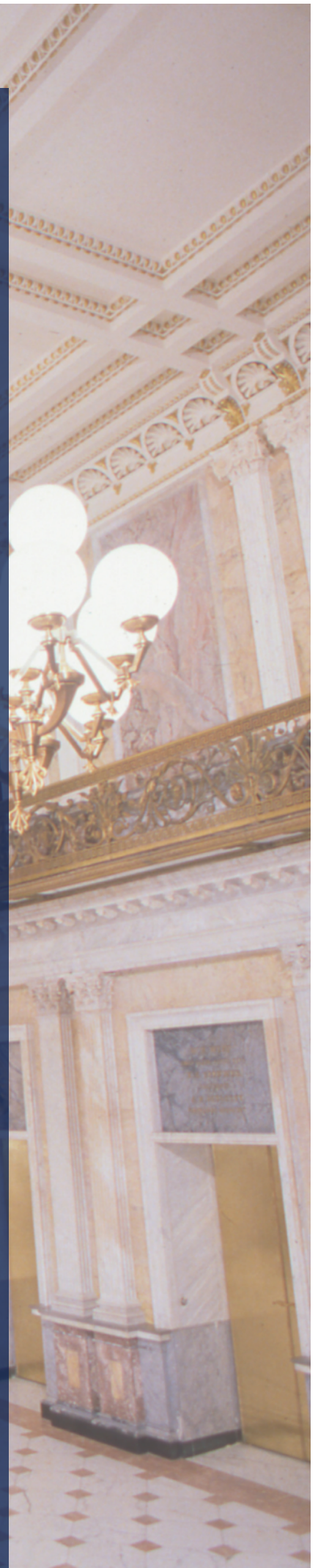


A large, ornate chandelier with many glowing spherical lights hangs from a high, vaulted ceiling in a grand, classical hall. The ceiling features intricate architectural details and a grid of decorative panels. The overall atmosphere is one of historical grandeur and elegance.

U.S. TREASURY  
STRATEGIC PLAN

2026  
2030



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# Secretary's Letter

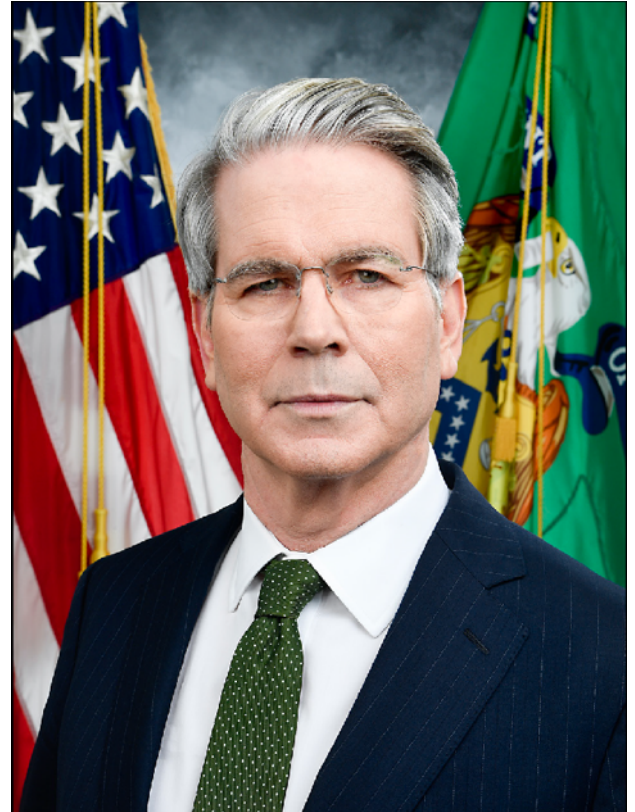


With the release of the Strategic Plan for Fiscal Years 2026–2030, the Treasury Department is charting a course for America's next decade.

At Treasury, we are pursuing a bold vision for a stronger, fairer, and more secure America. Our policies aim to improve the lives of citizens on every rung of the economic ladder—and the Strategic Plan will guide us in this effort. The Strategic Plan outlines our five primary goals as an organization: to increase Main Street growth; to improve stewardship of taxpayer dollars; to enhance national security; to improve the efficiency and effectiveness of Treasury operations; and to celebrate American achievement and be a model host.

To ensure our success in achieving these goals, we have designated senior administration officials responsible for overseeing the Department's progress and delivering regular status updates. The Department's work will promote Parallel Prosperity by expanding success and economic opportunity on both Main Street and Wall Street. We intend to make life more affordable for all Americans by fueling innovation, expanding access to capital, and securing strong trade agreements for US citizens.

To protect every taxpayer dollar, Treasury will reduce waste, root out fraud, and modernize financial systems so that every interaction with the government is more secure. We will enhance national security and protect the homeland, cutting off the money that fuels rogue states, terrorists, and criminal organizations. And we will streamline operations to support a dedicated workforce and make Treasury more nimble, efficient, and responsive to their needs.



America's 250th anniversary is an opportunity both to look back and to look forward—to celebrate our nation's history while also planning for the future. As we build that future together, the Strategic Plan will ensure that Treasury's talented employees are aligned and striving towards the same vision. I look forward to working with all of you in this effort.

**Scott Bessent**  
Secretary of the Treasury

# How to Use the Strategic Plan

The *Government Performance and Results Act Modernization Act of 2010* (GPRAMA) requires federal agencies to publish new strategic plans one year after each presidential inauguration. Treasury’s Strategic Plan for Fiscal Years (FY) 2026–2030 describes long-term goals the agency aims to achieve during this administration. This is how different audiences can use the Strategic Plan:



Treasury Employees	Treasury Leaders	External Stakeholders and Customers, including the American Public and other Federal agencies
Use as a roadmap to prioritize your work and monitor progress in the context of the Department’s priorities.	Use as an internal decision-making guide to align resources, prioritize activities, and monitor the progress and contributions of your organization in achieving the Department’s priorities.	Use to understand Treasury’s priorities, how we will measure success, and potential areas for partnership.

Each strategic objective has a consistent layout and components, thereby making this a useful guide for decision-making. A list of acronyms used can be located on page 60-61.

- 1. Goal Overview** is a brief narrative that articulates the strategic importance of achieving this goal, building a compelling case for focusing on this priority.
- 2. Critical Programs and Projects** are those that are most essential to achieving Treasury’s goals. This satisfies statutory requirements in the *Program Management Improvement Accountability Act of 2016* (PMIAA) to conduct annual portfolio reviews.
- 3. Learning Agenda Questions** are research questions Treasury aims to answer to better understand the subject area and improve the effectiveness and impact of its key programs, policies, and strategies to meet the requirements of the *Foundations for Evidence-Based Policymaking Act of 2018* (Evidence Act).
- 4. Objective Short Name and Statement** provides the scope of the objective and identifies the specific, measurable, and achievable change the Department aims to make.
- 5. Who’s Involved** identifies the lead and supporting Treasury organizations responsible for implementing the strategic objective. It also identifies the external partners with whom Treasury intends to collaborate and the customers Treasury will serve to implement the objective.
- 6. Why Does It Matter?** makes the case for why Treasury should focus attention on this issue. It describes the scope of the problem, its impact on the American public, Treasury’s proposed solutions and role in solving the problem, and the risk if Treasury does not act.
- 7. Desired Outcomes** describes how the Department defines success for the objective. It lists what measures or indicators the Department will internally monitor or externally report to understand whether Treasury is making progress in achieving the strategic objective.
- 8. Strategies** identify the specific approaches Treasury bureaus and offices will take to achieve the strategic objective.
- 9. Success Criteria** are the measures, indicators, and milestones the Department will use to monitor progress toward implementing the strategies.
- 10. External Partnerships** are the stakeholders whose support is necessary to achieve the strategic objective.

# Goal 1

## INCREASE MAIN STREET GROWTH AND ACCESS TO CAPITAL

### Goal Overview

Treasury plays an important role in unleashing the full potential of the U.S. economy and improving the lives of Americans on every rung of the economic ladder. We aim to help the Administration increase prosperity and abundance for the American people.

Treasury's first priority is growing the American economy. By sustaining 3 percent annual real economic Gross Domestic Product (GDP) growth, we will build wealth that creates a prosperous society for all Americans.

On the financial sector, we need a fundamental reset of financial regulation so that we can build a financial system that delivers for both Wall Street and Main Street.

Internationally, Treasury plays a leadership role in global financial institutions; we will use our votes and economic strength to protect our sovereignty and restore balance to our economic relationships.

### Critical Programs and Projects

1. Implementation of the *Guiding and Establishing National Innovation for U.S. Stablecoins (GENIUS) Act/Stablecoins (Project)*
2. Implementation of the Working Families Tax Cuts (Project)
3. World Bank and International Monetary Fund (IMF) Leadership (Program)

### Learning Agenda

- ▶ What are the estimated direct and indirect policy impacts of changes to federal outlays and revenues?
- ▶ What are the macroeconomic and revenue impacts of pro-growth policies?
- ▶ How has the implementation of the *Working Families Tax Cuts* delivered pro-growth reform?
- ▶ How effective are the Alcohol and Tobacco Tax and Trade Bureau's (TTB) modernization efforts in saving costs and time for the government and for taxpayers?



# Objective 1.1

## GROW THE ECONOMY BY EXPANDING WORK, WEALTH, AND OWNERSHIP



### Treasury Leads and Supports

#### Leads

- ▶ Tax Policy (OTP)
- ▶ Economic Policy (EP)

#### Supports

- ▶ Internal Revenue Service (IRS)
- ▶ Alcohol and Tobacco Tax and Trade Bureau (TTB)
- ▶ Departmental Offices (DO)
- ▶ Domestic Finance (DF)
- ▶ Financial Crimes Enforcement Network (FinCEN)
- ▶ Bureau of the Fiscal Service (BFS)

### Objective Statement

Achieve strong, sustained economic growth by unleashing American industry, empowering Main Street businesses, expanding homeownership, and improving both financial independence and literacy for the American people.

### Desired Outcomes

- ▶ Sustain 3 percent annual real economic (GDP) growth
- ▶ Boost domestic production, manufacturing, and industrial investment
- ▶ Expand small business, entrepreneurship, and supply-side capacity

### Why Does it Matter?

Strong, sustained economic growth is the foundation of national strength and the central goal of Treasury's economic agenda. For too long, working- and middle-class Americans have been left behind – wages flat, jobs shipped overseas, small businesses overregulated, and homeownership out of reach for too many families. Revitalizing domestic production, empowering small businesses, and promoting financial independence are essential to reversing these trends.

Growth is what allows families to build wealth and the Nation to remain competitive. A growing economy creates jobs, raises incomes, expands housing access, and reduces inflation by increasing supply. It also strengthens the fiscal base needed to support national priorities. A strong economy restores pride and financial independence to the American people.

Treasury is focused on the real economy: people who work, build, and invest in their future. Opportunity should be earned, not redistributed, and prosperity should come from unleashing American potential – not from government micromanagement.

Restoring strong growth, with a target of 3 percent real gross domestic product (GDP) annually, will help rebuild the American Dream for millions of families and secure a more resilient and prosperous future.



