



The Congressional Budget Office's Request for Appropriations for Fiscal Year 2024

Note

Numbers in the text, tables, and figures may not add up to totals because of rounding.

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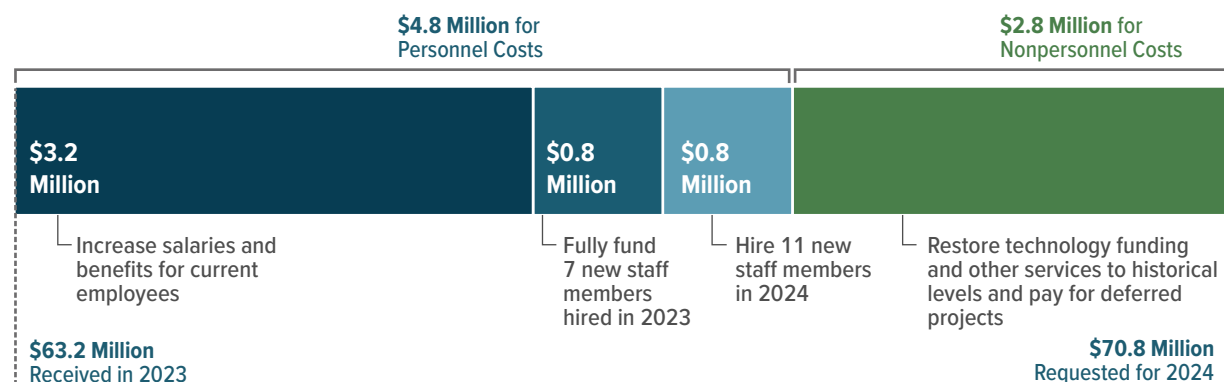
The Congressional Budget Office requests appropriations of \$70.8 million for fiscal year 2024: 89 percent would be for pay and benefits; 8 percent would be for information technology, including tools to improve cybersecurity; and 3 percent would be for training, expert consultants, office supplies, and other items. The request amounts to an overall increase of \$7.5 million, or 12 percent, from the \$63.2 million that CBO received for 2023. That unusually large increase would help the agency overcome disruptions brought about by inflation and an appropriation that was \$1.4 million less than CBO requested for fiscal year 2023.

The requested budget is based on strong interest in CBO's work from Congressional leadership, committees, and Members. In 2022, the need to assess large and complex legislation—including the Consolidated Appropriations Act, 2023; the 2022 reconciliation act (P.L. 117-169); the Honoring Our PACT Act of 2022; and the CHIPS Act of 2022—strained the agency's resources in many areas. In the future, providing estimates and assistance to the Congress as it considers significant legislative initiatives, as well as proposals to address the nation's fiscal challenges, is likely to require additional resources.

In 2024, CBO will ensure, as it has throughout its history, that its work is objective and insightful. The agency will continue its practice of making no policy recommendations and carrying out its mission with integrity. The budgetary increase that CBO is requesting would strengthen the agency's ability to be even more responsive to Congressional needs by fully funding the staffing increase that is underway this year, restoring the summer intern program, and by funding 11 new staff members in 2024:

- 7 staff members to conduct more analysis in the areas of climate change and infrastructure, defense and homeland security, income security, and immigration, as well as long-term projections;
- 2 staff members to support more senior analysts when demand surges for analysis of a particular topic or when additional assistance is needed for a complicated estimate; and
- 2 staff members to assist CBO's efforts in human resources and other operations.

Components of Requested \$7.5 Million Increase (Reflects rounding)



The requested increase is larger than usual for a few reasons:

- The proposed budget would provide for a staffing increase to enable CBO to better respond to requests for support and analysis from committees and Members, as noted above.
- The high rate of inflation boosted CBO's personnel costs for 2023. As a result, and because the 2023 appropriation was constraining, the agency has had to cut back on purchases of certain services and equipment. Information technology, which includes both equipment and cloud services, is a key element in the agency's ability to carry out its work. The requested 2024 budget would enable CBO to catch up on deferred purchases on information technology.
- The higher costs for current personnel will carry over into 2024, and a further cost-of-living adjustment is planned for 2024. Attracting and retaining the expert staff that CBO needs to accomplish its mission requires the agency to offer competitive salaries.

CBO's Budget Request and Its Consequences for Staffing and Output

In fiscal year 2024, CBO will continue its mission of providing objective, insightful, clearly presented, and timely budgetary and economic information to the Congress. The \$70.8 million requested would be used mostly for personnel salaries and benefits. (For more details, see Appendixes A and B.)

Funding Request for Personnel Costs and Consequences for Staffing

CBO requests \$63.1 million for salaries and benefits to support 290 full-time-equivalent positions (FTEs). That amount represents an increase of \$4.8 million, or 8.2 percent, from the \$58.3 million that was provided to CBO in fiscal year 2023. Of the \$4.8 million, \$4 million would support staff who are expected to be on board at the end of fiscal year 2023.

Of the total requested amount:

- \$45.2 million would cover salaries—an increase of \$3.4 million, or 8.1 percent, from the amount provided in 2023. The requested increase would fund the hiring of 11 new staff members in 2024 and fully fund staff members hired at various times throughout 2023. It would also provide for inflation adjustments and performance-based salary increases for current staff in 2024. Employees earning less than \$100,000 would receive an across-the-board increase of 5.3 percent, whereas employees earning \$100,000 or more (for whom more of their compensation is based on performance) would receive a 3.3 percent increase.
- \$17.9 million would fund benefits—an increase of \$1.4 million, or 8.5 percent, from the amount provided in 2023. The requested increase would cover growth in the cost of federal benefits and would fund benefits for 11 new staff members.

Funding Request for Nonpersonnel Costs

CBO requests \$7.7 million for costs other than personnel costs. Those funds would cover current information technology operations—such as cybersecurity, software and hardware maintenance, software development, communications, and purchases of commercial data and equipment—and would pay for training, services by expert consultants, office supplies, travel, interagency agreements, facilities support, printing and editorial support, financial management operations (including auditing of the agency's financial statements), subscriptions to library services, and other items.

The requested amount is \$2.8 million, or 56.5 percent, larger than the amount provided in fiscal year 2023. Expenses for certain computing services and equipment are unusually low in 2023, which helps to pay for higher-than-expected personnel costs. For 2024, CBO is requesting sufficient funding to return to planned operations. That funding would, among other things, continue to provide computing capabilities for many CBO staff whose workstations have migrated to cloud-based systems and improve CBO's ability to detect, assess, and recover from cyberattacks. Much of the agency's spending on cybersecurity is a cost of maintaining access to data that are essential to CBO's analyses.

Consequences for Output

The requested funding would allow CBO to produce a great deal of valuable analysis for the Congress, including analysis in areas in which the agency anticipates additional legislative activity and oversight. It would also allow CBO to provide more technical assistance to committees and Members when they are crafting legislation and faster turnarounds when demand surges. In addition to providing major products, CBO would be able to continue to produce other important material, such as slide decks, interactive tools, and blog posts.

CBO regularly consults with committees and the Congressional leadership to ensure that its resources are focused on the work that is of highest priority to the Congress. Nevertheless, the demands on the agency remain intense and strain its resources in many areas. Even with high productivity by a dedicated staff, CBO expects that it will not be able to produce as many estimates and other analyses as committees, leadership, and individual Members request.

The Congressional Budget Office's Major Products, Calendar Years 2022 to 2024

Type of Product	2022, Actual	2023, Estimate	2024, Estimate
Fulfilled Requests for Technical Assistance. Such requests typically come from committees and Members of Congress seeking a clear picture of the budgetary impact of proposals before they introduce or formally consider legislation.	Thousands	Thousands	Thousands
Cost Estimates. Most cost estimates include both estimates of federal costs and assessments of the cost of mandates imposed on state, local, and tribal governments or the private sector.	760	700	700
Estimates for Suspension Bills. For bills considered under suspension of the rules in the House of Representatives, CBO provides estimates of the bills' effects on mandatory spending and revenues.	390	300	300
Scorekeeping Tabulations. Those tabulations include account-level estimates for individual appropriation acts at all stages of the legislative process, as well as summary tables showing the status of discretionary appropriations (by appropriations subcommittee) and running totals on a year-to-date basis.	100	100	100
Reports, Working Papers, Testimonies, and Interactive Tools. CBO's publications are generally required by law or prepared in response to requests from the Chairs and Ranking Members of key committees. They examine the outlook for the budget and the economy, major issues affecting that outlook under current law, the budgetary effects of policy proposals that could change that outlook, the details of the federal budget process, and a broad range of related budgetary and economic topics in such areas as health care, defense policy, Social Security, and climate change.	83	70 to 80	70 to 80

CBO's Role in Support of the Congress

CBO was established by the Congressional Budget Act of 1974 (the Budget Act) to provide information that would support the Congressional budget process and help the Congress make effective budget and economic policy. CBO's work follows processes specified in that law and subsequent laws or developed over time by the agency in concert with the House and Senate Budget Committees and the Congressional leadership. The agency's chief responsibility under the Budget Act is to help the Budget Committees with the matters under their jurisdiction. CBO also supports other Congressional committees—particularly the Appropriations, Ways and Means, and Finance Committees, as the Budget Act requires—and the leadership of the House and Senate.

The agency is committed to providing information that is:

- Objective and insightful—representing the consensus of experts from around the country and the diversity of their views and incorporating the best new evidence as well as the lessons of experience;
- Timely—responding as quickly as possible to the needs of the Congress; and
- Clearly presented and explained—so that policymakers and analysts understand the basis for the agency's findings and have the opportunity to question the analysis and methods used.

CBO strives to present the likely budgetary and economic consequences of proposals being considered by the Congress so that lawmakers can make informed policy choices. In keeping with CBO's mandate to provide analysis that is objective and impartial, the agency makes no policy recommendations and carries out its mission with integrity.

CBO's Staffing

CBO employs analysts with many types of expertise, who support the Congress in collaboration with managers and support staff. At the beginning of January 2023, 276 positions at CBO were filled. Health care was the area of analysis requiring the most staff.

For key staffing changes over the past year, as well as CBO's organization charts, see Appendix C.

Allocation of CBO Staff, January 2023

	Number of Staff
Principal Areas for Analysts	
Health Care	53
Income Security, Labor, and Retirement	28
National Security, Veterans' Programs, International Affairs, and Immigration	25
Energy, Environment, Natural Resources, and Transportation	23
Taxation	19
Finance, Housing, and Education	18
Macroeconomics	16
Budget Outlook	10
Appropriations	9
Mandates	5
Principal Types of Activities for Other Staff	
Information Technology	16
Human Resources, Financial Management, and Other Support	14
Editing and Publishing	13
General Management	10
Administrative Support	7
Website	5
Legal Services	5
Interns	0
Total	276

CBO's Ability to Obtain Restricted Information

The House Committee on Appropriations directed CBO to report to the committees of jurisdiction on any challenges in accessing federal data and to identify whether the Congress can take any actions to ensure continuous and real-time access. CBO obtains from federal agencies a wide array of information, which it uses to produce baseline budget projections, economic projections, cost estimates, and reports.

The Budget Act provides CBO general authority to access data from a variety of sources. CBO also accesses data by using specific authority or by collaborating with other agencies. Enhancements in computing power and the increasing availability of outside data sources are leading to changes in standards and best practices for maintaining privacy, including the implementation of formal methods and protocols. Shifting legal and regulatory frameworks of federal agencies can weaken or cut off CBO's access to information. During 2022, CBO identified three such challenges—two involving specific authorities (one of them now resolved) and one involving the Budget Act:

- **Pharmaceutical pricing data.** The Consolidated Appropriations Act, 2022, restored CBO's access to pharmaceutical pricing information. That law amended the Social Security Act to reestablish the agency's access to data that had recently been denied, and

it put CBO on an equal footing with other legislative agencies, namely, the Government Accountability Office and the Medicare Payment Advisory Commission (MedPAC). CBO will use the data to provide the Congress with more informed baseline projections and cost estimates.

