Department of the Treasury
Departmental Offices
Salaries and Expenses

Congressional Budget Justification and Annual Performance Plan and Report

FY 2023

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Section I – Budget Request

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

B – Summary of the Request
The FY 2023 budget for Treasury Departmental Offices (DO) Salaries and Expenses (SE) provides necessary resources for the Treasury Department to address major issues confronting the U.S. economy and to rebuild Treasury's institutional capacity. Funding is requested to support climate initiatives, equity assessments, the expansion of the Treasury attaché program, and cybersecurity and facilities improvements.

These investments will enable Treasury to build on recent successes in fostering a robust and equitable economic recovery through implementation of pandemic relief programs; protecting the financial system by addressing risks related to real estate and digital assets; tackling the climate crisis by aligning public budgets, tax policy, and the flow of private capital with the goal of a global net-zero economy; and safeguarding our national security by improving the effectiveness of sanctions.

1.1 – Appropriations Detail Table
Dollars in Thousands

Appropriated Resources	FY 2021 Operating Plan		FY 2022 Annualized CR		FY 2023 Request		FY 2022 to FY 2023 % Change	
New Appropriated Resources	**FTE**	**AMOUNT**	**FTE**	**AMOUNT**	**FTE**	**AMOUNT**	**FTE**	**AMOUNT**
Executive Direction	88	$37,333	102	$35,706	140	$49,496	37.3%	38.6%
International Affairs and Economic Policy	176	$53,661	180	$53,492	206	$70,662	14.4%	32.1%
Domestic Finance and Tax Policy	227	$79,566	239	$81,059	273	$100,703	14.2%	24.2%
Treasury-wide Management and Programs	99	$39,779	109	$40,249	118	$46,770	8.3%	16.2%
Committee on Foreign Investment in the United States	80	$22,661	110	$22,494	132	$25,611	20.0%	13.9%
Subtotal New Appropriated Resources	**670**	**$233,000**	**740**	**$233,000**	**869**	**$293,242**	**17.4%**	**25.9%**
Other Resources								
Reimbursable	40	$8,630	41	$11,500	41	$11,500	0.0%	0.0%
Transfers from CFIUS Fund	0	$15,000	0	$15,000	0	$15,000	NA	0.0%
Subtotal Other Resources	**40**	**$23,630**	**41**	**$26,500**	**41**	**$26,500**	**0.0%**	**0.0%**
Total Budgetary Resources	**710**	**256,630**	**781**	**$259,500**	**910**	**$319,742**	**16.5%**	**23.2%**

1.2 – Budget Adjustments Table

Dollars in Thousands

	FTE	Amount
FY 2022 Annualized CR	**740**	**$233,000**
Changes to Base:		
Maintaining Current Levels (MCLs):	0	$9,728
Pay Annualization	0	$1,179
Pay Raise (4.6% average pay raise)	0	$6,108
Non-Pay	0	$2,441
Non-Recurring Costs	0	($3,868)
Non-recurring Costs for CFIUS Investments	0	($3,868)
Transfers	(2)	0
Transfer of FTEs to SSP	(2)	$0
Other Adjustments:	0	$17,365
Adjustments to Meet Current Operating Levels*	0	$17,365
Subtotal Changes to Base	(2)	$23,225
FY 2023 Current Services	**738**	**$256,225**
Program Changes:		
Reinvestments	22	$3,868
Staffing to Support CFIUS Program Growth	22	$3,868
Program Increases:	109	$33,149
Departmental Offices Staffing*	86	$20,000
Equity Assessment and Program Evaluations	10	$3,579
Treasury Attaché Program Expansion	3	$3,074
Staffing to Support Climate Initiatives	9	$2,473
Cyber to Enhance National Security (OCCIP)	1	$295
DO Cyber Infrastructure (Incident Response and Threat Protection)	0	$1,185
Facilities and Office Infrastructure	0	$2,543
FY 2023 President's Budget Request	**869**	**$293,242**

*Included in the FY 2022 President's Budget

C – Budget Increases and Decreases Description

Maintaining Current Levels (MCLs) ....+$9,728,000 / +0 FTE

Pay Annualization (2.7%) +$1,179,000 / +0 FTE

Funds are requested for annualization of the January 2022 2.7% average pay raise.

Pay Raise (4.6 % in FY 2023) +$6,108,000 / +0 FTE

Funds are requested for a 4.6% average pay raise in January 2023.

Non-Pay +$2,441,000 / +0 FTE

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

Non-Recurring Costs ....-$3,868,000 / -0 FTE

Non-recurring Costs for CFIUS Investments -$3,868,000, -0 FTE

Non-recurring costs for CFIUS associated with the baseline completion of CFIUS's case management system and configuration of secure spaces for new CFIUS staff.

Transfers..-\$0 / -2 FTE
Transfer of FTEs to SSP \$0, -2 FTE
Transfer of 2 FTEs from DO SE to SSP after a determination that it more appropriately aligns with the purpose of the funding sources. Funding amounts will remain within DO SE to cover its portion of these services.

Other Adjustments..+\$17,365,000 / +0 FTE
Adjustments to Meet Current Operating Levels +\$17,365,000 / +0 FTE
Includes funding for the FY 2022 MCLs requested in the FY 2022 President's Budget and DO SE's portion of Departmental Offices (DO) projects to replace servers that have now reached the end of their useful life. This request also funds the modernization of critical equipment and software that support the DO workforce's fundamental information technology needs.

Reinvestments...+\$3,868,000 / +22 FTE
Staffing to Support CFIUS Program Growth +\$3,868,000 / +22 FTE
Increase in CFIUS staffing to continue in line with anticipated program growth.

Program Increases ....+\$33,149,000 / +109 FTE
Departmental Offices Staffing +\$20,000,000 / +86 FTE
This funding request is a continuation of the request included in the FY 2022 President's Budget for DO SE. This request seeks to provide Treasury's policy offices with baseline staffing levels needed support the core Treasury mission and the Secretary's priorities. During the prior administration, 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 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. The following requests build on this baseline of 86 positions to provide for additional manpower that the Administration views as critical to carry out its long-term goals related to equity, climate, national security, and the U.S.'s engagement abroad, and stem from additional assessments, Executive Orders (EO), and recommendations provided to Treasury since the FY 2022 President's Budget was submitted.

Equity Assessment and Program Evaluations +\$3,579,000 / +10 FTE
This request provides funding to support Equity Assessment Recommendations within DO, composed of 6 major components, focused on improving support to both internal and external priorities related to equity, including:

Staff to conduct analysis on **equity-related policy issues** and support the Department's equity goals through programming, policy-building, and other opportunities. This includes:
1. Policy analysis and partnership development focused on underserved communities.

2. Analysis, interagency policy development and implementation, and impact measurement on both the socially and economically disadvantaged and Tribal-related issues of equity, particularly associated with small business, entrepreneurship, financial services, public services, digital infrastructure, and other areas in the Office of Capital Access.
3. A dedicated Evaluation Officer to coordinate analysis and program evaluations for equity assessments, other congressionally mandated impact studies focusing on equitable distribution of resources, as well as studies to address Treasury learning agenda questions and increasing agency capacity to build evidence in support of Evidence Act Implementation.

Increased support for **Treasury-internal equity programs**, including:
1. Analyzing equity in procurement and creating mechanisms to enable continuous identification of opportunities to increase awards to underserved communities as required in EO 13985, *Advancing Racial Equity and Support for Underserved Communities Through the Federal Government.*
2. Growing recruitment pipelines to diverse talent, through an expansion of paid internship programs such as the Treasury Scholars Program (anticipated to grow from 15 interns to 40 annually) as required in EO 14035, *Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce.*
3. Improving support and analysis of equity programs geared at DO's existing workforce, including an additional staff member to support Equal Employment Opportunity (EEO) efforts as required in EO 13985, 14035, and 13988, *Preventing and Combating Discrimination on the Basis of Gender Identity or Sexual Orientation*.

