

Mission Statement

Maintain a strong economy and create economic and job opportunities by promoting 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.

Executive Summary

FY 2015 President's Budget by Function

Dollars in thousands

	FY 2013 Operating Level ^{1,2}	FY 2014 Enacted	FY 2015 Request	FY 2014 to FY 2015	
				Increase/ Decrease	Percent Change
Management & Financial	\$1,285,929	\$1,338,388	\$1,316,208	(\$22,180)	-1.66%
Departmental Offices Salaries and Expenses	\$292,257	\$312,400	\$308,734	(\$3,666)	-1.17%
Department-wide Systems and Capital Investments Program	\$0	\$2,725	\$2,725	\$0	0.00%
Office of Inspector General	\$28,091	\$34,800	\$35,351	\$551	1.58%
Treasury IG for Tax Administration	\$143,761	\$156,375	\$157,419	\$1,044	0.67%
Special Inspector General for TARP	\$41,716	\$34,923	\$34,234	(\$689)	-1.97%
Community Development Financial Institutions Fund	\$209,440	\$226,000	\$224,900	(\$1,100)	-0.49%
Financial Crimes Enforcement Network	\$104,993	\$112,000	\$108,661	(\$3,339)	-2.98%
Alcohol and Tobacco Tax and Trade Bureau	\$94,654	\$99,000	\$101,000	\$2,000	2.02%
<i>Program Cap Adjustment Included in IRS</i>	\$0	\$0	(\$5,000)	(\$5,000)	0.00%
Net, Alcohol and Tobacco Tax and Trade Bureau	\$94,654	\$99,000	\$96,000	(\$3,000)	-3.03%
Bureau of the Fiscal Service ³	\$370,017	\$360,165	\$348,184	(\$11,981)	-3.33%
Tax Administration	\$11,197,612	\$11,290,612	\$12,476,527	\$1,185,915	10.50%
IRS Taxpayer Services	\$2,122,553	\$2,156,554	\$2,317,633	\$161,079	7.47%
IRS Enforcement	\$5,022,178	\$5,051,178	\$5,371,826	\$320,648	6.35%
IRS Operations Support	\$3,740,943	\$3,769,942	\$4,456,858	\$686,916	18.22%
IRS Business Systems Modernization	\$312,938	\$312,938	\$330,210	\$17,272	5.52%
Subtotal, Treasury Appropriations Committee	\$12,483,541	\$12,629,000	\$13,792,735	\$1,163,735	9.21%
Treasury Forfeiture Fund	(\$950,000)	(\$836,000)	(\$950,000)	(\$114,000)	13.64%
Total, Treasury Appropriations Committee	\$11,533,541	\$11,793,000	\$12,842,735	\$1,049,735	8.90%
Treasury International Programs	\$2,585,579	\$2,690,229	\$2,610,005	(\$80,224)	-2.98%
Economic Growth, National Security and Poverty Reduction (MDBs)	\$2,044,409	\$2,075,449	\$2,042,105	(\$33,344)	-1.61%
Food Security	\$156,647	\$163,000	\$30,000	(\$133,000)	-81.60%
World Bank Environmental Trust Funds	\$347,497	\$428,280	\$401,000	(\$27,280)	-6.37%
Debt Relief	\$11,392	\$0	\$92,400	\$92,400	0.00%
Office of Technical Assistance (OTA)	\$25,634	\$23,500	\$23,500	\$0	0.00%
Middle East Transition Fund	\$0	\$0	\$5,000	\$5,000	0.00%
International Monetary Fund	\$0	\$0	\$16,000	\$16,000	0.00%
Total	\$14,119,120	\$14,483,229	\$15,452,740	\$969,511	6.69%

¹ FY 2013 Operating Level reflects the full-year continuing resolution, reduced by the .2% rescission and sequestration.

² IRS FY 2013 Operating Level includes an interappropriation transfer of \$73M from the Enforcement appropriation to Taxpayer Services (\$13M) and Operations Support (\$60M) appropriations. FY 2014 Enacted includes \$92 million in funding (\$34 million to Taxpayer Services and \$58 million to Operations Support).

³ The FY 2013 Operating Level does not include the \$1 million in Legacy Treasury Direct User Fee collections.

Overview

The Department of the Treasury's FY 2015 request includes resources to strengthen the U.S. economy and job creation, help

struggling homeowners, monitor risks to the financial system, encourage small business lending, protect taxpayers, promote fair and effective revenue collection, fight financial

crimes, reinforce the international competitiveness of the United States, manufacture currency, and responsibly manage the U.S. government's financial resources, among other duties.

The FY 2015 President's Budget request proposes \$13.8 billion for the Department's operating accounts. Of this amount, \$480 million is provided via a program integrity cap adjustment intended to improve the integrity of the tax system. Within the total level of funding, Treasury continues to identify operational savings while making key investments in support of the Administration's goals. In addition, the Budget proposes \$2.6 billion for Treasury's International Assistance programs in order to promote our national security, open new markets for U.S. exporters, and address key global challenges such as food security and the environment.

The FY 2015 Budget request for Treasury's operating bureaus is 1.7 percent below the FY 2014 enacted level, excluding the IRS. The Budget identifies \$154.2 million in efficiency savings and program reductions.

The Budget aligns with the Department's *FY 2014 to 2017 Strategic Plan*, Agency Priority Goals, and Federal Priority Goals.¹ The Congressional Justification also serves as the Department's Annual Performance Report and Plan.

¹ Per the GPRA Modernization Act, P.L. 111-352, requirement to address Federal Goals in the agency Strategic Plan and Annual Performance Plan, please refer to Performance.gov for information on Federal Priority Goals and the agency's contributions to those goals, where applicable.

Treasury Strategic Goal: Promote domestic economic growth and stability while continuing reforms of the financial system

Treasury is committed to promoting economic growth that allows citizens and businesses to have more confidence in the safety and soundness of the financial system.

Supporting Small Businesses

The Small Business Jobs Act of 2010 created the Small Business Lending Fund (SBLF) and the State Small Business Credit Initiative (SSBCI). The SBLF helps increase the availability of credit to small businesses by providing capital to community banks and community development loan funds with assets under \$10 billion. In its first round of funding, SSBCI allocated \$1.5 billion to strengthen state programs that leverage private capital and support lending to small businesses and small manufacturers that are creditworthy but unable to access the credit needed to grow and create jobs in their communities. The first \$271 million in program expenditures supported lending and investments of \$1.9 billion to more than 4,600 small businesses across the country—creating or saving more than 53,000 American jobs. The \$1.5 billion original investment is expected to result in up to \$15 billion in new lending to small businesses in participating states. The Budget proposes a new authorization of \$1.5 billion for SSBCI to build on the momentum of the program's first round and strengthen the federal government's relationships with state economic development agencies which are highly responsive to capital needs in local markets. This additional \$1.5 billion would be awarded in two allocations, \$1 billion awarded on a competitive basis to states best able to target underserved groups, leverage

federal funding, and evaluate results and \$500 million awarded according to a need-based formula based on economic factors such as job losses and pace of economic recovery.

