Department of the Treasury
Bureau of the Fiscal Service

Congressional Budget Justification and Annual Performance Plan and Report

FY 2023

Table of Contents

Section I – Budget Request

A – Mission Statement
Promote the financial integrity and operational efficiency of the Federal Government through exceptional accounting, financing, collections, payments, and shared services.

B – Summary of Request
The Bureau of the Fiscal Service (Fiscal Service) plays an integral role in the National Financial Critical Infrastructure (NFCI) of the entire Federal Government and touches the lives of nearly every American. Fiscal Service is guided by its enduring aspiration that the Government is an efficient steward of its financial resources; that financial information provided by the Government is accurate; and that financial interactions with the Government are inclusive, modern, seamless, and secure.

The FY 2023 request for the Fiscal Service is $372.485 million. The Budget ensures the viability of the Government's NFCI that finances Federal operations, collects revenue, disburses payments, and reports on the Government's financial position. Because of Fiscal Service's central role in Government-wide financial operations, the Budget also supports Treasury's leadership in transforming Federal financial management to become more efficient, more accurate and deliver better service to citizens.

The Budget provides resources to maintain current operations and supports ongoing initiatives in business modernization, customer experience, improving use of data, expanding access to digital financial services, innovative financial technology, operational integrity, and our workforce. This Budget supports the Financial Management Quality Service Management Office (FM QSMO), which is responsible for operating the Federal marketplace and making quality core financial service offerings available to all Federal agencies (funding for this activity was requested in FY 2022). The Budget also focuses on promoting integrity and equity in payment and collection practices.

The Budget also supports ongoing operations related to cybersecurity for High Value Assets (HVAs) and other systems that support the NFCI. Fiscal Service will continue to partner with the Department, leveraging resources provided through the Treasury Cybersecurity Enhancement Account, to implement modern solutions that will support the security, resiliency, and agility of these critical systems and continue to maintain the financial integrity and efficiency of our operations. Our work will also continue to strengthen our cybersecurity posture by enhancing our ability to identify threats and carry out the recent Executive Order 14028, *Improving the Nation's Cybersecurity* and OMB Memo M-22-09, *Federal Zero Trust Strategy*.

These priorities will advance Treasury's Strategic Plan FY 2022-2026, promote Fiscal Service's mission to transform Federal financial management, and result in improved service for the American public.

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**
Accounting and Reporting	398	$96,472	397	$89,482	399	$98,158	0.5%	9.7%
Collections	153	$41,109	155	$43,596	155	$48,020	0%	10.1%
Payments	512	$123,190	486	$123,697	486	$132,576	0%	7.2%
Retail Securities Services	402	$59,312	391	$64,244	391	$67,816	0%	5.6%
Wholesale Securities Services	125	$25,486	130	$24,550	130	$25,915	0%	5.6%
Matured Unredeemed Debt	0	$25,000	0	$25,000	0	$0	NA	-100.0%
Subtotal New Appropriated Resources	**1,590**	**$370,569**	**1,559**	**$370,569**	**1,561**	**$372,485**	**0.1%**	**0.5%**
Other Resources								
Reimbursable	15	$224,642	9	$208,823	9	$185,149	0.0%	-11.3%
Debt Collection Fund	332	$165,538	307	$187,363	335	$199,236	9.1%	6.3%
Unobligated Balances from Prior Years	0	$137,952	0	$202,056	0	$188,713	NA	-6.6%
Subtotal Other Resources	**347**	**$528,132**	**316**	**$598,292**	**344**	**$573,098**	**8.9%**	**-4.2%**
Total Budgetary Resources	**1,937**	**$898,701**	**1,875**	**$968,811**	**1,905**	**$945,583**	**1.6%**	**-2.4%**

Note: FY 2021 Other Resources and Full-time Equivalents (FTE) reflect actuals. Table does not include the $78.65 million supplemental funding provided the Coronavirus Aid, Relief, and Economic Security Act (CARES) (P.L.116-136) in FY 2020 and $23.2 million provided by the American Rescue Plan (ARP) (P.L.117-2) in FY 2021. Unobligated balances do not include CARES and ARP. Also, the 2023 Budget Appendix includes a separate presentation for the Debt Collection Fund.

1.2 – Budget Adjustments Table

Dollars in Thousands

	FTE	Amount
FY 2022 Annualized CR	**1,559**	**$370,569**
Changes to Base:		
2023 Maintaining Current Levels (MCLs):	0	$12,276
Pay Annualization	0	$1,593
Pay Raise (4.6% average pay raise)	0	$8,197
Non-Pay	0	$2,486
Other Adjustments		
Adjustments to Meet Current Operating Levels	0	$6,940
Non-Recurring Costs:		
Matured Unredeemed Debt[1]	0	($25,000)
Subtotal Changes to Base	0	($5,784)
FY 2023 Current Services	**1,559**	**$364,785**
Program Changes:		
Program Increases:		
Quality Service Management Office[1]	2	$3,700
Fraud Prevention and Equitable Debt Collection Initiatives	0	$4,000
Subtotal Program Changes	2	$7,700
FY 2023 President's Budget Request	**1,561**	**$372,485**

[1]Included in the FY 2022 President's Budget.

C – Budget Increases and Decreases Description
Maintaining Current Levels (MCLs)..+$12,276,000 / +0 FTE
Pay Annualization (2.7%) +$1,593,000 / +0 FTE
Funds are requested for annualization of the January 2022 2.7% average pay raise.

Pay Raise (4.6%) +$8,197,000 / +0 FTE
Funds are requested for a 4.6% average pay raise in January 2023.

Non-Pay +$2,486,000 / +0 FTE
Funds are requested for non-labor expenses such as travel, contracts, rent supplies, and equipment.

Other Adjustments...+$6,940,000 / +0 FTE
Adjustments to Meet Current Operating Levels +$6,940,000 / +0 FTE
Funds are requested to cover pay and non-pay inflationary costs that are realized in FY 2022 but not appropriated under an annualized CR.

Non-recurring Cost..-$25,000,000 / -0 FTE
Matured Unredeemed Debt -$25,000,000 / -0 FTE
United States Savings Bonds that have reached final maturity and stopped earning interest are considered Matured Unredeemed Debt (MUD). As of the end of FY 2021, the MUD balance had reached $29.9 billion. The Consolidated Appropriations Act, 2021, (P.L. 116-260) provided $25 million, available until expended, for the digitization of records of matured savings bonds that have not been redeemed. This adjustment removes this appropriation from the FY 2023 Current Services levels.

Program Increases..**+$7,700,000 / +2 FTE**
Quality Services Management Office +$3,700,000 / +2 FTE
This funding, which was originally requested in the FY 2022 President's Budget, will support the continued implementation and management of the Financial Management Quality Service Management Office (FM QSMO) Marketplace, advance Government wide adoption of shared services, and ensure robust financial management support for Federal agencies. Funding will support ongoing collaboration with agency leaders modernizing financial systems; management of processes to ensure equitable access for industry to offer modern, secure, innovative, standards-based solutions and services as providers in the Marketplace; review of agency Marketplace acquisition requests to ensure adherence to standards; and delivery of expert guidance that will advance Government-wide financial management goals. FM QSMO will streamline access to Treasury services and empower customer agencies to create new opportunities for underserved communities through increased opportunities for small and disadvantaged businesses, which advances Treasury Strategic Objectives 1.3 (Economically Resilient Communities) and 5.4 (Customer Experience Practice).

Fraud Prevention and Equitable Debt Collection Initiatives +$4,000,000 / +0 FTE
Fiscal Service continues to focus on payment integrity and implementing best practices to ensure equitable debt collections. The Payment Integrity Center of Excellence (PICOE) and the Do Not Pay (DNP) Business Center improve the integrity of Government-wide financial transactions by

providing business insight and solutions that assist government agencies in identifying, preventing, and recovering improper payments. DNP also assists agencies by providing a combination of access to data sources and data analytics to aid in identification, mitigation, and elimination of improper payments. PICOE will continue to leverage cross Government data sharing, an account verification service, the Treasury Check Verification System, investigative case support and other activities to improve payment accuracy and integrity. These activities will help to advance the Administration's efforts to prevent and detect identity theft involving public benefits. While promoting the integrity of payments, Fiscal Service will also be promoting and reviewing equity in its debt collection practices by helping customer agencies to identify and implement changes that will improve their processes. This work will enable the Bureau to leverage data while enhancing information sharing practices to advance Treasury Strategic Objectives 5.3 (Better Use of Data) and 5.4 (Customer Experience Practice).