<u>Treasury Attaché Program Expansion +$3,074,000 / +3 FTE</u>
The 2021 National Defense Authorization Act authorized and required the expansion of the program by no fewer than six positions. This is the accompanying appropriations request for three of those six positions.

Treasury financial attachés are posted at U.S. embassies in foreign countries important to U.S. domestic and foreign economic and financial policy and the international fight against terrorism, money-laundering, and other illicit finance activities. The attachés complement the Ambassador in outreach to foreign finance ministries, international financial institutions, central banks, and other agencies, and supply the embassy and Treasury with detailed information and focused analysis of foreign economic and financial policies. Their unique perspectives are critical to the policy development and implementation and crisis management work at Main Treasury and in the U.S. interagency. Among other contributions, Treasury attachés:
1. Enhance Treasury's real time access to foreign officials, local experts, media, and financial market participants;
2. Conduct in-depth analysis of issues important to Treasury that can be done satisfactorily only with extended on-the-ground presence; and
3. Provide critical support to senior level Treasury trips through established contacts and relationships and advise on the value of certain meetings for officials from both governments. Treasury attachés are highly valued across the organization and provide access, information, and further the priorities of offices across DO.

Staffing to Support Climate Initiatives +$2,473,000 / +9 FTE

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

The first phase, funded from existing resources, included the creation of a new Climate Hub and Climate Counselor position. The second phase, previously requested in the FY 2022 President's Budget, will include the implementation of a Climate Hub to centrally coordinate and lead many of Treasury's efforts to address climate change. The Treasury Climate Hub will coordinate and enhance existing climate-related activities by harnessing the tools, capabilities, and expertise from across the Department – including from Domestic Finance, Economic Policy, International Affairs, and Tax Policy. With a view of all Treasury climate initiatives, the Hub will enable Treasury to move nimbly and efficiently in prioritizing climate action with support from DO staff.

This FY 2023 request is the third phase of the climate strategy, which provides staffing strength in International Affairs and Domestic Finance needed to support the Administration's climate priorities, including work connected to 1) climate transition finance, 2) climate-related policy, and 3) climate-related financial risks. This specifically would fund:

- **International economists and climate finance experts** to support initiatives outlined in the Administration's U.S. International Climate Finance Plan, Plan to Conserve Global Forests, and President's Emergency Plan for Adaptation and Resilience, including greater collaboration with multilateral development banks, climate investment funds, the International Monetary Fund, export credit agencies, the Financial Stability Board, international finance ministry counterparts, and private industry to address climate change internationally. These staff will also further our goal of ensuring comparability and accountability of climate commitments by other countries, including China, while advancing U.S. competitiveness.
- **Staffing for domestic climate** priorities, including increased collaboration with financial regulatory agencies to understand, convey, and mitigate climate-related financial risk, climate insurance assessments to be conducted by the Federal Insurance Office (FIO) to understand private insurance coverage gaps in regions of the country particularly vulnerable to climate change impacts, engagement with state and local markets on green bonds, work with local stakeholders on household financial resiliency to climate trauma and transition, and support for climate investment programming for transition innovation and adaptation.

Cyber to Enhance National Security (OCCIP) +$295,000 / +1 FTE

At present, the Office of Cybersecurity and Critical Infrastructure Protection (OCCIP) is staffed to support up to three ongoing sector-wide incidents at a time. Recent history has demonstrated that this staffing level is insufficient to handle the actual volume of incidents impacting the sector. The impact of the current climate crisis and potentially cyber events on a large scale can disrupt financial services both domestically and internationally due to impacts to National Critical Functions as defined by the National Risk Management Center. Initial global estimates for the SolarWinds hack alone are upwards of $100B to contain damage to U.S. businesses and government agencies. Even with additional staffing to support the Financial Services sector amid an exponential increase of hacks globally, the sector will continue to experience substantial risk.

This request provides financial support for OCCIP that advances progress towards the strategic priority of enhancing national security. It includes one FTE to formalize, extend, integrate, and automate OCCIP programs and capabilities to improve the sector's ability to (1) identify and analyze risks to critical functions and (2) mitigate known and emerging risks, including climate-related risks.

<u>DO Cyber Infrastructure (Incident Response and Threat Protection) +$1,185,000 / +0 FTE</u>
The Department's forthcoming FY 2022 – 2026 Strategic Plan aligns cybersecurity under strategic goal two, Enhance National Security. It is predicted there will be an increase in global risks due to diverging interests among major powers, an expanding terror threat, and the spread of disruptive technologies. As foreign and domestic actors threaten the American economy and national security, Treasury must strengthen its cybersecurity posture, leverage its existing processes and tools, and strengthen bi-lateral and multi-lateral partnerships to protect the financial sector. With Treasury's increasing involvement in combatting cybercrime, we face increasing risk against the IT systems that support our authorities. DO is a primary target for nation state sponsored cyber criminals who seek to disrupt our capabilities and destroy our reputation. DO must invest in cyber protections commensurate with the risks incurred in our efforts to safeguard the financial sector, U.S. economy and in combating cybercrime.

Given the heightened risk for a cyber attack targeting DO, this request will enhance Treasury's ability to:

1. Protect: Invests in Microsoft FedRAMP High Government Community Compliance (GCC) licenses, which have been a key component of Treasury's response to SolarWinds. This includes enhanced security controls, monitoring, and threat protection, as well as improved data and identity management. These new capabilities are crucial to protect the 3,000 users within DO from potential ransomware.
2. Respond: Funds incident response investments which are important to continue to protect DO's IT infrastructure amid an uptick in cyber attacks due to DO's activities in the international ecosystem. This solution reduces attackers' ability to compromise systems and conduct reconnaissance, as well as reduces attacker's penetration capabilities.

For more information on enterprise-wide cybersecurity investments, please refer to the FY 2023 Cybersecurity Enhancement Account Congressional Budget Justification.
<u>Facilities and Office Infrastructure +$2,543,000 / +0 FTE</u>
This request provides funding for a repairs and improvements (R&I) account within DO for non-capital investments within Main Treasury (MT) and Freedman's Bank Building (FBB). The cost of maintaining historic office buildings of similar size to MT and FBB is estimated at approximately $2M in funding annually. Over the past 2 years, Treasury DO has incurred a myriad of expensive repairs, including to the power supply, fire pump replacement, transformer fluid replacement, portico, and miscellaneous water damage. In total, these costs have required DO to divert crucial resources away from other key priorities.

While the external repairs are being funded in Department-wide Systems and Capital Investments Program account (DSCIP) via a consolidated approach, ad hoc repairs and maintenance are usually completed because 1) emergency repairs cannot be planned for, and 2) many of the repairs are operational in nature and must-do fixes. There are multiple rooms within Main Treasury and Freedman's Bank in need of substantial repairs due to recent emergencies (e.g., water leaks, structural shortfalls, and elevator malfunctions) and the Secretary's Conference Room is presently unusable as a result. By not keeping up with maintenance and repair needs, the building systems and infrastructure will typically not have a full life expectancy and the resulting higher replacement costs place an even higher burden on Treasury facilities.

Likewise, this funding supports a transition to hybrid work. Like most workplaces, Treasury has transitioned to a hybrid work format which relies more heavily on virtual presence and collaboration software to accommodate the increased remote work necessary because of the pandemic. Treasury's mission requires it to collaborate with various partners including foreign governments, financial institutions, other federal agencies, local governments and citizens. A lack of funding for collaboration tools and remote work accoutrements necessary for our future of work plans will inhibit our ability to retain and attract staff and work with stakeholders and partners to accomplish Treasury's mission.

