that are enabled by ITM, including competency assessments, individual development planning, succession planning, and workforce planning.

Treasury reinstated its Learning Leaders Council (LLC) in FY 2020, convening quarterly meetings of Learning and Development professionals across the Department to develop the agency's first Talent Development Strategic Plan under the leadership of the Deputy Chief Human Capital Officer. The LLC is working on an agenda for FY 2021 that is aligned to the strategic goals of strengthening core competencies, developing all employees, and maximizing the value of training. This work includes conducting a competency assessment of the IT Specialist occupational series; partnering with the Office of Civil Rights and Diversity and the Office of Minority Women Inclusion to identify and provide development opportunities related to foundational competencies that support diversity, equity, and inclusion; and, identifying existing training related to core competencies that may be accessed by all Treasury employees. The LLC also formed working groups aimed at furthering efforts related to knowledge management and identifying competencies and development opportunities related to customer experience in FY 2020, and this work continues into FY 2021.

Office of Civil Rights and Diversity (OCRD)
In FY 2020, OCRD, in consultation with the bureau EEO and HR communities, established the first combined Diversity and Inclusion (D&I) and Equal Employment Opportunity (EEO) Strategic Plan (FY 2021-2024). OCRD will provide further amendments to the Plan based upon the Office of Personnel Management revised government-wide strategic plan, which will provide further guidance to federal agencies under the new Administration.

OCRD will continue the audits of bureaus' EEO, D&I, and External Civil Rights Programs in FY 2021. These audits will critically look at bureaus' D&I and EEO programs to determine any areas where bureaus need a sharper focus and to find and recreate "best practices."

Due to Executive Order (EO) 13985, *Advancing Racial Equity and Support for Underserved Communities Through the Federal Government*, and EO 13988, *Preventing and Combating Discrimination on the Basis of Gender Identity or Sexual Orientation,* OCRD will be spending considerable time assessing equity within Treasury and to ensure Treasury's policies and programs are accessible to people of color and members of underserved communities. These new requirements have expanded the responsibilities for the D&I and civil rights communities, which would include OCRD staff.

As a result of COVID-19, OCRD's Complaint Operations Division transitioned to electronic processing of Treasury's formal EEO complaints in FY 2020. This transition has improved the efficiency of our Complaint Operations Division and decreased administrative costs of this program. OCRD also worked with the bureau EEO offices on Human Capital engagement to improve inclusion scores – this will also be a continuing focus in FY 2021 and FY 2022. While scores for "Fairness" continue to be a concern, efforts have been made to introduce "Unconscious Bias" training in the workforce and at all management levels to help make leaders aware of biases and to learn to put aside such biases when making employment decisions.

COVID-19 prevented traditional diversity training in FY 2020 through FY 2021. However, OCRD began work to transition in-person training to a virtual option for workforce re-engagement for this training which will need additional funds. OCRD's work with the Treasury Executive Institute to develop programming for executives and senior level staff in the areas of diversity and inclusion was also placed on hold during COVID. However, in FY 2021 the Executive Diversity Advisory Council will further develop training in this area, which may require additional funding support.

EEO complaints were adjudicated effectively within the Department, thereby, meeting regulatory timeframes both in issuance of decisions and days to investigate complaint. Both benchmarks exceeded Treasury's prior year's timeliness rate.

In FY 2020, OCRD continued to lead the work to achieve full compliance with the civil rights requirements for the Department. The responsibility for this work continued to increase in FY 2020 and is anticipated to grow in FY 2021, the Department gained several new large financial assistance programs created in response to the COVID-19 pandemic. In FY 2020, OCRD provided Department-wide training on accessibility and language access requirements.

In addition to managing the Treasury-wide external civil rights program, OCRD continues to manage the civil rights compliance program for DO. In FY 2020, significant progress was made to improve compliance in the DO financial assistance programs and two of the existing program offices have implemented additional compliance measures resulting in full compliance (SIPPRA and the Office of Gulf Coast Restoration). In FY 2021, the remaining existing program offices will continue to work in the implementation phase of their compliance improvement plans (TEAOF and CDFI Fund). These efforts will include conducting pre-award compliance reviews of applications for financial assistance and post-award compliance reviews of existing recipients. In FY 2020, OCRD provided technical assistance to the CARES Act program staff to ensure civil rights compliance in the two identified financial assistance programs.
In FY 2021, OCRD will continue to work with the CARES Act program staff and is working with the staff managing the programs created under the American Rescue Plan to ensure civil rights compliance measures are implemented before disbursement of funds occur (pre-award).