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	191,408	190,473	201,687
11.3 - Other than full-time permanent	443	214	227
11.5 - Other personnel compensation	6,832	5,227	5,591
11.9 - Personnel Compensation (Total)	**198,683**	**195,914**	**207,506**
12.0 - Personnel benefits	73,471	76,570	81,024
13.0 - Benefits for former personnel	0	0	0
Total Personnel and Compensation Benefits	**$272,154**	**$272,484**	**$288,530**
21.0 - Travel and transportation of persons	330	781	1,406
22.0 - Transportation of things	36	56	60
23.1 - Rental payments to GSA	24,222	26,265	27,994
23.2 - Rental payments to others	0	0	0
23.3 - Communications, utilities, and miscellaneous charges	71,608	63,629	59,573
24.0 - Printing and reproduction	88	112	119
25.1 - Advisory and assistance services	54,327	51,954	58,409
25.2 - Other services from non-Federal sources	21,263	39,341	37,384
25.3 - Other goods and services from Federal sources	279,606	311,239	288,487
25.4 - Operation and maintenance of facilities	2,016	1,957	2,089
25.7 - Operation and maintenance of equipment	8,788	6,411	6,659
26.0 - Supplies and materials	3,883	2,767	2,956
31.0 - Equipment	2,477	1,899	1,676
32.0 - Land and structures	53	302	372
Total Non-Personnel	**$468,697**	**$506,714**	**$487,185**
Total Obligations	**$740,851**	**$779,198**	**$775,714**

Full-time Equivalents (FTE)	**1,937**	**1,875**	**1,905**

Note: Table does not include obligations related to the Coronavirus Aid, Relief, and Economic Security Act (CARES) (P.L.116-136) and the American Rescue Plan (ARP) (P.L.117-2). Also, while the 2023 Budget Appendix includes a separate presentation for the Debt Collection Fund, this table includes amounts presented in Schedule O of the Debt Collection Fund account.

D – Appropriations Language and Explanation of Changes

Appropriations Language	Explanation of Changes
DEPARTMENT OF THE TREASURY BUREAU OF THE FISCAL SERVICE *Federal Funds* SALARIES AND EXPENSES *For necessary expenses of operations of the Bureau of the Fiscal Service, $372,485,000; of which not to exceed $8,000,000, to remain available until September 30, 2025, is for information systems modernization initiatives; and of which $5,000 shall be available for official reception and representation expenses.* *In addition, $165,000, to be derived from the Oil Spill Liability Trust Fund to reimburse administrative and personnel expenses for financial management of the Fund, as authorized by section 1012 of Public Law 101–380.* 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.	

Federal Reserve Bank Permanent, Indefinite Appropriation

The Federal Reserve Banks (FRBs) act as fiscal agents of the United States when directed by the Secretary of the Treasury in accordance with 12 U.S.C. § 391. Under this account, the FRBs support fiscal operations unrelated to the administration of the public debt and provide banking and financial services on behalf of the United States Treasury. Specifically, this account supports accounting and reporting, collections, payments, and debt collection programs. These, and other programs, are vital to the NFCI, Treasury's and Fiscal Service's strategic goals, and the expansion of e-Government efforts to reduce costs, improve accuracy and increase options available to citizens to conduct transactions with the Federal Government. Fiscal Service estimates that the cost of FRB services for FY 2023 will be approximately $685 million.

Reimbursements to the Federal Reserve Banks

Public Law (P.L.) 101-509, 104 Stat. 1389, 1394 (1990), established a permanent, indefinite appropriation to pay such sums as may be necessary to reimburse the FRBs for acting as fiscal agents. This account was further defined in FY 1992 to solely support those activities related to the administration of the public debt. Funding for FY 2023 is estimated at $188 million.

Financial Agent Services Permanent, Indefinite Appropriation
Congress has given the Secretary of the Treasury authority to deposit money in financial institutions and obtain banking and financial services by designating qualified financial institutions to act/serve as Financial Agents (FAs) of the United States. The services support many Fiscal Service programs, such as collections, payments, and debt collection. The services provided by the FAs are authorized under numerous statutes including, but not limited to, 12 U.S.C. 90 and 265. Fiscal Service estimates the cost of FA services for FY2023 will be approximately $1,012 million, which includes $1.3 million for Government Sponsored Enterprise – Mortgage-Backed Securities administrative costs.

Government Losses in Shipment
P.L. 103-329 established a permanent, indefinite appropriation to pay such sums as necessary to make payments for the replacement (or value) of valuables lost, destroyed, or damaged during United States Government shipments. The Government Losses in Shipment Act (the Act) was enacted July 8, 1937, to dispense with the necessity for insurance by the Government against loss or damage to valuables in shipment and for other purposes. The Act was amended in 1943 to cover losses resulting from the redemption of savings bonds (for example, stolen bonds that were fraudulently negotiated even though the paying agent followed identification guidelines established by the Treasury). All Authority of the Treasury under the Act is delegated to the Fiscal Service Commissioner. In FY 2023, the funding estimated to support payments for the replacement of valuables is approximately $1.6 million.

1.4 – Permanent, Indefinite Appropriations Table
Dollars in Thousands

Permanent, Indefinite Appropriation	FY 2021 Actual	FY 2022 Estimate	FY 2023 Request
Federal Reserve Bank[1]	$620,341	$665,000	$685,000
Reimbursements to the Federal Reserve Banks	$156,667	$183,000	$188,000
Financial Agent Services[1,2]	$910,460	$1,016,000	$1,012,000
Government Losses in Shipment	$1,389	$1,389	$1,627

[1]Approx $100M was reimbursed from other Government agencies and deposited into the General Fund in FY 2021.
[2]FY 2021 - FY 2023 includes $1M per year for the Government Sponsored Enterprise - Mortgage Backed Securities administrative costs.

E – Reorganization Notification - Future Readiness
The Bureau of the Fiscal Service has planned a reorganization to better position itself for the future. Treasury's strategic plan recognizes the importance of the Government's financial infrastructure to the health of the nation's economy and the welfare of its citizens. The strategic plan contains ambitious goals for the resiliency of our financial systems, the efficiency of our operations, and the quality of our services. To achieve these goals, the strategic plan envisions a diverse Treasury workforce that is highly skilled and represents the communities we serve.

The planned re-alignment of Fiscal Service translates the goals of Treasury's strategic plan as well as the Bureau's Vision for the Future of Federal Financial Management into organizational capabilities. Over the past year, we assessed the current state and explored a potential future state by conducting nearly a dozen workshops with industry experts, Fiscal Service employees, customer agencies, and program partners (e.g., the Federal Reserve Banks). The team also interviewed over 80 stakeholders who use our services. We learned how our environment will change and what our customers expect us to deliver.

The new organizational structure will better position Fiscal Service to provide a modern experience for its customers, strengthen its legacy of operational excellence, advance the adoption of its shared services, and create a diverse and inclusive workforce focused on continual professional development. The new structure will allow Fiscal Service to not only achieve our own vision for Federal financial management, but also support the goals set by Treasury's strategic plan.

The benefits of the reorganization will be realized by the American public, Federal agencies, and our employees. For the public, the emphasis on the end-to-end customer experience will mean seamless financial interactions across multiple programs – not a different experience for each program. Federal agency customers can access an integrated set of central and reimbursable services – not numerous system interfaces that seem to operate independently. Employees can focus on their development as Federal financial professionals – and not as narrowly-focused experts of a specific solution or domain. The planned organizational structure would break down our engrained organizational silos to emphasize our priorities (e.g., data, innovation, and customer experience) while maintaining operational excellence and catalyzing a culture change within the workforce.

Fiscal Service is not requesting any additional funds to implement this reorganization, and the reorganization does not result in any changes to the structure of our budget or program line items. The reorganization will not reduce the number of employees, nor will it impact employee grade levels. Additionally, the planned realignment will not require employees to relocate or change duty stations.

F – Legislative Proposals

1. Fund the Federal Payment Levy Program via collections. *Estimated costs: $220 million in Fiscal Service costs to operate the Tax Levy Program in the Treasury Offset Program over 10 years. Fiscal Service is currently being reimbursed for this cost from IRS appropriated funding.*

This proposal improves the way the Fiscal Service collects its reimbursement from IRS to cover Fiscal Service's costs in developing and operating the Federal Payment Levy Program (FPLP), which utilizes the Treasury Offset Program to process levies of Federal payments to collect delinquent tax debts. Under the Economy Act, the IRS pays fees to Fiscal Service from the IRS annual discretionary appropriation. This proposal authorizes Fiscal Service to recover its costs from levy collections, rather than from IRS's direct appropriation, which reduces administrative and overhead costs for both Fiscal Service and IRS. It would also allow IRS to re-direct the use of appropriated dollars that are currently needed to fund FPLP to other initiatives that will aid in the collection of delinquent tax debt.