1.3 – Object Classification (Schedule O) Obligations

Dollars in Thousands

Object Classification	FY 2021 Actual Obligations	FY 2022 Estimated Obligations	FY 2023 Estimated Obligations
11.1 - Full-time permanent	99,319	109,570	135,082
11.3 - Other than full-time permanent	2,547	3,005	3,297
11.5 - Other personnel compensation	3,601	4,092	4,569
11.8 - Special personal services payments	603	603	635
11.9 - Personnel Compensation (Total)	**106,070**	**117,270**	**143,584**
12.0 - Personnel benefits	35,119	39,983	48,702
Total Personnel and Compensation Benefits	**$141,189**	**$157,253**	**$192,286**
21.0 - Travel and transportation of persons	1,227	3,782	3,910
22.0 - Transportation of things	191	156	172
23.2 - Rental payments to others	1,087	1,320	1,421
23.3 - Communications, utilities, and miscellaneous charges	14	97	69
25.1 - Advisory and assistance services	13,144	14,605	14,557
25.2 - Other services from non-Federal sources	3,096	1,966	2,591
25.3 - Other goods and services from Federal sources	82,559	74,499	98,831
25.4 - Operation and maintenance of facilities	139	101	114
25.7 - Operation and maintenance of equipment	74	236	242
26.0 - Supplies and materials	3,249	2,986	2,682
31.0 - Equipment	2,819	2,017	2,252
32.0 - Land and structures	4,930	482	613
Total Non-Personnel	**$112,529**	**$102,247**	**$127,455**
Total Obligations	**$253,718**	**$259,500**	**$319,742**
Full-time Equivalents (FTE)	**710**	**781**	**910**

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

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, $293,242,000: 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 $34,000,000 shall remain available until September 30, 2024, 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.* Note.—A full-year 2022 appropriation for this account was not enacted at the time the budget was prepared; therefore, the budget assumes this account is operating under the Continuing Appropriations Act, 2022 (Division A of P.L. 117-43, as amended). The amounts included for 2022 reflect the annualized level provided by the continuing resolution.	

E – Legislative Proposals

Not to exceed 5 percent of any appropriation made available in this Act for the Department of the Treasury may be transferred to the Department's information technology system modernization and working capital fund (IT WCF), as authorized by section 1077(b)(1) of title X of division A of the National Defense Authorization Act for the Fiscal Year 2018, for the purposes specified in section 1077(b)(3) of such Act, upon the prior notification of the Committees on Appropriations of the House of Representatives and the Senate: Provided, That amounts transferred to the IT WCF under this section shall remain available for obligation through September 30, 2026.

Note: This request is proposed in the Treasury Administrative Provisions. Both the executive summary and budget appendix include the proposed language.

Section II – Annual Performance Plan and Report

A – Strategic Alignment

Departmental Offices (DO) is Treasury's headquarters bureau. It provides leadership in economic and financial policy, financial intelligence, and general management. Treasury utilizes effective management, policies, and leadership to protect our national security through targeted financial actions, promotes the stability of the nation's financial markets, and ensures the government's ability to collect revenue and fund its operations. DO operations align with all Treasury strategic goals and objectives. Specific alignment by budget activity is indicated below.

B – Budget and Performance by Budget Activity

2.1.1 – Executive Direction Resources and Measures

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Resource Level	Actual	Actual	Actual	Actual	Actual	Annualized CR	Request
Appropriated Resources	$36,980	$32,993	$35,407	$36,775	$37,333	$35,706	$49,496
Reimbursable Resources	$22,997	$25,455	$4,863	$1,837	$1,789	$2,361	$2,361
Budget Activity Total	**$59,977**	**$58,448**	**$40,270**	**$38,612**	**$39,122**	**$38,067**	**$51,857**
Full-time Equivalents (FTE)	**161**	**159**	**113**	**102**	**94**	**108**	**146**

Executive Direction Budget and Performance

($49,496,000 from direct appropriations, $2,361,000 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 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Annualized CR	FY 2023 Request
Appropriated Resources	$57,191	$48,460	$52,428	$52,825	$53,661	$53,492	$70,662
Reimbursable Resources	$10,617	$9,795	$2,701	$1,293	$817	$1,329	$1,329
Budget Activity Total	**$67,808**	**$58,255**	**$55,129**	**$54,118**	**$54,478**	**$54,821**	**$71,991**
Full-time Equivalents (FTE)	**253**	**220**	**161**	**178**	**180**	**184**	**210**

Performance Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2021 Target	FY 2022 Target	FY 2023 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	96.00%	97.60%	95.00%	96.00%	97.00%	95.00%	95.00%	95.00%
OTA - Program Engagement	4	3.8	3.8	3.3	3.6	3.6	3.6	3.6

International Affairs (IA) Description of Performance:

- Monitor Quality and Enhance Effectiveness of IMF Lending through Review of IMF Country Programs: This measure tracks efforts by IA staff to monitor the quality of IMF country programs and ensure the application of appropriately high standards for the use of IMF resources. The target (100 percent) was met in FY 2021. In FY 2022 and FY 2023, IA's target for this measure remains 100 percent.

- Monitor Quality and Enhance Effectiveness of Multilateral Development Banks (MDB) Lending through Timely Review of MDB Grant and Loan Proposals: IA reviews MDB loan and grant proposals to ensure that funded projects meet several key goals, which include supporting long-term U.S. objectives, having a measurable development impact, and being consistent with congressional mandates. The target (100 percent) was met in FY 2021. In FY 2022 and FY 2023, IA aims to continue its review of 100 percent of MDB loan and grant proposals prior to the date of the relevant Executive Board meeting, and to increase its oversight of projects during implementation.

- Percentage of MDB Grant and Loan Proposals Containing Satisfactory Frameworks for Results Measurement: This measure tracks the percentage of grant and loan project proposals that contain a satisfactory framework for measuring project results (such as outcome indicators, quantifiable and time-bound targets, etc.) This information is measured on an annual basis. In FY 2021, 97 percent of MDB grant and loan project proposals had excellent or satisfactory ratings for the results matrices. The FY 2022 target is 95 percent, and the FY 2023 target is 95 percent.

Office of Technical Assistance Description of Performance:

- Office of Technical Assistance (OTA) Program Engagement (Traction): Measures the degree to which foreign counterparts are engaging proactively and constructively with OTA advisors at the working and policy levels. A five-point scale is used to measure traction, with scores ranging from a low of 1, indicating there is little if any counterpart involvement, to a high score of 5, indicating that OTA advisors have regular and frequent meetings with counterparts and counterparts display high levels of involvement. Counterpart engagement is both a key outcome of OTA efforts to structure and execute effective technical assistance projects that support host country ownership. The result for FY 2021 is 3.6, an increase of 0.3 from the FY 2020 result, representing a return to historical levels after the program experienced a dip in traction associated with the challenges of providing technical assistance remotely during the COVID-19 pandemic. The increase in FY 2021 was due, in part, to the program's ability to resume in-person assistance for many of its bi-lateral technical assistance engagements globally and the continued improvement by the program in its use of remote tools (e.g., videoconferencing, collaborative software) to support projects when in-person assistance is not possible.

International Affairs and Economic Policy Budget and Performance
($70,662,000 from direct appropriations, $1,329,000 from reimbursable sources):
The offices in this budget activity promote economic growth in the United States by producing technical economic analyses for the Secretary and advancing U.S. economic and financial policy priorities around the world.

Office of International Affairs
This office supports the following strategic objectives for Strategic Goal 1, to Promote Equitable Economic Growth and Recovery:

- Objective 1.2: Global Economic Leadership. Generate sustainable and inclusive global economic growth.