## Strategy 1.1.A – FY 26-27

Implement the Working Families Tax Cuts to deliver pro-growth reform that lowers taxes, reduces inflation, and restores American prosperity from the ground up. (OTP, LA, DF, IRS, Office of General Counsel (OGC))

### Success Criteria

- ▶ Implement Working Families Tax Cuts provisions
- ▶ Publish revised tax forms, instructions, and withholding tables for the next several filing seasons
- ▶ Finish building core IRS systems
- ▶ Implement regulatory framework

## Strategy 1.1.B – FY 26-29

Empower and grow Main Street and American industry: expand access to capital, reduce regulatory friction and entry costs, and streamline federal processes to empower entrepreneurs and workers. (OTP, DF, EP, FinCEN, DF (Community Development Financial Institutions Fund (CDFI)), TTB)

- ▶ Increase financial services loan volume to all U.S. businesses and consumers
- ▶ Increase the number of Initial Public Offerings (IPOs) and loan volume
- ▶ Modernize permitting and labeling programs at TTB to improve and sustain timely service for new businesses and products

## Strategy 1.1.C – FY 26-29

Work with external partners to promote individual homeownership. (DF, DF (Office of Consumer Policy (OCP)), OTP, IRS, LA)

### Success Criteria

- ▶ Find and propose solutions to bottlenecks in the production of housing; maintain a regional focus to hone in on significant problem areas

- ▶ Work with builders, lenders, local communities to bring down the cost of new home construction
- ▶ Establish revised map of Opportunity Zones, including establishment of new Rural Opportunity Zones

## Strategy 1.1.D – FY 26-29

Promote domestic investment, improve access to affordable capital, and work with external partners to promote individual financial literacy. (DF, DF (OCP), BFS, OTP, LA)

### Success Criteria

- ▶ Increased access to investment opportunities
- ▶ Establish Trump accounts for children
- ▶ Develop and publish an updated National Strategy for Financial Literacy to focus federal financial literacy programs and resources on solutions that enable consumers to identify safe and cost-effective financial products and services and invest in their future

## External Partners

- ▶ Department of Commerce (DOC)
- ▶ Department of Housing and Urban Development (HUD)
- ▶ Small Business Administration (SBA)
- ▶ Federal Housing Finance Agency (FHFA)
- ▶ Office of Management and Budget (OMB)
- ▶ Financial Literacy and Education Committee (FLEC)
- ▶ Council of Economic Advisors (CEA)
- ▶ National Economic Council (NEC), Congress, Nonprofits
- ▶ State/Local Government
- ▶ Tribal Government
- ▶ Private Sector (Trade Associations)
- ▶ Industry Groups, Financial Institutions)
- ▶ Securities and Exchange Commission (SEC)

## Objective 1.2

# MODERNIZE THE U.S. FINANCIAL SYSTEM



## Treasury Leads and Supports

### Leads

- ▶ Domestic Finance (DF)

### Supports

- ▶ Financial Crimes Enforcement Network (FinCEN)
- ▶ Office of the Comptroller of the Currency (OCC)
- ▶ International Affairs (IA)
- ▶ Terrorism and Financial Intelligence (TFI)
- ▶ Management (ASM)

## Objective Statement

Reform the regulation and supervision of financial institutions and capital markets (including digital assets) to remove undue impediments to economic growth and foster innovation in financial services.

## Desired Outcomes

- ▶ Increase safety and soundness of the financial sector while promoting growth
- ▶ Establish regulatory clarity and structure on digital assets
- ▶ Revise the Anti-Money Laundering/Countering Financial Terrorism (AML/CFT) framework to better balance compliance burden with national security goals
- ▶ Improve access to low-cost capital
- ▶ Ensure U.S. economic dynamism through leadership in global banking and financial services

## Why Does it Matter?

The United States is home to the largest, most liquid, and most dynamic capital markets in the world. Investors consistently place their trust in U.S. capital markets thanks to a sustained commitment to fostering transparency, innovation, and competition. In recent years, however, overbearing and fragmented regulatory frameworks undermined the strength of our capital markets that struggled to keep pace with innovation, particularly in rapidly evolving sectors such as digital assets. To restore dynamism in our financial markets, Treasury will support efforts to modernize financial regulations and promote financial sector innovation. Modernizing U.S. financial regulations will eliminate barriers to growth and ensure everyday Americans can share in the opportunities and prosperity that they generate.



## Strategy 1.2.A – FY 26-27

Identify potential reforms to the supervision and regulatory framework. (DF, TFI, FinCEN, OCC)

### Success Criteria

- ▶ Identify potential reforms
- ▶ Conduct regular meetings and convene public-private partnership (PPP) programs with interested parties to identify potential reforms

## Strategy 1.2.B – FY 26-29

Use Treasury’s convening authorities to raise and monitor reforms to the supervision and regulatory framework. (DF, FinCEN)

### Success Criteria

- ▶ Promote discussions in interagency forums, including the Financial Stability Oversight Council (FSOC) and the President’s Working Group on Financial Markets
- ▶ Conduct meetings from time to time with agency leadership
- ▶ Use speeches and other public remarks by Treasury leadership to make the case for reforms
- ▶ Advance *Bank Secrecy Act* (BSA) modernization efforts, including through: (1) implementing changes to certain BSA reporting requirements (e.g., suspicious activity reports) and currency transaction reports (CTRs) and (2) finalizing the AML/CFT program rule

## Strategy 1.2.C – FY 26-29

Provide technical assistance to legislative proposals to reform the supervision and regulatory framework. (DF, LA, FinCEN, OCC)

### Success Criteria

- ▶ Deliver technical assistance promptly upon request

## Strategy 1.2.D – FY 26-28

Build the world-leading market infrastructure to support digital assets. (DF, IA, TFI, FinCEN)

### Success Criteria

- ▶ Deliver report to the President that’s responsive to Executive Order on Strengthening American Leadership on Digital Financial Innovation
- ▶ Support implementation of the President’s Executive Order on the Establishment of the Strategic Bitcoin Reserve and United States Digital Asset Stockpile
- ▶ Implement the *GENIUS Act*, including the issuance of required rulemakings

### External Partners

- ▶ Federal Reserve
- ▶ Securities and Exchange Commission (SEC)
- ▶ Commodities Futures Trading Commission (CFTC)
- ▶ Congress
- ▶ Federal Deposit Insurance Corporation (FDIC)
- ▶ Private Sector (Financial Institutions)
- ▶ OMB

## Objective 1.3

# REBALANCE GLOBAL TRADE AND END UNFAIR PRACTICES



## Treasury Leads and Supports

### Leads

- ▶ International Affairs (IA)

### Supports

- ▶ Alcohol and Tobacco Tax and Trade Bureau (TTB)
- ▶ Economic Policy (EP)
- ▶ Tax Policy (TP)

## Objective Statement

Safeguard American sovereignty against extraterritorial foreign taxation and sharpen the institutions designed to support the global financial system, leading to a strong, sustainable, and balanced global economy while maintaining and expanding U.S. economic leadership.

## Desired Outcomes

- ▶ Reduce the U.S. trade deficit in goods.
- ▶ Return International Financial Institutions (IFIs), G7, and G20 to core missions.
- ▶ Facilitate increased U.S. procurement at multilateral development banks (MDBs).
- ▶ Stop unfair foreign taxes and practices on U.S. businesses and workers.

## Why Does it Matter?

Across the international economic system today, we see trade imbalance. This objective seeks to restore equilibrium to the global financial system and the institutions designed to uphold it by expanding U.S. leadership and bringing back fairness to the international economic system.

The Bretton Woods system recognized that a global economy requires global coordination, creating the International Monetary Fund and the World Bank in the aftermath of World War II. In short, their purpose was to restore and preserve balance. A more balanced international economic system will better serve the interests of the United States. This objective promotes investment and productivity, enhances our Nation's industrial and technological advantages, defends our economic and national security, and — above all — benefits American workers, manufacturers, entrepreneurs, and businesses.

Extraterritorial foreign taxes, such as Pillar Two minimum taxes and digital service taxes (DSTs), threaten U.S. taxing rights by allowing other countries to tax income earned by American companies even when that activity occurs in the United States. Protecting U.S. tax sovereignty ensures that American workers and businesses are not penalized by overlapping or duplicative foreign tax claims, preserving our ability to set domestic tax policy in line with U.S. economic priorities.



## Strategy 1.3.A – FY 26

Work with interagency partners to negotiate reciprocal trade agreements and reduce unnecessary barriers to expand access to export markets. (IA, TTB)

### Success Criteria

- ▶ Establish reciprocal trade agreements that accomplish U.S. negotiating objectives

## Strategy 1.3.B – FY 26-29

Leverage voice and vote at IFIs. (IA)

### Success Criteria

- ▶ Implement IFI and Trust Fund reforms that Treasury believes are necessary such that continued U.S. financial contributions, subject to appropriations and required authorizations, are justified

## Strategy 1.3.C – FY 26-27

Work with interagency and private sector American partners to facilitate increased U.S. procurement at multilateral development banks (MDBs). (IA)

### Success Criteria

- ▶ Increase percentage of MDB-financed international procurement using mandatory quality criteria

## Strategy 1.3.D – FY 26-29

Move MDBs toward a tech-neutral energy approach that prioritizes affordability. (IA)

### Success Criteria

- ▶ Remove the World Bank's prohibition on support for nuclear energy
- ▶ Build capacity for financing nuclear at the MDBs, drawing on expertise from the U.S. Government and U.S. private sector
- ▶ Identify and establish new procurement opportunities for U.S. firms

## Strategy 1.3.E – FY 26-27

Build G20 and G7 host years that streamline the sprawl and refocuses on providing an effective forum for the ministers and governors from the leading economies to cooperate on macroeconomic and financial policy and financial responses. (IA)

### Success Criteria

- ▶ Leverage a streamlined list of participants, fewer meetings, and more interactive Finance Ministers and Central Bank Governors (FMCBG) meeting format that results in a more robust conversation between Ministers and Governors on the 2026 G20 and G7 policy priorities
- ▶ Reach consensus on structural reform and rebalancing the international economy commitments during the Finance and Central Bank Deputies and FMCBG meetings to catalyze global economic growth
- ▶ Build consensus toward modernizing and streamlining financial regulation during the G20 and G7 meetings to keep the global financial system a safe and stable catalyst for economic growth

### External Partners

- ▶ U.S. Trade Representative
- ▶ DOC
- ▶ Department of State (DOS)
- ▶ Congress
- ▶ IFIs
- ▶ Federal Reserve
- ▶ Private Sector (Trade Associations, Industry Groups)

# Goal 2

## IMPROVE STEWARDSHIP OF TAXPAYER DOLLARS



### Goal Overview

Treasury manages the finances of the U.S. government, including raising funding for government programs. We are committed to restoring the U.S. government to a fiscally sustainable trajectory, reducing fraud, waste, and abuse in government payments, and completing modernization of systems that we use to administer taxes. Aligns to President's Management Agenda "Eliminate Woke, Weaponization, and Waste" and "Leverage Technology to Deliver Faster, More Secure Services."