Supporting Economic Growth and Opportunity

In FY 2013, Treasury continued to focus on economic growth for local communities and small businesses through funding for projects that would encourage job creation and further investment in distressed communities. The FY 2015 Budget proposes \$224.9 million for the Community Development Financial Institutions (CDFI) Fund to promote economic development investments in low-income and underserved communities. Of the total request, \$35 million – an increase of \$13 million from FY 2014 – for the Administration’s Healthy Food Financing Initiative will support increased availability of affordable, healthy food options for the food desert communities. The Budget also proposes legislation to extend the CDFI Bond Guarantee program by one year to provide a source of long-term capital to CDFIs that support lending in underserved communities.

Treasury proposes to implement a fund to support Pay for Success projects. A growing number of state and local governments are using the Pay for Success model to finance preventive social programs that can post savings to the federal government while improving outcomes for families and communities. Emerging Pay for Success projects are hampered by an inability to leverage savings across levels of government and a lack of rigorous data that could help investors evaluate the risk associated with these ventures. A Pay for Success Fund will be designed to ensure that taxpayers get the best possible returns for

funds expended and government assets are protected by exclusively paying for projects that show measurable outcomes resulting in greater federal savings and programmatic efficiency. The Budget proposes \$300 million in new mandatory funding for this program.

Implementing Financial Reform

The FY 2015 Budget continues implementation of the comprehensive financial reforms included in the Dodd-Frank Wall Street Reform and Consumer Protection Act. These reforms place tougher limits on risk-taking by financial institutions in order to promote financial stability and protect American people.

The Financial Stability Oversight Council (FSOC), chaired by the Secretary of the Treasury, monitors threats to financial stability and facilitates coordination across the financial regulatory community. The Secretary is actively engaged in activities to identify risks, promote market discipline, and respond to emerging threats to U.S. financial stability. The Secretary also coordinates several rulemaking processes, including the risk retention rule, which aims to provide the economic incentive to securitize well underwritten mortgages and other assets, and the Volcker Rule, which changes behavior and practices in financial markets to help safeguard taxpayers.

Treasury is represented at the international Financial Stability Board (FSB) by the Under Secretary for International Affairs. At the FSB, Treasury supports coordination to improve global financial stability. This will decrease the risk of regulatory arbitrage to the global financial system, avoid an undue regulatory burden for U.S. firms, and protect our economy from risks emanating from beyond our shores.

The Federal Insurance Office (FIO) monitors all aspects of the insurance industry and advises the Secretary on insurance matters of national and international importance, as well as representing the United States on prudential aspects of international insurance matters, where previously, the United States had not been represented by any specifically designated individual, office, or agency. Among other projects, FIO is actively engaged in the FSOC and at the International Association of Insurance Supervisors.

The Office of Financial Research was created to serve the needs of FSOC and its member agencies, to collect and standardize financial data, to perform essential research and to develop new tools for measuring and monitoring risk in the financial system. The OFR is supporting the data needs for the FSOC's nonbank designations process, continues to enhance its Financial Stability Monitor—a dashboard of financial stability metrics and indicators—and has played a central role in the international initiative to establish a global Legal Entity Identifier (LEI).

Winding Down the Troubled Asset Relief Program

The actions taken under Troubled Asset Relief Program (TARP), along with other emergency measures put in place by the Board of Governors of the Federal Reserve System and the Federal Deposit Insurance Corporation (FDIC) helped prevent the collapse of the U.S. financial system and stabilize the economy. As Treasury continues winding down the investment programs in TARP, it continues operation of housing programs to help struggling homeowners avoid foreclosure.

The true cost of the financial crisis will always be measured in the human suffering and economic damage it caused – the jobs that were lost, the businesses that were closed, and the college educations or retirements that were deferred. However the fiscal cost of TARP is also important. Of the \$412 billion in support that TARP provided to the financial and automotive sectors, only \$12.4 billion remains outstanding. Taxpayers have realized a significant positive return on TARP's investments in banks. By the end of FY 2013, taxpayers had recovered a total of \$273.4 billion in repayments and other income - more than \$27.9 billion above the total funds that were invested under TARP's bank programs. The FY 2015 Budget estimates that excluding assistance to distressed homeowners, taxpayers will realize a positive net return of \$15 billion from TARP investments and additional Treasury AIG support.

Stabilizing the Housing Market

Using authority granted under the Emergency Economic Stabilization Act (EESA), Treasury established two central housing programs under TARP, the Making Home Affordable (MHA) program and the Hardest Hit Fund (HHF). Treasury also used its authority to support the Federal Housing Administration's (FHA) Short Refinance Program. Combined, Treasury committed \$38.5 billion to fund these housing programs under TARP. MHA and HHF have disbursed over \$9.5 billion from inception through the end of FY 2013. More funds are expected to be disbursed over time as incentive payments are made for current participants and new homeowners entering into the programs.

Terrorism Risk Insurance Program

In order to preserve the long-term availability and affordability of property and

casualty insurance for terrorism risk, the Budget proposes to extend the Terrorism Risk Insurance Program and to implement programmatic reforms to limit taxpayer exposure and achieve cost neutrality.

Treasury Strategic Goal: Enhance U.S. Competitiveness and Job Creation, and Promote International Financial Stability and More Balanced Global Growth

Encouraging International Economic Growth and Stability

Treasury works bilaterally and multilaterally to foster strong, sustainable, and balanced global growth; to support free trade and open markets; to promote a level playing field for U.S. financial institutions; to maintain stable international financial markets; to encourage foreign investment in the United States while protecting national security; and to use our leadership positions in the International Financial Institutions in pursuit of U.S. policy goals. The Department's operating account request includes funding for Treasury to continue advancing these economic and national security policy priorities around the world.

The Department's \$2.6 billion FY 2015 International Programs budget request provides a cost-effective way to promote our national security, support the next generation of export markets, and address key global challenges like environmental degradation and food security, while fostering private sector development and entrepreneurship. The FY 2015 request includes funding for capital increases and replenishments at the MDBs as well as contributions to several targeted trust funds and funding for Treasury's Office of Technical Assistance.

Finally, the request seeks to implement the 2010 International Monetary Fund (IMF)

agreement. In 2010, G-20 Leaders and the IMF membership decided on a set of quota and governance reforms designed to enhance IMF effectiveness. The United States successfully achieved its negotiating priorities in this process, (1) a U.S. quota increase with a simultaneous and equivalent roll back in our participation in the IMF's New Arrangements to Borrow, representing no new financial commitment to the IMF; and, (2) preservation of the unique U.S. veto in the IMF. Implementation of the 2010 reforms is necessary to prevent a loss of U.S. influence in the IMF.

