TREASURY Strategic Plan 2018-2022

This plan outlines the Department's long-term goals and specific strategies to boost U.S. economic growth, promote financial stability, enhance national security, transform government-wide financial stewardship, and achieve operational excellence. To achieve these goals, Treasury will leverage its unique capabilities to deliver results for the American people — overhauling and modernizing the tax system; driving regulatory relief to create opportunities for American consumers, workers, and their families; and targeting threats to national security. Treasury will advance the President's "America First" agenda and level the playing field for American workers and companies. As responsible stewards of taxpayer resources, we will pursue new capabilities to manage our finances more effectively, broaden data accessibility for better decision-making, and tirelessly seek efficiencies that improve the value we deliver to the public.

The Government Performance and Results Act of 1993 (GPRA) and the GPRA Modernization Act of 2010 established the need for agencies to identify performance goals, report progress against targets, and conduct data-driven reviews. These practices serve two key purposes for stakeholders within and outside of the organization: to assess the organization’s health and impact, and to inform decision-making and strategy (including effective resource allocation). In this spirit, we developed a strategic framework supported by best-in-class organizational performance practices to help achieve the Department's strategic objectives. Our organizational performance reviews provide a regular forum for open dialogue and coordination between Department and bureau and office leadership, bringing together different perspectives to set and align priorities, identify and solve problems, review agency performance goals, and drive evidence-based decisions and results. The cycle integrates statutory requirements to conduct organizational performance reviews of agency strategic objectives, agency priority goals, and cross-agency priority goals.

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Stakeholder(s):

Steven T. Mnuchin:
Secretary of the Treasury

Department of the Treasury Policy Offices

Treasury Office of Domestic Finance:
Works to preserve confidence in U.S. Treasury market, strengthen financial institutions and markets, and promote access to credit, in service to long-term economic strength and stability. International Affairs (IA): Protects economic prosperity and national security by helping to ensure a favorable external environment for sustained jobs and economic growth.

Treasury Office of Terrorism and Financial Intelligence (TFI):
Uses policy, intelligence, enforcement and regulatory tools, and authorities to disrupt and disable terrorists, criminals, and other national security threats while also safeguarding the financial system against abuse by illicit actors.

Treasury Office of Economic Policy:
Reports on economic developments and assists in the determination of economic policies. Reviews and analyzes domestic economic issues and financial market developments.

Treasury Office of Tax Policy:
Develops and implements tax policies and programs. Reviews regulations and rulings to administer the Internal Revenue Code. Provides revenue estimates for the President’s Budget.

Treasurer of the United States:
Serves as a principal advisor to the Secretary. Oversees the Office of Consumer Policy, which provides policy leadership, research, and analysis to foster economic growth and financial security for American families in a robust consumer marketplace. Oversees the U.S. Mint, which includes advising the Secretary on coinage matters and liaising with the Federal Reserve.

Treasury Support Offices

Treasury Office of Management and Chief Financial Officer:
(Management): Manages the Department’s financial resources and oversees Treasury-wide programs, including human capital, organizational performance, information technology, acquisition, and diversity issues.

Treasury Office of Risk Management (ORM):
Oversees the development and implementation of an integrated risk management framework for the Department, advising Treasury leaders on managing credit, market, liquidity, operational, and reputational risks.

Treasury Office of General Counsel:
Manages legal affairs.

Treasury Office of Legislative Affairs:
Manages legislative affairs.

Treasury Office of Public Affairs:
Manages public affairs.

Treasury Bureaus

Alcohol and Tobacco Tax and Trade Bureau (TTB):
Collects federal excise taxes on alcohol, tobacco, firearms, and ammunition. Enforces and administers laws covering production, use, and distribution of alcohol and tobacco products.

Bureau of Engraving and Printing (BEP):
Develops and produces U.S. currency notes as well as secure documents for government use.

Financial Crimes Enforcement Network (FinCEN):
Safeguards the financial system from illicit use and combats money laundering. Promotes national security through collection, analysis, and dissemination of financial intelligence and strategic use of financial authorities.

Bureau of the Fiscal Service:
Provides central payment services to government agencies. Operates the government’s collections and deposit systems. Delivers administrative shared services to federal agencies. Provides government-wide accounting and reporting. Manages delinquent debt collection. Borrows money needed to operate the U.S. government through the sale of marketable, savings, and special purpose U.S. Treasury securities. Accounts for and services the public debt.

Internal Revenue Service (IRS):
Determines, assesses, and collects U.S. tax revenue. Helps taxpayers understand their tax responsibilities and combats tax-related fraud.