This office supports the following strategic objectives for Strategic Goal 2, to Enhance National Security:

- Objective 2.1: Cyber Resiliency of Financial Systems and Institutions. Harden assets and systems of Treasury and the broader financial system to promote financial system resiliency.
- Objective 2.2: Economic Measures to Advance National Security. Enhance and protect national security through the application of targeted financial measures and review of certain foreign investments.
- Objective 2.3: Modernize Sanctions Regime. Modernize the development, implementation, enforcement, and maintenance of U.S. sanctions to ensure that sanctions remain a streamlined and effective foreign policy and national security tool.
- Objective 2.4: Transparency in the Financial System. Increase transparency in the domestic and international financial system.

This office supports the following strategic objectives for Strategic Goal 3, to Protect Financial Stability and Resiliency:

- Objective 3.1: Financial System Vulnerabilities. Identify and address current and emerging vulnerabilities to the stability of the U.S. and global financial systems to support more sustainable and equitable growth.
- Objective 3.3: Financial Innovation. Encourage responsible financial sector innovation.

This office supports the following strategic objectives for Strategic Goal 4, to Combat Climate Change:

- Objective 4.1: Global Climate Commitment and Leadership. Use U.S. leadership and commitment to significantly enhance global action and mobilize and align financial flows to combat climate change and enhance resilience within the new climate environment.
- Objective 4.2: Climate Incentives and Investment. Create and promote incentives and policies for the private sector to invest in climate-friendly and resilient projects and activities.
- Objective 4.3: Climate-related Financial Risks. Identify and mitigate key sources of climate-related financial risks to macroeconomy, financial system, investors, governments including federal and subnational exposures, and households, understanding that risks may have disparate impacts on disadvantaged communities.
- Objective 4.4: Sustainable Treasury Operations. Improve Treasury's overall environmental and energy sustainability and invest in Bureaus' adaptation and resiliency efforts to address climate change impacts on operations and services.

This office supports the following strategic objectives for Strategic Goal 5, to Modernize Treasury Operations:

- Objective 5.1: Recruit and Retain a Diverse and Inclusive Workforce. Recruit and retain a diverse workforce that represents communities that Treasury serves.
- Objective 5.2: Future Work Routines. Transform the Department's work routines to support changing mission and workforce needs.
- Objective 5.3: Better Use of Data. Increase timely access to and use of quality data and other types of evidence to inform decision-making.
- Objective 5.4: Customer Experience Practices. Mature and embed strong customer experience practices across the Department, establishing Treasury's reputation for consistently positive experiences.

International Affairs

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

In FY 2021, IA pursued a number of objectives: re-establishing U.S. climate leadership and raising global ambitions on climate finance; enhancing financial assistance to the poorest and most vulnerable economies; and establishing a new G20+ finance-health task force to better prevent, detect, and respond to future pandemics. In FY 2022, IA will seek to build on progress and to exit the crisis stronger and more resilient. IA is playing a leading role in the Administration's U.S. International Climate Finance Plan, Plan to Conserve Global Forests, and President's Emergency Plan for Adaptation and Resilience.

IA works to address the large and persistent global imbalances and unfair currency practices that threaten strong and sustainable U.S. economic growth. Treasury seeks to level the playing field for U.S. businesses through multilateral and bilateral engagements on foreign exchange practices and does this via multilateral and bilateral activities working through the International Monetary Fund (IMF) and the Group of 20 Nations (G20).

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

Office of Technical Assistance

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

Office of Economic Policy (EP)

This office supports the following strategic objectives for Strategic Goal 1, to Promote Equitable Economic Growth and Recovery:

- Objective 1.1: Tax Administration and Policy. Enhance tax compliance and service; improve tax policy design.
- Objective 1.2: Global Economic Leadership. Generate sustainable and inclusive global economic growth.
- Objective 1.3: Economically Resilient Communities. Promote equitable financial recovery and growth through support and flow of capital to small businesses, households, and underserved communities

- Objective 1.4: Resilient Housing Market. Promote a stable and resilient housing market that expands fair and equitable access to homeownership and affordable rental opportunities and protects taxpayers.

This office supports the following strategic objectives for Strategic Goal 2, to Enhance National Security:
- Objective 2.2: Economic Measures to Advance National Security. Enhance and protect national security through the application of targeted financial measures and review of certain foreign investments.
- Objective 2.4: Transparency in the Financial System. Increase transparency in the domestic and international financial system.

This office supports the following strategic objectives for Strategic Goal 3, to Protect Financial Stability and Resiliency:
- Objective 3.1: Financial System Vulnerabilities. Identify and address current and emerging vulnerabilities to the stability of the U.S. and global financial systems to support more sustainable and equitable growth.
- Objective 3.3: Financial Innovation. Encourage responsible financial sector innovation.

This office supports the following strategic objectives for Strategic Goal 4, to Combat Climate Change:
- Objective 4.1: Global Climate Commitment and Leadership. Use U.S leadership and commitment to significantly enhance global action and mobilize and align financial flows to combat climate change and enhance resilience within the new climate environment.
- Objective 4.2: Climate Incentives and Investment. Create and promote incentives and policies for the private sector to invest in climate-friendly and resilient projects and activities.
- Objective 4.3: Climate-related Financial Risks. Identify and mitigate key sources of climate-related financial risks to macroeconomy, financial system, investors, governments including federal and subnational exposures, and households, understanding that risks may have disparate impacts on disadvantaged communities.

This office supports the following strategic objectives for Strategic Goal 5, to Modernize Treasury Operations:
- Objective 5.1: Recruit and Retain a Diverse and Inclusive Workforce. Recruit and retain a diverse workforce that represents communities that Treasury serves.
- Objective 5.2: Future Work Routines. Transform the Department's work routines to support changing mission and workforce needs.
- Objective 5.3: Better Use of Data. Increase timely access to and use of quality data and other types of evidence to inform decision-making.
- Objective 5.4: Customer Experience Practices. Mature and embed strong customer experience practices across the Department, establishing Treasury's reputation for consistently positive experiences.

Macroeconomic Analysis

During the past year, staff in the Office of Macroeconomic Analysis (Macro office) 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.

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 analyses of the economic impact of the pandemic on individuals and firms; significant input into the development of American Rescue Plan (ARP) programs, including technical assistance to congressional staff; grant allocation formula design and data analysis for CARES/ARP implementation; policy input into the design of stimulus and recovery programs like the Infrastructure Investment and Jobs Act; contributions to public Treasury white papers on childcare and labor market competition; policy input and analysis on climate policy and energy market developments, and participation in the interagency Social Cost of Greenhouse Gases working group; primary contributions to Treasury's Russia sanction impact analysis; analytical support and policy advice for student loan debt relief proposals and Treasury equity initiatives; drafting of research plans for pandemic relief program evaluations, and reporting and analysis on the impact of the pandemic on state and local government finances; and 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. Two applicants have since withdrawn their applications. Treasury has since then declined to make an award for one of the eight certified applications. Treasury is taking the necessary steps to make a final determination for the remaining certified applicant. Treasury, the Department of Labor, and the New York State Energy and Research Development Authority entered into

SIPPRA's first grant agreement for a social impact partnership project in March 2021. Treasury entered into grant agreements with the City and County of Denver in September 2021, with the State of Oklahoma in December 2021, and with the New York City Mayor's Office of Criminal Justice in December 2021. Treasury anticipates issuing an additional project NOFA in FY 2022.