### Critical Programs and Projects

1. Electronic Federal Tax Payment System Modernization (EFTPS) (Project)
2. Enterprise Data Platform (Program)
3. Taxpayer 360 (Project)
4. eWorkforce Management (Project)
5. Payment Integrity (Program)
6. Core Financial Management Consolidation (Project)

### Learning Agenda

- ▶ What is the effectiveness of taxpayer service programs (such as online and live assistance programs) in addressing the most common taxpayer issues?
- ▶ What is the effectiveness of using artificial intelligence in taxpayer programs to increase customer quality outcomes?
- ▶ What is the magnitude and use of Do Not Pay?
- ▶ What is the effectiveness of Do Not Pay in preventing fraud or improper payments?

# Objective 2.1

## IMPROVE FISCAL SUSTAINABILITY



### Treasury Leads and Supports

#### Leads

- ▶ Domestic Finance (DF)
- ▶ Economic Policy (EP)

#### Supports

- ▶ Bureau of Fiscal Service (BFS)
- ▶ Office of Public Affairs (PA)
- ▶ Office of Legislative Affairs (LA)
- ▶ Tax Policy (TP)

### Objective Statement

Provide long term fiscal leadership to improve sustainability of the U.S. government's finances.

### Desired Outcomes

- ▶ Reduce the primary budget deficit by decreasing spending as a share of GDP
- ▶ Change the trajectory of the debt- to-GDP ratio by increasing the pace of potential economic growth and consequent revenue collections
- ▶ Lower debt service costs

### Why Does it Matter?

If Treasury fails to responsibly manage federal debt payments or the U.S. government fails to maintain federal spending and debt as a sustainable share of GDP, the United States could face several negative consequences, including:

- ▶ Increased interest rates on future debt issuance.
- ▶ Further credit rating downgrades of U.S. debt.
- ▶ Increased U.S. debt issuances could crowd out private investment, reducing economic growth.
- ▶ The weakening of the reserve status of the U.S. dollar, which could reduce the effectiveness of sanctions policies and undermine a mitigating factor cited by credit rating agencies.
- ▶ Reduced demand for U.S. debt could raise stability risks to Treasury markets, broader credit markets, and global financial system.
- ▶ Higher costs of borrowing for federal debt could raise borrowing costs for state and local governments, as well as for consumers and private businesses.

## Strategy 2.1.A – FY 26-29

Analyze the economic and policy impacts (e.g., change in incentives or unintended consequences) of potential spending cuts.



### Success Criteria

Identify analytical methods and data to evaluate the potential direct and indirect economic policy impacts of changes to federal spending programs

- ▶ Establish criteria and metrics by which to assess realized policy outcomes
- ▶ Produce internal analysis for principals (e.g., memoranda and white papers) that provide options and/or tradeoffs of policy proposals and assess their likely effectiveness
- ▶ Work with partners to publish and publicize reports and media (e.g., blogs, speeches, citations) about the estimated and realized impacts of policy change

## Strategy 2.1.B – FY 26-29

Assess target GDP growth rates and budget levels that would indicate fiscal sustainability. (EP, TP, DF, LA, PA, BFS)

### Success Criteria

- ▶ Identify valid models to assess the fiscal sustainability of federal debt (at various debt levels, debt issuance mixes, interest rates, and economic growth rates) and the impact of unsustainable debt accumulation on Americans
- ▶ Assess the spending cuts and economic growth rates that could shift down the trajectory of federal debt as a share of GDP
- ▶ Produce internal analysis for principals (e.g., memoranda and white papers) about long-term sustainability of the federal budget

## Strategy 2.1.C – FY 26-29

Finance the government at the lowest cost over time. (DF, BFS)

### Success Criteria

- ▶ Borrow amounts necessary for government expenditures at reasonable market interest rates
- ▶ Engage with the Treasury Borrowing Advisory Committee (TBAC), primary dealers, investors, and other market participants to ensure Treasury borrowing strategies align with structural market demand
- ▶ Maintain the credit rating of U.S. sovereign debt

## Strategy 2.1.D – FY 26-29

Work with White House and advocate to Congress for fiscal sustainability and the risks to American households and businesses of an unsustainable fiscal outlook. (EP, LA, PA)

### Success Criteria

- ▶ Engage the public and Congress through reports and media (e.g., blogs, speeches, testimony, citations, etc.) about the consequences of fiscal unsustainability and tradeoffs between various approaches to attain sustainability

## External Partners

- ▶ Congress
- ▶ OMB
- ▶ NEC
- ▶ CEA
- ▶ TBAC
- ▶ Financial firms

# Objective 2.2

## IMPROVE PAYMENT INTEGRITY



### Treasury Leads and Supports

#### Leads

- ▶ Domestic Finance (DF)

#### Supports

- ▶ Management (ASM)
- ▶ Bureau of Fiscal Service (BFS)
- ▶ Internal Revenue Service (IRS)
- ▶ Financial Crimes Enforcement Network (FinCEN)

### Objective Statement

Reduce waste, fraud, and abuse in Federal payments across government.

### Desired Outcomes

- ▶ Increase accountability
- ▶ Defend against financial fraud and improper payments
- ▶ Increase efficiency

### Why Does it Matter?

Fraud and improper payments threaten the integrity of Federal programs and undermine trust in Government. Federal agencies face difficulty sufficiently safeguarding taxpayer dollars against fraud and improper payments due to underinvestment in technology and longstanding challenges in accessing data to verify eligibility and authenticity of payment recipients. In addition, Treasury must seek to ensure that financial information agencies use in the Federal payments process is accurate and complete and that there is transparency with respect to how taxpayer dollars are spent. Through modernized stewardship, Treasury can assist Federal agencies to better mitigate fraud and improper payments and otherwise manage taxpayer resources. Aligns to President's Management Agenda "Eliminate Woke, Weaponization, and Waste."



## Strategy 2.2.A – FY 26-29

Modernize stewardship by expanding agencies' use of Do Not Pay and verifying federal disbursements made by Treasury prior to agency certification. (BFS, DF (Office of the Fiscal Assistant Secretary (OFAS)), ASM, FinCEN, IRS, LA)

### Success Criteria

- ▶ Enhance payment pre-certification verification processes capabilities
- ▶ Streamline and enhance Do Not Pay onboarding processes
- ▶ Expand databases in Do Not Pay
- ▶ Increase the number of Federal programs using Do Not Pay
- ▶ Meaningfully reduce fraudulent and improper payments governmentwide as a result of Do Not Pay screening
- ▶ Verify all Federal disbursements made by Treasury prior to agency certification

## Strategy 2.2.B – FY 26-28

Enhance controls and partner with agencies to more readily track transactions in the General Fund. (BFS, DF (OFAS))

### Success Criteria

- ▶ Classify all Federal payments to Treasury centralized accounting systems daily
- ▶ Tie Treasury Account Symbols to all Federal payments
- ▶ Verify funds availability of all Federal payments
- ▶ Improve agency program and spending audit outcomes

## Strategy 2.2.C – FY 26-27

Work with Non-Treasury Disbursing Offices (NTDOs) to transition to Treasury disbursements. (BFS, DF (OFAS))

### Success Criteria

- ▶ All NTDOs with delegated disbursing authority are migrated to Treasury

### External Partners

- ▶ OMB
- ▶ Interagency Chief Financial Officer (CFO) Council
- ▶ NTDOs
- ▶ State/Local Governments

## Objective 2.3

# DELIVER A MODERN TAXPAYER EXPERIENCE TO IMPROVE SERVICE, PRIVACY AND COLLECTIONS



## Treasury Leads and Supports

### Leads

- ▶ Internal Revenue Service (IRS)

### Supports

- ▶ Alcohol and Tobacco Tax and Trade Bureau (TTB)

## Objective Statement

Modernize tax systems, processes, and the Treasury workforce to improve taxpayer service, protect taxpayer privacy, bolster voluntary compliance, and streamline collections.

## Desired Outcomes

- ▶ Enhance taxpayer experience by expanding and optimizing service
- ▶ Increase efficiency of tax administration and return on investment
- ▶ Increase collections through fair and effective tax enforcement

## Why Does it Matter?

Finishing the modernization of U.S. tax administration is essential to raising revenue, supporting a balanced federal budget, addressing long-term debt ceiling challenges, and delivering a taxpayer experience that meets today's expectations. Outdated legacy systems limit our ability to collect revenue efficiently, ensure taxpayer data remains protected, and deliver service like the private sector. By upgrading our technology and optimizing the processes, Treasury can:

- ▶ Improve voluntary compliance with accurate, real-time taxpayer support
- ▶ Increase revenue collection through better data analytics and enforcement tools
- ▶ Continue to strengthen privacy protections
- ▶ Streamline operations to lower administrative costs

These improvements align with government-wide efforts to boost efficiency and fiscal responsibility. Modernization isn't just a technology upgrade — it's a strategic investment in America's financial future and our ability to enforce tax laws fairly and effectively. This aligns to the President's Management Agenda "Leverage Technology to Deliver Faster, More Secure Services."



## Strategy 2.3.A – FY 26-29

Optimize online and self-service resources to resolve issues faster and more efficiently. (IRS, TTB)

### Success Criteria

- ▶ Taxpayers complete what they need online without live support
- ▶ Increase adoption rate of online and self-service resources
- ▶ Increase customer satisfaction with self-service resources and online accounts
- ▶ Increase customer satisfaction with IRS's website
- ▶ Improve tax services at TTB by expanding myTTB functionality

## Strategy 2.3.B – FY 26-27

Improve live assistance to taxpayers. (IRS, TTB)

### Success Criteria

- ▶ Improve accuracy of account information provided to taxpayers
- ▶ Increase customer satisfaction with live service through phone, chat, or in-person channels
- ▶ Increase first-time resolution rate

## Strategy 2.3.C – FY 26-27

Improve taxpayer education and information for tax preparers. (IRS, TTB)

### Success Criteria

- ▶ Increase timeliness of guidance provided to the public
- ▶ Improve accuracy of tax law information provided to taxpayers

## Strategy 2.3.D – FY 26-29

Modernize systems and technology to improve operational efficiencies and reduce paper-based processes. (IRS, TTB)

### Success Criteria

- ▶ Increase forms and processes transitioned from paper to digital
- ▶ Increase electronic filing options and usage rates
- ▶ Decrease average cost per interaction across taxpayer service channels
- ▶ Improve tax services at TTB by expanding myTTB functionality

## Strategy 2.3.E – FY 26-27

Advance use of technology and analytics to detect and address non-compliance, fraud, other high-risk activity. (IRS, TTB)

### Success Criteria

- ▶ Improve detection and prevention of fraud and identity theft
- ▶ Reduce time to resolve taxpayer compliance issues
- ▶ Decrease recurring compliance issues
- ▶ Automate workflows to enhance compliance processes

### External Partners

- ▶ Congress
- ▶ OMB
- ▶ General Services Administration (GSA) (Procurement)
- ▶ Tax Community

# Goal 3

## ENHANCE NATIONAL SECURITY



### Goal Overview

Treasury must employ its national security tools to disrupt threats more quickly and effectively. Additionally, we must explicitly measure and share our successes with public and private partners.