- **Preserving access to student loan data.** Without a change to section 6103 of the Internal Revenue Code, CBO will lose access to an important component of the agency's models of the student loan and Pell grant programs. CBO currently receives from the Department of Education data on the income of student loan and Pell grant recipients. When the Department of Education and the Internal Revenue Service (IRS) implement changes to the Internal Revenue Code that were enacted in 2019, that income information will be newly classified as federal tax information (FTI) because the department will begin receiving it directly from the IRS. CBO requests an amendment to section 6103 to allow the agency to continue to receive those data. CBO receives FTI for other purposes and is compliant with the IRS's security requirements. CBO has been working with the committees of jurisdiction regarding an amendment.
- **Strengthening general authority under the Budget Act.** CBO seeks an amendment to strengthen section 201(d) of the Budget Act to clarify the agency's authority to obtain executive branch data and speed its access to that information. Section 201(d) of Budget Act provides CBO general authority to obtain data held by the executive branch "(other than material the disclosure of which would be a violation of law)." That caveat risks undermining the broad data access that the Budget Act is intended to provide and is unnecessary when another statute more specifically governs CBO's access to specific data. The caveat can also delay CBO's access to data by requiring additional discussions with agencies, thus impairing the timeliness of CBO's work. CBO has been working with the committees of jurisdiction regarding an amendment that would remove the caveat and, in its place, provide CBO access to executive branch data unless CBO's access is specifically disallowed by a future law. The amendment also includes a reference to section 203(e) to highlight CBO's obligation to protect the restricted information it receives.

As the interests of the Congress change, CBO must develop the capacity to analyze new issues and policies. For that reason, the agency will need to obtain new sources of information and might require new specific authorities to do so. CBO will work with the committees of jurisdiction as new challenges arise.

Requirements to Report Recommendations by Others

The Good Accounting Obligation in Government Act requires agencies' budget requests to report public recommendations made by the Government Accountability Office or by an office of inspector general. There are currently no such recommendations for CBO to report.

In addition, the Joint Explanatory Statement accompanying the Consolidated Appropriations Act, 2023, directed each legislative branch agency to provide in its annual budget justification a summary of all open oversight recommendations, to include the reasons why a recommendation remains open and a cost proposal for fully implementing each unresolved recommendation. CBO has no open oversight recommendations to report.

Highlights of CBO's Work in 2022

In calendar year 2022, another year of unprecedented legislative activity, CBO continued to provide analysis to the Congress efficiently. For a more comprehensive review of CBO's work in 2022 than appears here, see Appendix D.

Analyzing Major Legislation

CBO provided assistance and estimates at every stage of the legislative process for the Consolidated Appropriations Act, 2023; the 2022 reconciliation act; the Honoring Our PACT Act of 2022; and the CHIPS Act of 2022 —always with the goal of providing information when it was most useful to the Congress. CBO's contributions related to those bills included the following:

- Technical assistance (including responses to thousands of requests for preliminary estimates) to staff members of various House and Senate committees and in leadership offices as they developed legislative proposals,
- Cost estimates amounting to hundreds of pages of detailed information,
- Feedback on hundreds of amendments before they were considered on the House or Senate floor, and
- Tables summarizing the bills' budgetary effects.

Meeting Other Legislative Needs of the Congress

CBO carried out much other work as well, often under tight time constraints. It responded to thousands of other requests for technical assistance (including providing information about the budgetary effects of proposed amendments to legislation), prepared hundreds of other cost estimates, reviewed 390 bills considered under the House's suspension calendar (which is generally used to handle noncontroversial bills that are expected to pass quickly and with little debate), and compiled 100 scorekeeping tabulations.

To give but one example, as part of its review of the James M. Inhofe National Defense Authorization Act for Fiscal Year 2023 (P.L. 117-263), CBO prepared a cost estimate and reviewed about 2,400 amendments. Of those, 846 amendments were reviewed when the bill was being considered by the House Armed Services Committee, 1,494 (submitted by 355 Members of the House) were reviewed before the bill was considered on the House floor, and 56 were reviewed before consideration on the Senate floor.

For the bills on the suspension calendar, as part of its ongoing efforts to be responsive and transparent, CBO began posting its reviews on its website in June 2021. Before then, CBO transmitted the effects of suspension bills on mandatory spending and revenues directly to the Majority and Minority Leaders of the House of Representatives and the House Committee on the Budget.

Finally, to provide the Congress with as much information as possible before the 117th Congress concluded, CBO expedited the release of crucial information. The agency published tables providing summary budgetary information for more than 100 bills that had been ordered reported by 14 different House and Senate committees.

CBO's First Goal for 2023 and 2024: Providing Budgetary and Economic Information That Is Objective and Insightful

In 2023 and 2024, CBO will ensure, as it has throughout its history, that its work is objective and insightful. Carrying out its mission with integrity, the agency will continue its practice of making no policy recommendations and will continue to strive to present the likely consequences of alternative policy proposals.

Many of the products that CBO will produce in the next two years are specified by statute—for example, an annual report on the outlook for the budget and the economy and cost estimates for bills reported by committees. CBO's other analyses address issues being considered by the Congress, provide background information on budgetary and economic conditions that are relevant for the consideration of legislation, or explain the tools that the agency uses to develop projections and estimates. Many of the specific projects that CBO undertakes this year and next will depend on the agency's budget, on the legislative agenda, and on requests from Congressional committees and leadership. CBO regularly consults with Members and staff about what topics and types of analyses would be most valuable to the Congress, and the agency responds as rapidly as possible to Congressional interest.

The analyses requested by the Congress at times involve new and complex issues; even for recurring issues, a constantly changing context creates new challenges. CBO expends substantial resources to understand the substance underlying policy issues and estimate the budgetary and economic effects of legislative proposals. Many of CBO's analyses involve assembling evidence from numerous sources, determining and synthesizing the implications of that evidence, and building models to quantify effects of specific proposals and variations of them.

To be ready to provide timely responses to requests, the agency makes ongoing investments in that process. For example, CBO is currently improving its capability to analyze the effects that proposed legislation on energy and climate change could have on the economy and the federal budget. CBO is also improving its capability to analyze the effects of proposed legislation on people in different demographic and income groups.

Fulfilling Requests for Technical Assistance

At various stages of the legislative process, CBO will provide Congressional committees with technical assistance related to the budgetary impact of proposed legislation. To the extent practicable, CBO will also provide such information to Members' offices.

Providing Cost Estimates and Mandate Statements

CBO will provide cost estimates to fulfill the statutory requirement to estimate the cost of bills reported by committees. Upon request, CBO will also provide cost estimates at other stages of the legislative process. Most of those cost estimates will include estimates of the effects of intergovernmental and private-sector mandates. In addition, for bills considered under suspension of the rules in the House of Representatives, CBO will provide estimates of the effects on mandatory spending and revenues.

Producing Estimates for Appropriation Bills

CBO will estimate the budgetary impact of appropriation bills and provide regular status reports on discretionary appropriations and on the effects of legislation on mandatory spending and revenues.

Publishing Reports, Working Papers, Testimonies, and Interactive Tools

CBO will produce comprehensive reports about the outlook for the budget and the economy, describing the agency's baseline budget and economic projections and the basis for them. Working papers will provide additional details on the budgetary and economic trends underlying the projections. In addition, CBO will estimate the budgetary impact of the proposals in the President's budget.

CBO will also report on the long-term budget outlook, examining how Social Security, Medicare, Medicaid, and other parts of the federal budget are likely to be affected over the coming decades by the aging of the population and growth in the cost of health care per person. And CBO will examine specific issues, such as the long-term costs of the Defense Department's plans and the costs of the Navy's shipbuilding plans.

Furthermore, the agency will provide in-depth analyses of various issues, responding to the interests and concerns of Congressional committees and leadership. Those analyses will address broad budgetary issues and an array of other topics, including health care, income security, education, macroeconomic conditions and problems, trade, financial markets, credit programs, taxes, national security, energy, climate change, and infrastructure.

CBO's Second Goal for 2023 and 2024: Strengthening Responsiveness

CBO seeks to provide information at the time when it is most useful to the Congress. Depending on its purpose, that information takes a variety of forms, such as cost estimates, background information, and technical assistance. In most cases, CBO completes a cost estimate before legislation comes to a floor vote. In addition, the agency works to provide technical assistance, reports, and other information to lawmakers and their staff during earlier stages of the legislative process.

Beginning in fiscal year 2019, the Congress increased CBO's budget in part to allow the agency to implement a plan to strengthen its responsiveness to the Congress. To carry out that plan, CBO has expanded staffing in high-demand areas, such as health care and immigration. It has increased its use of assistant analysts, who can move from one topic to another to support more senior analysts when demand surges for analysis of a particular topic or when additional assistance is needed for a complicated estimate. In addition, CBO is engaging expert consultants in complex areas, such as health policy, economic forecasting, and climate-related research. Finally, the agency is continuing to expand its use of team approaches for large and complicated projects. That approach has been particularly effective in enabling CBO to produce timely analysis of legislation involving health care.

CBO's goal is to increase the number of staff with overlapping skills within and across teams. In some cases, those skills will consist of expertise related to particular topics, such as defense or transportation. In other cases, they will be more technical, such as the ability to design and improve simulation models. In a similar vein, CBO plans to invest additional resources in bolstering analysts' ability to coordinate work that requires expertise from across the agency. Another objective is to give additional senior analysts responsibility for projects that span multiple subject areas.

The budgetary increase that CBO is requesting would allow it to increase its efforts to be responsive. In 2023 and 2024, CBO plans to hire additional staff who will increase the agency's expertise and modeling capability in the areas of defense, income security, immigration, and Social Security, as well as long-term projections—areas in which CBO expects the Congress to have increased interest.

CBO's Third Goal for 2023 and 2024: Enhancing Transparency

CBO works hard to make its analysis transparent and plans to strengthen those efforts, building on the increased emphasis that it has placed on the endeavor over the past several years. In 2023 and 2024, many of CBO's employees will spend part of their time on efforts to make the agency's analysis more transparent.

Testifying and Publishing Answers to Questions

In 2023 and 2024, CBO expects to testify about its baseline projections and other topics in response to requests by the Congress. That work will involve presenting oral remarks, answering questions at hearings, and presenting written statements, as well as publishing answers to Members' questions for the record. CBO will continue to address issues raised as part of the oversight provided by the House and Senate Budget Committees and the Congress generally.

Explaining Analytical Methods

CBO plans to publish material providing general information to help Members of Congress, their staff, and others better understand its work. For example, CBO will explain its analytical methods for a report that examines the federal government's exposure to flood risk through residential mortgage guarantee programs. CBO also is preparing various primers to help Congressional staff understand budgetary concepts and the agency's processes. The documents will explain topics such as rescissions, the laws that govern how the agency's baselines are constructed, the fiscal measures the agency considers when constructing its long-term budget analysis, and the methods it uses to prepare baseline projections and cost estimates. Working papers, too, will provide such explanations for various topics, and in some cases, CBO will be able to publish the computer code used in models.

Releasing Data

In 2023 and 2024, CBO will maintain its practice of publishing extensive sets of data to accompany its major recurring reports, including detailed information about 10-year budget projections, historical budget outcomes, 10-year projections for federal trust funds, revenue projections by category, spending projections by budget account, tax parameters, effective marginal tax rates on labor and capital, and 10-year projections of economic variables, including the economy's potential (or sustainable) output.

