

# 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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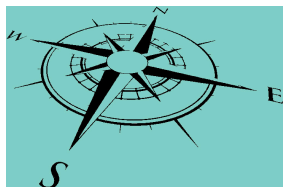
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## U.S. Department of the Treasury (TREAS)

### 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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Stakeholders (continued)

**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****Communities****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**

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### 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**

DEMONSTRATION ONLY

## 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**

### Administrative Information

**Start Date:** 2018-10-01

**End Date:** 2022-09-30

**Publication Date:** 2018-02-23

**Source:** [https://www.treasury.gov/about/budget-performance/strategic-plan/Documents/2018-2022\\_Treasury\\_Strategic\\_Plan\\_web.pdf?utm\\_source=Friends and Constituents&utm\\_campaign=622c73f3a7-EMAIL\\_CAMPAIGN\\_2018\\_01\\_11&utm\\_medium=email&utm\\_term=0\\_edc26fd940-622c73f3a7-23237121](https://www.treasury.gov/about/budget-performance/strategic-plan/Documents/2018-2022_Treasury_Strategic_Plan_web.pdf?utm_source=Friends+and+Constituents&utm_campaign=622c73f3a7-EMAIL_CAMPAIGN_2018_01_11&utm_medium=email&utm_term=0_edc26fd940-622c73f3a7-23237121)

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