2. Amend the Bank Merger Act to allow for the transition of Treasury-sponsored debit card accounts from one bank to another. *The cost avoidance associated with this proposal is estimated to be $17.64 million in labor and materials. The estimated cost avoidance will only materialize if a new financial agent is designated.*

This proposal would amend the Bank Merger Act to allow for the transition of Treasury-sponsored debit card accounts from one bank to another when Treasury changes its financial agent. Current law restricts Treasury's ability to move its sponsored debit card accounts to a new bank in order to obtain better or lower cost services. Treasury sponsored debit card programs, particularly the Direct Express program that provides Social Security benefits and Supplemental Security Income benefits, serve a vulnerable population. Thus, any disruption in service resulting from the transition to a new financial agent could have a devastating impact. To mitigate these risks, this proposal would authorize Treasury to retain new financial agents for services involving sponsored debit card accounts.

Proposed Statutory Revision: Amend 12 USC 1828(c) by adding a new section (c)(14) to read: *"This section does not apply to a transfer of deposits by an insured depository institution holding such deposits in its capacity as a financial agent of the government. Deposits held by a financial agent of the government may be transferred without consent of the account holders to another financial agent designated by the government to hold such accounts."*

Section II – Annual Performance Plan and Report

A – Strategic Alignment
In FY 2021, Fiscal Service collected over $4.91 trillion in revenue, issued more than 1.7 billion payments totaling $6.4 trillion, and conducted 472 auctions that sold $20.04 trillion in Treasury marketable securities to fund critical Government operations. Fiscal Service accounted for the Nation's $28.4 trillion public debt down to the penny, every day.

Fiscal Service operations and initiatives support and advance all five of Treasury's strategic goals. Specifically, Fiscal Service supports these Treasury strategic goals and objectives.

- Goal 1 - Promote Equitable Economic Growth and Recovery
  - Objective 1.3 - Economically Resilient Communities
- Goal 2 - Enhance National Security
  - Objective 2.1 - Cyber Resiliency of Financial Systems and Institutions
- Goal 3 - Protect Financial Stability and Resiliency
  - Objective 3.3 - Financial Innovation
- Goal 4 - Combat Climate Change
  - Objective 4.4 - Sustainable Treasury Operations
- Goal 5 - Modernize Treasury Operations
  - Objective 5.1 - Recruit and Retain a Diverse and Inclusive Workforce
  - Objective 5.2 - Future Work Routines
  - Objective 5.3 - Better Use of Data
  - Objective 5.4 - Customer Experience Practices

Fiscal Service continues its mission to promote the financial integrity and operational efficiency of the Federal Government through exceptional accounting, financing, collections, payments, and shared services. Fiscal Service is guided by Treasury's strategic plan, the Future of Federal Financial Management Vision (FM Vision), and its own strategic plan.

The FM Vision outlines three expectations citizens have for Federal financial management which guide the work within Fiscal Service:

- The Government is an efficient steward of its financial resources;
- Financial information provided by the Government is accurate; and
- Financial interactions with the Government are inclusive, modern, seamless, and secure.

We are committed to providing our customers with innovative, modern financial management solutions. This includes providing a modern customer experience to the American public, leading the Federal financial management community, and unlocking value for agency Chief Financial Officers (CFOs).

To transform financial management, Fiscal Service is guided by its strategic vision to deliver operational excellence and business modernization, provide a modern customer experience, engage its diverse high-performing workforce, increase data integrity and transparency, and provide innovative solutions to the financial management community. These transformations are more important than ever as we move forward.

Fiscal Service fulfills its mission and strategic vision through appropriated budget activities - Accounting and Reporting, Collections, Payments, Retail Securities Services, Wholesale Securities Services - and one mandatory budget activity - Debt Collection, which is funded through delinquent debt collection revenue.

The following sections detail how specific budget activities support the strategic direction and illustrate FY 2021 performance accomplishments and FY 2022 and 2023 performance goals.

B – Budget and Performance by Budget Activity
2.1.1 – Accounting and Reporting Resources and Measures

Dollars in Thousands

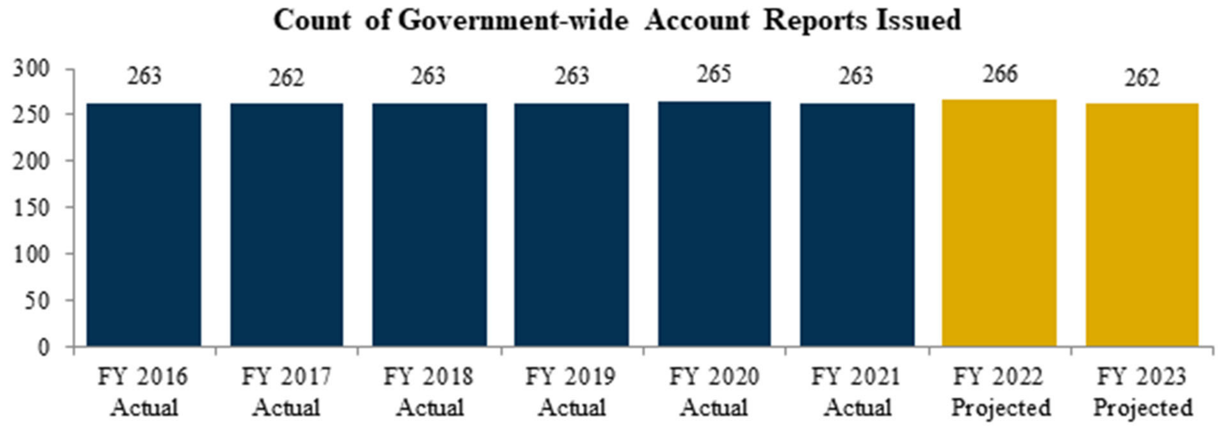
Resource Level	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Annualized CR	FY 2023 Request
Appropriated Resources	$114,829	$90,291	$94,104	$94,446	$102,344	$89,482	$98,158
Reimbursable Resources	$23,800	$18,923	$20,114	$21,205	$23,937	$26,365	$19,951
Budget Activity Total	**$138,629**	**$109,214**	**$114,218**	**$115,651**	**$126,281**	**$115,847**	**$118,109**
Full-time Equivalents (FTE)	**381**	**400**	**373**	**355**	**400**	**399**	**401**

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
Percentage of Government-wide Accounting Reports Issued Timely (%)	100	100	99.6	100	100	99.5	99	99

Note: The FY 2017 - FY 2021 appropriated resources represent actual obligations.

Accounting and Reporting Budget and Performance

($98,158,000 from direct appropriations, $19,951,000 from reimbursable sources):
Fiscal Service collects, analyzes, and publishes Government-wide financial information, made available to both the public and private sectors, to provide transparency on the Government's financial status. Fiscal Service is responsible for maintaining the Federal Government's set of accounts and serves as the repository of information for the financial position of the United States Government. The Bureau closely monitors the Government's monetary assets and liabilities through its oversight of central accounting and reporting systems. Fiscal Service oversight responsibilities include helping Federal agencies use uniform accounting and reporting standards and systems and assuring the continuous exchange of financial information between Federal agencies, OMB, and financial institutions. The Bureau also gathers and publishes Government-wide financial information for use in establishing fiscal and debt management policies as well as to allow the public and private sectors to monitor the Government's financial status. In FY 2021, Fiscal Service issued a total of 263 Government-wide accounting reports.



Description of Performance:
In FY 2021, Fiscal Service accounted for and reported on the financial activity related to the $28.4 trillion public debt and managed a daily cash flow of $209.9 billion. Fiscal also issued and serviced $6.2 trillion in Treasury securities invested by 53 Federal agencies in over 155 Federal Government trust and investment accounts, including $3.2 trillion in 17 managed trust funds. Fiscal Service continued to issue 100 percent of Government-wide accounting reports on time, including the annual Financial Report of the United States Government, which reports the financial condition of the Federal Government using accrual basis of accounting.

During FY 2021, Fiscal completed four data quality analyses of Fiscal Service data, identifying areas for improvement as well as further maturing the data quality framework. Supporting Treasury's customer experience objectives, Fiscal Data launched its first major usability improvements since the initial release of FiscalData.gov, allowing users to select the specific date range for the requested data and the ability to download all data tables from a given dataset at once. Additionally, supporting Treasury's data transparency objectives, Fiscal Service added 19 new datasets to Fiscal Data, bringing the total number of datasets on the site to 37, more than doubling the datasets from the Minimum Viable Product (MVP) launch last year.