Treasury Strategic Goal: Fairly and Effectively Reform and Modernize Federal Financial Management, Accounting, and Tax Systems

The Fiscal Service

Treasury continues to invest in ways to improve the government's ability to collect delinquent debt across all agencies, enhance program integrity, and return greater resources to taxpayers. Given its financial management expertise and leadership, the Fiscal Service will work with other agencies to improve USAspending.gov, the government's website designed to share data on Federal spending. The Budget also requests support from the new Opportunity, Growth, and Security Initiative to improve USAspending.gov's appearance and functionality for policy makers and the public.

Internal Revenue Service

The IRS plays a unique role in government, and resources invested in the agency represent a smart investment for the nation's taxpayers, returning many times their cost in the form of increased revenue. In recent years, the lack of sufficient funding for the IRS continues to have major implications for taxpayers and the tax system. As a result,

taxpayers face longer wait times on the phone, and it takes longer to respond to taxpayer correspondence. A sustained deterioration in taxpayer service combined with reduced enforcement activity could create serious long-term risk for the U.S. tax system, which is based on voluntary compliance. The IRS supports voluntary compliance by addressing millions of taxpayers' questions in their efforts to comply with the law and is an integral component of IRS's compliance activities. For example, during the 2013 tax season, IRS taxpayer service representatives answered over 30.1 million phone calls in addition to 54 million calls answered through automation. Approximately 98 percent of IRS tax collections in FY 2012 resulted from voluntary payments made by taxpayers. Because the IRS collects more than 90 percent of all federal tax receipts each year, even a small decline in voluntary compliance could have a noticeable impact on revenue.

The FY 2015 Budget provides the IRS with \$12 billion in base discretionary resources to invest in improving service to tens of millions of taxpayers, reducing the deficit through more effective enforcement of tax laws, including IT systems ready to meet the challenges of the 21st Century tax system, and fully funding the implementation of the Affordable Care Act. The Budget also proposes a \$480 million cap adjustment to support program integrity efforts aimed at improving enforcement of current tax laws and reducing the tax gap. This multi-year effort is expected generate \$52 billion in additional revenue over the next 10 years at a cost of just over \$17 billion, thereby reducing the deficit by \$35 billion. The targeted investments made in FY 2015 will generate over \$2 billion in annual revenue once fully operationalized in FY 2017,

returning nearly \$6 to the Treasury for every dollar invested.

The Budget also provides \$330.2 million for the Business Systems Modernization Program to invest strategically in state-of-the-art capabilities, such as online taxpayer services, that utilize and leverage the database infrastructure that is now in place.

In addition to the Taxpayer Service request within the discretionary caps, the Budget requests resources from the new Opportunity, Growth, and Security Initiative to support additional IRS customer service improvements, including increasing toll-free telephone level of service by 11 percentage points to over 80 percent, driving responsiveness to taxpayers through correspondence inventory reduction, and bolstering resources to help tackle more highly burdensome identity theft and refund fraud cases.

Restoring Gulf Coast Communities

The Resources and Ecosystems Sustainability, Tourist Opportunities, and Revived Economies of the Gulf Coast States Act of 2012 (RESTORE Act) established the Gulf Coast Restoration Trust Fund (Trust Fund) to maintain the civil and administrative penalties arising from the *Deepwater Horizon* oil spill. Treasury serves oversight, administrative, compliance, and audit roles to help ensure that funds are expended as required by the RESTORE Act, and will work with the newly established Gulf Coast Restoration Council to administer these funds in supporting economic and environmental restoration in the Gulf Coast region. The Budget proposes legislation that will allow Departmental Offices to draw resources from the Trust Fund to carry out its responsibilities.

Treasury Strategic Goal: Safeguard the Financial System and Use Financial Measures to Counter National Security Threats

The Office of Terrorism and Financial Intelligence (TFI), within the Departmental Offices, oversees and marshals Treasury's intelligence, enforcement, and economic sanctions functions in support of U.S. national security policies and interests and with the twin aims of safeguarding financial systems against illicit use and combating rogue nations, terrorist facilitators, money launderers, drug kingpins, proliferators of weapons of mass destruction, and other national security threats. The Budget provides \$105.9 million, an increase of \$3.9 million from FY 2014, to support TFI's efforts.

Successful Implementation of International Sanctions

In FY 2013, the Office of Foreign Assets Control (OFAC) tallied over 500 actions under its sanctions authorities in its efforts to disrupt and dismantle the financial networks that support weapons of mass destruction proliferators, terrorists, narcotics traffickers, and transnational organized crime, and target certain foreign regimes in support of U.S. national security, foreign policy, and economic interests. In particular, OFAC conducted a sustained sanctions campaign against Iran, its agents, and its front companies in response to Iran's continued defiance of various United Nations Security Council resolutions related to its nuclear program. As a result, banks around the world have continued cutting off Iran from the international financial sector; this isolation has played an essential role in bringing Iran to the negotiating table.

Collection of Major Asset Forfeitures Supports Deficit Reduction

The Treasury Forfeiture Fund received over \$1.7 billion in forfeitures and recoveries in FY 2013. The success of Treasury's asset forfeiture program allows the Department to make priority investments in law enforcement and national security, without requesting additional resources from taxpayers. Further, it enables Treasury to contribute to deficit reduction with a proposed permanent cancellation of \$950 million from the Forfeiture Fund's unobligated balances.

Improving the Cybersecurity of Our Nation's Financial Sector

Cyber risks to financial institutions and markets are growing in both frequency and sophistication. Working with a combination of government, non-government, and private sector partners, both international and domestic, Treasury seeks to improve the protection and resilience of financial sector from cyber and physical attacks. In addition, the Budget proposes an increase of \$10.9 million for investments in enhancing Treasury's cyber-preparedness.

Treasury Strategic Goal: Create a 21st-Century Approach to Government by Improving Efficiency, Effectiveness, and Customer Interaction

Treasury will continue to manage Treasury's resources as effectively and efficiently as possible, creating the best value for all constituents.

Treasury has implemented a multi-pronged effort to expand the use of electronic transactions in conducting the business of government, including through electronic payroll savings bonds, electronic benefit payments, and electronic tax collection. These efforts have resulted in reduced costs,

improved customer service, and decreased susceptibility to fraud. The Department's "Paperless Treasury" initiative has saved the government hundreds of millions of dollars through electronic payment of benefits and increases in the electronic filing (e-file) rate for tax returns. The IRS's e-file program has been highly successful, saving the Department millions of dollars every year. A current IRS focus is on efforts to expand web based services to introduce self-service and electronic-service taxpayer options to enable taxpayers to securely authenticate, view and print tax records online, pay outstanding debts and enter into installment agreements, establish a power of attorney, get tax law information, and easily access all parts of IRS.gov. This effort will deliver the enabling infrastructure and next wave of digital services to allow taxpayers to navigate the tax system, understand and meet their tax obligations, and conduct their business in the most efficient and effective manner.