2.1.3 – Domestic Finance and Tax Policy Resources and Measures

Dollars in Thousands

Resource Level	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Annualized CR	FY 2023 Request
Appropriated Resources	$83,104	$73,804	$72,570	$78,153	$79,566	$81,059	$100,703
Reimbursable Resources	$38,650	$42,042	$8,539	$7,042	$5,862	$7,571	$7,571
Budget Activity Total	**$121,754**	**$115,846**	**$81,109**	**$85,195**	**$85,428**	**$88,630**	**$108,274**
Full-time Equivalents (FTE)	**365**	**311**	**236**	**245**	**256**	**269**	**303**

Performance Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2021 Target	FY 2022 Target	FY 2023 Target
DF - Variance Between Estimated and Actual Receipts (Annual Forecast) (%)	4.00%	2.33%	2.50%	11.10%	13.82%	N/A	N/A	4.25%

Key: NA-Not Available

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 throughout FY 2021 and through the first quarter of FY 2022. Due to this elevated uncertainty, Departmental Offices suspended identification of the numeric metric for FY 2021, although OFP continued to track actual results relative to the historic metric. The actual variance for FY 2021 was 13.8 percent compared to the 4.25 percent historical target and the 3 percent average for the ten years preceding the COVID-19 outbreak (FY 2010 – 2019). Due to ongoing uncertainty surrounding the timing and level of receipts stemming from the continuing impact of the COVID-19 pandemic, Departmental Offices has again suspended identification of the numeric metric for FY 2022.

Domestic Finance and Tax Policy Budget and Performance
($100,572,000 from direct appropriations, $7,571,000 from reimbursable sources):
The Offices of Domestic Finance and Tax Policy monitor policy, legislation, and regulations, and provide advice and assistance to the Secretary about the financial services sector and taxes, as well as financial markets and the regulation of financial institutions. The Office of Tax Policy

supports the Administration's efforts in tax reform legislative proposals and regulatory implementation.

<u>*Office of Domestic Finance (DF)*</u>
This office supports the following strategic objectives for Strategic Goal 1, to Promote Equitable Economic Growth and Recovery:

- Objective 1.1: Tax Administration and Policy. Enhance tax compliance and service; improve tax policy design.
- Objective 1.3: Economically Resilient Communities. Promote equitable financial recovery and growth through support and flow of capital to small businesses, households, and underserved communities
- Objective 1.4: Resilient Housing Market. Promote a stable and resilient housing market that expands fair and equitable access to homeownership and affordable rental opportunities and protects taxpayers.

This office supports the following strategic objectives for Strategic Goal 2, to Enhance National Security:

- Objective 2.1: Cyber Resiliency of Financial Systems and Institutions. Harden assets and systems of Treasury and the broader financial system to promote financial system resiliency.

This office supports the following strategic objectives for Strategic Goal 3, to Protect Financial Stability and Resiliency:

- Objective 3.1: Financial System Vulnerabilities. Identify and address current and emerging vulnerabilities to the stability of the U.S. and global financial systems to support more sustainable and equitable growth.
- Objective 3.2: Resilient Treasury and Municipal Securities Markets. Improve the resilience of critical government securities markets to minimize borrowing costs over time and to support the critical roles that these safe assets play in the global financial system.
- Objective 3.3: Financial Innovation. Encourage responsible financial sector innovation.

This office supports the following strategic objectives for Strategic Goal 4, to Combat Climate Change:

- Objective 4.1: Global Climate Commitment and Leadership. Use U.S leadership and commitment to significantly enhance global action and mobilize and align financial flows to combat climate change and enhance resilience within the new climate environment.
- Objective 4.2: Climate Incentives and Investment. Create and promote incentives and policies for the private sector to invest in climate-friendly and resilient projects and activities.
- Objective 4.3: Climate-related Financial Risks. Identify and mitigate key sources of climate-related financial risks to macroeconomy, financial system, investors, governments including federal and subnational exposures, and households, understanding that risks may have disparate impacts on disadvantaged communities.

This office supports the following strategic objectives for Strategic Goal 5, to Modernize Treasury Operations:

- Objective 5.1: Recruit and Retain a Diverse and Inclusive Workforce. Recruit and retain a diverse workforce that represents communities that Treasury serves.

- Objective 5.2: Future Work Routines. Transform the Department's work routines to support changing mission and workforce needs.
- Objective 5.3: Better Use of Data. Increase timely access to and use of quality data and other types of evidence to inform decision-making.
- Objective 5.4: Customer Experience Practices. Mature and embed strong customer experience practices across the Department, establishing Treasury's reputation for consistently positive experiences.

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

To execute this role, OCCIP works closely with a wide variety of partners, including individual firms, federal financial regulators and associations of state financial regulators, industry trade associations, law enforcement, the intelligence community, homeland security officials, and other federal agencies as appropriate. Internationally, OCCIP has worked closely with the interagency to represent Treasury as part of international whole-of-government activities, including capacity building and deterrence.

Financial Data Access and Use
In FY 2021, at the agency level, the Treasury Office of the Inspector General concluded that Treasury's award data reported on USAspending.gov for the audited third quarter of FY 2020 was of "Excellent" quality, representing that Treasury's consolidated level data is accurate, complete, and timely. Treasury continued to make progress in government-wide implementation of the 2014 *Digital Accountability and Transparency Act* (DATA Act). The DATA Act requires the federal government to provide consistent, reliable, and useful online data about how it spends taxpayer dollars. DF will work with OMB and federal agencies to drive continued improvements in FY 2022.

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. In FY 2021, Treasury stood 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. As part of this work, in FY 2022, Domestic Finance also established a climate

coordination group to begin to identify policy areas that may be impacted by climate transition and will continue to monitor the impact of climate change on policy priorities. Additionally, in FY 2022, the Office of Consumer Policy within Domestic Finance launched a landscaping analysis into household and community financial resiliency to climate change/transition. The results of this analysis will help identify areas or communities that are particularly financially vulnerable to the impacts of climate transition. Given the connection between climate change, equity and Tribal communities, the Office of Consumer Policy will also consider ways to gain input and engage with Tribes to ensure understanding of Tribal issues in recommendations and implementation.

Serving Historically Underrepresented and Underserved Groups
Treasury is endeavoring to better serve historically underrepresented and underserved groups through increased policy engagement and outreach to institutions including community-based organizations, civil rights organizations, community development financial institutions, and minority depository institutions. Further, Treasury is working to improve its ability to quantitatively study and monitor efforts to measure and advance equity. In FY 2022, a number of Domestic Finance offices contributed to this goal. Domestic Finance assisted with the deployment of more than $8.7 billion in investments through the Emergency Capital Investment Program (ECIP) to increase lending to small and minority-owned businesses, and low- and moderate-income consumers in underserved communities, including rural areas. DF's Office of Capital Access also supported the development of an underserved community planning requirement for the State Small Business Credit Initiative program. In FY 2023, the Office of Capital Access will monitor the implementation of these initiatives and continue to identify ways to serve historically underrepresented and underserved groups.

Transition from USD LIBOR
During FY 2021, Domestic Finance continued its work monitoring the transition from USD London Interbank Offered Rate (LIBOR). LIBOR's widespread use in the financial system but short remaining lifespan underscores the importance of a timely and effective transition due to potential impacts on financial stability.

Housing Finance Reform
During FY 2021, Treasury continued to monitor its investments in GSEs. Treasury has had a significant financial interest in the U.S. housing finance system since 2008, when the GSEs were placed into conservatorship and subsequently entered into Senior Preferred Stock Purchase Agreements (PSPAs) with Treasury. Twelve years later, the GSEs remain in conservatorship. As the counterparty to the PSPAs, Treasury has a key role in shaping, and a key interest in the outcome of, housing finance reform. Treasury's focus has been to formulate housing finance policy that promotes financial stability, protects consumers and taxpayers, and provides stability and affordability to households. This work is expected to continue across the Administration and with Congress in support of these goals.