Office of the Deputy Chief Financial Officer
For FY 2020, the Department received its 21st consecutive unmodified audit opinion on its Treasury-wide financial statements. Treasury anticipates unmodified audit opinions for the consolidated audits to be conducted for FY 2021 and FY 2022. 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 2020, Treasury met or exceeded four out of five small business prime contracting goals. Treasury did not meet its Historically Under-utilized Zone (HUBZone) small business goal. Treasury did not meet four out of five small business subcontracting goals in FY 2020. Treasury OSDBU identified several possible root causes for not meeting Treasury's prime and subcontracting goals in FY 2020 including the impact of COVID-related emergency acquisitions on traditional acquisition planning, limited enforcement of existing Treasury procurement policies related to HUBZone businesses, and additional training needs for Treasury's Contracting Officers 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 industrial base. Receiving an "A" score 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. To comply with Section 15 (k), Small Business Act, the Department continued to focus on small business prime and subcontracting goal achievements, monitored small business pre-award and post-award functions, and increased Treasury's small business industrial base through a robust outreach program.

In FY 2020, per FAR Part 19.201, OSDBU successfully executed Small Business Programs Compliance Reviews on six Bureaus which have procurement authority to make awards to small businesses. The results of the compliance reviews provided for a comprehensive small business acquisition transformation strategy that included acquisition workforce teaching and training 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 was assessed as "moderately favorable" for its small busines programs in FY 2020. Central to the compliance review strategy is early acquisition planning and broad stakeholder participation. In FY 2020, Treasury OSDBU reviewed 420 acquisition actions valued at over $250,000 not set-aside for small business and rejected 20 of these actions due to inadequate market research. After the rejections, small business opportunities were found for all 20 actions. Of the 420 actions, 37 required subcontracting plan review (over $700,000) and monitoring of the subcontracting goals addressed in the plan. Together with the Small Business Administration Procurement Center Representative, OSDBU approved the subcontracting plans and these became part of the resultant contract.

In FY 2021, OSDBU will assess Bureaus' Corrective Action Plans (CAP). The CAPs were identified in the two previous compliance reviews (FY 2019 and FY 2020), where Bureau deficiencies in their small business programs were noted as "needs improvement." The annual small business program health summary will be submitted to the Deputy Secretary by October 2021. Also, in FY 2021, Treasury OSDBU and Office of the Procurement Executive will provide additional small business subcontracting training to Treasury's acquisition workforce to enforce subcontracting pre-award and post-award contract responsibilities.

Office of the Senior Procurement Executive (OPE)
In FY 2020, Treasury continued a comprehensive acquisition transformation strategy designed to facilitate innovation, strategic management, efficiency. Central to the strategy is early planning and broad stakeholder participation as well as accelerated transition to strategic acquisition vehicles. In FY 2021 and FY 2022, Treasury will continue to focus on exploring the use of automated solutions to improve the acquisition process as well as identifying data analytics tools to support timely decision-making.

In FY 2020, OPE successfully issued COVID-related policy and guidance and executed a targeted assessment to ensure appropriate documentation and use of Federal Acquisition Regulation contracting flexibilities as well as accurate data reporting of COVID-related procurement actions. Due to quick execution of contractual support, the Department was able to ensure continuity of operations throughout the pandemic and successful implementation of new mission critical programs established by the CARES Act and the Consolidated Appropriations, 2021, Act. In FY 2021, the Department will continue to focus on providing contractual support to assist with the implementation of new mission critical programs established by the ARP Act.

Treasury continued to work towards transitioning from Major Acquisition Program (MAP) reviews to more robust Acquisition Management Reviews (AMRs) in support of Program Management Improvement and Accountability Act (PMIAA) implementation efforts. An expected outcome of the AMR is to help ensure successful contract performance strategically aligns with mission outcomes by expanding emphasis on the acquisition lifecycle from the time a contracting office receives a complete acquisition package though contract performance, closeout, and final payment.