- ▶ To dismantle threats beyond our borders: we aim to bankrupt our enemies including rogue states and terrorist organizations by using our authorities while also preserving the U.S. dollar as the world's preeminent reserve currency.
- ▶ To dismantle threats within our borders: we aim to bankrupt cartels, trafficking, and other criminal organizations by using shared intelligence, supporting prosecutorial actions, and closing regulatory gaps.
- ▶ To monitor inbound and outbound investments: we aim to curtail the flow of U.S. dollars to adversaries generating threats to national security in critical industries by enhancing our programs, implementing a Known Investor program, and enhancing risk assessments.
- ▶ To manage the risk of and response to cyber and virtual threats: we aim to protect Treasury's assets and those of the financial sector by increasing engagement with partners and enhancing Treasury systems' resiliency.

Aligns to President's Management Agenda "Leverage Technology to Deliver Faster, More Secure Services."

### Critical Programs and Projects

1. Cybersecurity Consolidation within the Department (Project)
2. Federal Reserve Note Redesign (Catalyst) (Project)
3. Outbound Investment Security (Outbound) (Program)
4. Committee on Foreign Investment in the U.S. (CFIUS) (Program)

### Learning Agenda

- ▶ What is the effectiveness of the sanctions regime and other Treasury financial measure authorities?
- ▶ What is the effectiveness of providing direct analytical support to law enforcement in support of *the Anti- Money Laundering Act of 2020*?
- ▶ How effective are the CFIUS and outbound programs in addressing security risks?

# Objective 3.1

## MONITOR FOREIGN TRANSACTION FLOWS TO IDENTIFY AND CURTAIL ILLICIT FINANCE AND TERRORIST ORGANIZATIONS



### Treasury Leads and Supports

#### Leads

- ▶ Terrorism and Financial Intelligence (TFI)
- ▶ International Affairs (IA)

#### Supports

- ▶ Economic Policy (EP)
- ▶ Financial Crimes Enforcement Network (FinCEN)
- ▶ Office of Domestic Finance (DF)

### Objective Statement

Use Treasury financial measures to maximize strategic financial pressure against foreign adversaries

### Desired Outcomes

- ▶ Minimize unintended impact on global financial stability
- ▶ Reduced funding to identified priority state and non-state actors
- ▶ Avoid negatively impacting U.S. national security and the status of the U.S. dollar as the world's preeminent reserve currency

### Why Does it Matter?

Effective but judicious use of sanctions and anti-money laundering authorities can advance U.S. national security and foreign policy objectives while ensuring the U.S. financial system remains stable and the U.S. dollar remains the world's preeminent reserve currency. Clear guidance and priorities from the United States also help set a standard that governments and financial institutions around the world implement on a formal and informal basis. Collectively, the actions we take and the rules we adopt set a standard for the broader global economy, particularly economies integrated with the West. Used wisely, our authorities can check or even stop malicious behavior; if mismanaged, they can inflict economic harm on the U.S. and allied actors while empowering our adversaries.



## Strategy 3.1.A – FY 26-29

In line with White House direction, develop whole-of-Treasury strategies to change rogue behavior, stop illicit finance, and curtail revenue to adversaries. (TFI, IA, EP, DF)

### Success Criteria

- ▶ Agree upon a common set of Treasury tools for confronting national security threats
- ▶ Outline broad considerations that should be evaluated in deploying tools
- ▶ Develop framework for ensuring relevant Treasury stakeholders participate in decision-making process
- ▶ Identified priority state and non-state actors subject to pressure — i.e., declines in access to revenue and goods, movement toward U.S. policy goals
- ▶ Increased private sector compliance with global implementation of U.S.-set standards

## Strategy 3.1.B – FY 26-27

Mature Treasury’s approach to articulating and measuring success when deploying our tools against adversaries. (TFI, IA)

### Success Criteria

- ▶ Objective of action is identified and articulated in advance
- ▶ Closely monitor and measure economic and policy responses to actions over defined intervals
- ▶ Identify and regularly summarize actions for appropriate parties

## Strategy 3.1.C – FY 26-27

Strengthen Sanctions and Special Measures Decision-making Process. (TFI (Office of Foreign Assets Control (OFAC)), TFI (Office of Intelligence and Analysis (OIA)), FinCEN, IA)

### Success Criteria

- ▶ All relevant existing data sources are reviewed before action
- ▶ Known and unknown risks, costs, and benefits are clearly articulated before acting
- ▶ All relevant Treasury offices are aware of proposed actions before they are announced

### External Partners

- ▶ Interagency Partners (DOS, DOC, Department of Justice (DOJ))
- ▶ Other Law Enforcement Agencies
- ▶ Intelligence Agencies
- ▶ Private Sector (Financial Institutions, Banking/Trade Associations)
- ▶ Industries (Insurance)
- ▶ Congress
- ▶ Foreign Governments and Allies including officials and trade groups



# Objective 3.2

## SECURE THE HOMELAND THROUGH STRATEGIC USE OF TREASURY FINANCIAL TOOLS

### Treasury Leads and Supports

#### Leads

- ▶ Financial Crimes Enforcement Network (FinCEN)

#### Supports

- ▶ Terrorism and Financial Intelligence (TFI)
- ▶ Internal Revenue Service (IRS)
- ▶ Office of the Comptroller of the Currency (OCC)
- ▶ Domestic Finance (DF)

### Objective Statement

Secure the homeland by using financial tools to reduce illicit activity

### Desired Outcomes

- ▶ Bankrupt the cartels, transnational criminal organizations, terrorist entities, and their enablers.
- ▶ Ensure that key strategic partners, including the Governments of Mexico and Canada, take reciprocal and/or complementary actions to augment Treasury's efforts.
- ▶ Strengthen the effectiveness of the U.S. AML/CFT regime by balancing statutory requirements and compliance burden.

### Why Does it Matter?

Treasury must leverage its policy making, intelligence, regulatory, and enforcement tools in a strategic and integrated manner to disrupt criminal activity inside the United States and its financial system.

This includes criminal cartels, foreign

criminal organizations throughout the United States. The trafficking of fentanyl and other illicit opioids is responsible for the loss of tens of thousands of American lives annually, and a substantial volume of the illicit proceeds from drug trafficking activities flow through the U.S. financial system. Through robust coordination with interagency partners in law enforcement, the intelligence community, regulators, private industry, and foreign partners, Treasury can substantially raise the cost of doing business for these illicit actors; eliminate or restrict their ability to distort markets and abuse the financial system; and protect U.S. citizens from personal and/or financial harm. Without the aggressive use of Treasury authorities, malign actors can inflict damage across various sectors of the U.S. economy and strengthen their ability to conduct illicit activity.

### Strategy 3.2.A – FY 26-29

Increase the use of financial intelligence in investigations and enforcement actions. (FinCEN, TFI, IRS-Criminal Investigations (CI), Office of Inspector General (OIG), OGC)

#### Success Criteria

- ▶ Increase authorized BSA Portal users and BSA Portal and Search user satisfaction rates annually
- ▶ Increase total BSA-related trainings held and assess additional training programs offered
- ▶ Maintain appropriate and up-to-date memoranda of understanding (MOUs) with partner agencies for BSA access, including completing the in-progress refresh of existing MOUs and regularly evaluating the need for additional or modified MOUs



- ▶ Modernize the use of artificial intelligence to more efficiently and effectively analyze large datasets in the fight against illicit finance
- ▶ Boost production of high quality finished financial intelligence products by 3 to 5 percent annually
- ▶ Maintain responsiveness to increasing federal, state, and local agencies seeking specialized BSA analysis support from the FinCEN Analytical Hub, measured by number of requests fulfilled

## Strategy 3.2.B – FY 26-29

Increase the exchange of information between government, industry, and other stakeholders that enhances the overall AML/CFT regime. (FinCEN, TFI, IRS-CI)

### Success Criteria

- ▶ Increase information sharing with the private sector on illicit finance trends, typologies, and red flag indicators through more frequent production of Advisories (including Alerts and Notices) and Financial Trend Analyses
- ▶ Continue to grow the efficacy of public-private partnership (PPP) programs, including the FinCEN Exchange, International Roundtables, and Bank Secrecy Act Advisory Group (BSAAG), increasing the frequency of events by 5 percent annually

## Strategy 3.2.C – FY 26-29

Support investigative and prosecutorial action in the United States through information collection and other programs. (FinCEN, TFI, IRS-CI)

### Success Criteria

- ▶ Employ strategic use of information collection tools like demand letters, Foreign Financial Agency regulations, Geographic Targeting Orders, 314(a) requests, and other tools at or above FY25 levels across programs
- ▶ Ensure global financial intelligence sharing via the Egmont Group is sufficiently robust and fit for purpose

to sustain or heighten the volume of FY25 sharing; maintain or increase responsiveness of foreign Financial Intelligence Units (FIU) to requests for information sought by law enforcement through FinCEN

- ▶ Freeze and return proceeds of fraud targeting U.S. citizens that criminal actors seek to launder overseas; grow FinCEN's rapid response program to achieve higher freeze and recover rates annually, in coordination with law enforcement agencies

## Strategy 3.2.D – FY 27-28

Close regulatory gaps and mitigate illicit finance threats through further BSA modernization and enforcement efforts. (FinCEN, TFI, DF, IRS-CI, OCC)

### Success Criteria

- ▶ Pursue outstanding Anti-Money Laundering Act requirements and other programs to make progress annually toward full implementation
- ▶ Pursue further implementation, as directed, of regulations addressing gaps in the AML/CFT regime
- ▶ Pursue additional enforcement actions targeting the most egregious violations of the BSA and/or reiterate a strong compliance message to relevant entities and industries, ideally by increasing enforcement penalties
- ▶ Grow the Whistleblower Program by proposing and finalizing a regulation governing the submission and processing of tips, and by rapidly processing and sharing tip information with appropriate stakeholders

### External Partners

- ▶ DOJ
- ▶ Law Enforcement Agencies
- ▶ Private Industry (including financial institutions)
- ▶ Federal/State Financial Regulators
- ▶ Foreign Partners (Mexico, Canada)

# Objective 3.3

## EXPAND INVESTMENT SECURITY



### Treasury Leads and Supports

#### Leads

- ▶ International Affairs (IA)

#### Supports

- ▶ Terrorism and Financial Intelligence (TFI)
- ▶ Office of General Counsel (OGC)

### Objective Statement

Address national security risks arising from investment by enhancing CFIUS and implementing the Outbound Investment Security Program through demonstrable implementation of the President's America First Investment Policy.

### Desired Outcomes

- ▶ Fully implemented Outbound Investment Security Program including program evaluation tools
- ▶ Increase efficiency of CFIUS reviews
- ▶ Increase foreign investment in the U.S.

### Why Does it Matter?

CFIUS and Outbound play critical roles in protecting the national security of the United States while maintaining the commitment of the United States to an open investment policy that benefits the U.S. economy. Among other things, these programs play a key role in protecting technologies, sensitive data, and critical infrastructure from foreign investment that could be detrimental to U.S. national security and preventing U.S. investment from being exploited to support advancements in sensitive technologies by countries that seek to counter U.S. capabilities. The rules-based processes provide transparency and predictability for foreign investors, U.S. businesses, and U.S. investors. CFIUS and Outbound are instrumental in encouraging allies and partners to similarly prioritize efficient and effective investment security tools.