Debt Management
Another important DF responsibility is managing the U.S. government's debt through the Office of Fiscal Projections (OFP) and the Office of Debt Management (ODM). OFP forecasts the government's cash and debt activity, while ODM seeks to finance the federal government at the least cost to the taxpayer over time. This is accomplished 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 2021, Treasury continued to finance the government's fiscal response to COVID-19 that began in March of 2020. This was managed amid constraints imposed by the expiration of the statutory debt limit, which adversely impacted Treasury's debt service costs in FY 2021 and increased operational risk to the Federal government's finances by forcing Treasury to reduce the government's cash balance to "less than" prudent levels. ODM financed another sizable increase in borrowing during FY 2021, overseeing $20.2 trillion in gross security issuance and $1.4 trillion in net issuance. While the unprecedented annual borrowing needs faced by the Federal government in FY 2020 and FY 2021 appear to be ebbing over the near-to-intermediate term, borrowing needs are likely to remain uncertain and elevated over the longer term.

Office of Tax Policy (OTP)
This office supports the following strategic objectives for Strategic Goal 1, to Promote Equitable Economic Growth and Recovery:

- Objective 1.1: Tax Administration and Policy. Enhance tax compliance and service; improve tax policy design.
- Objective 1.2: Global Economic Leadership. Generate sustainable and inclusive global economic growth.
- Objective 1.4: Resilient Housing Market. Promote a stable and resilient housing market that expands fair and equitable access to homeownership and affordable rental opportunities and protects taxpayers.

This office supports the following strategic objectives for Strategic Goal 4, to Combat Climate Change:

- Objective 4.1: Global Climate Commitment and Leadership. Use U.S leadership and commitment to significantly enhance global action and mobilize and align financial flows to combat climate change and enhance resilience within the new climate environment.
- Objective 4.2: Climate Incentives and Investment. Create and promote incentives and policies for the private sector to invest in climate-friendly and resilient projects and activities.

This office supports the following strategic objectives for Strategic Goal 5, to Modernize Treasury Operations:

- Objective 5.1: Recruit and Retain a Diverse and Inclusive Workforce. Recruit and retain a diverse workforce that represents communities that Treasury serves.
- Objective 5.2: Future Work Routines. Transform the Department's work routines to support changing mission and workforce needs.
- Objective 5.3: Better Use of Data. Increase timely access to and use of quality data and other types of evidence to inform decision-making.
- Objective 5.4: Customer Experience Practices. Mature and embed strong customer experience practices across the Department, establishing Treasury's reputation for consistently positive experiences.

Tax Policy
In FY 2021, the Office of Tax Policy's (OTP) work was critical to the Administration's legislative efforts. In addition to the technical assistance on recovery efforts such as the

American Rescue Plan (ARP), OTP staff worked on implementing complex, unprecedented programs such as the third round of Economic Impact Payments (EIPs), monthly Advance Child Tax Credit payments (CTC), and the expansion of benefits to many taxpayers. Further, OTP led successful multilateral tax negotiations leading to an agreement on global minimum taxes and legislative proposals to change the global intangible low-taxed income (GILTI) rules.

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. During FY 2021, OTP played a leading role in achieving agreement on global minimum tax, which will stabilize the eroding international tax system, level the playing field for American business, and end the race to the bottom on corporate tax rates that has disadvantaged workers and families.

During FY 2021, OTP also worked with the Internal Revenue Service (IRS) to implement economic relief as a result of the ARP including working with the IRS to deliver 175 million third round EIP totaling over $400 billion starting the day after passage of the authorizing legislation. In addition, OTP worked with the IRS to disburse $93 billion of monthly CTC payments benefiting over 60 million children. Unlike prior pandemic payments, these advances were sent monthly between July and December despite there being less than 5 months to set up the payment system.

OTP worked with the IRS to identify non-filers who may be eligible to receive EIPs and monthly CTCs. OTP sent over 6 million outreach letters to those who appeared to be eligible for either the EIP or the CTC in order to encourage wider participation.

2.1.4 – Treasury-wide Management and Programs Resources and Measures

Dollars in Thousands

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Resource Level	**Actual**	**Actual**	**Actual**	**Actual**	**Actual**	**Annualized CR**	**Request**
Appropriated Resources	$43,365	$40,716	$39,171	$38,279	$39,779	$40,249	$46,770
Reimbursable Resources	$4,284	$2,398	$226	$127	$98	$134	$134
Budget Activity Total	**$47,649**	**$43,114**	**$39,397**	**$38,406**	**$39,877**	**$40,383**	**$46,904**
Full-time Equivalents (FTE)	**153**	**147**	**100**	**92**	**99**	**109**	**118**

Performance Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2021 Target	FY 2022 Target	FY 2023 Target
Percent of Procurement Dollars Spend on Small Business	35%	43%	40%	46%	39%	36%	39%	39%
Treasury-wide Employee Engagement Index of the Federal Employee Viewpoint Survey (FEVS)	68	68	69	75	74	75	77	75
Treasury-wide Footprint (Square Footage in thousands)	34,100	33,766	33,209	32,517	32,006	32,341	31,948	31,734
Treasury-wide Leaders Lead Index of the Federal Employee Viewpoint Survey (FEVS)	56	56	58	65	66	65	67	66

Key: DISC - Discontinued; B - Baseline

Treasury-Wide Management and Program Description of Performance:

- Percentage of Procurement Dollars Spent on Small Business: Based on preliminary data in FY 2021, Treasury met and 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 any small business subcontracting goals. All Treasury bureaus were included in the goaling report, with no exclusions. The FY 2021 overall small business goal was set for 36 percent, and Treasury exceeded the goal at 39 percent. The FY 2023 small business goal is set at 39 percent. One overarching challenge in FY 2021 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 Disadvantaged Business – goal 5.0 percent, achieved 7.7 percent;
  - Women Owned Small Business – goal 5.0 percent, achieved 6.7 percent; and
  - Service Disabled Veteran Owned Small Business – goal 3.0 percent, achieved 3.8 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 2.2 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 decreased from 75 percent to 74 percent in FY 2021. Treasury's engagement score still increased its lead over the average score for very large agencies from three to four percent. The engagement index target is 77 percent for FY 2022, and acknowledging challenges likely to result from staff re-entry into office spaces, DO's FY 2023 target is reduced by 2 percent to 75 percent.
- Treasury-wide Footprint (Square Footage): This goal measures the total square footage occupied by Treasury's owned and leased buildings. To reduce the Department's real property footprint and maximize the use of existing real property assets, the Department maximized space utilization by undertaking space realignments, consolidations, and improved work station standards. In FY 2021, Treasury decreased its footprint to 32,006 thousand square feet—down from 32,517 thousand square feet in FY 2020. In FY 2023, the Department will expand its review of new work patterns and trends that could impact the need for real property. The Department will continue targeting metropolitan areas with multiple posts of duty sites to pursue consolidation opportunities or space reductions where it makes business and financial sense. The FY 2023 target for the total square footage that Treasury occupies is 31,734 thousand square feet.
- Treasury-wide "Leaders Lead" Index of Federal Employee Viewpoint Survey (FEVS): As part of its overall effort to increase Employee Engagement, Treasury had set a multi-year goal to increase the "Leaders Lead" index. This involved statistically analyzing FEVS data to identify opportunities for improvement. Treasury's score for the Leaders Lead Index

increased from 65 percent in FY 2020 to 66 percent in FY 2021 exceeding the OPM established 65 percent benchmark for organizational strength. Treasury's score in FY 2021 exceeded the average score for very large agencies by seven percent. Targets are 67 percent for FY 2022 and 66 percent for FY 2023, which is an acknowledgement of potential challenges related to office re-entry for DO staff.