United States Mint:
Designs, mints, and issues U.S. circulating, numismatic, and bullion coins. Strikes medals of national significance. Maintains physical custody and protection of most of the nation’s gold and all of its silver assets.

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Office of the Comptroller of the Currency (OCC):
Charters, regulates, and supervises national banks and federal savings associations to ensure a safe, sound, and competitive banking system. Supervises federal branches and agencies of foreign banks. Serves as the rule-making authority for all savings associations.

Treasury Inspectors General

Treasury Office of Inspector General (OIG):
Provides independent audits, investigations, and oversight for the Department of the Treasury and its programs.

Treasury Inspector General for Tax Administration (TIGTA):
Provides independent audits, investigations, and oversight for the IRS, Special Inspector General for the Troubled Asset Relief Program (SIGTARP); Provides independent audits, investigations, and oversight for the Troubled Asset Relief Program managed by the Office of Domestic Finance.

Vision
Prosperity and security for the American people

Mission
To maintain a strong economy and create economic and job opportunities by promoting the conditions that enable economic growth and stability at home and abroad, strengthen national security by combating threats and protecting the integrity of the financial system, and manage the U.S. Government’s finances and resources effectively.

Values

Integrity: The nearly 100,000 dedicated Treasury employees strive to maintain integrity and uphold the public trust in all that we do, explore better ways of conducting business through innovation, seek diversity of thought and expertise to inform our decisions, embrace and adapt to change, and hold ourselves accountable for accomplishing meaningful results for the American public.

Innovation
Diversity
Expertise
Adaptability
Accountability
Results
1. Economic Growth

**Boost U.S. Economic Growth**

**1.1. Tax Law Implementation**

*Administer tax law to better enable all taxpayers to meet their obligations, while protecting the integrity of the tax system.*

Desired Outcomes: Timely taxpayer guidance, instructions, and tax forms; Improved compliance and service efforts; Modernized tax treaties.

**Stakeholder(s):**

- Taxpayers
- Tax Preparers
- Social Security Administration
- Department of Health and Human Services
- State Tax Administrators

**Strategy 1.1.A. Guidance, Regulations, Forms & Instructions**

*Issue timely guidance to implement the first major tax reform legislation in more than a generation, revise and issue new regulations to apprise taxpayers of agency interpretation of statute, issue necessary tax forms and instructions, and clarify international standards.*

Measures and Indicators of Success:

- Tax guidance and regulations issued
- Tax forms updated for legislative changes
- Tax treaty status

**Strategy 1.1.B. Analytics**

*Improve analytics for faster detection of compliance and fraud issues.*

Measures and Indicators of Success:

- Use of analytic products
- Detection of compliance and fraud issues

**Stakeholder(s):**

- IRS
- Tax Policy
- TTB
Strategy 1.1.C. Service & Compliance

Design user-friendly tools and programs to improve customer service and lower barriers to voluntary compliance.

Measures and Indicators of Success:
- Filing and return compliance rates
- Online services use and completion rates
- Level of service

Stakeholder(s):
IRS
TTB

Support Strategy 1.1.D. Staffing

Develop long-term IRS workforce staffing plan.

Measures and Indicators of Success:
- Completed staffing plan

Stakeholder(s):
IRS

1.2. Economic Fundamentals

Spur faster economic growth by right-sizing Treasury and other regulations and advancing domestic economic policies that boost investment, employment, and innovation.

Desired Outcomes: Create sustained growth in Gross Domestic Product (GDP) of three percent or more.

Stakeholder(s):
Financial Stability Oversight Council
Securities and Exchange Commission
Consumer Financial Protection Bureau
Federal Reserve
Federal Deposit Insurance Corporation
Office of Management and Budget
National Economic Council
Department of Commerce
Small Business Administration
Commodity Futures Trading Commission
National Credit Union Administration
State Regulators
Businesses
The Public
1.3. Currency & Services

Deliver trusted currency and services that enable citizens and businesses to participate in the economy.

Desired Outcomes: United States currency remains the world’s premier currency; Americans empowered to make independent financial decisions; Industry members receive improved service.

Stakeholder(s):
- Federal Reserve
- United States Secret Service
- Financial Literacy and Education Commission
- Businesses
- The Public

Strategy 1.3.A. Currency

Enhance anti-counterfeit currency design.

Measures and Indicators of Success:
- Design next generation of currency on schedule
- Reduce the number of counterfeit notes

Stakeholder(s):
- Bureau of Engraving and Printing (BEP)

Strategy 1.3.B. Financial Decisionmaking

Empower Americans in making independent and informed financial decisions to build individual wealth.