To further expand data transparency with the American public, the Bureau published COVID-19 spending data on USAspending.gov which offers a detailed view into the $4.5 trillion spent in response to the pandemic. Fiscal also released a *Your Guide to America's Finances* update with FY 2021 data on the Data Lab to coincide with the release of the Federal Government's year-end financial data.

Additionally, Fiscal received its 25th consecutive unmodified audit opinions on the Schedules of Federal Debt from the Government Accounting Office and received timely certification from 22 of 24 CFO Act agencies and 60 of 78 independent agencies on their DATA Act submissions.

In FY 2023, Accounting and Reporting will continue to pursue innovative solutions to data quality challenges, improve delivery and digestibility of data available to the American public, and improve the audit and reporting process for Federal agencies.

In support of Treasury's objective to increase timely access to and use of quality data, Fiscal will identify data quality challenges by automating data quality analysis and providing automated data reports to drive data quality improvements. Additionally, Fiscal Service will improve our data architecture and data delivery for the Government to eliminate data redundancies, streamline processes and standards, and introduce real-time, on-demand analytics and data services.

Fiscal Service will also continue efforts to improve data transparency and accessibility. The Bureau will continue migrating open datasets to Fiscal Data, resulting in maximum usability and an intuitive customer experience. By centralizing all Fiscal Service datasets to Fiscal Data, it creates a one-stop shop for the public and Federal agencies to find Fiscal Service data in easy to use, machine readable formats. Additionally, Fiscal Service will continue to translate complex public finance data into simple, digestible insights through USAspending. This website can play a key role in building trust in Government by making complex information clear and easy to understand. In FY 2023, Fiscal Service will continue to make improvements and enhancements to the website based on user feedback and will incorporate human-centered design principles to make Federal data easier to understand and more accessible to the public.

Lastly, Fiscal Service will continue to advance enterprise analytics during FY 2023 to foster a strong data analytics culture, modernize analytics capabilities across the Bureau, and enable Fiscal Service to better leverage data to inform decision-making and improve performance.

2.1.2 – Collections 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	$35,281	$38,338	$42,333	$38,976	$42,317	$43,596	$48,020
Reimbursable Resources	$7,028	$8,042	$7,804	$8,535	$9,311	$7,754	$9,725
Budget Activity Total	**$42,309**	**$46,380**	**$50,137**	**$47,511**	**$51,628**	**$51,350**	**$57,745**
Full-time Equivalents (FTE)	**159**	**160**	**156**	**148**	**153**	**155**	**155**

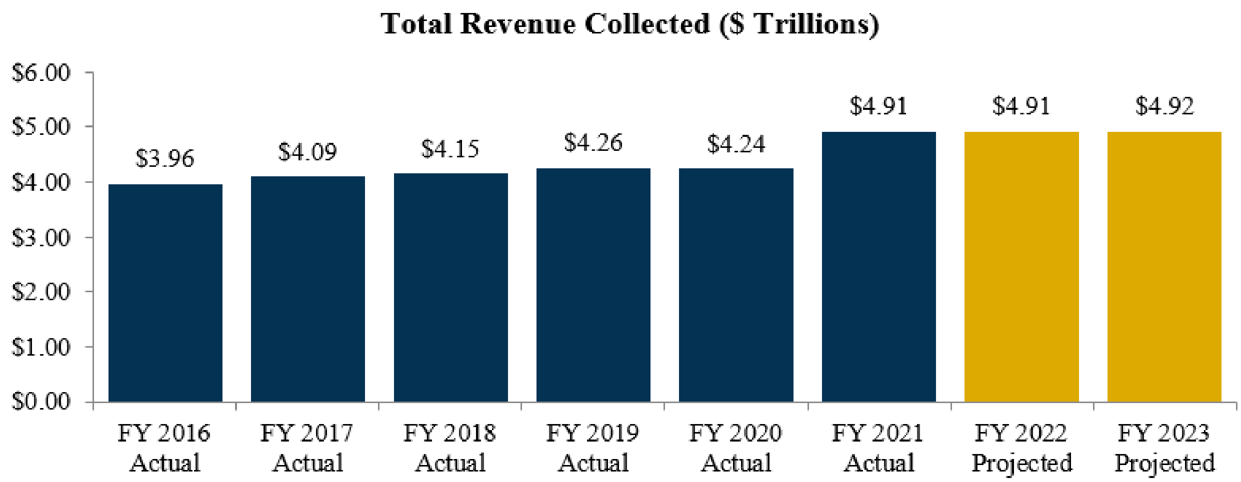
Performance Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2021 Target	FY 2022 Target	FY 2023 Target
Percentage of Total Federal Government Receipts Settled Electronically (%)	98.3	98	98.4	99	99.6	98	99	99

Note: The FY 2017 - FY 2021 appropriated resources represent actual obligations.

Collections Budget and Performance

($48,020,000 from direct appropriations, $9,725,000 from reimbursable sources):
The Collections budget activity supports the NFCI and Treasury by administering the world's largest Government collections system through a network of Fiscal and Financial Agents. Fiscal Service's collections network supports a significant number of transactions and dollars collected, demonstrating the criticality of our programs to the economy, to the operations of Government, and to the daily lives of the American public.

In FY 2021, Fiscal Service collected nearly $4.91 trillion in Federal revenue, including individual and corporate income tax deposits, customs duties, fees for Government services, fines, and loan repayments. Within the Federal revenue collected, the Electronic Federal Tax Payment System (EFTPS) processed nearly 202.2 million transactions valued at over $3.56 trillion in tax revenue while Pay.gov processed over 81.4 million transactions worth nearly $210.4 billion.



Description of Performance:
In FY 2021, Fiscal Service settled 99.6% of the funds collected electronically. This is an increase over the electronic settlement rate of 99% in FY 2020 as Fiscal Service advanced several projects to increase digitization, including expanding adoption of eCommerce digital collection options across Federal agencies. These projects continued to move paper-based transactions to electronic alternatives (e.g., Pay.gov, Digital Wallets, etc.). Fiscal Service will continue to promote electronic alternatives and assist Federal agencies in converting collections from paper to electronic media, which supports the Administration's climate priority and Treasury Strategic Objectives 3.3 (Financial Innovation) and 4.4 (Sustainable Treasury Operations).

Fiscal Service also continues efforts to streamline lockbox networks which process paper-based payments and forms. In FY 2020, the General Lockbox Network was streamlined from three financial agents to one, and from four lockbox sites to two. In FY 2021, the IRS Lockbox Network was streamlined from three financial agents to two, and from five lockbox sites to three. In FY 2023, Fiscal Service plans to continue to increase digitization and streamline lockboxes in support of Treasury's objectives of financial innovation, sustainable operations, equity, and the customer experience. Fiscal Service will be advancing its General Lockbox Network digitization efforts, with a goal of reducing paper volume by 25% by 2024. Additionally, Fiscal Service will convert 25% of Treasury General Account Network transactions from cash and check bank deposits to electronic by 2025.

2.1.3 – Payments 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	$133,998	$131,160	$122,835	$136,678	$136,627	$123,697	$132,576
Reimbursable Resources	$111,464	$117,264	$113,313	$118,127	$139,842	$130,845	$135,676
Budget Activity Total	**$245,462**	**$248,424**	**$236,148**	**$254,805**	**$276,469**	**$254,542**	**$268,252**
Full-time Equivalents (FTE)	**597**	**508**	**477**	**487**	**524**	**492**	**492**

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
Percentage of Treasury Payments Made Electronically (%)	95.1	95.4	95.6	96	96.2	96.1	96.4	96.6
Count of Improper Payments Identified or Stopped (# in Thousands)	21.4	20.3	22.4	22.8	23.8	21.5	22.5	23.6
Dollar Amount of Improper Payments Identified or Stopped ($ Millions)	36.6	35.5	41.1	43.5	47.6	37.0	38.8	40.7