The agency will also provide details about its baseline projections for the Federal Pell Grant Program, student loan programs, Medicare, the military retirement program, the pension benefit guarantee program, the Social Security Disability Insurance program, the Social Security Old-Age and Survivors Insurance program, the trust funds for Social Security, child nutrition programs, child support enforcement and collections, foster care and adoption assistance programs, the Supplemental Nutrition Assistance Program, the Supplemental Security Income program, the Temporary Assistance for Needy Families program, the unemployment compensation program, the Department of Agriculture's mandatory farm programs, federal programs that guarantee mortgages, programs funded by the Highway Trust Fund, benefits for veterans and military personnel stemming from the Post-9/11 GI Bill, and veterans' disability compensation and pension programs.

Other data will provide details about long-term budget projections, projections underlying Social Security estimates, more than a thousand expired or expiring authorizations of appropriations, and dozens of federal credit programs. When CBO analyzes the President's budget request, it will post a set of files providing estimates of the budgetary effects of specific proposals. The agency will also continue to post the data for various reports' charts and tables.

Analyzing the Accuracy of CBO's Estimates

In 2023 and 2024, CBO will continue to release reports analyzing the accuracy of its past projections of outlays, revenues, deficits, and debt. And the agency will compare its projections of federal subsidies for health insurance with actual amounts.

Comparing Current Estimates With Previous Ones

In several of its recurring publications—reports about the budget and economic outlook, federal subsidies for health insurance, and the long-term budget outlook—CBO will continue to explain the differences between the current year's projections and those produced in the previous year. In its cost estimates, CBO will continue to identify related legislative provisions for which it has provided recent estimates and explain the extent to which the provisions and estimates at hand are similar or different.

Comparing CBO's Estimates With Those of Other Organizations

CBO will compare its budget projections with the Administration's and its economic projections with those of private forecasters and other government agencies when possible. And in various reports, the agency will include comparisons of its estimates with estimates made by other organizations. When time does not allow for publication but interest is high, analysts will discuss such comparisons with Congressional staff.

Estimating the Effects of Policy Alternatives

In 2023 and 2024, CBO will update some of its interactive tools and release new ones to help the Congress and the public better understand the effects of potential changes to federal policies. Reports will also illustrate the potential effects of various policy proposals.

Characterizing the Uncertainty of Estimates

CBO will update an interactive workbook showing its estimates of how changes in economic conditions affect the federal budget. The agency's reports about the 10-year outlook for the budget and the economy, the long-term outlook for the budget, and federal subsidies for health insurance will contain substantial discussions of the uncertainty of CBO's projections. In addition, in most cost estimates in which uncertainty is significant, CBO will include a discussion of the topic.

Creating Data Visualizations

In 2023 and 2024, CBO will provide information about its budget and economic projections in slide decks and create infographics about actual outlays and revenues. The agency will also produce more reports that rely principally on visual presentations. And it will look for opportunities to include graphics to enhance the explanations in some cost estimates.

Conducting Outreach

CBO will continue to communicate every day with Congressional staff and others outside the agency to explain its findings and methods, respond to questions, and obtain feedback. The agency's Director will meet regularly with Members of Congress to do the same. After each set of baseline projections is published, CBO's staff will meet with Congressional staff to discuss the projections and answer questions.

CBO will obtain input from its Panel of Economic Advisers, its Panel of Health Advisers, and other experts. Many reports will benefit from outside experts' written comments on preliminary versions. For some recurring reports produced on compressed timetables, such as the one about CBO's long-term budget projections, the agency will solicit comments on previous publications and selected technical issues to incorporate improvements in future editions.

CBO's staff will give presentations on Capitol Hill—some in collaboration with Congressional committees and the Congressional Research Service—on CBO's budget and economic projections and on other topics. Those presentations will allow CBO to explain its work and answer questions. The agency will also give presentations about its findings and about work in progress in a variety of venues to offer explanations and gather feedback. In addition, CBO will use blog posts to summarize and highlight various issues.

CBO's Fourth Goal for 2023 and 2024: Improving Internal Operations

In addition to directly serving the Congress, CBO develops employees' skills and provides the technological infrastructure to help them be as productive as possible.

Developing Employees' Skills

CBO will continue to focus on staff development in 2023 and 2024. Because the agency has increased hiring during the past three years, it has more new employees than usual, making staff development especially important and essential to the agency's mission. Also, as expected, an increased number of retirements occurred over the past year, so the agency is focusing on transferring knowledge. Furthermore, CBO is working to address the need for several staff development efforts that were delayed or canceled during the coronavirus pandemic.

CBO will continue to enhance the knowledge and skills of its staff by funding participation in conferences of researchers, practitioners, and government employees on various economic and policy topics, as well as training in analytical tools and various skills. Knowledge transfer and the development of leadership skills will be prioritized to aid CBO's efforts in succession planning and continuity of operations. CBO will also continue to provide courses on writing, effective presentation skills, and graphics to ensure that its work is as well communicated and as useful as possible. To remain fiscally prudent, CBO continues to develop employees' skills through internal training and training by sister agencies when it can. The hybrid work environment, while challenging, has presented opportunities for more flexible training that is delivered virtually. CBO will look to increase training and development in 2023 and beyond as normalcy returns in a postpandemic work setting.

Maintaining and Improving Technological Infrastructure

CBO continually works to maintain and improve its technological infrastructure, and especially, recently, technologies that support a hybrid work environment. In 2023 and 2024, the agency plans to:

- Continue to update and transform desktop computers and file storage to increase capabilities, enhance ease of use, and improve disaster recovery capability;
- Continue to improve its ability to detect, assess, and recover from cyberattacks by upgrading, replacing, and adding certain software and systems and by testing the systems' capabilities to withstand attacks via malicious email or the agency's network;
- Continue to improve computing capabilities for staff by shifting remaining workstations to cloud-based systems;
- Continue to improve network connections and the diversity of vendors to ensure that those connections remain resilient and available to support remote work capabilities;
- Continue to invest in cloud computing technologies in support of efficient, high-performing computing operations;
- Continue to implement enhanced security systems to minimize CBO's "attack surface"; and
- Continue to implement endpoint threat detection and response to guard against advanced, persistent threats and ransomware.

Appendix A: Detailed Tables

Tables A-1 through A-7 provide a detailed breakdown of the Congressional Budget Office’s past budgets and requested appropriations for fiscal year 2024. Tables A-8 and A-9 provide additional information.

Table A-1.

Summary of Salaries and Expenses Appropriation, by Organizational Unit

Thousands of Dollars

Organizational Unit	FY 2022, Actual		FY 2023, Enacted		FY 2024, Requested		Change From FY 2023, Enacted, to FY 2024, Requested		
	FTEs ^a	Funding	FTEs	Funding	FTEs	Funding	FTEs	Amount	Percentage
Office of the Director ^b	20	4,315	19	4,198	20	4,582	1	384	9.1
Budget Analysis	90	18,260	90	18,940	93	20,299	3	1,359	7.2
Financial Analysis	9	1,840	9	1,909	10	2,191	1	282	14.8
Health Analysis	28	5,779	32	6,761	32	7,018	0	257	3.8
Labor, Income Security, and Long-Term Analysis	18	3,735	21	4,425	22	4,880	1	455	10.3
Macroeconomic Analysis	18	3,707	17	3,597	18	3,937	1	340	9.5
Management, Business, and Information Services	41	14,183	44	13,713	46	16,990	2	3,277	23.9
Microeconomic Studies	11	2,297	13	2,735	15	3,433	2	698	25.5
National Security	14	2,761	14	2,956	14	3,075	0	119	4.0
Tax Analysis	20	4,063	19	4,003	20	4,370	1	367	9.2
Total	269	60,940	278	63,237	290	70,775	12	7,538	11.9

Numbers sometimes do not add up to totals because of rounding.

FTE = full-time-equivalent position; FY = fiscal year.

a. Cumulative number of FTEs over the course of the year.

b. Includes the Office of Communications and the Office of the General Counsel.

Table A-2.

Summary of Salaries and Expenses Appropriation, by Object Class

Thousands of Dollars

Object Class	CBO Activities	FY 2022, Actual	FY 2023, Enacted	FY 2024, Requested	Change From FY 2023, Enacted, to FY 2024, Requested	
					Amount	Percentage
11.1	Full-Time Permanent Positions	36,737	38,960	42,133	3,173	8.1
11.3	Other Than Full-Time Permanent	1,601	1,889	2,032	143	7.6
11.5	Other Personnel Compensation (Performance awards)	849	925	975	50	5.4
11.5	Other Personnel Compensation (Overtime)	32	30	30	0	0
12.1	Personnel Benefits	<u>15,316</u>	<u>16,531</u>	<u>17,933</u>	<u>1,402</u>	8.5
	Total, Pay	<u>54,535</u>	<u>58,335</u>	<u>63,103</u>	<u>4,768</u>	8.2
21.0	Travel and Transportation of Persons	88	150	200	50	33.3
23.3	Communications, Utilities, and Miscellaneous Charges	465	435	610	175	40.2
24.0	Printing and Reproduction	13	39	40	1	2.6
25.0	Other Services	4,492	3,809	5,590	1,781	46.8
26.0	Supplies and Materials	422	418	468	50	12.0
31.0	Equipment	<u>926</u>	<u>51</u>	<u>764</u>	<u>713</u>	1,398.0
	Total, Nonpay	<u>6,405</u>	<u>4,902</u>	<u>7,672</u>	<u>2,770</u>	56.5
	Total	<u>60,940</u>	<u>63,237</u>	<u>70,775</u>	<u>7,538</u>	11.9

Numbers sometimes do not add up to totals because of rounding.

FY = fiscal year.

Table A-3.

Salaries and Expenses Appropriation: Analysis of Change

	FTEs	Requested Amount (Thousands of dollars)
Funding for FY 2023, Enacted	278	63,237
Mandatory Pay and Related Costs		
FY 2024 across-the-board pay adjustment (Pay only)		650
Full funding for 7 staff hired in FY 2023 (Pay only)	5	585
Annualization of prior FY personnel actions (Pay only)		583
FY 2024 performance increases (Pay only)		567
Personnel additions (11 new staff members in 2024; pay only)	5	540
One additional workday than in fiscal year 2023 (Pay only)		163
Increase in other than full-time permanent (Pay only)		143
Restoration of summer intern program (Pay only)	2	85
Increase in performance awards (Pay only)		50
Personnel benefit changes under current law (Benefits)		993
Full funding for 7 staff hired in FY 2023 (Benefits)		175
Personnel additions (Benefits)		162
One additional workday than in fiscal year 2023 (Benefits)		65
Restoration of summer intern program (Benefits)		7
Total, Mandatory Pay and Related Costs	12	4,768
Price-Level Changes		
Price increases		299
Total, Price-Level Changes		299
Program Changes		
Increase in other services		1,581
Increase in equipment		633
Increase in communications		156
Increase in travel		50
Increase in supplies and materials		50
Increase in printing and reproduction		1
Total, Program Changes		2,471
Net Increase or Decrease	12	7,538
Funding for FY 2024, Requested	290	70,775

FTE = full-time-equivalent position; FY = fiscal year.

Table A-4.