Measures and Indicators of Success:
- Quality products from the Financial Literacy and Education Commission
- Outcomes closely monitored, such as savings numbers/credit score improvement

Stakeholder(s):
- Office of the Treasurer

Strategy 1.3.C. Qualification Processes

Improve the business and product qualification processes for industry.

Measures and Indicators of Success:
- Turnaround times of TTB permit, label, and formula applications
- Quality of initial submissions

Stakeholder(s):
- TTB

Strategy 1.3.D. Facilities & Equipment

Recapitalize aging production facilities and equipment for needed capacity and capabilities.

Measures and Indicators of Success:
• Yearly Currency Order (percent of order completed versus planned)
• Status of facility projects
• Capital spend amounts

Stakeholder(s):
U.S. Mint
BEP

Support Strategy 1.3.E. Staffing & Training
*Develop and execute long-term currency production workforce staffing and training plan.*

Measures and Indicators of Success:
• Completed staffing plan

Stakeholder(s):
U.S. Mint
BEP

Support Strategy 1.3.F. Coins
*Promote a successful coin program.*

Measures and Indicators of Success:
• Advancement of new proposals

Stakeholder(s):
U.S. Mint

1.4. Trade

*Advance a free and fair trade environment for U.S. businesses through successful negotiation of trade agreements and investment policies.*

Desired Outcomes: Fewer foreign trade barriers; New growth opportunities for Americans; Level playing field for U.S. businesses; Successful trade agreements; More balanced global trade.

Stakeholder(s):
U.S. Trade Representative
Export-Import Bank
International Working Group on Export Credits
Department of Commerce
Department of Labor
Department of Agriculture
National Security Council
Congress
Department of State

International Monetary Fund
World Bank
Businesses
The Public
Strategy 1.4.A. Trade Practices

Address discriminating policies and unlawful trade practices.

Measures and Indicators of Success:
• Number of TTB investigations that resulted in a successful outcome

Stakeholder(s):
International Affairs
Alcohol Tobacco Tax and Trade Bureau (TTB)

Strategy 1.4.B. Trade Deals

Conclude better trade deals that level the playing field.

Measures and Indicators of Success:
• Number of concluded targeted trade agreements that seek to level the playing field for America's workers, farmers, and businesses

Stakeholder(s):
International Affairs
America's Workers
America's Farmers
America's Businesses
2. Financial Stability

Promote Financial Stability

2.1. Housing Finance Reform

Support housing finance reform to resolve Government-Sponsored Enterprise (GSE) conservatorships and prevent taxpayer bailouts of public and private mortgage finance entities, while promoting consumer choice within the mortgage market.

Desired Outcomes: Increased share of mortgage credit supported by private capital; Resolution of GSE conservatorships; Appropriate level of sustainable homeownership.

Stakeholder(s):
Congress
Federal Housing Finance Agency
Fannie Mae
Freddie Mac
Federal Housing Administration
Department of Housing and Urban Development
Department of Veterans Affairs
Consumer Financial Protection Bureau
Federal Reserve
Securities and Exchange Commission
Federal Deposit Insurance Corporation
Association of State Banking Regulators
The Public

Strategy 2.1.A. Engagement

Engage stakeholders to develop housing finance reform recommendations.

Measures and Indicators of Success:

- Regular engagement with external stakeholders to solicit recommendations and discuss housing finance reform
- Dissemination of principles and recommendations for housing finance reform

Stakeholder(s):
Domestic Finance
Economic Policy

Strategy 2.1.B. Implementation

Prepare to implement enacted housing finance reform.

Measures and Indicators of Success:
• Plan for the resolution of current GSE conservatorships
• Analysis of emerging housing finance issues against U.S. economic conditions

Stakeholder(s):
Domestic Finance
Economic Policy

2.2. Foreign Exchange

Achieve fair foreign exchange practices through multilateral engagement with international partners.

Desired Outcomes: Global economy free of currency manipulation.

Stakeholder(s):
International Monetary Fund
Group of 20 Nations
National Security Council
Department of Commerce
Department of State

Strategy 2.2.A. FTA Negotiations

Incorporate meaningful foreign exchange goals into Free Trade Agreement (FTA) negotiations.

Measures and Indicators of Success:
• Number of concluded FTAs inclusive of or accompanied by meaningful currency commitments

Stakeholder(s):
International Affairs

Strategy 2.2.B. Forums

Utilize IMF and G-20 forums to make progress in constructive exchange rate practices.