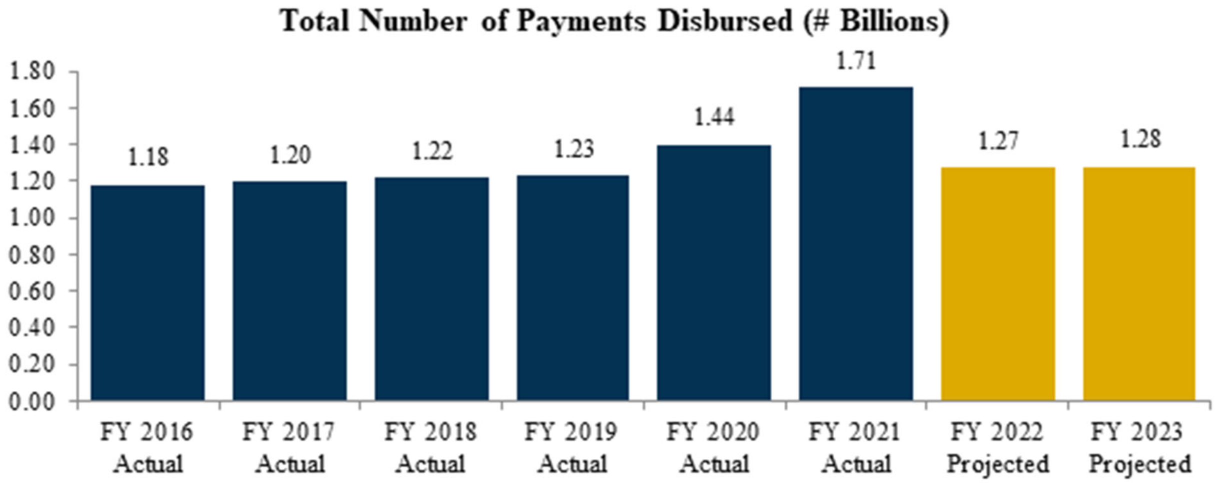
Note: The FY 2017 - FY 2021 appropriated resources represent actual obligations.

Payments Budget and Performance

($132,576,000 from direct appropriations, $135,676,000 from reimbursable sources):
The Fiscal Service Payments budget activity supports the National Financial Critical Infrastructure (NFCI) and delivers Federal payments on behalf of more than 250 Federal entities through disbursement mechanisms such as paper checks, Electronic Fund Transfers (EFT), debit cards, and other digital payment mechanisms. The public relies on the Fiscal Service disbursement of payments, including programs such as Veterans' Compensation and Pension, Social Security Benefits, Federal and Railroad Pensions, IRS tax refunds, and Supplemental Security Income (SSI). Fiscal Service continues to focus on improving the public's payment experience, promoting the use of electronic channels in the payments process, and assisting agencies in converting payments from paper checks to electronic, improving payment integrity, expanding financial inclusion, promoting cost-effective and sustainable operations in support of the Administration's climate priority and Treasury Strategic Objectives 3.3 (Financial Innovations) and 4.4 (Sustainable Treasury Operations), and delivering payments and related services expeditiously to the American public.

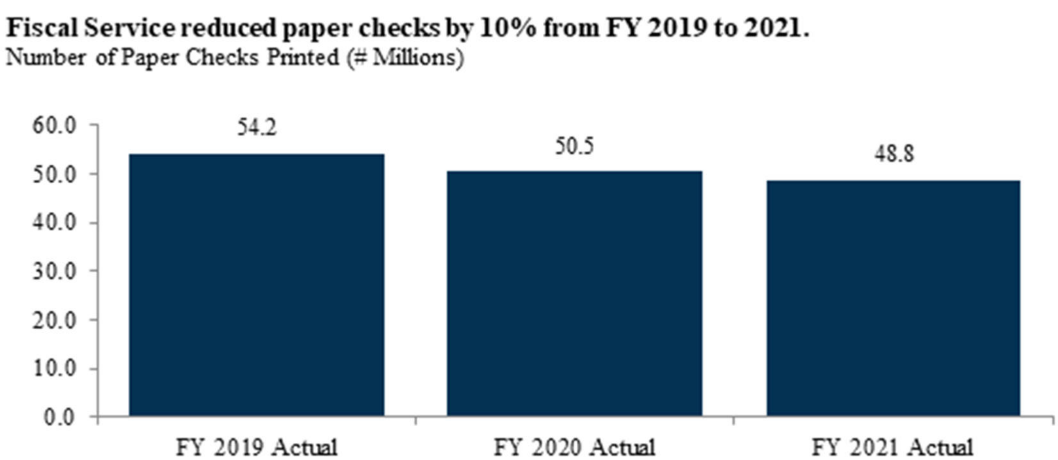
Fiscal Service continues to increase the percentage of Federal payments which are Treasury-disbursed. In FY 2021, Fiscal Service disbursed 90.5 percent of all Federal payments (88.4 percent excluding Economic Impact Payments).

In FY 2021, the Fiscal Service payments activity continued to support COVID-19 pandemic recovery efforts, specifically the delivery of Economic Impact Payments (EIP) and the Advance Child Tax Credit (CTC) payments to the American public. These recovery programs have significantly increased the payments workload volume. In FY 2021, Fiscal Service issued approximately 500 million more payments than in 2019, or a 42% increase in the number of payments disbursed. In FY 2021, Fiscal Service securely disbursed 1.7 billion payments, totaling $6.4 trillion.



Description of Performance:
In FY 2021, Fiscal Service was critical to the rapid implementation of programs providing relief to American workers and families during the coronavirus pandemic. Fiscal Service's use of modern, seamless, and secure electronic payment methods dramatically improved the speed and delivery of payments, including more than 428 million EIP2, EIP3, and CTC payments totaling $583 billion.

While supporting recovery efforts, Fiscal Service also continued advancing its planned initiatives and modernizations within the Payments activity. One major initiative in this area was the FY 2020-2021 Agency Priority Goal (APG) to improve the public's payment experience by reducing paper checks and increasing electronic payments. Excluding EIPs and checks directly related to the pandemic, Fiscal Service achieved its APG targets and reduced checks from 54.2 million in 2019 to 48.8 million in 2021, a 10% reduction. Additionally, collaborating with the IRS, Fiscal Service increased the IRS Tax Refund electronic rate from 77% in 2019 to 80.3% in 2021. This increase in electronic payments resulted in faster, more secure, and significantly fewer payment issues or exceptions for the public.



**Excludes EIPs, Department of Education, and Department of Veterans Affairs checks directly related to the pandemic.*

In FY 2022-2023, Fiscal Service will build on these efforts with a new APG to provide a modern, seamless, and secure payment experience for the public that meets customer needs while reducing costs, expanding financial inclusion, and improving climate sustainability of Treasury's operations by increasing electronic payments. Supporting Executive Order 14058, *Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government* and Treasury's designation as a High-Impact Service Provider and the Administration's climate and equity priorities, the Bureau, in collaboration with IRS, will seek to improve the electronic payment rate for all payments (including individual tax refunds) and improve financial inclusion. Fiscal will continue to promote and increase the delivery of payments through EFT, with an emphasis on tax refunds, vendor payments, benefit payments, and other miscellaneous payments. This is especially notable, as historically, check payments are 16 times more likely to have exceptions (e.g., lost, stolen, returned, etc.) than payments made via direct deposit. Additionally, the Bureau plans to explore, develop, and deploy innovative, customer-driven electronic payment solutions.

In FY 2023, Fiscal Service plans to continue modernizing the entire payments lifecycle. This initiative will modernize payment disbursement and address aging technology, resulting in increased efficiencies, improved resiliency and security, and an enhanced user experience.

Fiscal Service plans to modernize our centralized electronic invoicing service, which currently serves 151 Federal entities including 19 CFO Act agencies and 160,000 vendors. The e-Invoicing service automates Government invoicing from purchase order through payment notification, resulting in reduced paper, Governmentwide cost savings and efficiencies, faster payments, more accurate data, better cash management, and enhanced daily interactions between Government and commercial organizations. This modernization initiative supports the administration's priority to deliver excellent, equitable, and secure Federal services and enhance the customer experience. Additionally, Fiscal Service plans to complete the project aimed at processing faster payments in FY 2023. Faster Payments embraces the ability to pay or be paid instantly – with near real-time settlement. Not only will this benefit the American public by providing a more efficient payment option to customers, but it will also support the efforts to decrease the number of paper checks issued.

Fiscal Service will also continue to advance payment integrity in the Federal Government. In partnership with OMB, Fiscal Service will continue to advance its Government-wide payment integrity services and solutions through its payment integrity programs. During FY 2021, Fiscal Service received OMB approval and official designation to add 12 new data sets to the Do Not Pay (DNP) portal for analytic use. Additionally, Fiscal Service engaged with State and Federal programs to expand and adopt our payment integrity services. During the year, Fiscal Service hosted three agency partnership forums to advance the payment integrity mission, on-boarded seven new State and five new Federal programs for DNP services and initiated 23 new DNP projects with State and Federal programs.