## Strategy 3.3.A – FY 26-27

Conduct full review of Outbound Investment Security Program to evaluate whether the coverage is addressing security risks while not impeding U.S. investor growth. (IA, TFI, OGC)

### Success Criteria

- ▶ Provide conclusion of review and summary of recommendations to Administration leadership
- ▶ Implementation of any changes to the Outbound Investment Security Program as determined by the Administration
- ▶ Curtail U.S. investments into adversary-linked companies generating threats to national security in critical industries

## Strategy 3.3.B – FY 26-29

Work with CFIUS member agencies to design, implement, and optimize a Known Investor program to review certain CFIUS cases more efficiently and provide technical assistance to allies to strengthen investment security and protect against collective risks to national security. (IA, OGC)

### Success Criteria

- ▶ Conduct Known Investor Pilot Program and document lessons learned
- ▶ Launch Known Investor Program formally and fully operationalize
- ▶ Improve measurable efficiency of processing cases involving Known Investors
- ▶ Achieve material improvements in overall CFIUS case processing achieved
- ▶ Conduct robust international outreach and encourage allies to strengthen investment security measures

## Strategy 3.3.C – FY 26-29

Identify and deploy tools to enhance Office of Investment Security (OIS) diligence and risk assessment. (IA, DO (OGC))

### Success Criteria

- ▶ Acquire and/or develop appropriate technology systems or solutions to enhance the efficiency, effectiveness, and rigor of OIS national security analysis processes
- ▶ Improve the fidelity of proprietary internal datasets and incorporate relevant external datasets to inform policymaking, operational decisions, and analysis

### External Partnerships

- ▶ CFIUS Member Agencies
- ▶ Congress



# Objective 3.4

## STRENGTHEN CYBER DEFENSE AND ACCELERATE RECOVERY FROM ATTACKS

### Treasury Leads and Supports

#### Leads

- ▶ Management (ASM)
- ▶ Domestic Finance (DF)

#### Supports

- ▶ Terrorism and Financial Intelligence (TFI)
- ▶ Treasury Common Services Center (TCSC)
- ▶ Financial Crimes Enforcement Network (FinCEN)
- ▶ All bureaus

### Objective Statement

Harden and protect Treasury’s High Value Assets (HVAs) and the U.S. financial sector critical infrastructure against cyber threats

### Desired Outcomes

- ▶ Maximize operational continuity by relying on well-tested detection and recovery tools and cyber threat intelligence
- ▶ Ensure resiliency of Treasury’s mission essential functions and U.S. financial sector critical infrastructure
- ▶ Enhance identification, sharing, and response to cyber threats against Treasury and the U.S. financial sector

### Why Does it Matter?

Major U.S. adversaries actively and aggressively target Treasury and its financial sector critical infrastructure operators in an attempt for cyber espionage and disruption to undermine U.S. economic security, including impeding U.S. decision-making and inducing societal panic to gain leverage over the U.S. Treasury operates HVAs which support the national critical infrastructure. If any of the assets becomes unable to execute core functions within established performance metrics for any reason, including a cyber breach, it could have global ramifications.

Treasury and the U.S. financial sector continue to defend against this broad range of cybersecurity threats. Past trends continue to be realized as the number of cyber threats and vulnerabilities increase exponentially. Adversaries continue to refine their techniques as they attempt to evade detection; increased complexity and sophistication of threats (such as ransomware, identity theft, and denial of service attacks) can hinder Treasury’s response capabilities. We must refine our cybersecurity defense to reduce the adversaries’ ability to exploit vulnerabilities as well as minimize impact when incidents occur. Responsibility for securing financial sector critical infrastructure resides with the party managing it. Therefore, it is critical for Treasury to facilitate support and assistance in partnership with the private sector to achieve this objective. Sharing information about threats bidirectionally allows Treasury and the U.S. financial sector to increase situational awareness, improve response capabilities, and reduce overall risk. Aligns to President’s management Agenda “Leverage Technology to Deliver Faster, More Secure Services.”



## Strategy 3.4.A – FY 26-29

Increase engagement with Federal, international and industry partners to further enhance Treasury’s and financial critical infrastructure’s existing threat detection and mitigation capabilities. (ASM (Office of the Chief Information Officer (OCIO), DF (Office of Cybersecurity and Critical Infrastructure Protection (OCCIP), TFI(OIA), FinCEN)

### Success Criteria

- ▶ Increase cross-border planning exercises
- ▶ Increase joint response simulations with public/private sector entities
- ▶ Increased participation in sector threat info sharing
- ▶ Improve efficiency in providing clearances for financial sector critical infrastructure partners
- ▶ Provide classified intelligence that is more specific, relevant, and actionable for the Department and financial critical infrastructure operators to mitigate cyber vulnerabilities
- ▶ Enhance reporting and sharing of cyber threat information to counter malicious actors
- ▶ Broaden cooperation with other agencies and other useful partnerships

## Strategy 3.4.B – FY 26-29

Enhance HVA resiliency and ensure fast recovery. (ASM (OCIO), TFI (OIA), ASM (Office of the Procurement Executive (OPE), All Bureaus)

### Success Criteria

- ▶ Revise the Mission Essential Functions Memorandum
- ▶ Increase the number of HVAs with tested recovery plans and resilience improvements annually
- ▶ Reduce the storage of extraneous sensitive data on Treasury assets
- ▶ Increase post-quantum cryptography within Treasury

## Strategy 3.4.C – FY 26-29

Inform improvements to financial sector cybersecurity through intelligence-driven engagement between Treasury and CEOs. (ASM (OCIO), DF (OCCIP), TFI (OIA))

### Success Criteria

- ▶ Increase cyber intelligence sharing within Treasury
- ▶ Enhance financial critical infrastructure operators’ cybersecurity measures to mitigate vulnerabilities identified in cyber threat intelligence
- ▶ Increase number of cybersecurity briefings held annually with relevant partners
- ▶ Increase number of classified and unclassified briefings for critical financial institutions CEOs

## Strategy 3.4.D – FY 26-27

Review and revise default language for information technology contracts and agreements with financial institutions to standardize incident notification processes for Treasury vendors. (ASM (OCIO), DF (OCCIP), ASM(OPE))

### Success Criteria

- ▶ Increase timely responses for incident notifications
- ▶ Update 100% of Treasury IT contracts with revised cyber clauses

## External Partners

- ▶ Interagency (Department of Homeland Security (DHS)
- ▶ National Security Council (NSC)
- ▶ Law Enforcement
- ▶ Intelligence Community
- ▶ Financial regulators
- ▶ Financial sector organizations

# Goal 4

## IMPROVE THE EFFICIENCY AND EFFECTIVENESS OF TREASURY OPERATIONS



### Goal Overview

Treasury serves a critical role in the lives of all Americans. We must honor the trust that our citizens place in us by doing our work as efficiently and effectively as possible – by improving our governance, core processes, workforce, and the way we do business.

- ▶ On governance, we must change how we work with each other to solve the long-standing systemic challenges this country faces and nimbly tackle new and emerging opportunities. We will break down information silos and improve coordination among our experts to improve our decision-making and build healthier organizations.
- ▶ On core processes, we will reduce waste and increase quality for the functions on which our customers rely most – including tax administration, payments, and other key services that we provide to citizens and other agencies.
- ▶ On workforce, we will work to optimize the composition and skill level of our workforce to build a culture of collaboration, reward success, and support modernized operations. We aim to build up employees so that they have the knowledge, skills, and experience to deliver for the American people.
- ▶ On the way we do business, we want to lower costs and increase service levels for common administrative functions. We will build better tools for our organizations, create spaces that enable the mission, and make it easier for employees to do their critical work.

Aligns to President’s Management Agenda “Leverage Technology to Deliver Faster, More Secure Services” and “Optimize Federal Real Estate.”

### Critical Programs and Projects

1. Merit Hiring Plan (Including hiring processes and PBM) (Project)
2. Eastern Currency Manufacturing Facility Modernization (Project)
3. Implementation of Treasury Real Property Consolidation and Use (Project)
4. Treasury Common Services Center (TCSC) Stand-up (Project)
5. Organizational Health Business Intelligence Tool (Project)
6. Increasing Project Management Capacity (Project)

### Learning Agenda

- ▶ What is the effectiveness of using artificial intelligence in automating workflows for Treasury core processes?
- ▶ What is the effectiveness of incorporating artificial intelligence in Treasury core processes?
- ▶ What are drivers of organizational resiliency, capacity, and key performance indicators?

# Objective 4.1

## IMPROVE ENTERPRISE PROBLEM-SOLVING



### Treasury Leads and Supports

#### Leads

- ▶ Management (ASM)

#### Supports

- ▶ All Bureaus

### Objective Statement

Work across the Department and government to solve systemic and novel problems.

### Desired Outcomes

- ▶ Enhance collaboration and information flows in Departmental decision-making
- ▶ Create healthier Treasury organizations based on the Treasury Organizational Health Framework
- ▶ Improve management of risk through effective response strategies

### Why Does it Matter?

Treasury operates in a federated manner with bureaus functioning independently, often having limited awareness of other bureaus' priorities and operations. This leads to duplicative and less effective attempts to solve common problems, compounded by a lack of interoperability between systems and communications channels. If leadership can make it easier to share information, improve the quality of operational and administrative data, and change the incentives for working together across organizational boundaries, Treasury can improve our ability to innovate and resolve shared challenges. Proactively identifying and effectively responding to risks will also help Treasury better deliver on our critical mission. Enabling leadership to make better decisions, seize opportunities, and stay ahead of threats will help make Treasury organizations healthier.

## Strategy 4.1.A – FY 26-28

Eliminate information silos within Treasury. (ASM (Office of Privacy, Transparency, and Records (PTR), ASM (Office of Strategy, Planning, and Performance Improvement (OSPPI), DO Headquarters Council, Chief Data Officer (CDO) Council, Chief Financial Officer (CFO) Council, Chief Information Officer (CIO) Council)

### Success Criteria

- ▶ Increase the use of cross-Treasury working groups
- ▶ Increase data sharing and computer matching agreements year-over-year
- ▶ Improve data maturity
- ▶ Establish guidelines for stakeholder assessments and cross-Treasury working groups

## Strategy 4.1.B – FY 27-29

Better leverage governance bodies to identify, prioritize, implement, and monitor responses to enterprise risks and challenges. (Bureau Deputies Council, Enterprise Risk Management (ERM) Council)

### Success Criteria

- ▶ Assess the effectiveness of 50 percent of response strategies for Treasury enterprise risks
- ▶ Decrease impact and likelihood of enterprise risks post-response

## Strategy 4.1.C – FY 26-27

Mature organizational health data and tools through enterprise strategic management processes. (ASM (OSPPI, Deputy Assistant Secretary for Management and Budget (DASMB)), Chief Executive Officers (CXOs) and their bureau councils, Bureau Deputies Council)

### Success Criteria

- ▶ Identify and close data and knowledge gaps for resiliency and capacity quantitative indices
- ▶ Launch and use organizational health business intelligence tool for QPRs
- ▶ Analyze the statistical relationship between resiliency, capacity, and key performance indicators for two business cases (e.g., filing season)

## Strategy 4.1.D – FY 26

Standardize and improve Treasury’s internal coordination of the interagency public policy-making process. (Chief of Staff, Executive Secretary, Policy offices)

### Success Criteria

- ▶ Document and communicate a standardized internal Treasury coordination of interagency policy-making process
- ▶ 100 percent of Treasury representatives on interagency policy councils adopt standard processes

## External Partners

- ▶ No external partners (deliberative processes)



# Objective 4.2

## IMPROVE PROCESSES AND PROJECT MANAGEMENT CAPABILITY



### Treasury Leads and Supports

#### Leads

- ▶ Management (ASM)

#### Supports

- ▶ All Bureaus

### Objective Statement

Optimize core processes for critical programs and improve federal project management of critical projects to reduce waste, increase value to the customer, and improve mission outcomes.