Staffing Summary

Organizational Unit	FY 2022, Actual		FY 2023, Enacted FTEs ^c	FY 2024, Requested FTEs ^c	Change in FTEs From FY 2023, Enacted, to FY 2024, Requested
	Number of Employees ^a	FTEs ^b			
Office of the Director ^d	19	20	19	20	1
Budget Analysis	90	90	90	93	3
Financial Analysis	9	9	9	10	1
Health Analysis	31	28	32	32	0
Labor, Income Security, and Long-Term Analysis	20	18	21	22	1
Macroeconomic Analysis	16	18	17	18	1
Management, Business, and Information Services	42	41	44	46	2
Microeconomic Studies	13	11	13	15	2
National Security	13	14	14	14	0
Tax Analysis	19	20	19	20	1
Total	272	269	278	290	12

FTE = full-time-equivalent position; FY = fiscal year.

a. Number of employees at the end of the year.

b. Cumulative number of FTEs over the course of the year.

c. Based on the number of employees projected for the end of the previous year, minus projected terminations and plus projected hires for the specified year, and allowing for lag time between terminations and hires.

d. Includes the Office of Communications and the Office of the General Counsel.

Table A-5.

Supplemental Data on Mandatory Pay Increases in CBO's Request

Thousands of Dollars

Category	Amount	Explanation of Calculation
FY 2024 Across-the-Board Pay Adjustment (Pay only)	650	Funding for a projected 5.3 percent across-the-board pay increase in January 2024 for staff whose salary is less than \$100,000 (if such an increase is authorized for executive branch agencies) and 3.3 percent for staff whose salary is \$100,000 or greater.
Full Funding for 7 Staff Hired in FY 2023 (Pay only)	585	Fully fund staff hired throughout fiscal year 2023 (5 additional FTEs).
Annualization of Prior FY Personnel Actions (Pay only)	583	CBO annualized FY 2023 actions to include promotions and performance-based increases for staff.
FY 2024 Performance Increases (Pay only)	567	CBO uses a performance-based system to reward its employees. Performance-based increases are based on employees' accomplishments in the previous year, as reflected in annual performance reviews. Performance is assessed according to five criteria: quality of work, timeliness and productivity, initiative, written and oral communication skills, and effectiveness of working relationships. Managers' performance is also assessed according to a sixth criterion, leadership. CBO's Director makes the final decisions on all pay changes. Maintaining the ability to reward performance is essential in view of the competitive job markets for economists, budget analysts, and other professionals.
Personnel Additions (11 new staff members in 2024; pay only)	540	CBO added pay for 5 additional FTEs.
One Additional Workday Than in FY 2023 (Pay only)	163	CBO increased pay needs because there will be 261 compensable days in FY 2024, one more than the 260 compensable days in FY 2023.
Increase in Other Than Full-Time Permanent (Pay only)	143	Funding to support an increase in costs for employees other than full-time permanent employees.
Restoration of Summer Intern Program (Pay only)	85	Funding to support restoring the summer intern program to its full level (2 additional FTEs).
Increase in Performance Awards (Pay only)	50	Funding to support the growth in staff over the past four years and inflation.
Personnel Benefit Changes Under Current Law (Benefits)	993	The estimated cost of the change in benefits associated with the salary increases listed above, plus rising prices for benefits.
Full Funding for 7 Staff Hired in FY 2023 (Benefits)	175	Fully fund staff hired throughout fiscal year 2023.
Personnel Additions (Benefits)	162	CBO added benefits for 5 additional FTEs.
One Additional Workday Than in FY 2023 (Benefits)	65	CBO increased pay needs because there will be 261 compensable days in FY 2024, one more than the 260 compensable days in FY 2023.
Restoration of Summer Intern Program (Benefits)	7	Funding to support restoring the summer intern program to its full level (2 additional FTEs).
Total, Mandatory Pay Increases	4,768	

FTE = full-time-equivalent position; FY = fiscal year.

Table A-6.

Supplemental Data on Price-Level Increases in CBO's Request

Thousands of Dollars

Category	Amount	Explanation of Calculation
General Inflationary Increase	299	CBO included an adjustment of 3.4 percent to match its projection of inflation costs for nonpay items.
Total, Price-Level Increase	299	

Table A-7.

Salaries and Expenses Obligations: 10-Year Data

Thousands of Dollars, Not Adjusted for Inflation, by Fiscal Year

Object Class	CBO Activities	2015	2016	2017	2018	2019	2020	2021	2022	2023, Enacted	2024, Requested
11.1	Full-Time Permanent Positions	28,891	29,368	30,120	30,650	32,342	34,273	35,324	36,737	38,960	42,133
11.3	Other Than Full-Time Permanent	877	778	895	909	1,117	1,316	1,374	1,601	1,889	2,032
11.5	Other Personnel Compensation	542	567	447	643	688	817	755	881	955	1,005
	Subtotal	30,310	30,713	31,462	32,202	34,147	36,406	37,453	39,219	41,804	45,170
12.1	Personnel Benefits	10,433	10,807	11,107	11,245	11,873	14,002	14,416	15,316	16,531	17,933
13.0	Benefits for Former Personnel	0	0	6	0	0	0	3	0	0	0
21.0	Travel and Transportation of Persons	185	194	148	175	173	72	7	88	150	200
23.3	Communications, Utilities, and Miscellaneous Charges	298	186	241	523	366	436	426	465	435	610
24.0	Printing and Reproduction	31	19	19	11	28	4	0	13	39	40
25.0	Other Services	2,313	2,443	2,185	4,779	3,298	3,202	3,938	4,492	3,809	5,590
26.0	Supplies and Materials	407	423	383	433	426	380	436	422	418	468
31.0	Equipment	1,699	1,635	919	541	405	429	589	926	51	764
	Total, Obligations	45,676	46,420	46,470	49,909	50,716	54,931	57,268	60,940	63,237	70,775
	Full-Time-Equivalent Positions	233	233	237	237	249	261	267	269	278	290

Numbers sometimes do not add up to totals because of rounding.

Table A-8.

Spending for Advertising Services, Fiscal Year 2022

Dollars

Purpose of Spending	Vendor^a	Obligations
Recruitment Advertisements for Health Economists	Academy of Health	598
Recruitment Advertisement for Leadership Positions	Association of Government Accountants	295
Recruitment Advertisements for Economists	American Economic Association	2,900
Recruitment Advertisements for Health Economists	American Society of Health Economists	150
Recruitment Advertisements for Budget Analyst	Association for Public Policy Analysis and Management	150
Recruitment Advertisements for Climate Economists	Association of Environmental and Resource Economists	250
Recruitment Advertisement for Leadership Positions	Careers in Government	374
Recruitment Advertisements for Information Technology Positions	Your Membership Careers	199
Recruitment Advertisements for Information Technology Positions	Dice	2,475
Recruitment Advertisement for Economists	EconJobMarket	333
Recruitment Advertisements for Information Technology Positions	Government Jobs	398
Recruitment Advertisement for Economists	National Association of Business Economics	317
Recruitment Advertisement for Economists	National Economic Association	300
Recruitment Advertisement for Leadership Positions	National League of Cities	350
Recruitment Advertisement for Human Resources Leadership Position	Northern Virginia Society for Human Resource Management	99
Recruitment Advertisement for Economists	Public Service Careers	1,250
Recruitment Advertisement for Human Resources Leadership Position	Society for Human Resource Management	299
Total		10,737

a. CBO did not collect socioeconomic information about these vendors because the amounts spent were small.

Table A-9.

Projected Recruitment Expenses, Fiscal Year 2023

Dollars

Projected Recruitment Advertising Needs	Potential Vendor^a	Expected Obligations
Recruitment Advertisements for Health Economists	Academy of Health	300
Recruitment Advertisements for Economists	American Economic Association	2,400
Recruitment Advertisement for Budget Analysts	Association for Public Policy Analysis and Management	300
Recruitment Advertisements for Health Economists	American Society of Health Economists	150
Recruitment Advertisement for Economists	National Association of Business Economics	200
Recruitment Advertisement for Economists	National Economic Association	300
Recruitment Advertisement for Budget Analysts	Public Service Careers	1,000
Total		4,650

a. CBO does not collect socioeconomic information about these vendors because the amounts spent are small.

Appendix B: Detailed Object Class Analysis

The details of the Congressional Budget Office's requested appropriation for fiscal year 2024 are explained below.

Basis for CBO's Budget Estimates—Personnel Costs

CBO derived these projections of personnel costs with its internally developed software for tracking current payroll costs and projecting future payroll costs. The projections are based on employee-level payroll data at the object class level. In the past, payroll budget projections derived with that software have proved to be highly accurate.

Object Class 11—Full-Time and Part-Time Employees: \$45,170,000

- \$43,565,000 for Base Pay—funds an average of 290 full-time-equivalent positions (FTEs) for the fiscal year. That amount constitutes an overall net increase of \$3,316,000 from the amount CBO expects to spend in fiscal year 2023. Of the increase:
 - \$650,000 is for an across-the-board pay increase (if such an increase is authorized for executive branch agencies for 2024) of 5.3 percent in January 2024 for staff whose salary is less than \$100,000 and 3.3 percent for staff making \$100,000 or more.
 - \$585,000 is for full funding of 7 new staff hired in 2023.
 - \$583,000 is for prior-year personnel actions (performance-based increases and promotions).
 - \$567,000 is for performance-based pay increases in 2024. CBO uses a performance-based system to reward its employees. Pay increases are based on employees' accomplishments in the previous year, as reflected in annual performance reviews. Employees' performance is assessed according to five criteria: quality of work, timeliness and productivity, initiative, written and oral communication skills, and effectiveness of working relationships. Managers' performance is also assessed according to a sixth criterion, leadership. CBO's Director makes the final decisions on all pay changes. Maintaining the ability to reward performance is essential in view of the competitive job markets for economists, budget analysts, and other professionals.
- \$540,000 supports an increase of 5 FTEs in 2024. That number of FTEs represents 11 staff members hired during 2024.
- \$163,000 is for one additional workday than in fiscal year 2023.
- \$143,000 is for performance-based pay increases in 2024 for employees other than full-time permanent employees.
- \$85,000 is for restoring the agency's summer intern program (which was cut in fiscal year 2023 to help CBO address a smaller appropriation than requested). CBO's interns work on important projects and often return to the agency as analysts after they complete their graduate studies.
- \$975,000 for Performance Bonuses for Top Performers—funds bonuses that enable CBO to control long-term compensation costs while helping the agency retain its outstanding performers in competitive job markets. The amount constitutes an increase of \$50,000 from the amount provided in fiscal year 2023.
- \$600,000 for Leave Buyout Costs—funds mandatory leave buyout costs for employees who depart. That amount, which is based on current data and projected departures, is the same as the amount provided in fiscal year 2023. If leave buyout costs turned out to be higher than that amount, CBO would delay filling vacated positions to cover the costs.

- **\$30,000 for Overtime Pay**—funds overtime pay for nonexempt employees. That amount is the same as the amount provided in fiscal year 2023. Currently, CBO has 11 employees serving in nonexempt positions. They perform such tasks as preparing and printing products, delivering them to the Congress, and providing technical support. CBO must pay employees in nonexempt positions overtime if they work more than 40 hours per week, which happens in the rare cases when timely support of the Congress would be impaired if the work was not performed.