Increase Shared Services

Treasury will continue to focus on achieving cost savings for American taxpayers, modernizing operations, and increasing productivity by governing strategically, working smarter, and leveraging technology. Increasing the use of shared services and better leveraging strategic sourcing for federal procurement will help achieve these goals.

Assesses the Future of Currency, including the Penny

The production and circulation of currency in the United States have been largely unchanged for decades, despite the growth in electronic financial transactions. Treasury is undertaking a comprehensive review of U.S. currency, including a review of both the production and use of coins, in order to efficiently promote commerce in the

21st century. These studies will analyze alternative metals, Mint facilities, and consumer behavior and preferences, and will result in the development of alternative options for the penny and the nickel.

Savings Proposals

As a result of Treasury's ongoing efforts to improve efficiency, reduce costs and streamline operations; the Department has been able to propose over \$1.1 billion in savings in its budget submissions over the past four years. For example, the IRS implemented administrative cost savings by limiting employee travel and training to mission-critical projects. Training costs have been reduced by 83 percent and training-related travel costs by 87 percent between 2010 and 2013.

Treasury's FY 2015 request includes efficiency savings and program reductions of \$154.2 million. Treasury's bureaus have found savings from, the Paperless Treasury initiative at the Fiscal Service, increased e-filing savings at the IRS, and administrative efficiencies across multiple bureaus.

FY 2015 President's Budget by Strategic Goal

(Dollars in Thousands)

Treasury Goal/Objective	Promote domestic economic growth and stability while continuing reforms of the financial system		Enhance U.S. competitiveness and job creation, and promote international financial stability and more balanced global growth		Fairly and effectively reform and modernize federal financial management, accounting, and tax systems		Safeguard the financial system and use financial measures to counter national security threats		Create a 21st-century approach to government by improving efficiency, effectiveness and customer interaction		Total	
	Direct \$	Reimb. \$	Direct \$	Reimb. \$	Direct \$	Reimb. \$	Direct \$	Reimb. \$	Direct \$	Reimb. \$	Direct \$	Reimb. \$
Management & Financial	482,094	33,490	81,049	13,326	496,723	239,328	238,305	45,429	18,037	3,641	1,316,208	335,213
Departmental Offices Salaries and Expenses	62,654	10,881	81,049	13,326	41,075	10,226	108,644	31,429	15,312	3,641	308,734	69,502
Department-wide Systems and Capital Investments Program									2,725		2,725	0
Office of Inspector General					14,351	2,000	21,000	11,000			35,351	13,000
Treasury Inspector General for Tax Administration					157,419	1,500					157,419	1,500
Special Inspector General for TARP	34,234										34,234	0
Community Development Financial Institutions Fund	224,900	112									224,900	112
Financial Crimes Enforcement Network							108,661	3,000			108,661	3,000
Alcohol and Tobacco Tax and Trade Bureau	46,060	3,061			49,940	3,451					96,000	6,512
Bureau of the Fiscal Service	114,246	19,436			233,938	222,151					348,184	241,587
Tax Administration	0	0	0	0	12,476,527	101,419	0	0	0	0	12,476,527	101,419
IRS Taxpayer Services					2,317,633	40,212					2,317,633	40,212
IRS Enforcement					5,371,826	32,446					5,371,826	32,446
IRS Operations Support					4,456,858	28,761					4,456,858	28,761
Business Systems Modernization					330,210						330,210	0
Total, Treasury Appropriations Committee	482,094	33,490	81,049	13,326	12,973,250	340,747	238,305	45,429	18,037	3,641	13,792,735	436,632
Treasury International Programs			2,610,005								2,610,005	0
Total, Appropriated Level	482,094	33,490	2,691,054	13,326	12,973,250	340,747	238,305	45,429	18,037	3,641	16,402,740	436,632
Non-Appropriated Bureaus	207,753	5,502,795	0	0	0	0	0	33,112	0	0	207,753	5,535,907
Office of Financial Stability (Administrative Account)	183,640										183,640	0
Small Business Lending Fund Program (Administrative)	17,361										17,361	0
State Small Business Credit Initiative (Administrative)	6,752										6,752	0
Financial Stability Oversight Council		20,372									0	20,372
Office of Financial Research		91,749									0	91,749
Bureau of Engraving and Printing		748,592									0	748,592
United States Mint		3,571,451									0	3,571,451
Office of the Comptroller of the Currency		1,070,631						33,112			0	1,103,743
Subtotal, Direct \$	689,847		2,691,054		12,973,250		238,305		18,037		16,610,493	
Subtotal, Reimbursable \$		5,536,285		13,326		340,747		78,541		3,641		5,972,539
Total, Treasury Level	6,226,131		2,704,380		13,313,997		316,846		21,677		22,583,032	

1/ Total does not include the proposed \$950 million Forfeiture Fund permanent cancellation.

Fiscal Year Comparison of Full-Time Equivalent (FTE) Staffing

(Direct and Reimbursable)

Appropriation	2013 Actual			2014 Enacted			2015 President's Budget		
	Direct	Reimb.	Total	Direct	Reimb.	Total	Direct	Reimb.	Total
Departmental Offices Salaries and Expenses	1,189	125	1,314	1,171	132	1,303	1,188	132	1,320
Office of Inspector General	164	14	178	194	19	213	194	19	213
Treasury Inspector General for Tax Administration	772	2	774	835	2	837	835	2	837
Special Inspector General for TARP	168	0	168	192	0	192	192	0	192
Community Development Financial Institutions Fund	76	0	76	76	0	76	73	0	73
Financial Crimes Enforcement Network	300	2	302	345	1	346	345	1	346
Alcohol and Tobacco Tax and Trade Bureau	466	10	476	473	9	482	508	9	517
Bureau of the Fiscal Service	1,660	523	2,183	1,676	714	2,390	1,636	714	2,350
Internal Revenue Service	85,881	786	86,667	84,189	822	85,011	91,187	822	92,009
Subtotal, Treasury Appropriated Level	90,676	1,462	92,138	89,151	1,699	90,850	96,158	1,699	97,857
Office of Financial Stability (Administrative Account)	116	25	141	103	0	103	86	0	86
Small Business Lending Fund Program	24	0	24	19	6	25	19	6	25
State Small Business Credit Initiative	11	0	11	14	0	14	12	0	12
Financial Stability Oversight Council	0	23	23	0	25	25	0	26	26
Office of Financial Research	0	109	109	0	215	215	0	249	249
Treasury Franchise Fund	0	1,384	1,384	0	1,618	1,618	0	1,836	1,836
Bureau of Engraving and Printing	0	1,890	1,890	0	1,925	1,925	0	1,944	1,944
United States Mint	0	1,705	1,705	0	1,874	1,874	0	1,874	1,874
Office of the Comptroller of the Currency	0	3,822	3,822	0	3,953	3,953	0	3,997	3,997
Terrorism Insurance Program	6	0	6	10	0	10	10	0	10
Total	90,833	10,420	101,253	89,297	11,315	100,612	96,285	11,631	107,916

1/ In a few cases FTE numbers have been updated since data entry was completed in the OMB database. The numbers presented in this table are the most current estimates.