Treasury-wide Management and Programs Budget and Performance
($46,770,000 from direct appropriations, $134,000 from reimbursable sources):
This office supports the following strategic objectives for Strategic Goal 1, to Promote Equitable Economic Growth and Recovery:
- Objective 1.3: Economically Resilient Communities. Promote equitable financial recovery and growth through support and flow of capital to small businesses, households, and underserved communities

This office supports the following strategic objectives for Strategic Goal 2, to Enhance National Security:
- Objective 2.1: Cyber Resiliency of Financial Systems and Institutions. Harden assets and systems of Treasury and the broader financial system to promote financial system resiliency.

This office supports the following strategic objectives for Strategic Goal 4, to Combat Climate Change:
- Objective 4.3: Climate-related Financial Risks. Identify and mitigate key sources of climate-related financial risks to macroeconomy, financial system, investors, governments including federal and subnational exposures, and households, understanding that risks may have disparate impacts on disadvantaged communities.
- Objective 4.4: Sustainable Treasury Operations. Improve Treasury's overall environmental and energy sustainability and invest in Bureaus' adaptation and resiliency efforts to address climate change impacts on operations and services.

This office supports the following strategic objectives for Strategic Goal 5, to Modernize Treasury Operations:
- Objective 5.1: Recruit and Retain a Diverse and Inclusive Workforce. Recruit and retain a diverse workforce that represents communities that Treasury serves.
- Objective 5.2: Future Work Routines. Transform the Department's work routines to support changing mission and workforce needs.
- Objective 5.3: Better Use of Data. Increase timely access to and use of quality data and other types of evidence to inform decision-making.
- Objective 5.4: Customer Experience Practices. Mature and embed strong customer experience practices across the Department, establishing Treasury's reputation for consistently positive experiences.

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
Treasury continued its efforts to strengthen core competencies across its workforce in FY 2021. Using the ITM learning module, Treasury launched a Customer Experience curriculum to all Treasury employees in FY 2021, followed by a Change and Information Management Curriculum launched in early FY 2022. Treasury launched a Project-Program Management Assessment in FY 2021 to comply with the *Program Management Improvement Accountability Act (PMIAA)* and to improve program outcomes by strengthening program/project management practices, and is also currently conducting a competency assessment of the IT Specialist occupational series that will continue throughout FY 2022. The results of this assessment will be used to identify risks in the IT workforce, provide targeted development to close skill gaps, and capture skills that may be useful in the future. Treasury also continued its support of the Close Skill Gaps initiative for IRS Contact Representatives. It is worth noting that Treasury lost key staff leading these efforts in early FY 2022 and this, combined with the fact that Treasury has no Chief Learning Officer/Office to lead and sustain a focus on employee development, puts the Department's work in this space at risk.

In FY 2021, Treasury examined the roles and responsibilities of the Office of the Chief Human Capital Officer, the Office of Civil Rights and Diversity, and the Office of Minority Women Inclusion related to recruiting and retaining a diverse and inclusive workforce to ensure these offices use resources in an efficient and coordinated manner to support Treasury's strategic objectives. While this work occurred, leadership from each office continued to identify and provide leadership and employee development opportunities related to foundational competencies that support diversity, equity, and inclusion in addition to identifying existing training related to core competencies that may be accessed by all Treasury employees.

Finally, Treasury conducted internal and external benchmarking of Agency recruitment resources and efforts in FY 2021 to determine the level of investment required to best support Treasury's goal of recruiting and retaining a diverse and inclusive workforce. The Department also conducted a study of federal HR shared service providers who perform recruitment and staffing functions, and is exploring the proper balance between improving the hiring process and implementing a new recruitment strategy. Once these solutions have been identified Treasury will begin exploring the possibility of forming Talent Teams, groups of dedicated employees focused on hiring outcomes and effective assessment strategies Treasury is exploring ways in which they can support more advanced efforts related to workforce and succession planning to instead cover foundational HR work such as recruitment, employee assessment, and performance management.

Office of Civil Rights and Diversity (OCRD)
In FY 2021, OCRD, along with the bureau EEO and HR communities, continued its efforts to implement priorities of the FY 2021-2024 Diversity and Inclusion (D&I) and Equal Employment Opportunity (EEO) Strategic Plan (Plan). The Plan focuses on a comprehensive set of six goals highlighting both D&I and EEO priorities and promotes the cross collaboration. Priorities were

focused specifically on leadership accountability, responsibility and transparency; communicating the importance of D&I and EEO; collaborating with Human Resources; facilitating inclusion and trust in daily interactions; increasing compliance with federal regulatory EEO Complaints and Departmental policies; providing educational opportunities to the workforce on creating an inclusive workplace; and increasing the use of information technology to improve the efficiency of EEO Programs. In FY 2022, amendments are expected for the Plan to expand on the Office of Personnel Management's revised government-wide strategic plan and guidance issued November 2021.

In FY 2021, Treasury OCRD continued with the audits of bureaus' EEO, D&I, and External Civil Rights Programs focusing its efforts on the Departmental Offices (DO) bureau level. The audit included a review of each phase of Treasury bureaus' EEO programs, including D&I, EEO complaint processes, and building accessibility reviews to ensure compliance with the applicable law and regulations. Among the topics reviewed is the set of Performance Standards established for Managers, Supervisors, and SES members to ensure performance commitments include mandatory EEO and D&I elements. OCRD summarizes program deficiencies, results of the evaluation, and a list of recommendations for improvement. OCRD will continue the bureau audits of EEO, D&I, and External Civil Rights Programs in FY 2022. These audits will critically look at bureaus' External Civil Rights, D&I and EEO programs to determine any areas where bureaus need a sharper focus and to find and recreate "best practices."

OCRD continued implementation of 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 in FY 202*1. However, additional EOs were issued late FY 2021: EO 14035, *Advancing Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce*, including those specifically related to recruitment and outreach to minorities. OCRD continues to spend 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 these new workstreams, OCRD continues to be constrained in its ability to effectively implement the requirements of these EOs in a timely manner. OCRD's FY 2023 staffing request would help to alleviate many of these new staffing constraints.

As a result of COVID-19, OCRD's Complaint Operations Division transitioned to electronic processing of Treasury's formal EEO complaints in FY 2020. Having fully implemented electronic processing in FY 2021, the implementation has significantly improved the efficiency and timeliness requirements of OCRD's Complaint Operations Division and decreased administrative costs of this program. In FY 2021, EEO complaints were adjudicated effectively within the Department, thereby meeting regulatory timeframes both in issuance of decisions and days to investigate complaint.

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. In the 2020 and 2021 OPM's Federal Employee Viewpoint Surveys (FEVS), questions to assess employee perceptions of workplace inclusion were replaced with items to measure the impact of the COVID-19 pandemic. Therefore, Treasury has been unable to gauge perceptions of workplace inclusion for the past two years.

In FY 2021, OCRD continued to lead the work to achieve full compliance with the external civil rights requirements for the Department. The responsibility for this work continued to increase in FY 2021 and is anticipated to grow in FY 2022. The Department gained several new large financial assistance programs created in response to the COVID-19 pandemic. In FY 2021, OCRD completed an update of 31 C.F.R. Part 28, Treasury's regulation implementing Title IX of the Education Amendments Act, adding a new list of covered programs.

In addition to managing the Treasury-wide external civil rights program, OCRD continues to manage the civil rights compliance program for DO. In FY 2021, significant progress was made to improve compliance in the DO financial assistance programs and OCRD is conducting civil rights pre-award compliance determinations for SIPPRA and the Office of Gulf Coast Restoration. In FY 2021, OCRD provided training on pre-award requirements to recipients of Treasury's RESTORE Act grant programs. OCRD also conducted post-award compliance reviews of Office of Gulf Coast Restoration grant recipients. OCRD also continued to provide technical assistance to the CARES Act and ARP program staff to ensure civil rights compliance in the new financial assistance programs.