**Object Class 12—Personnel Benefits:
\$17,933,400**

- **\$9,377,400 for the Federal Employees Retirement System (FERS) and Civil Service Retirement System (CSRS)**—funds mandatory retirement benefits in FERS and CSRS. That amount, which constitutes an increase of \$564,000 from the amount CBO expects to spend in fiscal year 2023, is based on several factors: the projected base pay of current employees and anticipated hires and attrition. Benefit rates for 2024 are 25.7 percent for FERS employees generally, 7.5 percent for CSRS and CSRS Offset employees, and 16.5 percent for employees new to government after December 31, 2012. (Benefit rates are the percentage of employees' salaries that CBO is required to pay to the two retirement systems.)
- **\$2,669,300 for Social Security Payroll Taxes**—funds mandatory benefit costs for CBO employees subject to the Social Security payroll tax. That amount, which constitutes an increase of \$286,400 from the amount CBO expects to spend in fiscal year 2023, is projected on the basis of an estimated maximum taxable amount of \$174,585 for each employee, along with a reduction for anticipated attrition.
- **\$2,597,800 for Health Insurance**—funds mandatory health benefit costs. That amount constitutes an increase of \$279,600 from the amount CBO expects to spend in fiscal year 2023. The increase results from increases in premiums for health insurance and in the size of CBO's staff.
- **\$1,695,400 for FERS Thrift Savings Plan (TSP) Government Matching Contributions**—funds mandatory government matching contributions. That amount, which constitutes an increase of \$162,800 from the amount CBO expects to spend in fiscal year 2023, is projected on the basis of matching benefits for current employees, their current annualized salary, and a reduction for anticipated attrition. The historical matching benefit for CBO has been roughly 3.7 percent of base pay.
- **\$667,100 for Medicare Payroll Taxes**—funds mandatory benefit costs for CBO employees. That amount, which constitutes an increase of \$64,800 from the amount CBO expects to spend in fiscal year 2023, equals 1.45 percent of base pay, with a reduction for anticipated attrition.
- **\$438,800 for the FERS TSP Government Basic Contribution**—funds the mandatory FERS TSP matching benefit of 1 percent. That amount, which constitutes an increase of \$40,600 from the amount CBO expects to spend in fiscal year 2023, is projected on the basis of the benefits paid to current employees, their current annualized salary, and a reduction for anticipated attrition.
- **\$150,000 for the Transit Benefit Program**—funds mandatory employee benefits that are associated with CBO's Transit Benefit Program. The same amount was provided in fiscal year 2023.
- **\$150,000 for Recruitment Bonuses**—funds a valuable recruiting tool for the agency. The same amount was provided in fiscal year 2023.
- **\$100,000 for Death Benefit**—The same amount was provided in fiscal year 2023.
- **\$63,600 for Life Insurance**—funds mandatory life insurance benefits for employees. That amount, which constitutes an increase of \$4,100 from the amount CBO expects to spend in fiscal year 2023, is projected on the basis of historical data and equals 0.14 percent of base pay.
- **\$18,000 for the Student Loan Repayment Program**—funds a valuable recruiting tool for the agency. The same amount was provided in fiscal year 2023.
- **\$6,000 for the Federal Flexible Spending Account Program (FSAFEDS)**—funds mandatory costs for FSAFEDS. That amount, which is the same amount provided in fiscal year 2023, is projected on the basis of employees' historical use of the program.
- **\$0 for Workers' Compensation**—There will be no mandatory payments of workers' compensation claims in fiscal year 2024.

Basis for CBO's Budget Estimates—Nonpersonnel Costs

CBO projected nonpersonnel costs on the basis of its past experience and plans for the upcoming year.

Object Class 21—Travel: \$200,000

- \$200,000 for Travel—funds travel for the outside experts who participate in two meetings of the agency's Panel of Economic Advisers and one meeting of the agency's Panel of Health Advisers to support the development and review of the agency's analyses; funds employees' attendance at the annual Allied Social Science Association conference, which is an important venue for recruiting; and funds travel for employees to attend various conferences and training courses, including management and leadership training. The amount is based on anticipated requirements. It is an increase of \$49,700 from the amount CBO expects to spend in fiscal year 2023 and would return spending in this category to the historical trend.

Object Class 23.3—Communications, Utilities, and Miscellaneous Charges: \$609,700

- \$605,000 for Telecommunications and Telephone Services—funds local and long distance telephone services, smartphone service for some CBO personnel, and secure telecommunication links to support Internet and intranet services. Those links and services between CBO's offices at the Ford House Office Building and its secondary data center enable the agency's information technology (IT) staff to conduct daily administrative tasks and to replicate data and systems at both locations daily so that if a disaster occurred at the Ford Building, the agency could continue operating at the other location. The amount is an increase of \$174,000 from what the agency expects to spend in fiscal year 2023 and would return such spending to the historical trend.
- \$4,700 for Mail Service—funds postage, couriers, and mail services. The amount is based on anticipated requirements and is an increase of \$900 from the amount provided in fiscal year 2023.

Object Class 24—Printing and Reproduction: \$40,200

- \$40,200 for Publications—funds the printing of publications through the Government Publishing Office, as well as other miscellaneous printing requirements involving CBO's products for the

Congress. The amount is based on anticipated requirements and is an increase of \$1,000 from the amount CBO expects to spend in fiscal year 2023.

Object Class 25—Other Services: \$5,590,400

- \$3,144,100 for IT Commercial Data and Time Sharing—funds purchases of data about health care, domestic and international banking and financial markets, and other topics in support of the agency's analyses, as well as software and cloud services for additional capabilities and disaster recovery. The amount is based on anticipated requirements. The amount, which would pay for deferred expenses and return to the historical trend for such spending, is an increase of \$1,016,400 from what CBO expects to spend in fiscal year 2023.
- \$707,700 for Equipment Maintenance and Repair—funds a broad array of IT items needed for operations. Whenever possible, CBO takes a cost-effective approach to maintenance and repair by negotiating agreements to cover one or more years instead of paying for service and support as they become necessary. In addition, CBO leases copiers and printers to reduce costs. The amount is an increase of \$50,200 from the amount CBO expects to spend in fiscal year 2023, mostly resulting from planned purchases of additional security tools to monitor the agency's network to guard against threats.
- \$365,100 for IT System Development and Support—funds major software installations, upgrades, and support. The amount is based on anticipated requirements. It is an increase of \$111,000 from the amount CBO expects to spend in fiscal year 2023 and would return spending for this category to the historical trend.
- \$328,200 for Miscellaneous Temporary Support—funds ad hoc IT, administrative, and miscellaneous support, as well as other services, throughout the agency during peak workload periods. The amount, an increase of \$202,700 from the amount CBO expects to spend in fiscal year 2023, would pay for deferred projects and would return to spending for this category to the historical trend.
- \$260,600 for Expert Consultants—funds access to outside experts, particularly in health care and finance, to assist in the preparation of cost estimates and analyses; outside reviews of drafts of analyses;

and legal support for human resources and litigation actions regarding former and current employees. The amount is based on anticipated requirements. It is an increase of \$124,300 from the amount CBO expects to spend in fiscal year 2023 and would return such spending to the historical trend.

- **\$250,000 for Training**—funds CBO analysts' participation in conferences; technical training in data analysis (including in statistical analysis software), economic modeling, business and report writing, and IT systems and software; and management training for managers. To constrain expenses in this area, CBO conducts internal training and takes advantage of training provided by sister agencies to the extent possible. The amount is based on anticipated requirements. It is an increase of \$97,100 from the amount CBO expects to spend in fiscal year 2023 and would return spending for training to the historical trend.
- **\$147,900 for the Financial Management System (Momentum)**—funds annual costs of CBO's maintenance support for Momentum. The amount is based on anticipated requirements. It is an increase of \$54,700 from the amount CBO expects to spend in fiscal year 2023 and would return spending in this category to the historical trend.
- **\$145,400 for Financial Management Support**—funds an interagency agreement with the Library of Congress as well as CBO's annual independent financial audit. The amount is based on anticipated requirements. It is an increase of \$39,000 from the amount CBO expects to spend in fiscal year 2023 and would return spending for financial management to the historical trend.
- **\$114,700 for Human Resources Contract Support**—funds a variety of costs related to CBO's personnel, including those for posting job announcements to the USAJobs website, advertising open positions, and retaining personnel records, as well as minor costs associated with employment services, such as retirement counseling. The amount also funds the initial implementation costs of a system that will improve the agency's continuity of operations plans and enhance telework by its human resources staff. The amount is an increase of \$57,900 from the amount CBO expects to spend in fiscal year 2023.

- **\$80,700 for Editing and Publications Contractor Support**—principally funds services by contractors to help produce CBO's publications. The contractors are used to augment the agency's editing capacity, particularly during peak workload periods. The amount is based on anticipated requirements. It is an increase of \$22,400 from the amount CBO expects to spend in fiscal year 2023 and would return spending for such service to the historical trend.
- **\$40,000 for Payroll Processing Support**—funds comprehensive payroll (and related benefits) processing for CBO by the National Finance Center. The center provides human resources and payroll services to more than 140 government agencies (including all agencies in the legislative branch), offering more efficient and cost-effective services than those agencies would otherwise be able to obtain. The amount is based on anticipated requirements and is an increase of \$5,700 from the amount CBO expects to spend in fiscal year 2023.
- **\$6,000 for Official Representation**—funds events such as meetings of the Panel of Economic Advisers and the Panel of Health Advisers, meetings of other outside analysts, and minority recruitment events. The amount is based on anticipated requirements and is the same as the amount provided in fiscal year 2023.

Object Class 26—Supplies and Materials: \$467,400

- **\$376,000 for Library Subscriptions**—funds library (primarily online) subscriptions to a variety of publications and services, including *Congressional Quarterly*, *National Journal*, Lexis-Nexis, EconLit, the Bureau of National Affairs, EBSCO, PROQUEST, the Social Science Research Network, Science Direct, JSTOR, the *Wall Street Journal*, Inside Washington Publishers, and *Energy & Environment*. The amount is based on anticipated requirements and is an increase of \$6,200 from the amount CBO expects to spend in fiscal year 2023.
- **\$91,400 for Office Supplies**—funds expenses for office supplies, reasonable accommodations for employees' requirements under the Americans With Disabilities Act, paper, envelopes, emergency response kits required for evacuation drills, award supplies, and other items. The amount is based on anticipated requirements. It is an increase of \$43,900 from the

amount CBO expects to spend in fiscal year 2023 and would return spending for office supplies to the historical trend.

Object Class 31—Equipment: \$764,000

- **\$423,900 for Hardware**—funds the purchase and replacement of CBO’s laptops and desktops so that the agency can replace hardware that is aging or at the end of its life cycle and continue to move workstations to the cloud. That process occurs every year, but more computers and infrastructure hardware will have to be replaced in 2024 than in 2023. The amount is based on anticipated requirements and is an increase of \$392,900 from the amount CBO expects to spend in fiscal year 2023.
- **\$157,600 for Software**—funds the purchase of various software and data security requirements to strengthen the agency’s internal and cloud networks to stay ahead of expanding IT security threats. The amount is an increase of \$145,000 from the amount provided in fiscal year 2023.
- **\$92,200 for Office Equipment**—funds purchases of office equipment that are deferred in fiscal year 2023 to help CBO address a smaller appropriation than requested. The increase for the category is the full requested amount and would return spending to the historical trend.
- **\$87,800 for Office Furniture**—funds office furniture for new personnel and the replacement of worn-out furniture. The amount is based on anticipated requirements and is an increase of \$82,800 from the amount CBO expects to spend in fiscal year 2023.
- **\$2,500 for Books**—funds the purchase of books used by CBO’s staff to meet analytical requirements. The amount is based on anticipated requirements and is the same as the amount provided in fiscal year 2023.

Appendix C: Key Staffing Changes and Organization Charts

This appendix describes key staffing changes at the Congressional Budget Office over the past year. It then presents the agency's organization charts.

Key Staffing Changes in 2022 and Early 2023

CBO had four key staffing changes among managers in 2022 and early 2023.

Chad Chirico was promoted in January 2023 to become one of two deputies in CBO's Budget Analysis Division. As Deputy Director of Budget Analysis, he works with the division's Director to manage work on various topics, including health, defense, international affairs, and veterans' issues.