2/ A portion of Fiscal Service's Reimbursable/Fee FTE is funded by fee revenue as authorized by the Debt Collection Improvement Act (DCIA) of 1996.

3/ IRS FY 2013 Actuals do not include 676 FTE funded from User Fees and 5 FTE from the Federal Highway Transportation Authority Account; IRS FY 2014 Enacted and FY 2015 Request do not include 676 FTE funded from User Fees and 5 FTE from the Federal Highway Transportation Authority Account.

Summary of FY 2015 Increases and Decreases

(Dollars in Thousands)

	DO	DSCIP	OIG	TIGTA	SIGTARP	CDFI	FinCEN	TTB	Fiscal			Offsetting Fees/ Cancellations/ Rescissions	Total, Treasury Appropriations Committee
									Service	IRS	Total		
FY 2014 Enacted	\$312,400	\$2,725	\$34,800	\$156,375	\$34,923	\$226,000	\$112,000	\$99,000	\$360,165	\$11,290,612	\$12,629,000	(\$836,000)	\$11,793,000
Adjustment to Request	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$2,000)	\$0	\$0	(\$2,000)	\$0	(\$2,000)
Maintaing Current Levels (MCLs)	\$5,812	\$0	\$551	\$2,898	\$823	\$462	\$1,987	\$1,824	\$7,469	\$223,177	\$245,003	\$0	\$245,003
Non-Recurring Costs	(\$16,975)	(\$2,725)	\$0	\$0	\$0	\$0	(\$4,146)	\$0	(\$11,064)	(\$92,000)	(\$126,910)	\$0	(\$126,910)
Efficiency Savings	(\$2,960)	\$0	\$0	(\$1,854)	(\$1,512)	\$0	\$0	(\$2,824)	(\$8,386)	(\$95,200)	(\$112,736)	\$0	(\$112,736)
Transfers	\$3,340	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,340	\$0	\$3,340
Adjustments to Base	(\$10,783)	(\$2,725)	\$551	\$1,044	(\$689)	\$462	(\$2,159)	(\$3,000)	(\$11,981)	\$35,977	\$6,697	\$0	\$6,697
FY 2015 Base	\$301,617	\$0	\$35,351	\$157,419	\$34,234	\$226,462	\$109,841	\$96,000	\$348,184	\$11,326,589	\$12,635,697	(\$836,000)	\$11,799,697
Program Decreases	\$0	\$0	\$0	\$0	\$0	(\$19,498)	(\$1,180)	(\$5,000)	\$0	\$0	(\$25,678)	\$0	(\$25,678)
Program Reinvestments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$16,025	\$16,025	\$0	\$16,025
Program Increases	\$7,117	\$2,725	\$0	\$0	\$0	\$17,936	\$0	\$5,000	\$0	\$1,133,913	\$1,166,691	\$0	\$1,166,691
Subtotal, Program Changes	\$7,117	\$2,725	\$0	\$0	\$0	(\$1,562)	(\$1,180)	\$0	\$0	\$1,149,938	\$1,157,038	\$0	\$1,157,038
Change to Offsetting Fees/Cancellations/Rescissions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$114,000)	(\$114,000)
FY 2015 President's Budget	\$308,734	\$2,725	\$35,351	\$157,419	\$34,234	\$224,900	\$108,661	\$96,000	\$348,184	\$12,476,527	\$13,792,735	(\$950,000)	\$12,842,735

1/ Total resources for FY 2015 includes a \$950 million Forfeiture Fund cancellation.

2/ Total Efficiency Savings for Treasury is \$129 million. BEP and Mint savings of \$15.750 million is not reflected in the chart above

ORGANIZATION

Throughout its rich history, Treasury's core mission has not changed. With more than 100,000 employees in its ranks, Treasury is still the steward of the U.S. economy – taking in revenue, paying bills, and, when appropriate, borrowing and investing public funds. In more recent years, Treasury's role has expanded to being a leader in safeguarding and growing the nation's economy. Treasury is organized into the Departmental Offices, seven operating bureaus, and three inspectors general. The Departmental Offices are primarily responsible for policy formulation, while the bureaus are primarily the operating units of the organization.

DEPARTMENTAL OFFICES

Domestic Finance works to preserve confidence in the U.S. Treasury market, effectively manage federal fiscal operations, strengthen financial institutions and markets, promote access to credit, and improve financial access and education in service of America's long-term economic strength and stability.

International Affairs protects and supports U.S. economic prosperity and national security by working to help ensure the most favorable external environment for sustained jobs and economic growth in the United States.

Terrorism and Financial Intelligence (TFI) marshals the Department's intelligence and enforcement functions with the twin aims of safeguarding the financial system against illicit use and combating rogue nations, terrorist facilitators, weapons of mass destruction (WMD) proliferators, money launderers, drug kingpins, and other national security threats.

Economic Policy reports on current and prospective economic developments and assists in the determination of appropriate economic policies. The office is responsible for the review and analysis of domestic economic issues and developments in the financial markets.

Tax Policy develops and implements tax policies and programs, reviews regulations and rulings to administer the Internal Revenue Code, negotiates tax treaties, and provides economic and legal policy analysis for domestic and international tax policy decisions. Tax

Policy also provides revenue estimates for the President's Budget.

The Treasurer of the United States chairs the Advanced Counterfeit Deterrence Steering Committee and is a key liaison with the Federal Reserve. In addition, the Treasurer serves as a senior advisor to the Secretary in the areas of community development and public engagement.

Other Offices

Internally, the Departmental Offices are responsible for overall management of Treasury. The Office of Management and the Chief Financial Officer are responsible for managing the Department's financial resources and overseeing Treasury-wide programs, including human capital, information and technology, acquisition, and diversity issues.

Other offices include General Counsel, Legislative Affairs, and Public Affairs. Three inspectors general—the Office of the Inspector General (OIG), the Treasury Inspector General for Tax Administration (TIGTA), and the Special Inspector General for the Troubled Asset Relief Program (SIGTARP) — provide independent audits, investigations, and oversight of the Department of the Treasury and its programs.

BUREAUS

The Alcohol and Tobacco Tax and Trade Bureau (TTB) collects federal excise taxes on alcohol, tobacco, firearms, and ammunition and is responsible for enforcing and administering laws covering the

production, use, and distribution of alcohol and tobacco products.