Office of the Deputy Chief Financial Officer

For FY 2021, the Department received its 22nd consecutive unmodified audit opinion on its Treasury-wide financial statements. Treasury anticipates unmodified audit opinions for the consolidated audits to be conducted for FYs 2022 and 2023. 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 2021, Treasury met and 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 any small business subcontracting goals in FY 2021. Treasury OSDBU identified several possible root causes for not meeting Treasury's prime and subcontracting goals in FY 2021 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. The consistent "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 2021, 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 business programs in FY 2021. Central to the compliance review strategy is early acquisition planning and broad stakeholder participation. In FY 2021, Treasury OSDBU reviewed 380 acquisition actions valued at over $250,000 that were 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 380 actions, 17 required subcontracting plan review (over $750,000) 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 2022, OSDBU will require Bureaus to conduct self-assessments on their small business compliance. OSDBU will validate the self-assessment before end of the fiscal year and identify any Corrective Action Plans (CAP). The CAPs will identify areas for process improvements to their small business program. The annual small business program health summary will be submitted to the Deputy Secretary by November 2022. Also, in FY 2022, Treasury OSDBU and Office of the Procurement Executive (OPE) will provide additional small business subcontracting training to Treasury's acquisition workforce to enforce subcontracting pre-award and post-award contract responsibilities.

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

Office of the Senior Procurement Executive (OPE)
In FY 2021, the Office of the Procurement Executive oversaw a significant increase in Department-wide obligations from $6.5B to $9.5B, closely collaborating with Bureaus to ensure timely execution. Treasury continued a comprehensive acquisition transformation strategy designed to facilitate innovation, strategic management, efficiency, and effective mission outcomes. The Office of the Procurement Executive established the Acquisition Innovation Advocate Roundtable to facilitate enterprise-wide adoption of innovative acquisition approaches and emerging technology. In FYs 2022 and 2023, OPE will collaborate with the Treasury Chief Data Officer to explore data solutions designed to improve acquisition planning and enhance decision-making. OPE continues to work towards revamping the major acquisition review

program to ensure successful award and performance of major acquisitions supporting mission critical functions.

In FY 2021, OPE successfully identified contractual efficiencies in support of the execution of new mission critical programs established by the American Rescue Plan (ARP). OPE focused on implementation and execution of Executive Orders 13985, Advancing Racial Equity and Support for Underserved Communities Through Federal Government; 14005, Ensuring the Future is Made in All of America by All of America's Workers; 14008, Tackling the Climate Crisis at Home and Abroad; 14028, Improving the Nation's Cybersecurity; 14030, Climate-Related Financial Risk; and 14042, Ensuring Adequate COVID Safety Protocols for Federal Contractors (implementation and execution efforts will continue in FY 2022).

In FY 2021, Treasury continued its trend towards creating savings and efficiencies through aggregating requirements and leveraging its purchasing power by utilizing existing contract vehicles. Treasury achieved both Spend Under Management (SUM) and Best-in-Class performance goals in FY 2021. To align with the Administration's priority on procurement equity and OMB Memorandum M-22-03, Treasury modified its Category Management policy to proactively balance efficient buying with promoting contracting opportunities for small, disadvantaged businesses and other socio-economic small businesses. In FY 2022, OPE will focus on creating more robust market research tools to identify capable new entrants for Treasury requirements.

Office of the Chief Data Officer (OCDO)
In FY 2021, the OCDO served as the Objective Lead for Better Use of Data by authoring five cross cutting strategies in Treasury's FY22-26 Strategic Plan. Treasury completed requirements for the first department-wide procurement of a data catalog solution, which, once implemented, will allow better management of Treasury's metadata and help enable the chief data officer to serve as the department's data lifecycle manager. Additionally, Treasury developed OCDO's organizational mission, vision, strategy, and priorities for implementation of the Evidence Act and accomplishment of Department wide data priorities. Moreover, Treasury submitted its first CDO report to Congress in FY 2021.

In FY 2022, OCDO identified a permanent Chief Data Officer and Deputy Chief Data Officer and is on track to deliver the department's first OPEN Data Plan and Data Strategy.

Treasury is also an active participant in the Federal CDO Council. Treasury's CDO is especially active in both the data inventory working groups and the data skills working group and provides ancillary support to the CDO Council's Executive Committee by reviewing documentation and offering focused support to Requests for Information and other support priorities. 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 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Annualized CR	FY 2023 Request
Appropriated Resources	$3,736	$6,000	$15,000	$22,341	$22,661	$22,494	$25,611
CFIUS Fund Transfers	0	0	0	$15,000	$15,000	$15,000	$15,000
Reimbursable Resources	0	0	0	0	$64	$105	$105
Budget Activity Total	**$3,736**	**$6,000**	**$15,000**	**$37,341**	**$37,725**	**$37,599**	**$40,716**
Full-time Equivalents (FTE)	**23**	**26**	**32**	**55**	**81**	**111**	**133**

Note: FTEs in the above include 1 FTE funded through reimbursable resources.

Performance Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2021 Target	FY 2022 Target	FY 2023 Target
Timely Review of CFIUS Cases	100%	100%	100%	100%	100%	100%	100%	100%

Key: DISC - Discontinued; B - Baseline

Committee on Foreign Investment in the United States Description of Performance:
Timely Review of CFIUS Cases: This measure tracks compliance with statutory deadlines for completing national security reviews of transactions notified to the CFIUS to ensure that the CFIUS process is timely and efficient. The target (100 percent) was met in CY 2021. IA's target for this measure in CY 2022 and CY 2023 is 100 percent.

Committee on Foreign Investment in the United States Budget and Performance *($25,611,000 from direct appropriations, $15,000,000 from fund transfers, $105,000 from reimbursable resources)*:

This office supports the following strategic objectives for Strategic Goal 2, to Enhance National Security:

- Objective 2.1: Cyber Resiliency of Financial Systems and Institutions. Harden assets and systems of Treasury and the broader financial system to promote financial system resiliency.
- Objective 2.2: Economic Measures to Advance National Security. Enhance and protect national security through the application of targeted financial measures and review of certain foreign investments.

This office supports the following strategic objectives for Strategic Goal 4, to Combat Climate Change:

- Objective 4.4: Sustainable Treasury Operations. Improve Treasury's overall environmental and energy sustainability and invest in Bureaus' adaptation and resiliency efforts to address climate change impacts on operations and services.

This office supports the following strategic objectives for Strategic Goal 5, to Modernize Treasury Operations:

- Objective 5.1: Recruit and Retain a Diverse and Inclusive Workforce. Recruit and retain a diverse workforce that represents communities that Treasury serves.
- Objective 5.2: Future Work Routines. Transform the Department's work routines to support changing mission and workforce needs.
- Objective 5.3: Better Use of Data. Increase timely access to and use of quality data and other types of evidence to inform decision-making.
- Objective 5.4: Customer Experience Practices. Mature and embed strong customer experience practices across the Department, establishing Treasury's reputation for consistently positive experiences.

In FY 2021, Treasury CFIUS continued its growth to support requirements laid out in the Foreign Investment Risk Review Modernization Act of 2018 (FIRRMA). This includes continued investment in infrastructure necessary to support an increase in CFIUS's responsibilities, as well as additional staff to manage the workload growth. FY 2021 was the first full year that the CFIUS Fund was entirely fee funded. Additional information on CFIUS can be found in the CFIUS Congressional Justification.

C – Changes in Performance Measures

Departmental Offices Salaries and Expenses has no changes to performance measures in FY 2023.

Section III – Additional Information

A – Summary of Capital Investments

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