He came to CBO in 2001 to join what was then the Human Resources Cost Estimates Unit. As an analyst, he was responsible for cost estimates and baseline projections for federal housing programs and worked on a wide range of federal credit policies. In 2014, he became the head of the Low-Income Health Programs and Prescription Drugs Cost Estimates Unit. In that capacity, he oversaw the division's analysis related to Medicaid, employment-based health insurance, the health insurance marketplaces, the Food and Drug Administration, and public health programs. Before coming to CBO, he was a consultant for Ernst and Young and Quadel Consulting, working principally on housing and real estate finance issues and on budget preparation. He graduated from Dickinson College with a bachelor's degree in political science and received a master's degree in public administration, with a focus on public finance, from George Washington University.

Devrim Demirel was promoted in January 2023 to become CBO's Deputy Director of Macroeconomic Analysis.

He came to the agency in 2013 from the University of Colorado at Boulder, where he taught macroeconomics

and conducted research in the fields of macroeconomic theory, international finance, and applied time series econometrics. In 2017, he became the chief of the Fiscal Policy Studies Unit. In that role, he led a team of economists analyzing the macroeconomic effects of fiscal policy changes and how those effects alter budgetary outcomes. He received his Ph.D. in economics from the University of Virginia, and a B.A. in economics from Bilkent University, in Ankara, Türkiye.

Tracy L. Henry became CBO's Chief Financial Officer in March 2022, having advanced from her position as the agency's Controller, which she had held since 2014. She leads and oversees all aspects of planning and implementing the agency's budgetary and financial activities.

Dr. Henry has over 20 years of experience in the federal government and the private sector. Leading diverse teams and building their cohesiveness, she has implemented standard operating procedures and helped build and rebuild financial departments and units, including bolstering internal controls. Before coming to CBO, Dr. Henry worked at the Office of Naval Intelligence, serving as the head of the Budget Execution Division, and at the United States Postal Service's Office of Inspector General, where she was an auditor. She is a certified internal controls auditor and holds a Ph.D. in business administration, with a specialization in leadership and management, from Northcentral University, and an M.S. and a B.S. from the University of Maryland University College.

Richard DeKaser joined CBO in October 2022 as the Director of Macroeconomic Analysis.

Before joining CBO, he was an Executive Vice President and Chief Corporate Economist at Wells Fargo & Co. While there, he managed a team of economists responsible for developing economic forecast scenarios for financial planning and risk management, including regulatory stress tests. Before that time, he held similar positions at Bank of Boston (now Bank of America) and National City

Corporation (now PNC Financial). He also worked at the Parthenon Group, where he provided consultancy services to businesses and private equity firms. He holds an M.A. and a B.A. in economics, both from New York University.

Organization Charts

Figures C-1 through C-10 show CBO's organizational structure and list the names of all of CBO's managers.

Figure C-1.

Organization Chart—Entire Agency

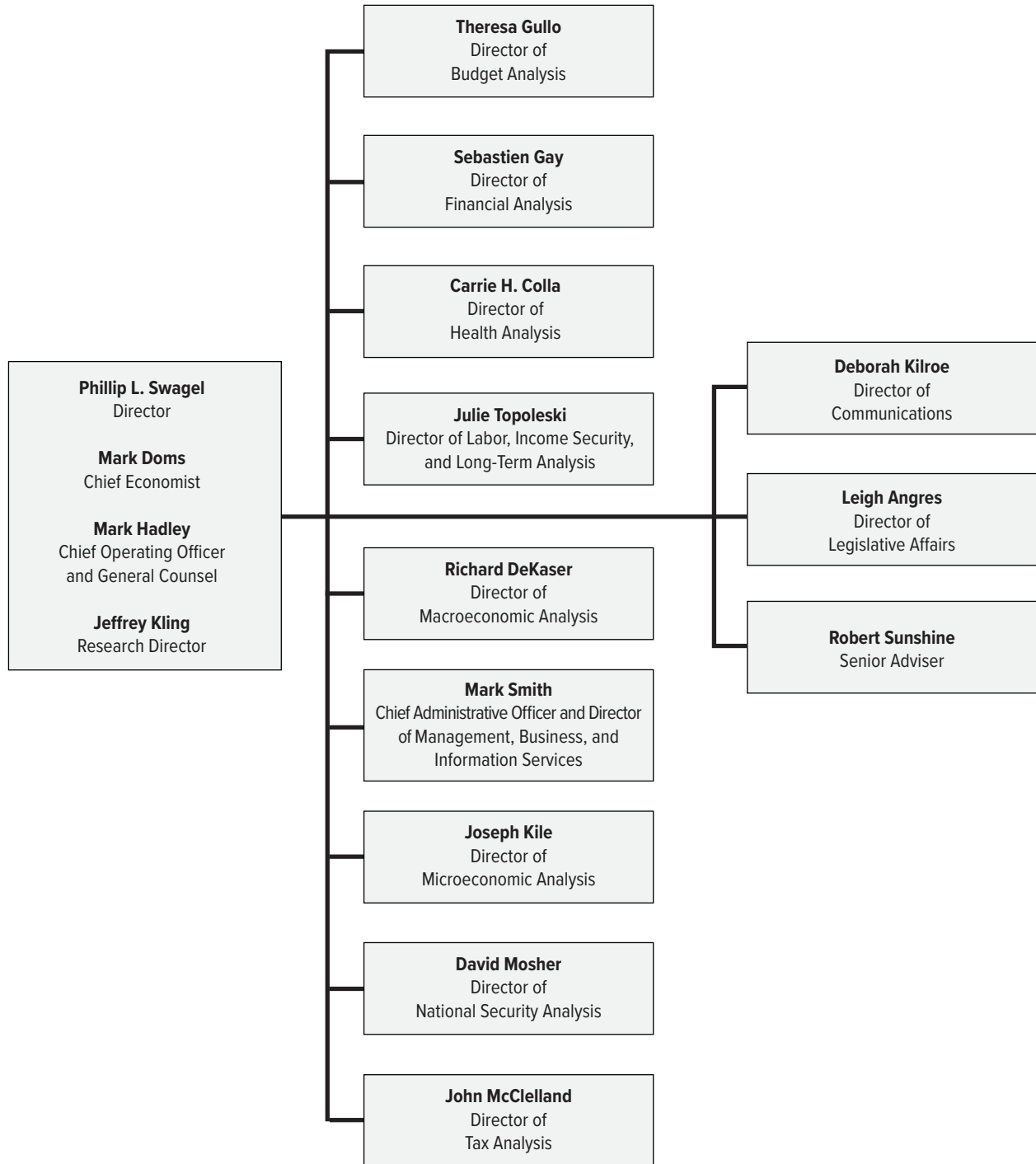


Figure C-2.

Organization Chart—Budget Analysis Division

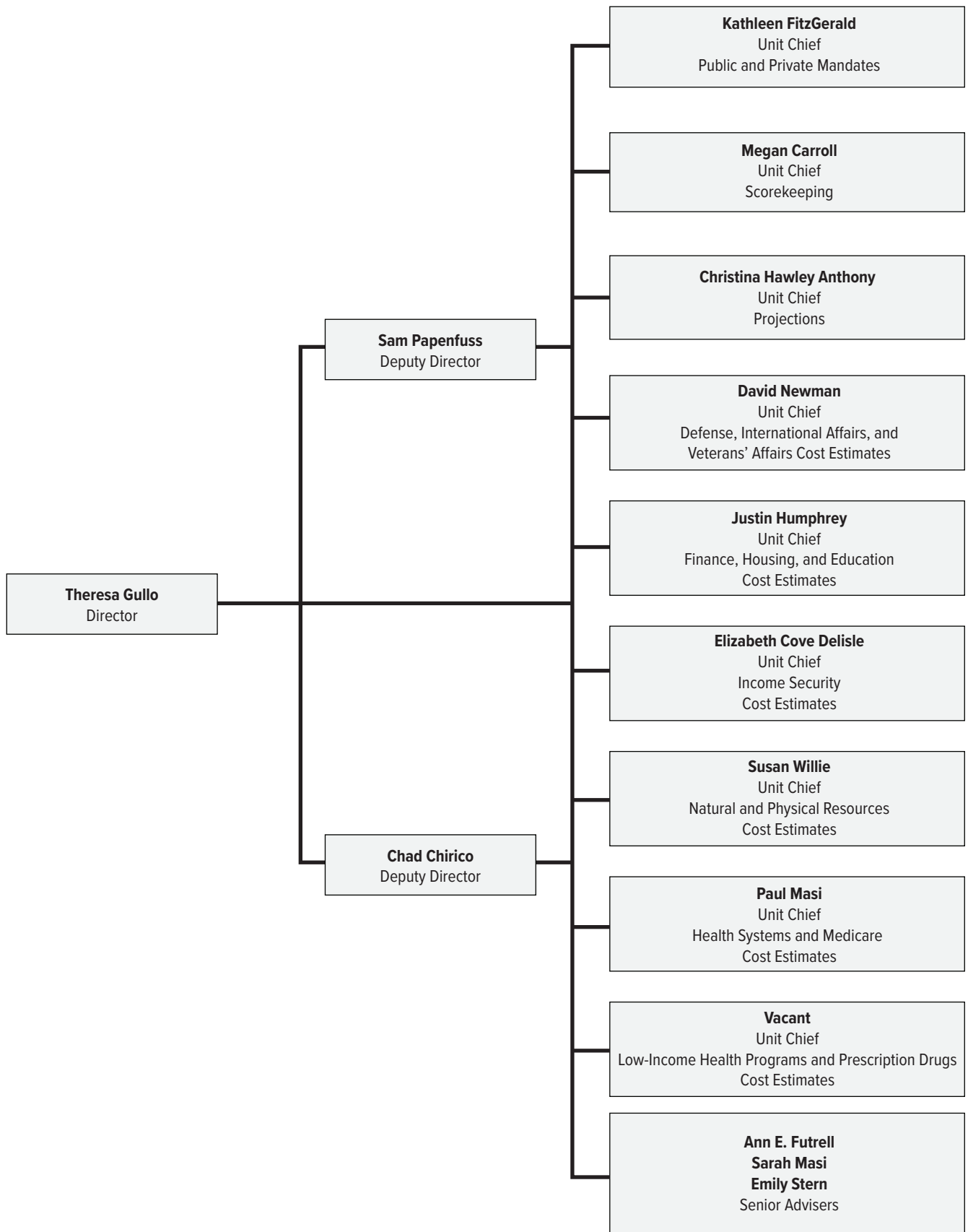


Figure C-3.

Organization Chart—Financial Analysis Division

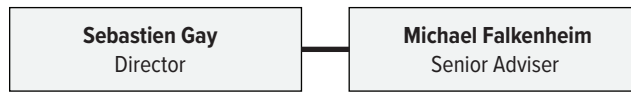


Figure C-4.

Organization Chart—Health Analysis Division

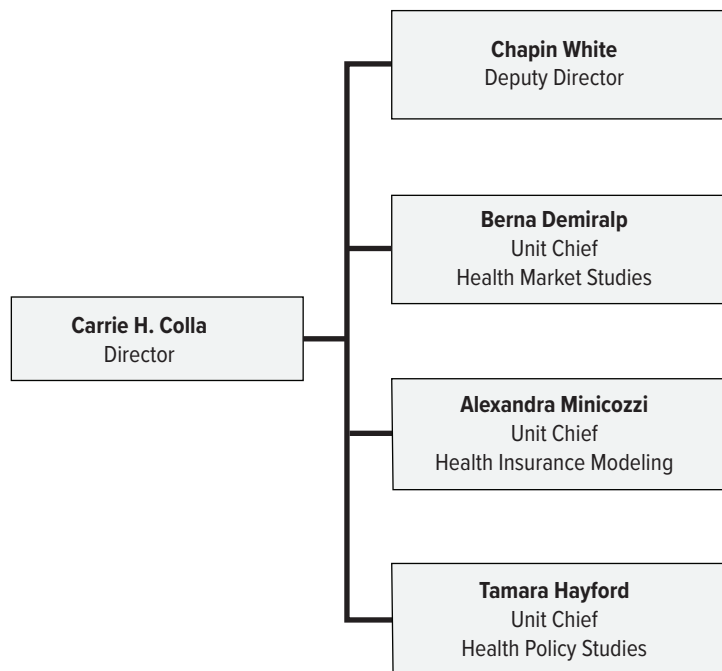


Figure C-5.