The Bureau of Engraving and Printing (BEP)

develops and produces U.S. currency notes that are trusted worldwide.

The Financial Crimes Enforcement Network (FinCEN)

safeguards the financial system from illicit use and combats money laundering and promotes national security through the collection, analysis, and dissemination of financial intelligence and strategic use of financial authorities.

The Bureau of the Fiscal Service (Fiscal

Service) previously the Financial Management Service and the Bureau of the Public Debt – provides central payment services to federal program agencies, operates the U.S. government’s collections and deposit systems, provides government-wide accounting and reporting services, and manages the collection of delinquent debt owed to the U.S. government. In addition, the Fiscal Service borrows the money needed to operate the U.S. government through the sale of marketable, savings, and special-purpose U.S. Treasury securities, and accounts for and services the public debt.

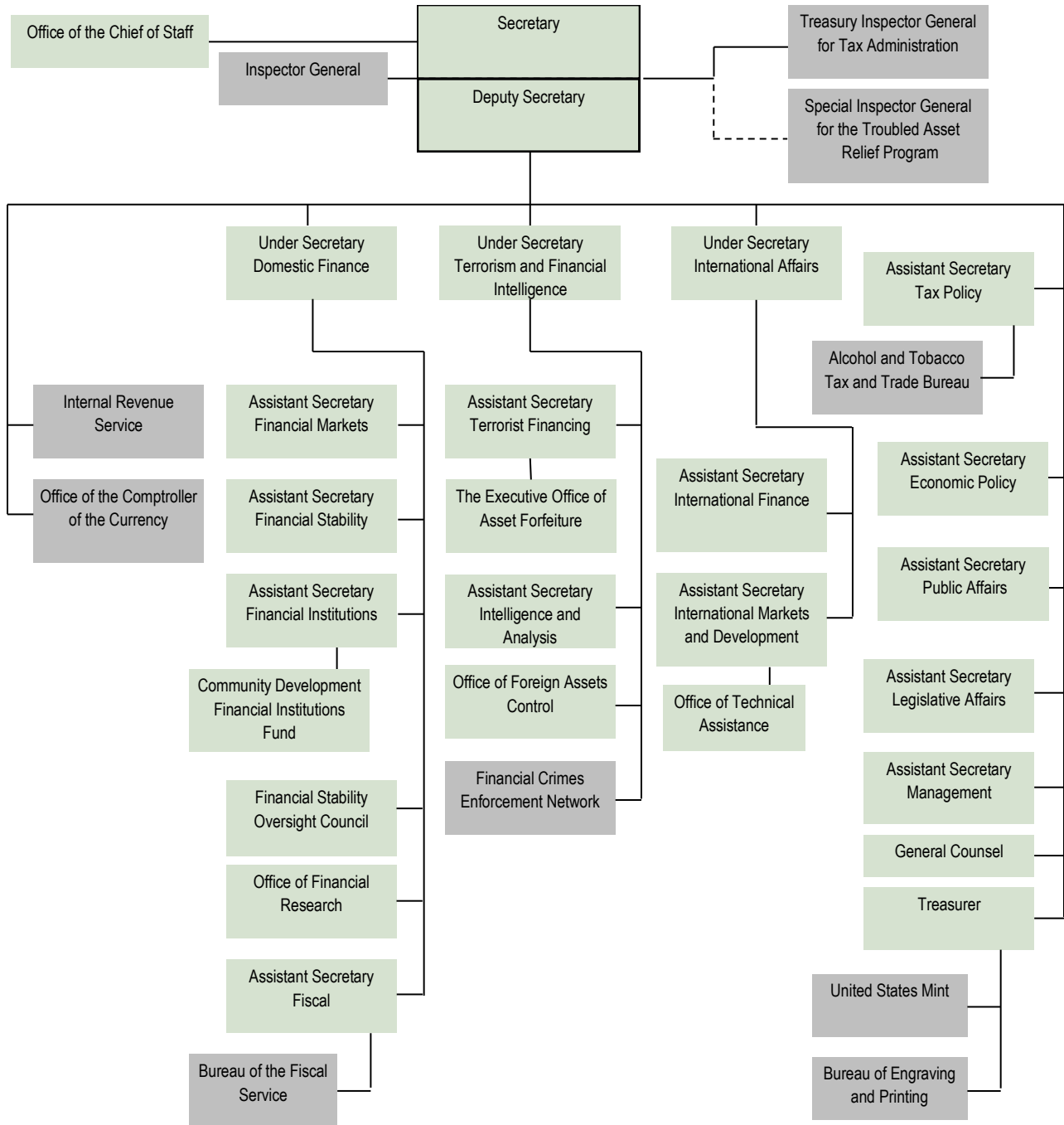
The Internal Revenue Service (IRS) is the largest of the Department’s bureaus and determines, assesses, and collects tax revenue in the United States.

The United States Mint (U.S. Mint) designs, mints, and issues U.S. circulating and bullion coins; prepares and distributes numismatic coins and other items; and strikes Congressional Gold Medals and other medals of national significance. The Mint maintains physical custody and protection of most of the nation’s gold and all of its silver assets.

The 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 that supports the citizens, communities, and economy of the United States. The OCC also supervises federal branches and agencies of foreign banks. Effective July 21, 2011, Title III of the Dodd-Frank Wall Street Reform and Consumer Protection Act transferred to the OCC responsibility for the supervision of federal savings associations (thrifts) and rule-making authority for all savings associations.

THE DEPARTMENT OF THE TREASURY ORGANIZATIONAL CHART



TREASURY'S FISCAL YEARS 2014-2017 STRATEGIC FRAMEWORK

The Treasury's Strategic Framework is a summary of the department's goals and objectives. This framework provides the basis for performance planning and continuous improvement.²

Goal 1: Promote domestic economic growth and stability while continuing reforms of the financial system

Economic growth stimulates opportunity, mobility, and security for Americans; and allows citizens and businesses to have more confidence in the safety and soundness of the financial system. Treasury will continue its work promoting domestic stability in response to the financial crisis, building and strengthening domestic financial institutions and markets, and identifying emerging issues requiring Treasury leadership. Treasury will work to improve the health of the American workforce by promoting major initiatives that focus on job and skill creation and growing the tax base. Treasury also aims to stimulate domestic economic growth by facilitating commerce and promoting savings, access to credit, and affordable housing options.