From FY 2016 to FY 2020, Treasury increased the percentage of Spend Under Management (SUM) from 47.3 percent to 77.6 percent and increased the percentage of Best-in-Class (BIC) spend from 12.8 percent to 50.4 percent. Treasury has achieved both savings and efficiencies through aggregating requirements and leveraging its purchasing power via enterprise-level management of common spend categories. By fully utilizing category management, Treasury seeks to save the Federal Government money through smarter purchasing and greater collaboration across stakeholder organizations to achieve greater efficiency with fewer resources. The Treasury strategy for FY 2020 and FY 2021 continues the Department's transition to the Office of Management and Budget's preferred contract vehicles, reducing the need to establish department level contracts and freeing associated resources for focus on other acquisition priorities. Treasury continues to make significant progress by widely adopting category management principles and actively pursuing opportunities to manage spend more effectively across the Department.

Office of the Chief Data Officer (CDO)
Treasury's new Office of the Chief Data Officer (OCDO) is enabling Treasury to become a data-centric organization that fulfills its mission with optimal use of quality data in its decision-

making and operations consistent with the aims of the Title II of the Evidence-Based Policymaking Act signed into law in 2019.

In FY 2020, OCDO encouraged the development of Treasury's data centric culture through the building of a cross-agency data community. This community and the establishment of a Data Governance Board have increased Treasury's treatment of data as a critical asset and fostered greater cross-component collaboration on a variety of data centric projects. In addition to establishing the role of the Chief Data Officer (CDO) and creating the Data Governance Board, in FY 2020, OCDO also:

- Established a Data Advisory Council
- Undertook Treasury's first Data Maturity Assessment
- Completed an Initial Assessment of Data Skills, and
- Initiated the establishment of a Treasury-wide dataset inventory to be finalized and published pending the completion of relevant guidance from the Office of Management and Budget

Treasury is also an active participant in the Federal CDO Council. Treasury's CDO leads the Council's Operations Working Group and serves on the Council Executive Committee. Treasury's Deputy CDO and other members of Treasury's data community from bureaus and departmental offices participate in several Council Working Groups. Active participation in the Council enables the OCDO to understand and bring back to Treasury leading government practices in enhancing data management, use, sharing, as well as the development of a general data culture. More details on OCDO's accomplishments are included in the Treasury CDO's Annual Report to Congress.

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

Dollars in Thousands

Resource Level	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Operating Plan	FY 2022 Request
Appropriated Resources	$2,589	$3,736	$6,000	$15,000	$22,341	$22,661	$24,556
CFIUS Fund Transfers	0	0	0	0	$15,000	$15,000	$15,000
Budget Activity Total	**$2,589**	**$3,736**	**$6,000**	**$15,000**	**$37,341**	**$37,661**	**$39,556**
Full-time Equivalents (FTE)	**15**	**23**	**26**	**32**	**55**	**93**	**120**

FY 2016 - FY 2020 Other Resources dollars are actuals. FY 2016 - FY 2020 FTE are actuals.
CFIUS Budget activity was established in FY 2020 PB. Prior year enacted levels are based on an approximation of funding and have been subtracted from IA/EP & ED budget activities.

Performance Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2020 Target	FY 2021 Target	FY 2022 Target
Timely Review of CFIUS Cases	100	100	100	100	100	100	100	100

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. Results are reported on a calendar year basis.

Committee on Foreign Investment in the United States Budget and Performance
($24,556,000 from direct appropriations, and $15,000,000 from fund transfers):
In February 2020, Treasury published final regulations implementing the Foreign Investment Risk Review Modernization Act of 2018 (FIRRMA). These regulations effectuated FIRRMA's expansion of the jurisdiction of CFIUS to review certain non-controlling, non-passive investments by foreign persons into certain types of U.S. businesses, as well as certain transactions by foreign persons involving real estate in the United States. The regulations also implemented mandatory declarations for two types of transactions—where a foreign government is acquiring a "substantial interest" in certain U.S. businesses, and transactions involving certain U.S. businesses that produce, design, test, manufacture, fabricate, or develop one or more critical technologies. Additionally, the regulations created an exception to the mandatory declaration provision for non-controlling investments by certain foreign persons defined as "excepted investors" based on their ties to certain countries identified as "excepted foreign states," and their compliance with certain laws, orders, and regulations. In May 2020, Treasury initiated the collection of filing fees for notices filed with CFIUS and also launched a secure web-based portal for parties to submit notices and declarations.