### Desired Outcomes

- ▶ Increase the percentage of designated core processes that are assessed at the highest maturity level (four out of four levels)
- ▶ Increase the percentage of critical projects on schedule, within cost, and on track for successful delivery
- ▶ Increase number and quality of Treasury's federal project managers

### Why Does it Matter?

Every organization has a set of core processes: a series of activities or end-to-end steps that, when completed, enable the successful delivery of a core program, operation, or mission. Identifying and optimizing core processes within Treasury is essential since they underpin the success of critical programs. Currently, Treasury does not have visibility into the capability and efficiency of its core processes. The Department has an opportunity to better leverage process improvement tools to achieve significant cost savings, manage risk, and increase the value delivered to its diverse customer base (taxpayers, businesses, and other government agencies). Additionally, Treasury often undertakes the implementation of highly visible new initiatives, including new legislative or White House mandates. If we better invest in strengthening our project management practices and skills, we will improve our ability to successfully deliver to our stakeholders.



## Strategy 4.2.A – FY 26-27

Identify and conduct comprehensive baseline assessments of critical programs, including specific assessments of their core processes, and projects. (ASM (OSPPI), Bureau Program Managers and their improvement/performance staff)

### Success Criteria

- ▶ 100 percent of baseline assessments completed

## Strategy 4.2.B – FY 27-29

Leverage technology and automation to increase the capacity and effectiveness of our core processes. (AI Governance Board, Bureau Program Managers, ASM (OSPPI, OPE, TCSC))

### Success Criteria

- ▶ Identify and pilot opportunities to automate workflows for five core processes
- ▶ Identify and pilot opportunities to incorporate AI for two core processes
- ▶ Successful results for 25 percent of pilots

## Strategy 4.2.C – FY 27-29

Implement continuous improvement practices for core processes and policies, including building process improvement capability. (ASM (OSPPI, PTR), ASM (OCIO), Bureau Program Managers)

### Success Criteria

- ▶ Decrease the percent of designated core processes with identified risk factors to sustainable performance (e.g., lack of access to continuous improvement resources)
- ▶ By 2029, complete improvement events for 75 percent of core processes
- ▶ By 2030, assign sufficient certified CPI practitioners to 100 percent of core processes
- ▶ 100 percent of policies with Treasury- wide or public impact annually reviewed and refreshed

## Strategy 4.2.D – FY 26-27

Work with Office of Personnel Management (OPM) and accreditation organizations to enhance federal project management capabilities, prioritizing project managers for critical projects. (ASM (OSPPI, Deputy Assistant Secretary for Human Resources (DASHR)), Bureau Project Managers)

### Success Criteria

- ▶ Identify federal project manager workforce in Treasury (including dedicated project managers and part- time project managers)
- ▶ Create and implement Treasury project management certification program
- ▶ Increase number of project managers (and percent of critical project managers) certified by Treasury

### External Partners

- ▶ OPM
- ▶ Accreditation organizations

# Objective 4.3

## RESHAPE AND OPTIMIZE THE WORKFORCE



### Treasury Leads and Supports

#### Leads

- ▶ Management (ASM)

#### Supports

- ▶ All Bureaus

### Objective Statement

Build and maintain a Treasury workforce capable of meeting current and future challenges.

### Desired Outcomes

- ▶ Structure Treasury's workforce size and composition to maximize effective use of available budgetary resources
- ▶ Optimize the workforce by defining the skills and competencies necessary for mission delivery, identifying any skills gaps, and closing them by hiring new employees with those skills or developing skills in current employees

### Why Does it Matter?

Strategic human capital management is a key component to successful mission delivery. We need the right number of people with the skills required and who are appropriately aligned to achieve desired results.

Successfully reshaping and optimizing the Treasury workforce will result in increased productivity and a reduced budget top line.

We will achieve this through better integration of budget and human capital data to enable tighter alignment between available resources, workforce composition, and mission priorities.



## Strategy 4.3.A – FY 26-29

Use workforce planning to promote optimal alignment of an appropriately skilled workforce to Treasury’s strategic goals and objectives. (ASM (DASHR), All Bureaus)

### Success Criteria

- ▶ Increased percent of headcount targets met for Treasury High-Risk Mission Critical Occupations during each quarter of the Fiscal Year.
- ▶ Increased percent of executives and employees on approved performance plans
- ▶ Increased percent of executives and employees accurately aligned to strategic objectives
- ▶ Develop methodology for assessing whether strategic objectives are sufficiently staffed

## Strategy 4.3.B – FY 26-27

Work with external partners and the Treasury Talent Team to hire for Mission Critical Occupations. (ASM (DASHR), All Bureaus)

### Success Criteria

- ▶ Increased percent of hiring actions using rigorous skills-based assessments including involvement from stakeholders from outside the hiring organization
- ▶ Increased percent of hiring actions that result in multiple selections

## Strategy 4.3.C – FY 27-29

Assess and train employees in skills, certifications, and competencies necessary for mission delivery. (ASM (DASHR), All Bureaus, ASM (OCIO))

### Success Criteria

- ▶ Increased percent of Treasury High-Risk Mission Critical Occupations for which Treasury has validated competency models and associated assessments for employee development
- ▶ Increased percent of employees who have completed training in baseline competencies expected of all Treasury employees who occupy Treasury High-Risk Mission Critical Occupations (e.g., data literacy, use of AI, analytical ability)

### External Partners

- ▶ OPM

# Objective 4.4

## DELIVER HIGH-QUALITY COMMON SERVICES TO THE TREASURY ENTERPRISE



### Treasury Leads and Supports

#### Leads

- ▶ Management (ASM)

#### Supports

- ▶ All Bureaus

### Objective Statement

Optimize workforce tools, common administrative services, and real estate footprint to maximize quality and customer value at the most optimal price point.

### Desired Outcomes

- ▶ Increase operational efficiency
- ▶ Increase customer satisfaction with administrative services
- ▶ Increase resiliency and capacity of Treasury organizations

### Why Does it Matter?

Over the past several years, Treasury invested significant resources to improve outcomes related to human resources, information technology, procurement and travel services, but without a unified approach. Servicing metrics have varied widely across bureaus.

TCSC will centralize key administrative functions—human resources, information technology, procurement, travel services, and others—into a unified “one Treasury” model. This strategic realignment aims to enhance operational efficiency, reduce redundancies, and achieve cost savings. By streamlining processes, TCSC will enable Treasury to focus more effectively on its core missions. TCSC will provide responsive, customer-focused, cost-effective services. This approach aligns with the Department’s mission to address common operational needs and imperatives in an efficient and innovative manner through shared, scalable, best-practices-based solutions. This Aligns with the President’s Management Agenda “Leverage Technology to Deliver Faster, More Secure Services” and “Optimize Federal Real Estate.”



## Strategy 4.4.A - FY 26-29

Design and implement a transparent service-delivery model that responds to new requirements and/or customer needs. (ASM (TCSC))

### Success Criteria

- ▶ Decrease time-to-market for technology
- ▶ Define and meet 100 percent of Service Level Agreement metrics, including customer experience, quality, timeliness, and cost
- ▶ Percent of duplicative IT systems and financial management systems consolidated
- ▶ Reduction of duplicative contracts
- ▶ Successful stand up of TCSC by FY26

## Strategy 4.4.B - FY 26-29

Improve quality and reduce quantity of existing facilities through deliberate reduction of least efficient locations. (ASM (Treasury Operations), Bureau Facility Managers)

### Success Criteria

- ▶ Reduce real property/leased space footprint by 20 percent
- ▶ Achieve a 60 percent utilization rate for remaining occupied property
- ▶ Reduce the maintenance backlog of mission-critical infrastructure

## External Partners

- ▶ Congress
- ▶ OMB
- ▶ GSA
- ▶ OPM
- ▶ Department of Agriculture (USDA)
- ▶ External shared services partners/customers



# Goal 5

## CELEBRATE AMERICAN ACHIEVEMENT AND BE A MODEL HOST

### Goal Overview

The 250th anniversary of the signing of the Declaration of Independence is a historic milestone and opportunity to celebrate American manufacturing and instill national pride through the sales of numismatic products and public outreach events, reflecting on our nation’s past and honoring the contributions of all Americans. Treasury has unique opportunities to showcase American achievement through the U.S. presidencies of the G20 and G7, hosting the FIFA World Cup, and hosting the Olympics and Paralympics and will leverage the hosting responsibilities to further celebrate America250. These and other anniversary events will also allow the Secretary to continue actively engaging with the public through outreach to broaden Americans’ understanding of economic policies.

### Desired Outcomes

- ▶ Engage with the public on economic issues
- ▶ Issue and increase sales of numismatic products for the 250th anniversary and sports coin program
- ▶ Collaborate with the U.S. Olympics and Paralympics Committee on the opportunity to produce medals, challenge coins, and other commemorative medals
- ▶ Boost engagement with targeted demographics through advertising, product development and public awareness campaigns
- ▶ Host celebratory events throughout the United States and lead media campaign to celebrate the history of America

### Critical Programs and Projects

- ▶ Circulating and Numismatic Coin Products (Program)
- ▶ U.S. Presidency of the G7; Treasury Leadership of the Finance Track (Project)
- ▶ U.S. Presidency of the G20; Treasury Leadership of the Finance Track (Project)

# Appendix

## DEVELOPING THE STRATEGIC PLAN



To shape the Department's Strategic Plan, Treasury conducted a rigorous scan of its operating environment to identify factors that may impact its strategic priorities and ability to achieve its mission over the next four years. The resulting Strengths, Weaknesses, Opportunities, and Threats (SWOT) assessment reflects the key internal (strengths, weaknesses) and external (opportunities, threats) factors that impact the Department's operating environment, as well as the level of influence that Treasury has over each factor. It also conducted a risk appetite analysis with leadership.

### Stakeholder Engagement

Treasury engaged with internal and external stakeholders to identify ongoing and emerging priorities for the Department. These initial engagement activities resulted in an environmental scan that Treasury leaders used, along with testimony from the Secretary's confirmation hearing, to identify draft strategic objectives for the new plan. The Secretary approved the strategic framework and Departmental leadership participated in a series of planning sessions to further refine these priorities, clarify desired outcomes, and develop strategies to achieve these objectives

Sources	Deliverables	Final Outputs
Leadership Interviews: 30 interviews with 76 senior career and bureau leaders  Secretary's confirmation hearing and Administration priorities  Treasury documents and reports: ~45 sources including annual reports, Strategic Objective Annual Review, Quarterly Performance Reviews, Evidence-building Capacity Assessment, Treasury Risk Profile, and Transition Materials  Planning sessions with Treasury senior leaders	Environmental scan, including SWOT assessment  Strategic Framework  List of Critical Programs and Projects  Treasury Learning Agenda  Strategic Objective Roadmap	<b>Treasury FY 2026-2030 Strategic Plan</b>  Aligned to Bureau-level, community, council, office strategic plans and priorities

### Understanding the Unique Status of Tribal Governments

American Indian and Alaska Native Tribal Nations are sovereign governments recognized under the Constitution of the United States, treaties, statutes, Executive Orders, and court decisions. Treasury is committed to strengthening its relationships with Tribal governments and Indian Country to work to better understand and respond to the needs of Tribal governments regarding agency policies, programs, services, regulations, guidance and other policy statements or actions that have Tribal implications.