Strategic Objective	Lead Office
1.1 Promote savings and increased access to credit and affordable housing options	Domestic Finance
1.2 Wind down emergency financial crisis response programs	Domestic Finance
1.3 Complete implementation of financial regulatory reform initiatives, continue monitoring capital markets, and address threats to stability	Domestic Finance
1.4 Facilitate commerce by providing trusted and secure U.S. currency, products, and services for use by the public	Treasurer's Office

Goal 2: Enhance U.S. competitiveness and job creation, and promote international financial stability and more balanced global growth

Treasury protects and supports American economic prosperity by strengthening the external environment for U.S. growth, preventing and mitigating global financial instability, and managing key global challenges. We promote policy positions, secure commitments, and negotiate agreements to develop existing and create new export markets for U.S. businesses and workers; manage near-term risks from financial instability abroad that could undermine the U.S. economy; press for market-determined exchange rates; boost consumption-led economic growth in surplus economies around the world; and assist counterparts in emerging economies in building sound financial systems free from corruption and economic crime.

Strategic Objective	Lead Office
2.1 Promote free trade, open markets, and foreign investment opportunities	International Affairs
2.2 Protect global economic and financial stability and press for market-determined foreign exchange rates	International Affairs
2.3 Advance U.S. economic, financial, and national security goals by leveraging multilateral mechanisms	International Affairs
2.4 Provide technical assistance to developing countries working to improve public financial management and strengthen their financial systems	International Affairs

² For a full discussion of the Department's current Agency Priority Goals and Cross-Agency Priority Goals, please refer to www.Performance.gov for the agency's contributions to those goals and progress.

Goal 3: Fairly and effectively reform and modernize federal financial management, accounting, and tax systems

Treasury is entrusted with managing the nation’s finances. This includes collecting money due to the United States, making payments owed by the United States, and financing the federal government by determining and executing a borrowing strategy that meets the federal government’s needs at the lowest cost over time. It also includes accounting for, and reporting on, the U.S. government’s finances to the American people. Sound financial management enables continual operation of essential government services and allows Treasury to meet its financial obligations while minimizing borrowing costs.

Strategic Objective	Lead Office
3.1 Improve the efficiency and transparency of federal financial management and government-wide accounting	Bureau of the Fiscal Service
3.2 Improve the disbursement and collection of federal funds and reduce improper payments made by the U.S. government	Bureau of the Fiscal Service
3.3 Pursue tax reform, implement the Patient Protection and Affordable Care Act and Foreign Account Tax Compliance Act, and improve the execution of the tax code	Internal Revenue Service

Goal 4: Safeguard the financial system and use financial measures to counter national security threats

Treasury works to protect the integrity of the financial system and advance key national security and foreign policy objectives through regulation, enforcement, financial intelligence analysis, outreach, and targeted financial measures. Treasury carries out this work with other U.S. federal agencies, state and local governments and regulators, foreign governments, international bodies, and private financial institutions around the world.

Strategic Objective	Lead Office
4.1 Identify priority threats to the financial system using intelligence analysis and outreach to the financial sector	Terrorism and Financial Intelligence
4.2 Develop, implement, and enforce sanctions and other targeted financial measures	Terrorism and Financial Intelligence
4.3 Improve the cybersecurity of our nation’s financial sector	Domestic Finance
4.4 Protect the integrity of the financial system by implementing, promoting, and enforcing anti-money laundering and counterterrorism financing standards	Terrorism and Financial Intelligence

Goal 5: Create a 21st-century approach to government by improving efficiency, effectiveness, and customer interaction

Treasury’s future success, both immediate and long term, depends on sustaining and developing the resources required to achieve Treasury’s operational mission. Treasury will capitalize on 21st century advances in knowledge, techniques, and technology to manage Treasury’s resources as effectively and efficiently as possible, creating the best value for all constituents. Treasury’s critical resources are finances, physical assets, technology, and most importantly, people. We will invest in people by providing them purpose, motivation, support, and a fair and inclusive work environment in which every individual can excel. We will also take full advantage of information technology to maximize the use and sharing of data to enhance sound decision-making. We will maximize opportunities to improve its stewardship in acquiring and using goods and services. Overall, we will produce the best value for all of our customers and the American people.

Strategic Objective	Lead Office
5.1 Increase workforce engagement, performance, and diversity by instilling excellence, innovation, and inclusion in Treasury's organizational culture and business practices	Management
5.2 Support effective, data-driven decision-making and encourage transparency through intelligent gathering, analysis, sharing, use, and dissemination of information	Management
5.3 Promote efficient use of resources through shared services, strategic sourcing, streamlined business processes, and accountability	Management
5.4 Create a culture of service through relentless pursuit of customer value	Management

External Factors Affecting Treasury's Strategic Outlook

Five years after the financial crisis, which resulted in trillions of dollars in lost household wealth and millions of jobs lost, the U.S. economy has returned to a position of stability and growth. While the outlook is much brighter than could have been imagined in the depths of the crisis, many challenges remain. In planning Treasury's strategic direction for the next four years, we considered the potential impacts of factors outside of our control and how these factors might affect our ability to accomplish this plan.

Market Uncertainty

Treasury, in conjunction with other agencies, has made great progress in implementing the financial regulatory reforms enacted in response to the financial crisis of 2008. These reforms aim to reduce the likelihood of similar crises in the future. However, reforms can never guarantee safety, especially in this rapidly globalizing world where a crisis in one country can have a domino effect on the financial stability of many others. Consequently, we must remain vigilant against future threats to the financial system and quickly react to warning signs to minimize damage.

Pace of Technological Change

The pace of technological change impacts everything from the operation of financial markets (e.g., high frequency trading), to the disruption and rapid evolution of key industries, to the very way in which we conceive of currency. We must keep pace with technological changes in order to preserve the safety and fairness of the U.S. economy.

Increasing Sophistication of Criminals and Other Bad Actors

There will always be individuals and organizations who are motivated to actively defy U.S. and international laws, and who attempt to exploit the nation's financial industry. Each year, criminals and bad actors deploy increasingly sophisticated methods to avoid detection or disrupt financial systems. We must be constantly vigilant and seek to anticipate these new methods or strategies to stay ahead of the next threat to financial stability and national security.

Budget Constraints

Since 2010, the federal government has operated under multiple continuing resolutions instead of regular appropriations. Although the continuing resolutions allow for agencies to continue operating, they do so in a more restricted manner than under regular appropriations. Additionally, sequestration, which went into effect in 2013, reduces resources and creates management challenges for Treasury to achieve its goals. As strides are being made by Congress to address this situation, such as the bipartisan spending bill, Treasury will build on this progress by using its limited resources wisely and thoughtfully.