C – Changes in Performance Measures

Performance Measure or Indicator	Proposed Change and Justification
1. EO 13771 - Number of Deregulatory Actions Issued	Removing performance indicator. EO 13771 was rescinded on January 20, 2021.
2. EO 13771 - Number of Deregulatory Actions Issued that Address Recommendations by the Regulatory Reform Task Force	Removing performance indicator. EO 13771 was rescinded on January 20, 2021.
3. EO 13771 - Number of Deregulatory Actions Issued that Address Recommendations by the Regulatory Reform Task Force to the Agency Head Consistent with Applicable Law	Removing performance indicator. EO 13771 was rescinded on January 20, 2021.
4. EO 13771 - Number of Evaluations to Identify Potential Deregulatory Actions That Included Opportunity for Public Input and/or Peer Review	Removing performance indicator. EO 13771 was rescinded on January 20, 2021.
5. EO 13771 - Number of Regulatory Actions Issued	Removing performance indicator. EO 13771 was rescinded on January 20, 2021.
6. EO 13771 - Total Incremental Cost of All Regulatory Actions and Deregulatory Actions (Including Costs or Cost Savings Carried Over From Previous Fiscal Years)	Removing performance indicator. EO 13771 was rescinded on January 20, 2021.

D – Evidence-Building Activity

Treasury-wide Management

Type of Evidence-Building Activity	Major Activities and Planned Projects	Resource Types	Use
Evaluation *Collection and analysis of data to assess effectiveness and efficiency of programs, policies, or procedures* Estimated share of all Evidence-Building Activities: **_15%_**	**Major activities:** • Coordination of usaspending.gov/DATA Act reporting • Coordination of Evidence Act Title I • Workforce analysis and human capital evaluations **FY21 and FY22 projects:** • Coordination of Equity Assessment Objective 1 (Tax Policy, Tax Payments, BFS Offset Program) • Equity uptake assessments – ARP programs • Impact Evaluation – ECIP and CDFI • DASHR-CHCO evaluation of the use of hiring assessments • Consultation on MITRE/Treasury research partnerships (OCCIP – financial sector cyber situational awareness, CDFI Fund – persistent poverty counties)	• 0301 – Miscellaneous Administration and Program • 0340 – Program Manager • 0343 – Management & Program Analyst • GSA Office of Evaluation Sciences (OES): ○ DASHR-CHCO Evaluation Support ○ ARP Equity Uptake Assessments (IAA) ○ ECIP/CDFI Evaluation (IAA)	☒ For internal policy decision-making ☒ During internal strategic management processes ☒ By external partners (government) ☒ By external partners (non-government) ☒ By unaffiliated external researchers ☐ Other (describe)
Research *Modeling or other systematic use of data to explore emerging issues or potential scenarios to generate new knowledge* Estimated share of all Evidence-Building Activities: **_5%_**	**Major activities:** • Coordination with MITRE (FFRDC) • Literature reviews for learning agenda questions **FY21 and FY22 projects:** • MITRE coordination (Great Power Competition – Dollar Dominance Study)	• 0343 – Management & Program Analyst • MITRE FFRDC	☒ For internal policy decision-making ☐ During internal strategic management processes ☐ By external partners (government) ☐ By external partners (non-government) ☐ By unaffiliated external researchers ☐ Other (describe)

Type of Evidence-Building Activity	Major Activities and Planned Projects	Resource Types	Use
Analysis *Routine and frequent use of data that produces insights for decision making and program management* Estimated share of all Evidence-Building Activities: ***75%***	**Major activities:** • Analysis of performance data in quarterly data-driven reviews and annual assessment of Treasury performance measures • Risk assessment • FEVS data analysis • Financial analysis and budget formulation • OCRD Audits of the Bureaus' EEO Programs (active) • OCRD Annual Management Directive 715 Reporting (active) • OCRD Quarterly No FEAR Reports (active) • Civil rights compliance analysis (active) • Civil rights pre- and post-award compliance (planned) • Analysis of administrative data (e.g., procurement, operations, civil rights compliance) • Development and maintenance of analytical dashboards and data inventory **FY21 and FY22 projects:** • Enterprise-wide capacity assessment for evidence-building activities	• 0260 – Equal Employment Opportunity • 0301 – Miscellaneous Administration and Program • 0340 – Program Manager • 0343 – Management & Program Analyst • 0360 – Equal Opportunity Compliance	☒ For internal policy decision-making ☒ During internal strategic management processes ☒ By external partners (government) ☒ By external partners (non-government) ☐ By unaffiliated external researchers ☐ Other (describe)