Measures and Indicators of Success:
• Data tracked in Treasury’s semi-annual Foreign Exchange Report
• Number of G-20 countries that strengthen and abide by currency commitments

Stakeholder(s):
International Affairs
IMF
G-20

2.3. Foreign Technical Assistance

Provide technical assistance to enable foreign partner countries to better raise and manage financial resources and protect their financial sectors.

Desired Outcomes: Strongly engaged partner countries with increased capability to raise and mobilize domestic resources (resulting in decreased reliance on foreign aid); Attainment of strong, abuse-resistant financial sectors that promote economic growth.
Stakeholder(s):
Foreign Partner Countries
Department of State
U.S. Agency for International Development
Millennium Challenge Corporation
International Financial Institutions
Development Banks
Partner Countries

Strategy 2.3.A. Focus

Maintain strong focus on core technical assistance areas (revenue policy and administration; budget and financial accountability; government debt issuance and management; banking and financial services; economic crimes).

Measures and Indicators of Success:
- Engagement of partner countries in programs
- Number of projects in core technical assistance areas

Stakeholder(s):
International Affairs

Strategy 2.3.B. Priorities

Emphasize high priority issues such as domestic resource mobilization, infrastructure finance, expanded access to financial services, and Anti-Money Laundering/Combating Financing of Terrorism (AML/CFT) frameworks.

Measures and Indicators of Success:
- Engagement of partner countries in programs
- Number of projects emphasizing high priority issues

Stakeholder(s):
International Affairs
2.4. Critical Infrastructure & Cybersecurity

Enhance security, improve resiliency, and reduce the risk of significant cybersecurity and other incidents to the financial sector’s critical infrastructure, domestically and internationally.

Desired Outcomes: Reduced frequency and impact of cybersecurity breaches and physical incidents; More effective incident response processes and improved recovery time; Improved information sharing and collaboration.

Stakeholder(s):
Financial Sector
Financial Regulators
Law Enforcement
Department of Homeland Security
Financial Sector Companies
Trade Associations
Other Supporting Critical Infrastructures
Information Sharing and Analysis Centers
International Partners

Strategy 2.4.A. Methods & Best Practices

Harmonize regulatory proponents on cybersecurity methods and baseline protections for best practices.

Measures and Indicators of Success:

• Improved coordination on cybersecurity supervisory efforts
• Increased resilience by shifting resources to improving security from regulatory compliance
• Adoption and use of the National Institute of Standards and Technology Cyber Security Framework
• Work conducted with domestic sector members and international forums to harmonize best practices with the framework

Stakeholder(s):
Domestic Finance
**Strategy 2.4.B. Vulnerabilities**

Work with financial sector companies and "Section 9" firms to identify vulnerabilities in the financial services sector, so that a prioritized mitigation plan can be developed and implemented by the owners and operators of the systems.

Measures and Indicators of Success:
- Enhanced sector mapping to develop a broader understanding of sector critical processes
- Completed work to prioritize and address major vulnerabilities identified as a part of this effort
- Enhanced security and resilience of "Section 9" companies (companies where a cybersecurity incident could reasonably result in catastrophic regional or national effects on public health or safety, economic security, or national security)

**Stakeholder(s):**
- Domestic Finance
- Section 9 Firms

**Strategy 2.4.C. Interdependencies**

Identify and address interdependencies with other sectors of industry, particularly other critical infrastructures that support financial services, such as telecommunications and power.

Measures and Indicators of Success:
- Completed major exercise with the communications and electricity sectors
- Lessons learned, identified, and addressed
- Improved sector planning framework tested through additional cybersecurity exercises

**Stakeholder(s):**
- Domestic Finance

**Strategy 2.4.D. Cybersecurity**

Partner with industry and government agencies to increase cybersecurity information flow among private and public partners.

Measures and Indicators of Success:
- Improved quality, quantity, relevance, and timeliness of information shared
- Increase in number of organizations actively sharing information

**Stakeholder(s):**
- Domestic Finance
Support Strategy 2.4.E. Resiliency

Improve high-value asset (HVA) resiliency.

Measures and Indicators of Success:

- HVA reliability

Stakeholder(s):
Domestic Finance
Management

Support Strategy 2.4.F. Response Plans

Minimize the impact of incidents that do occur by developing and exercising effective response plans.