These payment integrity services were critical in preventing improper and fraudulent payments while implementing recovery programs. During recovery program implementation, Fiscal Service used multiple approaches to maximize electronic disbursements, resulting in faster payments to Americans and increased payment integrity. This included Account Verification

Service (AVS), a new pilot program to supplement Fiscal Service cross-Government data with a third-party verification service and bank matching to convert checks to direct deposit.

Fiscal Service partnered with IRS and with FEMA's COVID-19 Funeral Assistance Program to leverage Fiscal's AVS to verify the status of a bank account and authenticate account ownership for recovery payments. In FY 2021, the AVS prevented $171.2 million in improper payments. Additionally, Fiscal Service used bank matching to convert 70.2 million EIPs and CTCs from check to direct deposit using cross-Government banking information at a 99.7% accuracy rate. This conversion of check to direct deposit avoided $33 million in check production costs.

In FY 2023, Fiscal Service will continue to manage its portfolio of payment integrity tools, services, and data sources with a focus on access to data and data sharing; data analytics; and standardized and agency-specific payment integrity solutions. These programs support agencies, law enforcement, and states in combatting fraud, waste, abuse, and improper payments. Fiscal Service will continue to provide actionable business insights and solutions that transform how Federal agencies approach identifying, preventing, stopping, and recovering improper payments and related fraudulent activity.

2.1.4 - Retail Securities Services 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	$61,910	$60,491	$55,465	$56,344	$62,104	$64,244	$67,816
Reimbursable Resources	$12,642	$12,100	$13,306	$12,406	$16,418	$15,549	$14,326
Matured Unredeemed Debt	$0	$0	$0	$401	$5,237	$25,000	$0
Budget Activity Total	**$74,552**	**$72,591**	**$68,771**	**$69,151**	**$83,759**	**$104,793**	**$82,142**
Full-time Equivalents (FTE)	**472**	**434**	**388**	**393**	**403**	**392**	**392**

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
Percentage of Retail Customer Service Transactions That Are Unassisted (%)	N/A	N/A	69	70	63	71	72	73

Note: The FY 2017 - FY 2021 appropriated resources represent actual obligations.

Retail Securities Services Budget and Performance

($67,816,000 from direct appropriations, $14,326,000 from reimbursable sources, $0 from appropriations for Matured Unredeemed Debt):

Fiscal Service provides simple, safe, and affordable ways for investors to directly interact with the Department of the Treasury to save for their future by investing in Treasury securities. The U.S. Treasury began offering savings bonds in paper in 1935. Today, electronic savings bonds and marketable securities are sold through TreasuryDirect, an internet-based book-entry system for purchasing, holding, and conducting Treasury securities transactions. In FY 2021, Fiscal Service electronically issued $73.6 billion in Treasury retail securities (includes sales and reinvestments), processed $86.4 billion in redemptions, added 219,740 new accounts to TreasuryDirect, and made 2.2 million retail payments worth $23.1 billion.

Description of Performance:
Retail Securities continues to make progress toward improving the retail customer experience by enabling customers to purchase, manage, and redeem their Treasury security holdings through one platform, known as myTreasury, by 2024. The multi-year initiative to build myTreasury is a key modernization effort that will replace the existing TreasuryDirect system and will offer innovative products and services to improve the customer experience through a modern, efficient, and customer-centric system. In FY 2021, Fiscal Service began executing the migration plan and building functionality to move marketable securities data from TreasuryDirect to myTreasury.

In FY 2021, Retail Securities saw a decline in the percentage of unassisted retail customer service transactions, with 63% unassisted during the fiscal year, significantly lower than the 71% target. This was the result of both reduced sales of marketable Treasury securities, as well as a continued trend of customers redeeming savings bonds through mail services instead of in-person interactions with financial institutions as a result of the COVID-19 pandemic.

Retail Securities also continues to improve the customer experience and help owners find and claim savings bonds that have reached final maturity and stopped earning interest through the Matured Unredeemed Debt (MUD) initiative. Treasury's redemption process for paper savings bonds has proven effective, given that 99% of all paper savings bonds ever issued have been redeemed. Annually, Treasury redeems approximately 7.2 million matured savings bonds worth $4 billion, including nearly 1.8 million bonds that were five or more years past maturity. As of the end of FY 2021, the balance of these matured unredeemed savings bonds was $29.9 billion across 82.3 million pieces. During FY 2021, the Bureau began a multi-phase approach to digitize and index its records of paper savings bonds. The Bureau also began a data matching effort to compare MUD records against various systems (e.g., bureau systems and other government databases) to obtain updated bond owner information in order to develop strategies to better reach these customers. For example, the Bureau initiated mailings to a subset of customers within TreasuryDirect to create awareness of MUD bonds and provide guidance for redeeming them. In addition to other customer experience improvements being considered, Fiscal Service continues to work with the National Association of Unclaimed Property Administrators (NAUPA) and the National Association of State Treasurers (NAST) to find collaborative solutions to locate owners of MUD bonds.

2.1.5 - Wholesale Securities Services 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	$16,796	$21,851	$23,522	$23,414	$25,031	$24,550	$25,915
Reimbursable Resources	$4,214	$4,613	$4,599	$5,062	$5,415	$4,888	$5,471
Budget Activity Total	**$21,010**	**$26,464**	**$28,121**	**$28,476**	**$30,446**	**$29,438**	**$31,386**
Full-time Equivalents (FTE)	**117**	**116**	**112**	**116**	**125**	**130**	**130**

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
Percentage of Auction Results Released Accurately (%)	98.9	98.9	98.8	100	100	100	100	100
Percentage of Auctions Successfully Completed by the Scheduled Close Date (%)	N/A	N/A	100	100	100	100	100	100

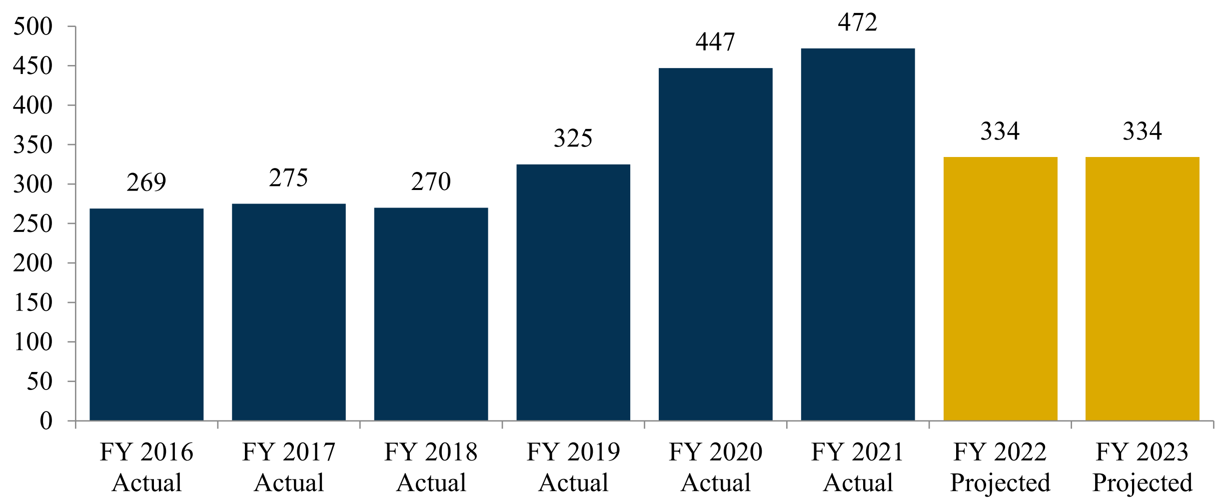
Note: The FY 2017 - FY 2021 appropriated resources represent actual obligations.