# Risk Appetite

To further understand Treasury’s operating environment, the Department conducted a risk appetite analysis with the Strategic Plan goal team and identified the amount and type of risk Treasury is willing to accept, on a broad level, in pursuit of its goals and objectives. **Low appetite** means that there is a preference to reduce risk as much as possible through mitigations. **Moderate appetite** implies that there is a willingness to accept some risks strategically and mitigate all others. Treasury acknowledges that sometimes risks must be accepted to pursue opportunities or risk responses adjusted to adapt to change. The Department integrated thoughtful analysis into strategic planning processes to determine the level of risk that can be accepted and align strategic decisions with the risk appetite.



LOW RISK APPETITE	MODERATE RISK APPETITE
<ul style="list-style-type: none"> <li>▶ National Security mission activities</li> <li>▶ Critical programs and projects</li> <li>▶ Other programs if failure or interruption could lead to:                             <ul style="list-style-type: none"> <li>▫ Severe impact on government operations</li> <li>▫ Significant loss of trust in Treasury</li> <li>▫ Significant loss of trust in Federal Government, U.S. economy, national security</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▶ Seizing opportunities while:                             <ul style="list-style-type: none"> <li>▫ Implementing efficiencies to operations</li> <li>▫ Executing Treasury’s long-term goals</li> <li>▫ Executing specific strategies</li> </ul> </li> </ul>

# High-Level Strengths, Weaknesses, Opportunities, and Threats (SWOT) Assessment



## STRENGTHS

**Strong Influence and Reputation:** As a leader across government with powerful authorities, we have a reputation as a trusted partner that willingly tackles complex problems to best serve the American people.

**Dedicated Workforce:** Our committed workforce possesses a wide breadth of skills and values high quality work.

**Effective Mission Execution:** We are agile in and adaptive to executing Congressional and Administration priorities while balancing core mission and statutorily mandated requirements.

## OPPORTUNITIES

**Intra-Departmental Collaboration:** Strengthen partnerships within Treasury to break down silos and foster more effective problem-solving for enterprise challenges and common issues.

**Innovate to Improve Value and Efficiency:** Apply AI to improve Treasury operations, advance responsible AI adoption in the financial sector, and promote U.S. leadership through global and federal AI alignment.

**Demonstrate Value:** Use a centralized approach to evidence-building to help strengthen communication of Treasury's work to increase public trust in our programs and projects.

## WEAKNESSES

**Organizational Change Management:** Better internal communication channels and processes are needed to improve our ability to adapt to major change events or seize opportunities.

**Aging Infrastructure and Limited Information Accessibility:** The lack of interoperability between systems and communication channels can lead to duplicative and less effective attempts to solve common challenges.

**Workforce Planning Constraints:** Inadequate staff development and knowledge management could affect future workforce effectiveness.

## THREATS

**Disruptions to Critical Financial Infrastructure:** Increasing cyber-attacks and illicit use of AI pose a growing threat to Treasury's operations and critical information systems.

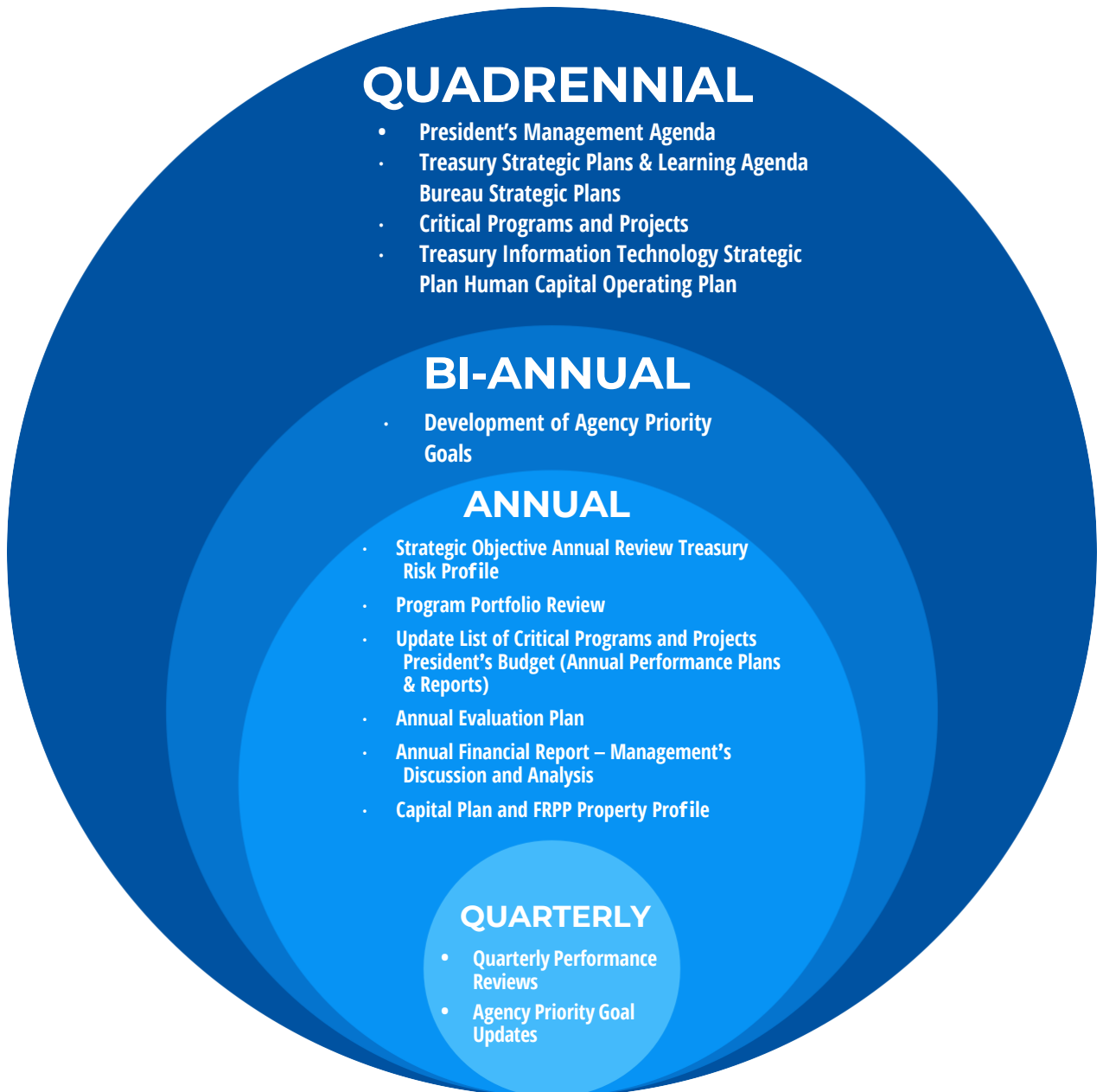
**Funding Uncertainty:** Implementation risks threaten our ability to execute Treasury's mission over the long-term.

**Evolving Threats to International Security/US Economy:** Geopolitical shifts, foreign efforts to subvert U.S. interests, and overuse of sanctions policy threaten the dominance of the U.S. dollar as well as U.S. economic growth and geopolitical influence.

← LESS →  
SCOPE OF CONTROL  
← MORE →  
← MORE →  
SCOPE OF CONTROL  
← LESS →

# Tracking Progress

Treasury aligns its strategic objectives to the President’s Management Agenda to respond to the management priorities of the Administration. To enable effective implementation across the Department, Treasury aligns its Strategic Plan with bureau strategic plans and enterprise-wide management plans, including the Treasury Information Technology Strategic Plan and Human Capital Operating Plan. Additionally, Treasury’s strategic planning and human capital teams work together to enhance employees’ understanding of how individual performance commitments align to organizational priorities. Treasury also develops Agency Priority Goals (APGs), which are priorities that the Department wants to accomplish within two years. The Department tracks APG progress quarterly and discusses during quarterly reviews. Treasury also reports annual strategic progress through its Annual Performance Plan and Report (APP/R), which is included in the annual President’s Budget. Treasury aligns resource and strategic priorities through the APP/R, Agency Financial Report, and Annual Evaluation Plan to create an integrated and evidence-based organizational performance and accountability framework.





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.

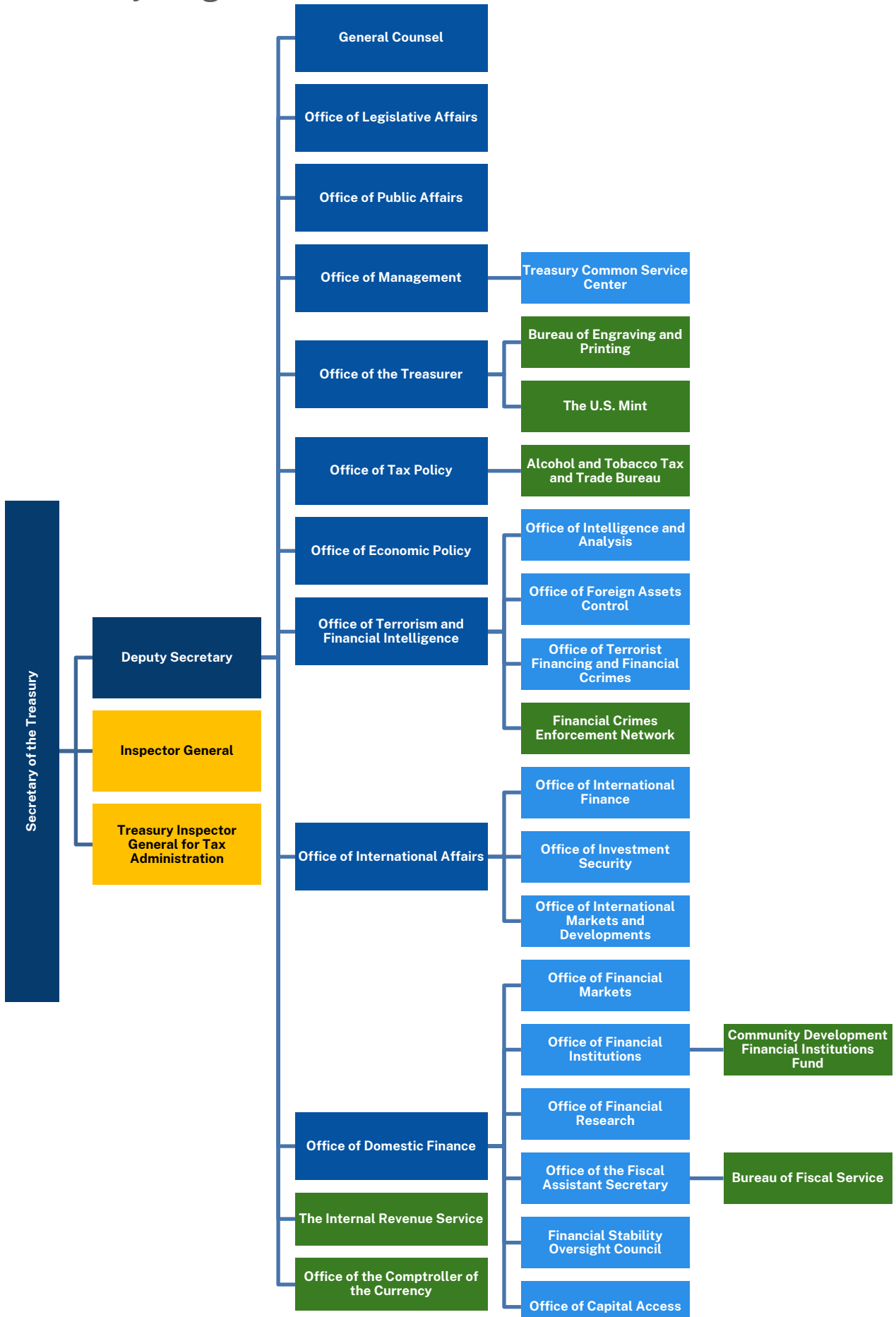
These practices serve two key purposes for stakeholders within and outside the organization: to assess the organization’s health and impact and inform decision-making and strategy (including effective resource allocation). Treasury’s strategic framework was developed to meet these two purposes and support best-in-class organizational performance practices to help achieve the Department’s strategic objectives. This framework also integrates statutory requirements established by the *Federal Information Technology Acquisition Reform Act* (FITARA), the *Program Management Improvement Accountability Act* (PMIAA), and the *Foundations for Evidence-Based Policymaking Act of 2018* (Evidence Act).