Measures and Indicators of Success:

- Improved sector planning framework tested through additional cybersecurity exercises

Stakeholder(s):
Domestic Finance
3. National Security

Enhance National Security

3.1. Strategic Threat Disruption

Identify, disrupt, and dismantle priority threats to the U.S. and international financial systems.

Desired Outcomes: Identify, disrupt, and successfully isolate threats from the U.S. and global financial system; Deny revenue sources to terrorist financiers, money launderers, weapons proliferators, drug kingpins, and human rights abusers; Proactively implement U.S. policy toward regimes such as Iran, North Korea, Venezuela, and Russia, and terrorist organizations such as ISIS, Hizbollah, and al-Qa’ida.

Stakeholder(s):
State Regulators
Federal Regulators
Local Law Enforcement
State Law Enforcement
Federal Law Enforcement
Foreign Partners
Department of Justice
Intelligence Community
Department of State
Department of Defense
Department of Homeland Security
Department of Commerce
National Security Council
National Economic Council
Egmont Group: (Foreign Intelligence Units)
Financial Institutions
Strategy 3.1.A. Funding
Disrupt the capability of priority targets to raise, use, and move funds through strategic application of Treasury's tools and authorities.

Measures and Indicators of Success:
- Implementation of administration and congressional policies
- Priority threats disrupted

Stakeholder(s):
TFI
Financial Crimes Enforcement Network (FinCEN)

Strategy 3.1.B. Threats
Identify threats to the financial system from terrorists, proliferators, rogue regimes, and criminal actors through the exploitation and analysis of Bank Secrecy Act (BSA) data, other financial information, and all-source intelligence research and analysis.

Measures and Indicators of Success:
- Threats identified
- Creation of analytic products

Stakeholder(s):
TFI
FinCEN

Strategy 3.1.C. Information Sharing & Collaboration
Expand current and facilitate new threat information-sharing and collaboration with domestic and international partners.

Measures and Indicators of Success:
- Information shared
- Collaboration events

Stakeholder(s):
TFI
FinCEN
International Affairs
Support Strategy 3.1.D. Tools & Authorities

Maximize and integrate Treasury's economic tools and authorities across TFI components against illicit actors.

Measures and Indicators of Success:

- Use of tools and authorities

Stakeholder(s):
- TFI
- FinCEN

Support Strategy 3.1.E. Coordination

Coordinate analysis of all available information sources, including intelligence analysis, BSA data, and other financial information obtained through Treasury administrative authorities or from foreign partners.

Measures and Indicators of Success:

- Internal coordination activities

Stakeholder(s):
- TFI
- FinCEN

3.2. Money Laundering & Terrorism

Identify and reduce vulnerabilities in the U.S. and international financial system to prevent abuse by illicit actors.

Desired Outcomes: Prevent terrorists and other illicit actors from using the U.S. and international financial systems through strengthened U.S. and global Anti-Money Laundering/Combating Financing of Terrorism (AML/CFT) frameworks; Enhanced transparency in the international financial system.

Stakeholder(s):
- Federal Regulators
- Financial Institutions
- State Regulators
- Foreign Partners
- Local Law Enforcement
- State Law Enforcement
- Federal Law Enforcement
- Department of Justice
- Intelligence Community
- Department of State
- Department of Defense
- Department of Homeland Security
- National Security Council
- Egmont Group: (Financial Intelligence Units)
**Strategy 3.2.A. Vulnerabilities & Risks**

*Proactively identify vulnerabilities within the financial system and address them through a risk-based approach that integrates oversight measures, regulations, targeted enforcement actions, and compliance.*

Measures and Indicators of Success:
- Vulnerabilities addressed
- Risk-based approach implemented

**Stakeholder(s):**
- TFI
- Financial Crimes Enforcement Network (FinCEN)

**Economic Policy**

**Strategy 3.2.B. Information Exchange**

*Exchange information between and among governments, law enforcement, and financial institutions to address risks to the U.S. and global financial systems.*

Measures and Indicators of Success:
- Information exchanged
- Number of partners
- Information leading to action

**Stakeholder(s):**
- TFI
- FinCEN

**Strategy 3.2.C. Standards**

*Encourage international partners to adopt, implement, and enforce international AML/CFT standards.*

Measures and Indicators of Success:
- Number of partners adopting standards

**Stakeholder(s):**
- TFI
- FinCEN
Strategy 3.2.D. Regulations

Modernize, streamline, and simplify the regulatory framework to more effectively and efficiently address national security priorities.

Measures and Indicators of Success:

- Regulatory changes
- Guidance produced

Stakeholder(s):
TFI
FinCEN

Support Strategy 3.2.E. Systems & Capabilities

Modernize systems and analytical capabilities to better collect, assess, disseminate, and act upon financial data and intelligence.