Wholesale Securities Services Budget and Performance

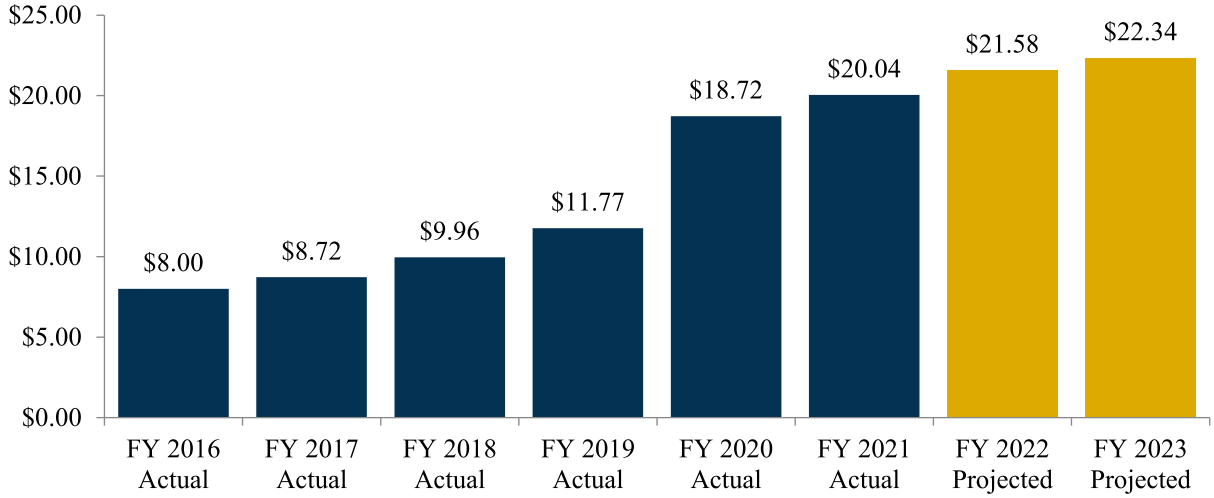
($25,915,000 from direct appropriations, $5,471,000 from reimbursable sources):
The Wholesale Securities Services (WSS) budget activity finances daily Government operations by offering Treasury securities through reliable, accurate, and secure electronic systems. Fiscal Service oversees the announcement, auction, and issuance of marketable Treasury bills, notes, bonds, floating rate notes, and inflation-protected securities.

In FY 2021, Treasury successfully conducted 472 auctions and awarded $20.04 trillion in Treasury securities - both records for a single year. Fiscal Service also set record highs on April 26, 2021, with $267 billion awarded on a single day and on September 8, 2021, with six auctions held in a single day. Thirteen auctions were held the week of January 25, 2021, matching the weekly record that was set in FY 2020. Debt financing activities continue to be elevated, evidenced by the 45 percent increase in the number of auctions conducted above the pre-pandemic FY 2019 level of 325 auctions.

Total Number of Auctions Conducted



Dollar Amount of Marketable Securities Awarded ($ Trillions)



Description of Performance:
In FY 2021, Fiscal Service continued to see unprecedented demand for borrowing needs that began in FY 2020 with the COVID-19 pandemic. Through this increased financing activity, Fiscal Service continued to demonstrate operational excellence by successfully completing 100 percent of auctions by the scheduled close date and by releasing 100 percent of auction results accurately.

In FY 2021, Fiscal Service also continued the Financing Modernization (FinMod) effort, a multi-year program to modernize the financing system in alignment with Treasury's strategic priorities and long-term business requirements. This modernization will include development of a new system to support operations, meet customer expectations, become current with existing technologies, manage technical debt, and improve the delivery of secure, flexible, and resilient financing services. In addition to advancing its modernization initiative, Fiscal Service increased automated testing and successfully deployed ten enhancement releases to the current Treasury Automated Auction Processing System (TAAPS) with zero defects.

2.1.6 – Debt Collection 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	$0	$0	$0	$0	$0	$0	$0
Reimbursable Resources[1]	$176,928	$167,726	$204,512	$214,910	$195,256	$210,785	$199,236
Budget Activity Total	**$176,928**	**$167,726**	**$204,512**	**$214,910**	**$195,256**	**$210,785**	**$199,236**
Full-time Equivalents (FTE)	**417**	**389**	**366**	**348**	**332**	**307**	**335**

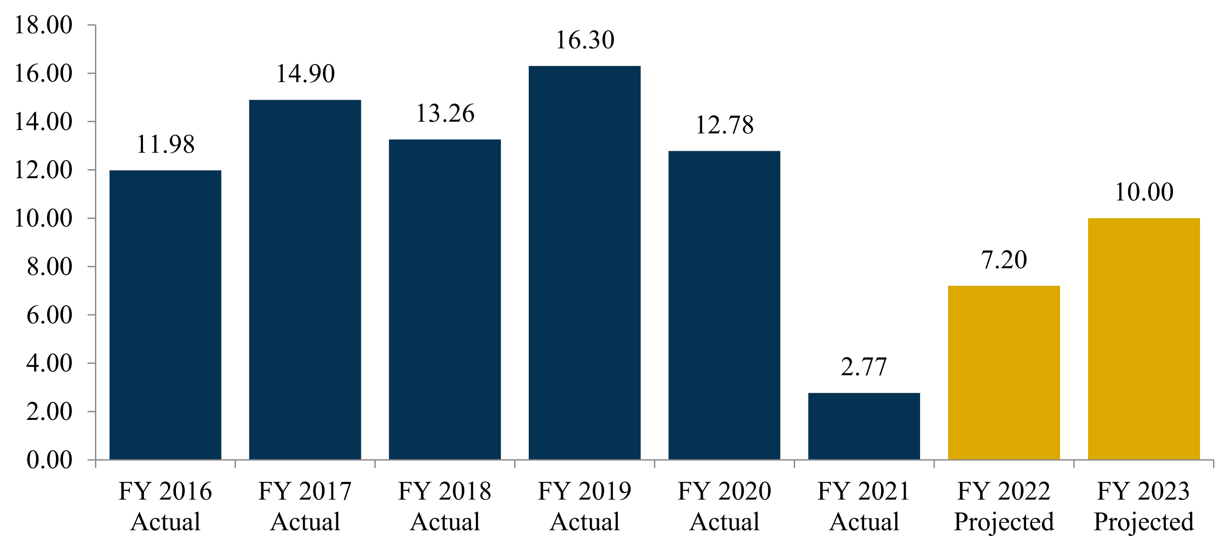
Performance Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Target	FY 2023 Target
Amount of Delinquent Debt collected Through A11 Available Tools ($ Billions)	7.61	7.44	9.65	10.68	5.04	8.81	5.26	7.61
Amount of Delinquent Debt Collected Through All Available Referred ($ Billions)	N/A	N/A	14.3	15.7	15.9	14.9	15	13.9
Percentage of the Active Delinquent Debt Portfolio Collected (%)	N/A	N/A	6.8	9.2	7.3	7	6.7	6.5

Note: The FY 2017 - FY 2021 appropriated resources represent actual obligations.
[1]FY 2023 does not include $22 million as part of our Federal Payment Levy Program legislative proposal.

Debt Collection Budget and Performance

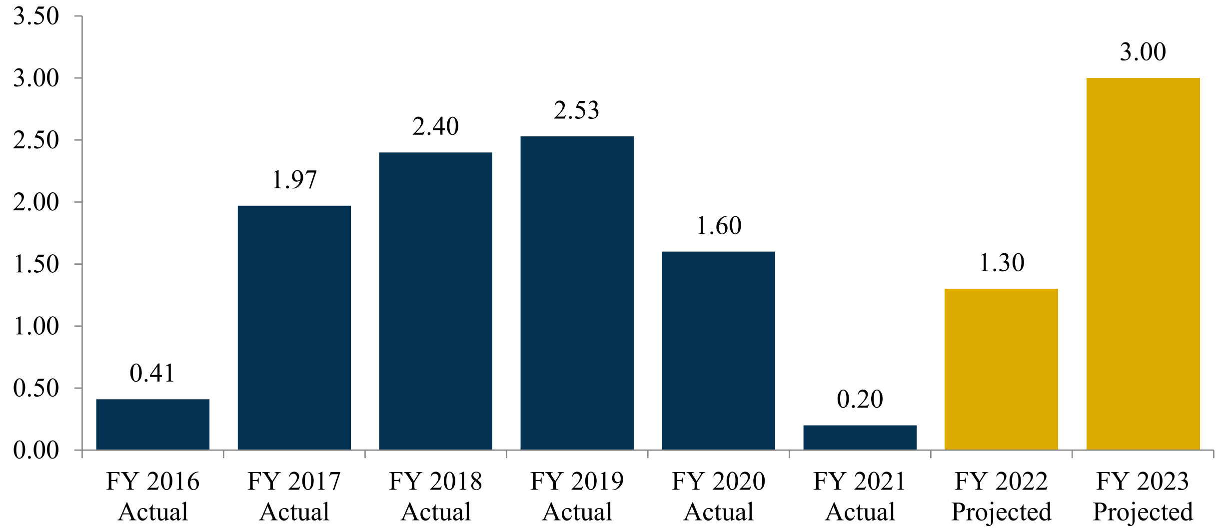
($199,236,000 from Debt Collection sources):
Fiscal Service is the Government's central debt collection agency and funds its delinquent debt collection operations through fees charged to agencies that refer debts for collection. Fiscal Service collects delinquent debt through two programs: the Treasury Offset Program (TOP) and Cross-Servicing. TOP collects delinquent Federal and state tax and nontax debts by matching the names and taxpayer identifying numbers of debtors included in its database against the names and taxpayer identifying number of recipients of Federal and state payments. If there are matches, the amounts of the payments are reduced ("offset") to satisfy either all or a portion of the delinquent debts. In FY 2021, Fiscal Service processed 2.77 million new debt referrals through TOP.