Type of Evidence-Building Activity	Major Activities and Planned Projects	Resource Types	Use
Statistics *Collection, compilation, and processing of data for describing or estimating characteristics or insights concerning groups* Estimated share of all Evidence-Building Activities: **_5%_**	**Major activities:** • DASHR-CHCO/OCRD/OMWI Workforce Demographic Statistics **FY21 and FY22 projects:**	• 0260 – Equal Employment Opportunity • 0343 – Management & Program Analyst	☒ For internal policy decision-making ☒ During internal strategic management processes ☒ By external partners (government) ☒ By external partners (non-government) ☒ By unaffiliated external researchers ☐ Other (describe)

Policy Offices (Domestic Finance, Economic Policy, International Affairs, Tax Policy

Type of Evidence-Building Activity	Major Activities and Planned Projects	Resource Types	Use
Evaluation *Collection and analysis of data to assess effectiveness and efficiency of programs, policies, or procedures* Estimated share of all Evidence-Building Activities: ***5%***	**Major activities:** • Monitoring and Evaluation (IA) **FY21 and FY22 projects:** • Recovery programs evaluations, including ECIP, some CDFI programs, and American Rescue Plan (ARP) programs (equity uptake) • Analysis of RESTORE grant processing efficiency	• 0301 – Miscellaneous Administration and Program • 0340 – Program Manager • 0343 – Management & Program Analyst • OTA Third Party Independent Evaluator	☒ For internal policy decision-making ☐ During internal strategic management processes ☒ By external partners (government) ☐ By external partners (non-government) ☐ By unaffiliated external researchers ☐ Other (describe)
Research *Modeling or other systematic use of data to explore emerging issues or potential scenarios to generate new knowledge* Estimated share of all Evidence-Building Activities: ***25%***	**Major activities:** • Fiscal projections and debt management • Original research on specific financial and economic topics (OFR) • Emerging technology and risk assessments (OCCIP) • Research to support policy analysis **FY21 and FY22 projects:** • Situational awareness of the financial sector project (OCCIP)	• 0110 – Economist • 0301 – Miscellaneous Administration and Program • 1160 – Financial Analyst	☒ For internal policy decision-making ☐ During internal strategic management processes ☐ By external partners (government) ☐ By external partners (non-government) ☐ By unaffiliated external researchers ☐ Other (describe)

Analysis *Routine and frequent use of data that produces insights for decision making and program management* Estimated share of all Evidence-Building Activities: ***65%***	**Major activities:** • Analysis of CFIUS transactional data • Policy analysis • Performance measurement • Analysis of tax revenue • Equity assessment activities • Cash flow and debt analysis **FY21 and FY22 projects:** • Enterprise-wide capacity assessment for evidence-building activities	• 0260 – Equal Employment Opportunity • 0301 – Miscellaneous Administration and Program • 0340 – Program Manager • 0343 – Management & Program Analyst • 0360 – Equal Opportunity Compliance	☒ For internal policy decision-making ☒ During internal strategic management processes ☒ By external partners (government) ☒ By external partners (non-government) ☐ By unaffiliated external researchers ☐ Other (describe)
Statistics *Collection, compilation, and processing of data for describing or estimating characteristics or insights concerning groups* Estimated share of all Evidence-Building Activities: ***5%***	**Major activities:** • Economic modeling to support policy analysis • Advanced data analysis **FY21 and FY22 projects:**	• 0110 – Economist • 0301 – Miscellaneous Administration and Program • 1160 – Financial Analyst	☒ For internal policy decision-making ☐ During internal strategic management processes ☒ By external partners (government) ☐ By external partners (non-government) ☐ By unaffiliated external researchers ☐ Other (describe)

Section III – Additional Information

A – Summary of Capital Investments

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