Measures and Indicators of Success:

- System modernization
- Increased analytic production and dissemination

Stakeholder(s):
TFI
FinCEN

Support Strategy 3.2.F. Outreach & Enforcement

Conduct law enforcement and private sector outreach and take enforcement actions, as appropriate, against noncompliant entities to encourage robust compliance controls for private actors to effectively implement sanctions-related policies and procedures.

Measures and Indicators of Success:

- Outreach events
- Enforcement actions

Stakeholder(s):
TFI
FinCEN
3.3. Economic Strength & National Security

Advance American prosperity and security through growth, investment, trade, and expanding the American industrial base while protecting national security.

Desired Outcomes: Peace through economic strength; Maintain an open inward foreign investment posture while eliminating national security risks.

**Stakeholder(s):**

- **Department of State**
- **Department of Commerce**
- **Department of Defense**
- **Committee on Foreign Investment in the United States**
  
  We chair the CFIUS, which leads an interagency process to review certain foreign investments for potential national security concerns. CFIUS has proven very effective in its purpose of helping secure the U.S. within an open investment climate. However, in light of the evolving foreign investment landscape, reform is important to ensure that CFIUS has: (1) the necessary authority to review more types of foreign transactions that may pose national security risks, and (2) sufficient resources to review such transactions.

- **Congress**

**Strategy 3.3.A. Economic Strategies**

Exercise leadership on the implementation of economic strategies, drawing on the tools and resources of the international community, to stabilize potentially volatile regions.

Measures and Indicators of Success:

- Regions stabilized
- Involvement of international partners

**Stakeholder(s):**

- **International Affairs**
- **Terrorism and Financial Intelligence (TFI)**
Strategy 3.3.B. Foreign Acquisitions

*Review and investigate foreign acquisitions for national security risks.*

Measures and Indicators of Success:

- No foreign acquisitions of U.S. assets that pose unresolved national security concerns

**Stakeholder(s):**
- International Affairs
- TFI

Strategy 3.3.C. Industry Reform

*Be prepared to implement enacted critical industry reform.*

Measures and Indicators of Success:

- Meet CFIUS statutory timeframes and requirements

**Stakeholder(s):**
- International Affairs

Support Strategy 3.3.D. Resources

*Ensure CFIUS is properly resourced commensurate with workload.*

Measures and Indicators of Success:

- Average caseload per case officer
- Dedicate staff to monitoring mitigation agreements and non-notified transactions

**Stakeholder(s):**
- International Affairs
- TFI
4. Financial Stewardship

Transform Government-wide Financial Stewardship

4.1. Financial Data Access & Use

*Increase the access and use of federal financial data to strengthen government-wide decision-making, transparency, and accountability.*

Desired Outcomes: Provide the public and federal agencies with access to a greater range of financial data to increase transparency and support data-driven decision making; Multiple user groups supported and data used for evidence-based decisions, reduced reporting costs, and more measurable returns on investments.

**Stakeholder(s):**
- Office of Management and Budget
- Chief Financial Officers Council
- Federal Agencies
- The Public

**Strategy 4.1.A. Quality & Availability**

*Improve the quality and availability of financial data for federal CFOs.*

Measures and Indicators of Success:
- Increase in quantity and quality of financial data
- Broader array of data sources

**Stakeholder(s):**
- Domestic Finance
- Bureau of the Fiscal Service
- Federal CFOs

**Strategy 4.1.B. Performance & Work Assessment**

*Analyze and share data to effectively assess performance and determine appropriate work streams.*

Measures and Indicators of Success:
- Increased use of data in organizational performance assessments and reports

**Stakeholder(s):**
- Internal Revenue Service
- Domestic Finance
- Bureau of the Fiscal Service

**Strategy 4.1.C. Sun-Setting Programs**

*Wind down sun-setting programs responsibly, maximizing the financial benefit to taxpayers.*

Measures and Indicators of Success:
• Total cost of programs being sun-setted
• Implementation of wind-down plans

**Stakeholder(s):**
Domestic Finance

**Strategy 4.1.D. Multilateral Institutions**
*Manage U.S. positions at multilateral institutions.*

Measures and Indicators of Success:
• Value of unmet commitments to multilateral development banks
• Improved multilateral development bank policies for project selection

**Stakeholder(s):**
International Affairs
Multilateral Institutions

**4.2. Debt Management**
*Fund the federal government at the least cost over time.*

Desired Outcomes: Sufficient funds raised to finance future deficits and fund Treasury's liquidity buffer at the lowest cost over time to the American taxpayer; Increase in investors attracted to both the primary and secondary Treasury debt market; Treasury information technology systems and infrastructure are sufficiently robust, current, secure, and aligned with investor and issuer needs.