Organization Chart—Labor, Income Security, and Long-Term Analysis Division

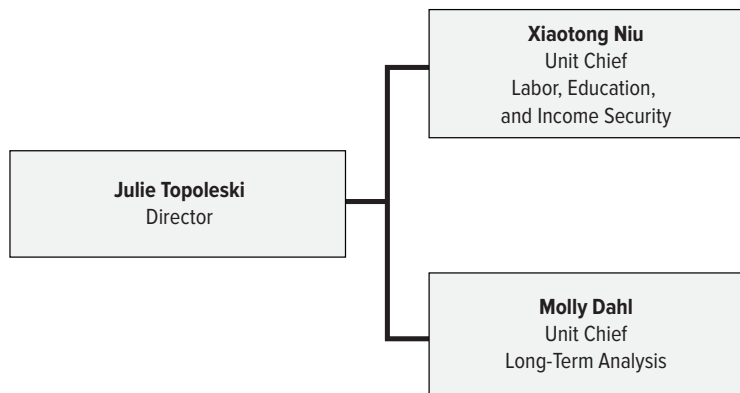


Figure C-6.

Organization Chart—Macroeconomic Analysis Division

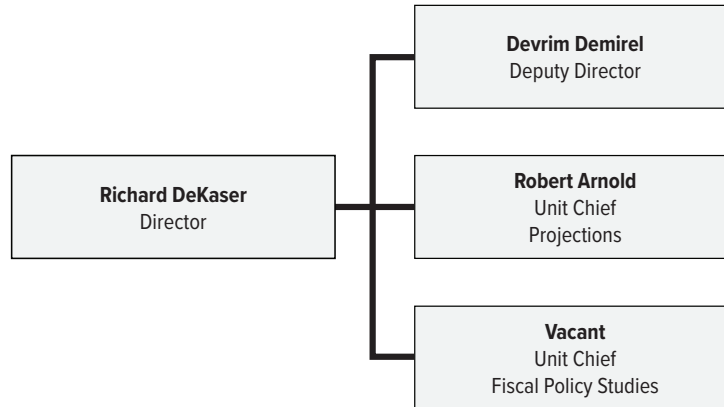


Figure C-7.

Organization Chart—Management, Business, and Information Services Division

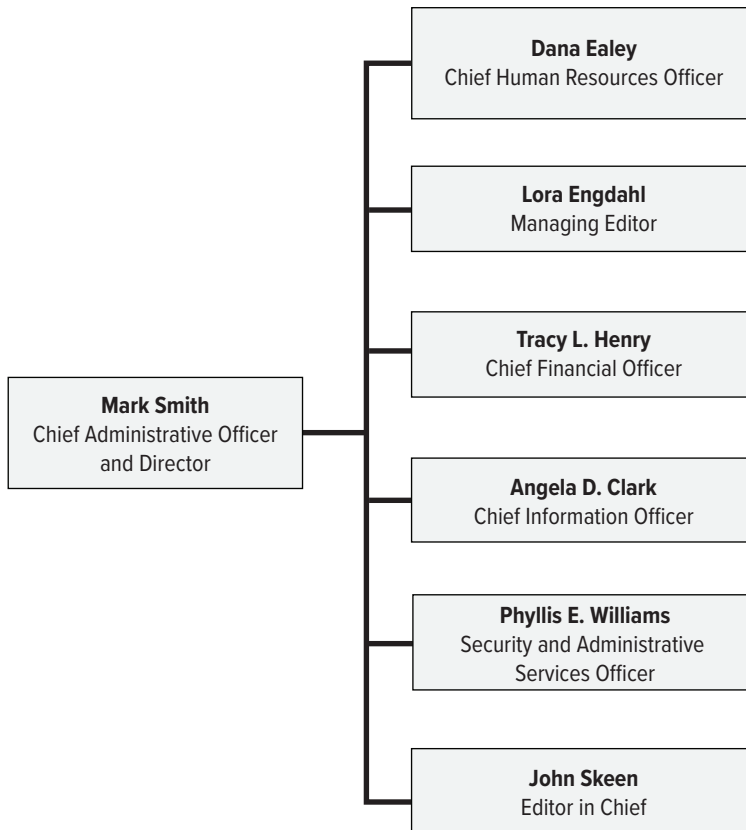


Figure C-8.

Organization Chart—Microeconomic Studies Division

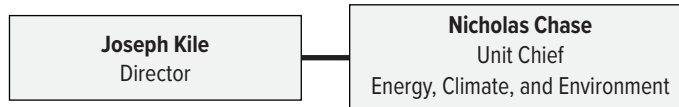


Figure C-9.

Organization Chart—National Security Division

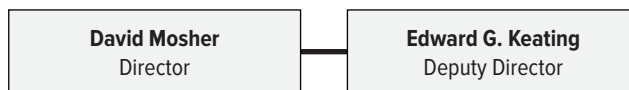
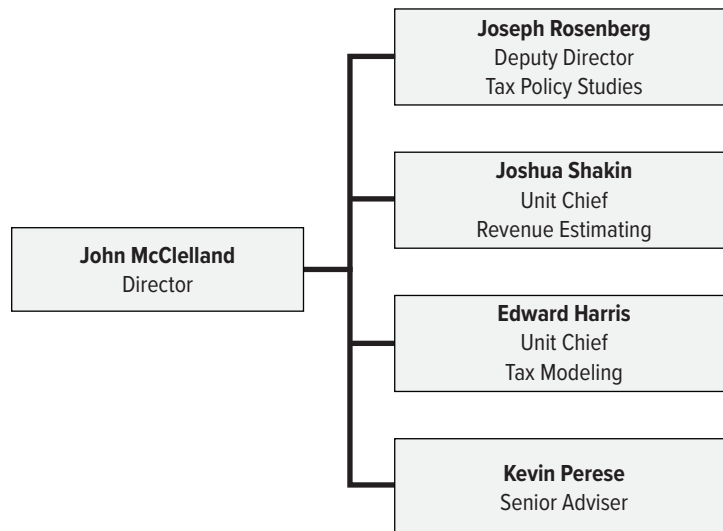


Figure C-10.

Organization Chart—Tax Analysis Division



Appendix D: CBO's Products and Internal Operations in 2022

During calendar year 2022, the Congressional Budget Office continued to provide the Congress with high-quality budgetary and economic analysis. The agency also made improvements in its internal operations.

Technical Assistance

CBO provides assistance to Congressional committees related to legislation at various stages of the legislative process. To the extent practicable, CBO also provides information to Members' offices. The most common request is for a preliminary estimate of the effects of a bill or a tentative proposal for mandatory spending, but CBO's assistance may also involve answering general questions about the budget or responding to questions about previously published cost estimates. In 2022, CBO fulfilled several thousand requests for such assistance. It was generally provided to committees or the leadership of the House or Senate for legislative proposals that they had designated as priorities. CBO provides similar information when amendments to bills are being considered.

Cost Estimates and Mandate Statements

In 2022, CBO completed 760 cost estimates—mostly to fulfill the statutory requirement to provide estimates of the cost of bills reported by committees. The cost estimates generally included explanations of their components and of the estimating methods used. Most also included mandate statements, which assess whether legislation contains intergovernmental or private-sector mandates as defined in the Unfunded Mandates Reform Act and, if so, assess the magnitude of the mandates' effects on the private sector and on state, local, and tribal governments. CBO also reviewed 390 bills in 2022 that were scheduled to be considered on the House's suspension calendar.

Scorekeeping Tabulations

In 2022, CBO provided about 100 scorekeeping tabulations, including reports with account-level detail for individual appropriation bills at all stages of the legislative process, summary tables showing the status of discretionary appropriations (by appropriations subcommittee), and running totals of the budgetary effects of enacted legislation on a year-to-date basis. The number of scorekeeping tabulations required for an appropriation cycle can vary depending on its duration and complexity; in recent years, that number has ranged from about 100 to 150.

Reports, Working Papers, Testimonies, and Interactive Tools

CBO provides reports, working papers, testimonies, interactive tools, and other analyses and information to policymakers throughout the legislative process. As usual, in 2022, the agency described its baseline projections in a major report about the budget and economic outlook. CBO also provided a comprehensive analysis of the long-term outlook for the federal budget—that is, the outlook over the next 30 years. In addition, in two volumes of budget options, the agency described a variety of policies that would reduce federal budget deficits by increasing revenues or decreasing spending over the next 10 years. In those volumes and in certain other reports—responding to interest expressed by Members of Congress—CBO provided distributional analysis of policy proposals on the basis of potentially affected people's age, education, income or wealth, race or ethnicity, and sex.¹

All told, the agency produced 83 reports, working papers, testimonies, and interactive tools; they are arrayed by topic below. Other publications included presentations and slide decks, letters to Members of Congress, and a few infographics.

1. For a catalogue of such work, see "Distributional Analysis" on CBO's website, www.cbo.gov/about/distributional-analysis.

Projections and Budget Issues in Major Recurring Reports

CBO's 2022 Long-Term Projections for Social Security (December)

Options for Reducing the Deficit, 2023 to 2032—Volume 1: Larger Reductions (December)

Options for Reducing the Deficit, 2023 to 2032—Volume 2: Smaller Reductions (December)

An Analysis of the President's 2023 Budget (September)

Expired and Expiring Authorizations of Appropriations for Fiscal Year 2022 (August)

The 2022 Long-Term Budget Outlook (July)

The Demographic Outlook: 2022 to 2052 (July)

An Analysis of the Discretionary Spending Proposals in the President's 2023 Budget (July)

The Budget and Economic Outlook: 2022 to 2032 (May)

The Accuracy of CBO's Budget Projections for Fiscal Year 2021 (January)

Expired and Expiring Authorizations of Appropriations for Fiscal Year 2022—Information for Legislation Enacted Through September 30, 2021 (January)

Monthly Budget Review (12 issues)

Budget Issues

Statement for the Record Regarding How CBO Would Estimate the Effects of Future Authorizing Legislation on Spending From the Toxic Exposures Fund (December)

CBO's Current View of the Economy in 2023 and 2024 and the Budgetary Implications (November)

How the Federal Reserve's Quantitative Easing Affects the Federal Budget (September)

CBO's Projections of Federal Receipts and Expenditures as Measured by the National Income and Product Accounts: 2022 to 2032 (August)

CBO's Waterfall Model for Projecting Discretionary Spending (August)

Answers to Questions for the Record Following a Hearing on The Budget and Economic Outlook: 2022 to 2032 (July)

How Changes in Economic Conditions Might Affect the Federal Budget: 2022 to 2032 (June)

Workbook for How Changes in Economic Conditions Might Affect the Federal Budget: 2022 to 2032 (June)

The Budget and Economic Outlook: 2022 to 2032 (Testimony, May)

Report on the Troubled Asset Relief Program—May 2022 (May)

Budgetary Implications of Economic Scenarios With Higher and Lower Interest Rates (March)

Legislation Enacted in the First Session of the 117th Congress That Affects Mandatory Spending or Revenues (March)

Climate and Environment, and Disaster Preparation and Relief

Emissions of Carbon Dioxide in the Electric Power Sector (December)

Emissions of Carbon Dioxide in the Transportation Sector (December)

Army Corps of Engineers: Budgetary History and Projections (November)

FEMA's Disaster Relief Fund: Budgetary History and Projections (November)