Alignment of Treasury Programs to Strategic Objectives

Strategic Goal	Strategic Objective	DO-DF	DO-IA	DO-TFI	DO-ASM	DO-OTIP	DO-EP	IRS	CDFI	Fiscal	OCC	FINCEN	TTB	BEP	Mint	OFS	FSOC/OFR	TEOAF	
Goal 1: Promote domestic economic growth and stability while continuing reforms of the financial system	1.1: Promote savings and increased access to credit and affordable housing options	X					X		X	X									
	1.2: Wind down emergency financial crisis response programs	X														X			
	1.3: Complete implementation of financial regulatory reform initiatives, continue monitoring capital markets, and address threats to stability	X	X				X				X							X	
	1.4: Facilitate commerce by providing trusted and secure U. S. currency, products, and services for use by the public										X		X	X	X				
Goal 2: Enhance U.S. competitiveness and job creation, and promote international financial stability and more balanced global growth	2.1: Promote free trade, open markets, and foreign investment opportunities		X			X	X												
	2.2: Protect global economic and financial stability and press for market-determined foreign exchange rates		X																
	2.3: Advance U.S. economic, financial, and national security goals by leveraging multilateral mechanisms		X	X															
	2.4: Provide technical assistance to developing countries working to improve public financial management and strengthen their financial systems		X																
Goal 3: Fairly and effectively reform and modernize federal financial management, accounting, and tax systems	3.1: Improve the efficiency and transparency of federal financial management and government-wide accounting	X								X									
	3.2: Improve the disbursement and collection of federal funds and reduce improper payments made by the U.S. government	X								X									
	3.3: Pursue tax reform, implement the Patient Protection and Affordable Care Act and Foreign Account Tax Compliance Act, and improve the execution of the tax code					X		X					X						
Goal 4: Safeguard the financial system and use financial measures to counter national security threats	4.1: Identify priority threats to the financial system using intelligence analysis and outreach to the financial sector			X								X							
	4.2: Develop, implement, and enforce sanctions and other targeted financial measures			X								X						X	
	4.3: Improve the cybersecurity of our nation's financial sector critical infrastructure	X		X							X								
	4.4: Protect the integrity of the financial system by implementing, promoting, and enforcing anti-money laundering and counterterrorism financing standards			X							X	X							
Goal 5: Create a 21st-century approach to government by improving efficiency, effectiveness and customer interaction	5.1: Increase workforce engagement, performance, and diversity by instilling excellence, innovation, and inclusion in Treasury's organizational culture and business practices	Treasury's Management Office coordinates Treasury-wide efforts to achieve Goal 5 objectives; however, all Treasury Offices and Bureaus contribute to the achievement of these objectives within their organizations.																	
	5.2: Support effective, data-driven decision-making and encourage transparency through intelligent gathering, analysis, sharing, use, and dissemination of information																		
	5.3: Promote efficient use of resources through shared services, strategic sourcing, streamlined business processes, and accountability																		
	5.4: Create a culture of service through relentless pursuit of customer value																		

MANAGEMENT PRIORITIES AND CHALLENGES

The Management priorities are reflected in the in strategic goal 5 “Create a 21st-century approach to government by improving efficiency, effectiveness, and customer interaction”. Additionally, progress made on last year’s Management priorities can be found in the FY 2015 Departmental Offices Congressional Justification.

Annually, in accordance with the Reports Consolidation Act of 2000, OIG and TIGTA identify the most significant management and performance challenges facing the Department. These challenges do not necessarily indicate deficiencies in performance; rather, some represent inherent risks that require continuous monitoring. Treasury made progress on these issues in fiscal year 2013, and will continue to focus on resolving them during fiscal year 2014 and beyond.

TREASURY-WIDE MANAGEMENT CHALLENGES – AS IDENTIFIED BY OIG

- Continued Implementation of Dodd-Frank
- Management of Treasury’s Authorities Intended to Support and Improve the Economy
- Anti-Money Laundering and Terrorist Financing/Bank Secrecy Act Enforcement
- Gulf Coast Restoration Trust Fund Administration

IRS MANAGEMENT CHALLENGES – AS IDENTIFIED BY TIGTA

- Security for Taxpayer Data and IRS Employees
- Implementing the Affordable Care Act and Other Tax Law Changes
- Tax Compliance Initiatives
- Modernization
- Fraudulent Claims and Improper Payments
- Providing Quality Taxpayer Service Operations
- Human Capital
- Globalization
- Taxpayer Protection and Rights
- Achieving Program Efficiencies and Cost Savings

A summary of the planned corrective actions can be found in the [FY 2013 Agency Financial Report](#); the FY 2015 Budget supports implementation of the identified actions.

TREASURY'S FISCAL YEAR 2014-2015 AGENCY PRIORITY GOALS AND STATUS

The Treasury Department established two APGs to support improvements in near-term outcomes related to the Strategic Plan.

BY SEPTEMBER 2015, EMPLOY A PROACTIVE, INTELLIGENCE DRIVEN APPROACH TO FOCUS ENFORCEMENT EFFORTS AGAINST HIGH PRIORITY THREATS.

FinCEN is responsible for safeguarding the financial system from illicit use, which includes using enforcement measures to address high priority threats. The relevant area of responsibility constitutes tens of thousands of financial institutions in the United States and abroad. It is thus essential to take a risk-based, intelligence-driven approach to enforcement. With the technological advancements made available through the new FinCEN information technology system and a reorganization of personnel that realigns resources to intelligence and enforcement, FinCEN has an opportunity for improvement in this area. Specifically, FinCEN will leverage the new technology, FinCEN data, analytical resources, tools, and methodologies to identify high priority threats compromising our financial system. FinCEN will use this intelligence to focus its own enforcement efforts against high priority threats, and assess civil monetary penalties, impose injunctions, issue special measures under Section 311 of the USA PATRIOT Act, and apply geographic targeting orders, as appropriate. FinCEN will also use this intelligence to help focus the enforcement actions of partner law enforcement and regulatory agencies in the United States and abroad.

This APG aligns to strategic objective 4.1 “identify priority threats to the financial system using intelligence analysis and outreach to the financial sector.”

BY SEPTEMBER 2015, INTRODUCE SELF-SERVICE AND ELECTRONIC-SERVICE TAXPAYER OPTIONS TO ENABLE TAXPAYERS TO SECURELY AUTHENTICATE, VIEW, AND PRINT TAX RECORDS ONLINE, PAY OUTSTANDING DEBTS, ENTER INTO INSTALLMENT AGREEMENTS, ESTABLISH POWERS OF ATTORNEY, GET TAX LAW INFORMATION, AND EASILY ACCESS ALL PARTS OF IRS.GOV.

The IRS will increase taxpayer satisfaction by delivering high-quality, timely, innovative, and consistent customer service to better address taxpayer needs, reduce burden, and encourage voluntary compliance. Using analytics and a user-centric approach, IRS will develop online options as part of its multi-channel service model. This APG's objective is to deliver the enabling infrastructure and next wave of digital services to allow taxpayers to navigate the tax system, understand and meet their tax obligations, and conduct their business in the most efficient and effective manner. As a result of delivering better service to all taxpayers, the IRS brand will benefit by reflecting the attributes of transparency, fairness, trustworthiness, accessibility, and innovation.

This APG aligns to strategic objective 3.3 “pursue tax reform, implement the Patient Protection and Affordable Care Act and Foreign Account Tax Compliance Act, and improve the execution of the tax code.”