Number of Debts Processed Through TOP (Millions)



Through Cross-Servicing, delinquent nontax debts referred to Fiscal Service by Federal agencies (e.g., loans and administrative debts such as overpayments, fines, fees, etc.) are collected in several ways, including offsetting Federal payments, sending demand letters to debtors, entering into payment agreements, withholding non-Federal wages administratively, referring debts to the Department of Justice for litigation, reporting credit to bureaus, and referring to private collection agencies. In FY 2021, Fiscal Service processed 0.20 million new debt referrals through Cross-Servicing.

Number of Debts Processed Through Cross Servicing (Millions)



<u>*Description of Performance:*</u>
During FY 2021, the COVID-19 pandemic continued to impact delinquent debt collection. Total delinquent debt collections fell below the original annual target due to several Federal agencies extending their delinquent debt collection suspensions in response to economic concerns related to the pandemic. Fiscal Service ended the year collecting $5.04 billion in delinquent debt from all tools, falling short of the target of $8.81 billion. Of the $5.04 billion collected in delinquent debt, $4.8 billion was collected through TOP, and $269.3 million was collected through Cross-Servicing. TOP's FY 2021 collections included delinquent debts owed to states, such as $2.71 billion of delinquent child support and $294.8 million of state Unemployment Insurance payments.

Fiscal Service anticipates ongoing concerns about the COVID-19 pandemic and associated economic recovery will continue to negatively affect collections in FY 2022 and potentially 2023. In FY 2020, the collections success was driven by offsets of the first round of EIP to collect delinquent child support. The second and third rounds of EIP were exempt from all offsets resulting in a significant decline in collections revenue. Fiscal Service reduced expenditures to address these challenges and continues to identify opportunities to gain efficiencies. Even with these measures, the anticipated collections reduction in FY 2022 creates funding challenges in 2023 and beyond. Fiscal Service will conduct an independent assessment to evaluate the debt collection program's current cost structure and fee methodology, identify potential cost saving opportunities to counter losses, and explore potential funding alternatives to provide a more sustainable model capable of evolving with future Government needs.

C – Changes in Performance Measures
There are no changes to performance measures since the FY 2022 Congressional Justification.

With the publication of Treasury's Strategic Plan for FY 2022-2026, Fiscal Service will work this year to baseline performance against the new strategic objectives.

Section III – Additional Information

Summary of Capital Investments
Fiscal Service leads the way for responsible, effective Government through our commitment to technology enablement, customer-focused service, efficient operations, strategic partnering, and agility to securely enable the missions of the Federal Government. Fiscal Service strategically governs and manages its information technology (IT) portfolio lifecycle, and continually harnesses IT resources, investment health, and portfolio performance insights for capital planning decisions to deliver secure, flexible, extensible, and resilient technology services and solutions that maximize business value.

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

Effective Investment Governance
Fiscal Service Governance focuses on overall progress in achieving the outcomes described in the Bureau's Strategic Plan and the Future of Federal Financial Management vision. The governance and portfolio management functions ensure that the IT Portfolio maintains cost effectiveness and continuously delivers intended results throughout the lifecycle of its investments. This includes a monthly performance assessment on investment's cost, schedule, risk and performance trends. A ChatStat process – where projects are formally reviewed based on negative trends or concerns, senior leadership is given visibility into the project's issues, and Get-to-Green plans are established and tracked to completion – is now fully operationalized in Governance as well. The Bureau is also beginning to evaluate programs and projects for ongoing results management. The value insights being gained inform governance decisions around investment planning, selection, resourcing, and prioritization to best support the mission and long-term plans for Fiscal Service and Treasury.

Effective Project Execution
Fiscal Service has a disciplined and consistent approach to project management (PM) rooted in industry standard best practices and supported by a Bureau-wide Program Management Improvement Accountability Act (PMIAA) framework, Solutions Lifecycle Policy, and Project Performance and Accountability Standards. The PMIAA framework is in pilot, and policy/standard gap assessments are underway. In addition, the Bureau has a project management

community of practice that provides practitioners with a collaborative forum and communications, unique learning opportunities, creative problem-solving support, and leadership led discussions on practical lessons learned. Each large-scale IT initiative has a dedicated program manager and integrated program team. The systems that support each investment are enhanced using iterative development techniques, with most of the Bureau's software development projects using an iterative development methodology. Project-based reporting is used to align projects from governance through execution and thus improve the Bureau's ability to monitor performance and shape IT strategy.

Enterprise Architecture Services

Enterprise Architecture (EA) services ensure that Fiscal Service applies a common framework, using consistency and standardization practices, to describe and analyze investments which enables the Bureau to proactively plan for changes, according to business vision and technology trends. Fiscal Service's EA program is designed to facilitate cross-agency analysis of capabilities, knowledge, processes, and relationships to apply evidence-based techniques, identify duplicative investments, discover goals and opportunities for collaboration with other agencies, and establish a line-of-sight from the highest-level strategic goals to the infrastructure that enables the achievement of those goals. The value provided by the Bureau's EA services is demonstrated through the development of a Fiscal Service technology roadmap, which is leveraged in tandem with IT Portfolio rationalization and investment and cost optimization efforts to continuously transform methods of IT service and product delivery. Service Brokers ensure this transformation is designed and implemented in a standardized manner while also aligned with customer expectations by engaging with stakeholders ahead of their modernization needs.

Enterprise Risk Management (ERM)

The nature of Fiscal Service's work requires effective enterprise risk management and high levels of performance to ensure the Bureau maintains operational excellence while seeking innovative solutions to improve efficiencies and transform financial management and the delivery of shared services in the Federal Government. To this end, Fiscal Service has established an Office of Enterprise Risk Management (OERM) to promote a common understanding and approach to risk management and strengthen organizational capabilities to recognize, assess, and address risks that could disrupt the successful achievement of strategic goals and objectives. Fiscal Service has also established a Bureau Risk Committee to provide executive-level accountability for identifying, managing, and monitoring enterprise risk for the Bureau, making timely and collaborative risk decisions, providing transparency around enterprise risks, and enabling a risk-aware culture. In collaboration with the Executive Board/Risk Committee, OERM has developed the Fiscal Service Risk Appetite Statement to guide the Bureau's strategic analysis of risk. Moreover, through the development and issuance of an ERM framework, policies, guidance, and tools, the Bureau incorporates risk management practices in decision-making processes such as strategic and tactical planning, workforce planning, capital investment planning, objective prioritization, and budget formulation. Fiscal Service continues to communicate the importance of effective risk management to all employees.

Cybersecurity

Fiscal Service has a multi-faceted mission that promotes financial integrity and operational efficiency across the Federal Government. As such, protecting the information and technology resources that support the Bureau's mission with more modern solutions that will support security, resiliency, and agility are critically important. Fiscal Service is responsible for 63 Federal Information Security Modernization Act of 2014 (FISMA) systems with billions of Personally Identifiable Information (PII) records, including multiple High Value Assets (HVAs) that support the Financial Services Sector of the Critical Infrastructure (CI) of the Federal Government. Fiscal Service invests in strengthening the cyber defenses of HVAs and other systems against the increasing volume, sophistication, frequency, impact and brazenness of global cybersecurity threats. These investments are critical to maintain confidence in the financial ecosystem of the United States and avoid the immeasurable reputational damage Treasury would suffer in the event of a significant data breach or cybersecurity incident. Financial integrity and operational efficiency are accomplished by effective, coordinated management of security risks and incidents that ensure the confidentiality, integrity, and availability of the Bureau's systems are maintained. Fiscal Service employs a defense-in-depth strategy and approach to identify, protect against, detect, and respond to anomalies in the Bureau's network and systems. In addition, Enterprise Cybersecurity ensures Fiscal Service information technology resources are compliant with the National Institute of Standards and Technology security standards and satisfies annual security audit requirements. In 2022 and beyond, Fiscal Service is accelerating efforts that will enhance cybersecurity and support cyber resiliency, including implementing the provisions of Executive Order 14028, *Improving the Nation's Cybersecurity*, and addressing the zero trust security requirements in OMB Memorandum M-22-09.