How CBO Analyzes the Effects of Charging the Oil and Gas Industry for Methane Emissions (August)

Wildfires (June)

Defense and National Security

The Army's Costs to Eliminate Its Deferred Maintenance Backlog and to Renovate and Modernize Its Buildings (November)

An Analysis of the Navy's Fiscal Year 2023 Shipbuilding Plan (November)

CBO's Interactive Force Structure Tool (May)

Availability and Use of F-35 Fighter Aircraft (April)

Long-Term Costs of the Administration's 2022 Defense Budget (January)

Availability and Use of Aircraft in the Air Force and Navy (January)

Finance

How CBO Analyzes Public-Private Risk Sharing in Insurance Markets (November)

Estimates of the Cost of Federal Credit Programs in 2023 (June)

Housing, and Infrastructure and Transportation

How the Housing Trust Fund and Capital Magnet Fund Support Affordable Housing (November)

A Model for Pricing Federal Housing Finance Obligations (April)

Federal Financial Support for Public Transportation (March)

Ginnie Mae and the Securitization of Federally Guaranteed Mortgages (January)

Health Care

Policy Approaches to Reduce What Commercial Insurers Pay for Hospitals' and Physicians' Services (September)

The Opioid Crisis and Recent Federal Policy Responses (September)

Answers to Questions for the Record Following a Hearing on a Single-Payer Health Care System That Is Based on Medicare's Fee-for-Service Program (July)

Federal Subsidies for Health Insurance Coverage for People Under 65: 2022 to 2032 (June)

Budgetary Effects of a Policy That Would Lower the Age of Eligibility for Medicare to 60 (May)

A Single-Payer Health Care System That Is Based on Medicare's Fee-for-Service Program (Testimony, May)

Economic Effects of Five Illustrative Single-Payer Health Care Systems (February)

The Prices That Commercial Health Insurers and Medicare Pay for Hospitals' and Physicians' Services (January)

Prescription Drugs: Spending, Use, and Prices (January)

Income Distribution

Current Work on the Distributional Analysis of Household Income Resulting From Policy Changes (December)

The Distribution of Household Income, 2019 (November)

Trends in the Distribution of Family Wealth, 1989 to 2019 (September)

How Inflation Has Affected Households at Different Income Levels Since 2019 (September)

How Increasing the Federal Minimum Wage Could Affect Employment and Family Income (August)

Work Requirements and Work Supports for Recipients of Means-Tested Benefits (June)

Economy (Macroeconomic Analysis)

The Welfare Effects of Debt: Crowding Out and Risk Shifting (December)

Automatic Stabilizers in the Federal Budget: 2022 to 2032 (October)

The Congressional Budget Office's Small-Scale Policy Model (September)

Quantifying the Uncertainty of Long-Term Economic Projections (April)

The Economic Effects of Waiting to Stabilize Federal Debt (April)

A Markov-Switching Model of the Unemployment Rate (March)

Inflation Expectations and Their Formation (March)

Taxes

CBO's Use of the Income and Payroll Tax Offset in Its Budget Projections and Cost Estimates (October)

How Changes in Revenues and Outlays Would Affect Debt Service, Deficits, and Debt (June)

CBO's Model for Estimating the Effect That Federal Taxes Have on Capital Income From New Investment (February)

CBO's Operations

Answers to Questions for the Record Following a Hearing on CBO's Appropriation Request for Fiscal Year 2023 (August)

Answer to a Question for the Record Following a Hearing on CBO's Appropriation Request for Fiscal Year 2023 (May)

CBO's Appropriation Request for Fiscal Year 2023 (Testimony, April)

Transparency at CBO: Future Plans and a Review of 2021 (March)

The Congressional Budget Office's Request for Appropriations for Fiscal Year 2023 (February)

Strengthening Responsiveness

In 2022, CBO continued to provide the Congress with budgetary and economic information in a timely manner to inform the budget and policy process. That information took a number of forms, including technical assistance and cost estimates, along with the agency's reports and supplemental data conveying baseline projections (described earlier).

Technical Assistance

In 2022, CBO's analysts fulfilled thousands of requests from Congressional staff for technical assistance. The analysts often worked one on one with Congressional staff on several versions of a proposal, aiming to provide the Congress with information in a timely manner—generally before a scheduled markup took place. Another common request was for a preliminary estimate of the direct spending effects of a bill or legislative proposal. The assistance typically happened through a combination of email, phone calls, face-to-face meetings, and virtual meetings. In addition, CBO provided information about the budgetary effect of thousands of amendments to legislation, particularly for appropriation bills, versions of

the National Defense Authorization Act (P.L. 117-263), and the 2022 reconciliation act (P.L. 117-169).

Cost Estimates

Of the 760 cost estimates that CBO transmitted to the Congress in 2022, 170 applied to bills that were considered on the floor of the Senate or House of Representatives. Of those 170 estimates, about 80 percent were provided by CBO before that consideration on the floor took place. The past year's legislative activity was unusual, with much of the Congress's attention (and CBO's activities) focused on large cross-cutting bills: the 2022 reconciliation act (P.L. 117-169), the Honoring Our PACT Act of 2022 (P.L. 117-168), and the CHIPS Act of 2022 (P.L. 117-167).

CBO improved its responsiveness by expediting the release of some of its cost estimates. To provide the Congress with as much information as possible before the 117th Congress concluded, the agency published tables providing summary budgetary information for more than 100 bills that had been ordered reported by 14 different House and Senate committees.

CBO also reviewed 390 bills that were scheduled to be considered on the House's suspension calendar (which is generally used to handle noncontroversial bills that are expected to pass quickly and with little debate). Beginning in June 2021, as part of its ongoing efforts to be transparent and responsive, CBO began posting on its website budgetary information for those bills. (Before then, CBO transmitted the effects of suspension bills on mandatory spending and revenues directly to the Majority and Minority Leaders of the House of Representatives and the House Committee on the Budget.)

Enhancing Transparency

Transparency is an essential part of CBO's long-standing commitment to providing clear, objective, insightful, and timely information to the Congress and the public. In 2022, CBO focused on bolstering the transparency of its methods and data in a variety of ways:

- **Testifying and Publishing Answers to Questions.** CBO presented testimony at five Congressional hearings and published 23 answers to subsequent questions from Members of Congress. CBO also responded to occasional requests from Members for public answers to various other questions.

- **Explaining Its Analytical Methods.** CBO published various reports explaining its analyses and made some supporting documents and computer code available. For instance, CBO described the model that it uses to project estate and gift tax revenues in its baseline. In addition, most cost estimates included explanations of how they were developed.
- **Releasing Data.** Comprehensive sets of data files of CBO's projections were published with *The Budget and Economic Outlook: 2022 to 2032* and *The 2022 Long-Term Budget Outlook*. Most reports were accompanied by files providing the data underlying the charts and tables. And some reports, such as one on the distribution of household income, included files of supplemental data.
- **Analyzing the Accuracy of Its Estimates.** CBO publishes a report each year that assesses the quality of its baseline budget projections for the previous fiscal year and identifies factors that might have led to underestimates or overestimates. The 2022 edition of that report was published in early 2023.
- **Comparing Its Current Estimates With Its Previous Ones.** In several of its recurring publications, CBO explained the differences between projections made in 2022 and those made in the previous year. In addition, when applicable, cost estimates explained the extent to which they differed from estimates for similar bills earlier in the Congressional session.
- **Comparing Its Estimates With Those of Others.** CBO regularly compared its estimates with the budget projections of the Administration, with the economic projections of private forecasters and other government agencies, and with the policy analyses of various organizations. For instance, CBO presented outside forecasts along with its May 2022 economic projections and again in November 2022, when it presented its current view of the economy for 2022 and 2023. When time did not allow for a formal publication, CBO often discussed such comparisons with Congressional staff.
- **Estimating the Effects of Policy Alternatives.** CBO prepared reports to estimate the effects that various assumptions about future policies would have on budgetary outcomes.
- **Describing the Uncertainty of Its Estimates.** CBO routinely included a discussion of uncertainty in its cost estimates and in its budget and economic projections. When possible, those discussions included information about how much the estimate could vary if key factors differed from CBO's estimates. For other publications, the agency also developed likely ranges for some key projections—including projections of federal debt and economic growth. In addition, CBO published an interactive workbook to allow users to see how changes in economic conditions might affect the federal budget.
- **Creating Data Visualizations.** To promote understanding of its analyses, CBO published information in alternative formats, such as slide decks, infographics, and a type of report that emphasizes charts. A series of four infographics illustrated spending and revenues in the federal budget in 2021.
- **Conducting Outreach.** The most important form of outreach was direct communication between CBO and the Congress in person, by phone, by video conference, and by email. In 2022, CBO's Director met with dozens of Members of Congress, either individually or in groups. CBO also solicited input from a range of policy experts through its Panels of Economic and Health Advisers and obtained many external reviews of its work. In addition, CBO's staff made presentations about the agency's processes, work in progress, and recently completed work. And the agency published blog posts highlighting key issues.

Staff Development

As the challenges posed by the pandemic continued into 2022, CBO's approach to staff development was different from its usual approach. For example, to stay current on topics that are important to CBO's work for the Congress, staff members participated in virtual seminars to share information about their analyses, data, and estimating techniques, and the agency hosted presentations by outside researchers and other experts.

CBO sustained its emphasis on training by reimagining the way it was delivered, making a transition to virtual participation. The agency funded staff members' participation in virtual conferences of researchers, practitioners, and government employees on various economic and policy topics, as well as training in analytical tools and various skills. It provided ongoing training to staff members about the mechanics of scoring and cost estimating; for example, they attended virtual workshops on CBO's baseline projections, reconciliation, fair-value estimates

of the cost of credit programs, best practices for preparing cost estimates, and the application of scorekeeping guidelines.

CBO again worked with the Office of Congressional Workplace Rights to provide training to all staff members about their rights as described in the Congressional Accountability Act of 1995 Reform Act, as well as training on other topics important to the success of the agency's diverse workforce.

CBO continued to emphasize the need to clearly communicate the results of analyses: It provided training on effective presentation skills, and it conducted virtual editions of required courses on writing. Finally, CBO restarted management training and training in soft skills that were halted during the first year of the pandemic. By helping the agency's staff members collaborate better, those skills help CBO create strong products.

Contracts

As it sought offers from contractors, CBO continued to encourage small businesses to participate by including

them in its requests for price quotes and in its market research and, before making an award, by having each prospective contractor identify its type of business and its size. As a result of those efforts, CBO awarded 172 contracts and purchase orders to small businesses in fiscal year 2022. Of those contracts and purchase orders, 14 went to minority-owned businesses and 65 to women-owned businesses.

Information Technology

CBO implemented numerous improvements to its information technology infrastructure and practices in 2022. Among other advances, the agency:

- Continued moving its computing operations to the cloud, making them faster and more accessible;
- Continued upgrades of physical infrastructure to replace aging equipment; and
- Continued other upgrades, especially to provide extensive remote teleconference capabilities.

About This Document

This document presents the Congressional Budget Office's request for appropriations for fiscal year 2024.

Leigh Angres, Tracy L. Henry, and Kamna Virmani prepared the document with assistance from Angela D. Clark, Dana Ealey, Ann E. Futrell, and Kevin Laden and with guidance from Mark Smith.

Mark Doms, Mark Hadley, Jeffrey Kling, and Robert Sunshine reviewed the document. John Skeen edited it, and Jorge Salazar created the graphics and prepared the text for publication. The document is available at www.cbo.gov/publication/58881.

CBO seeks feedback to make its work as useful as possible. Please send comments to communications@cbo.gov.

A handwritten signature in black ink, appearing to read "Phillip Swagel", with a long, sweeping flourish extending to the right.

Phillip L. Swagel
Director
February 2023