**Stakeholder(s):**
Treasury Market Investors: Including Primary Dealers
Federal Reserve Bank of New York
Securities and Exchange Commission
U.S. Commodity Futures Trading Commission
Financial Industry Regulatory Authority
Board of Governors

**Strategy 4.2.A. Market Analytics**
*Improve Treasury market analytics for greater accuracy and responsiveness.*

Measures and Indicators of Success:
• On-time and improved analysis products

**Stakeholder(s):**
Domestic Finance

**Strategy 4.2.B. Investor Needs**
*Develop new products that satisfy investors' needs and help meet Treasury issuance goals.*

Measures and Indicators of Success:
• New products launched

Stakeholder(s):
Domestic Finance
Bureau of the Fiscal Service
Investors

Support Strategy 4.2.C. Debt Insurance

*Develop a more robust and automated Treasury Debt Issuance System that is secure and scalable.*

Measures and Indicators of Success:
• Percentage of auctions successfully completed by the scheduled close
• Percentage of auction results released accurately

Stakeholder(s):
Domestic Finance
Bureau of the Fiscal Service

4.3. Federal Financial Performance

*Improve federal financial management performance using innovative practices to support effective government.*

Desired Outcomes: Implementation of new innovative financial practices; Lower financial management costs; Greater value from and increased use of shared services.

Stakeholder(s):
Office of Management and Budget
Federal Agencies

Strategy 4.3.A. Tools & Capabilities

*Provide new tools and capabilities in support of the financial management community and their respective missions.*

Measures and Indicators of Success:
• Identification and promotion of emerging technologies and practices

Stakeholder(s):
Domestic Finance
Bureau of the Fiscal Service
Strategy 4.3.B. General Fund

*Identify and systematically measure all General Fund exposures from credit, insurance, emergency, and contingency liabilities.*

Measures and Indicators of Success:

- Improved exposures reporting

Stakeholder(s):
- Domestic Finance
5. Operations

Achieve Operational Excellence

5.1. Workforce Management

Foster a culture of innovation to hire, engage, develop, and optimize a diverse workforce with the competencies necessary to accomplish our mission.

Desired Outcomes: An agile, skilled, effective, and diverse workforce; Innovative and inclusive workplace; Sustainable culture of engagement and superior performance.

Stakeholder(s):
- Office of Management and Budget
- Office of Personnel Management

Strategy 5.1.A. Workforce

Create an appropriately sized, structured, and skilled workforce with the competencies needed to meet our mission and organizational goals.

Measures and Indicators of Success:
- Percentage of identified critical positions with succession plans in Treasury's Integrated Talent Management System
- Established Treasury-wide succession planning framework (or policy)

Stakeholder(s):
- Management
- Bureau Human Resources Officers
- Chief Learning Officers
- Diversity and Inclusion Officers

Strategy 5.1.B. Employee Alignment & Performance

Maximize employee performance and ensure alignment in support of organizational outcomes.

Measures and Indicators of Success:
- Percentage of individual performance commitments that are aligned with organizational performance objectives
- Improved Federal Employee Viewpoint Survey (FEVS) satisfaction scores

Stakeholder(s):
- Management
- Bureau Human Resources Officers
- Chief Learning Officers
- Diversity and Inclusion Officers
Strategy 5.1.C. Diversity & Engagement

*Improve diversity and engagement through transparency, fairness, and inclusion.*

Measures and Indicators of Success:
- Improvement in FEVS diversity and inclusion index

**Stakeholder(s):**
- Management
- Bureau Human Resources Officers
- Chief Learning Officers
- Equal Employment
- Diversity and Inclusion Officers

Support Strategy 5.1.D. Technology

*Employ technological solutions that advance the management and leadership of the workforce.*

Measures and Indicators of Success:
- Percentage of primary system functionality used
- Reduce the number of human resources information technology systems

**Stakeholder(s):**
- Management
- Bureau Human Resources Officers

5.2. Treasury Infrastructure

*Better enable mission delivery by improving the reliability, security, and resiliency of Treasury’s infrastructure.*

Desired Outcomes: Infrastructure to securely deliver on Treasury’s strategic priorities; Potential disruptions to operations have been anticipated and appropriately responded to.

**Stakeholder(s):**
- Office of Management and Budget
- Office of Personnel Management
- General Services Administration:
  - Unified Shared Services Management
- Congress
- Industry
- Vendors
- National Security Council
- Department of Homeland Security
**Strategy 5.2.A. Technology & Information Resources**

*Modernize and secure Treasury's technology and information resources, including the federal government's payments and collections systems.*

Measures and Indicators of Success:

- Cyber risk is managed at the 'adaptive' level based on self-assessment
- Performance of IT services compared to best-in-class industry benchmarks
- Improved Federal Employee Viewpoint Survey scores for the "Employees have tools to do their job" question

**Stakeholder(s):**

- Management
- Bureau Information Technology Officers

**Strategy 5.2.B. Buildings**

*Prioritize health, safety, and security improvement projects for Treasury-owned buildings.*

Measures and Indicators of Success:

- Establishment of a non-IT capital planning process that ensures that risks to personnel, facilities, and mission are identified and prioritized
- Occupational Safety and Health Administration recordable rate
- List of priority shared services capital investments established and reviewed semi-annually
- 90 percent of the highest priority capital investments (as established by the governance body) fully funded for the year of execution

**Stakeholder(s):**

- Management
- Treasury Operations Community

**Strategy 5.2.C. Contingency Plans**

*Develop a strategic approach to identifying, anticipating, and developing contingency plans to prepare the workforce and organizations for threats that are difficult to respond to or foresee.*

Measures and Indicators of Success:

- Completion of a study of potential major threats to Treasury's mission, personnel, and infrastructure
- Completed contingency plans for major operations and threats

**Stakeholder(s):**

- Management
- Risk Management Community

**Support Strategy 5.2.D. Capital Reserve**

*Create the capability to fully fund a reserve for capital investments.*

Measures and Indicators of Success:

- Franchise fund reserve capacity implemented
- Governance and reserve policy established
- Capital investment workflow process implemented
Stakeholder(s):
Management
Treasury Operations Community

5.3. Customer Value

*Improve customer value by increasing the quality and lowering the cost of Treasury’s products and services.*

Desired Outcomes: Treasury products and services are driven by customer needs through efficient and effective operations.

Stakeholder(s):
Treasury Customers:
*Customers, including American taxpayers who depend on our services and core processes*
American Taxpayers

Strategy 5.3.A. Acquisitions

*Improve the acquisition lifecycle.*

Measures and Indicators of Success:

- Percentage of procurements using Category Management or Best in Class vehicles
- Obligations and number of procurement actions processed by quarter

Stakeholder(s):
Management
Bureau Contracting Officers

Strategy 5.3.B. Efficiencies

*Drive efficiencies through continuous process improvement.*

Measures and Indicators of Success:

- Process improvement projects completed and projected savings
- Cost per unit (Bureau of Engraving and Printing and the U.S. Mint)
- Paperless collections and payments (Bureau of the Fiscal Service)
- Cost to collect $100 (Internal Revenue Service)
- Enterprise self-assistance participation rate (Internal Revenue Service)

Stakeholder(s):
Management
Treasury Continuous Process Improvement Community
Bureau of Engraving and Printing
U.S. Mint
Bureau of the Fiscal Service
Internal Revenue Service
Strategy 5.3.C. Performance Management

Employ robust organizational performance management, supported by data analytics.

Measures and Indicators of Success:
- Percent of positive responses to the Federal Employee Viewpoint Survey question on managers’ communicating goals and priorities
- Automated collection and periodic refresh of key data and analytics
- Consolidated oversight of 90 percent of desired data within Treasury

Stakeholder(s):
Management
Treasury Organizational Performance Management Community
Treasury Data Communities

Strategy 5.3.D. Consolidation

Identify opportunities to further consolidate office space to reduce footprint driven by reform efforts and organizational changes.

Measures and Indicators of Success:
- Utilization Rate (facility usable square feet per person)
- Number of Treasury leases

Stakeholder(s):
Management
Treasury Operations Community

Support Strategy 5.3.E. Funding Optimization

Customers achieve their mission by optimized funding, regardless of source.

Measures and Indicators of Success:
- Consolidated budget cycles
- Average annual rate change

Stakeholder(s):
Management
Treasury Franchise Fund
Support Strategy 5.3.F. Process Improvement

Develop process improvement professionals.

Measures and Indicators of Success:

- Proportion of trained and certified process improvement professionals in each Treasury organization

Stakeholder(s):

Management

Treasury Continuous Process Improvement Community

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