Treasury’s quarterly organizational performance reviews (described in the table below) 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 performance goals, and drive evidence-based decisions and results.

Senior accountable officials, who are responsible for overseeing and monitoring progress toward the desired outcomes in the Strategic Plan, will provide Treasury leadership with an update on progress and areas where assistance is needed to meet priorities during these quarterly organizational performance review. These sessions will also inform course corrections and annual updates to the strategic plan.

	FALL	WINTER	SPRING	SUMMER
FOCUS	<b>Bureau Organizational Health and Annual Priorities</b>	<b>Strategic Objective Annual Review (SOAR)</b>	<b>Enterprise Risks</b>	<b>Alignment of Upcoming Budget Request</b>
GOALS/OUTCOMES	<ul style="list-style-type: none"> <li>▶ Discuss key issues identified in organizational health assessment</li> <li>▶ Align on bureau’s priorities and departmental coordination cadence of touch points for the year ahead</li> </ul>	<ul style="list-style-type: none"> <li>▶ Assess progress toward strategic goals and objectives (including progress of critical programs and projects)</li> <li>▶ Update strategy and identify emerging resource priorities</li> <li>▶ Outline potential topics for OMB annual review and support</li> </ul>	<ul style="list-style-type: none"> <li>▶ Issue-based sessions: deep dives on cross-cutting issues identified in the SOAR and enterprise risks, identify near-term improvement strategies</li> </ul>	<ul style="list-style-type: none"> <li>▶ Align funding to priorities, performance impacts, and risk mitigation</li> <li>▶ Strengthen IT acquisition and budgeting accountability</li> </ul>

# Treasury Organizational Information



# Strategic Plan Crosswalk

## BUREAU ALIGNMENT TO STRATEGIC PLAN



STRATEGIC PLAN CROSSWALK		● Lead Organization				○ Supporting Organization			
		DO	BEP	FINCEN	BFS	IRS	MINT	OCC	TTB
<b>Goal 1: Increase Main Street Growth and Access to Capital</b>									
1.1	Grow Economy by Expanding Work, Wealth, and Ownership	●				○			○
1.2	Modernize the U.S. Financial System	●		○				○	
1.3	Rebalance Global Trade and End Unfair Practices	●							○
<b>Goal 2: Improve Stewardship of Taxpayer Dollars</b>									
2.1	Manage U.S. Debt Responsibly	●			○				
2.2	Improve Payment Integrity	●		○	○	○			
2.3	Deliver a Modern Taxpayer Experience to Improve Service, Privacy and Collection					●			○
<b>Goal 3: Enhance National Security</b>									
3.1	Monitor Foreign Transaction Flows to Identify and Curtail Illicit Finance and Terrorist Organizations	●		○					
3.2	Secure the Homeland Through Strategic Use of Treasury Financial Tools	○		●		○			
3.3	Expand Investment Security	●							
3.4	Defend Against Cyber Threats	●	○	○	○	○	○	○	○
<b>Goal 4: Improve the Efficiency and Effectiveness of Treasury Operations</b>									
4.1	Improve Enterprise Problem-solving	●	○	○	○	○	○	○	○
4.2	Improve Processes to Increase Customer Value and Mission Outcomes	●	○	○	○	○	○	○	○
4.3	Reshape and Optimize the Workforce	●	○	○	○	○	○	○	○
4.4	Deliver High-quality Common Services to the Treasury Enterprise	●	○	○	○	○	○	○	○
<b>Goal 5: Celebrate American Achievement and Be a Model Host</b>									
		●	○				○		



# Strategic Plan Crosswalk

## DEPARTMENTAL OFFICES ALIGNMENT TO STRATEGIC PLAN

STRATEGIC PLAN CROSSWALK		● Lead Organization				○ Supporting Organization			
		DF	IA	TFI	EP	TP	TREAS	PA	ASM
<b>Goal 1: Increase Main Street Growth and Access to Capital</b>									
1.1	Grow Economy by Expanding Work, Wealth, and Ownership	○			●	●			
1.2	Modernize the U.S. Financial System	●	○	○					○
1.3	Rebalance Global Trade and End Unfair Practices		●		○	○			
<b>Goal 2: Improve Stewardship of Taxpayer Dollars</b>									
2.1	Manage U.S. Debt Responsibly	●			●			○	
2.2	Improve Payment Integrity	●							○
2.3	Deliver a Modern Taxpayer Experience to Improve Service, Privacy and Collection								
<b>Goal 3: Enhance National Security</b>									
3.1	Monitor Foreign Transaction Flows to Identify and Curtail Illicit Finance and Terrorist Organizations		●	●	○				
3.2	Secure the Homeland Through Strategic Use of Treasury Financial Tools	○		○					
3.3	Expand Investment Security		●	○					
3.4	Defend Against Cyber Threats	●		○					●
<b>Goal 4: Improve the Efficiency and Effectiveness of Treasury Operations</b>									
4.1	Improve Enterprise Problem-solving								●
4.2	Improve Processes to Increase Customer Value and Mission Outcomes								●
4.3	Reshape and Optimize the Workforce								●
4.4	Deliver High-quality Common Services to the Treasury Enterprise								●
<b>Goal 5: Celebrate American Achievement and Be a Model Host</b>									
			○				●	●	

# Strategy Roadmap

This Strategy Roadmap shows how Treasury will execute the Strategic Plan. The highlighted boxes in the Strategic Plan Roadmap below represent the transformation window, during which Treasury will exert most of its effort to implement the strategies to achieve the desired outcomes by FY 2030.



## GOAL 1: INCREASE MAIN STREET GROWTH AND ACCESS TO CAPITAL

	FY26	FY27	FY28	FY29	FY30	
<b>Objective 1.1: Grow the Economy by Expanding Work, Wealth, and Ownership</b>						<b>Desired Outcomes</b>
1.1.A: Implement the Working Families Tax Cuts to deliver pro-growth reform that lowers taxes, reduces inflation, and restores American prosperity from the ground up						<ul style="list-style-type: none"> <li>▶ Sustain 3 percent annual real economic (GDP) growth</li> <li>▶ Boost domestic production, manufacturing, and industrial investment</li> <li>▶ Expand small business, entrepreneurship, and supply-side capacity</li> </ul>
1.1.B: Empower and grow Main Street and American industry: expand access to capital, reduce regulatory friction and entry costs, and streamline federal processes to empower entrepreneurs and workers						
1.1.C: Work with external partners to promote individual homeownership						
1.1.D: Promote domestic investment, improve access to affordable capital, and work with external partners to promote individual financial literacy						
<b>Objective 1.2: Modernize the U.S. Financial System</b>						<b>Desired Outcomes</b>
1.2.A: Identify potential reforms to the supervision and regulatory framework						<ul style="list-style-type: none"> <li>▶ Increase safety and soundness of financial sector while promoting growth</li> </ul>
1.2.B: Use Treasury's convening authorities to raise and monitor reforms to the supervision and regulatory framework						<ul style="list-style-type: none"> <li>▶ Establish regulatory clarity and structure on digital assets</li> <li>▶ Revise AML/CFT framework to better balance compliance burden with national security goals</li> </ul>
1.2.C: Provide technical assistance to legislative proposals to reform the supervision and regulatory framework						<ul style="list-style-type: none"> <li>▶ Improve access to low-cost capital</li> </ul>
1.2.D: Build the world-leading market infrastructure to support digital assets						<ul style="list-style-type: none"> <li>▶ Ensure U.S. economic dynamism through leadership in global banking and financial service</li> </ul>

FY26 FY27 FY28 FY29 FY30

**Objective 1.3: Rebalance Global Trade and End Unfair Practices**

**Desired Outcomes**



1.3.A: Work with interagency partners to negotiate reciprocal trade agreements and reduce unnecessary barriers to expand access to export markets



- ▶ Sustain 3 percent annual real economic (GDP) growth
- ▶ Boost domestic production, manufacturing, and industrial investment
- ▶ Expand small business, entrepreneurship, and supply-side capacity



1.3.B: Leverage voice and vote at IFIs



1.3.C: Work with interagency and private sector American partners to facilitate increased U.S. procurement at multilateral development banks (MDBs)



1.3.D: Move MDBs toward a tech-neutral energy approach that prioritizes affordability



1.3.E: Build G20 and G7 host years that streamline the sprawl and refocus on providing effective forums for the ministers and governors from the leading economies to cooperate on macroeconomic and financial policy and financial responses



## GOAL 2: IMPROVE STEWARDSHIP OF TAXPAYER DOLLARS



	FY26	FY27	FY28	FY29	FY30	
<b>Objective 2.1: Improve Fiscal Sustainability</b>						<b>Desired Outcomes</b>
2.1.A: Analyze the economic and policy impacts (e.g., change in incentives or unintended consequences) of potential spending cuts						<ul style="list-style-type: none"> <li>▶ Reduce the primary budget deficit by decreasing spending as a share of GDP</li> <li>▶ Change the trajectory of the debt-to-GDP ratio by increasing the pace of potential economic growth and consequent revenue collections</li> <li>▶ Lower debt service costs</li> </ul>
2.1.B: Assess target GDP growth rates and budget levels that would indicate fiscal sustainability						
2.1.C: Finance the government at the lowest cost over time						
2.1.D Work with White House and advocate to Congress for fiscal sustainability and the risks to American households and businesses of an unsustainable fiscal outlook						
<b>Objective 2.2: Improve Payment Integrity</b>						<b>Desired Outcomes</b>
2.2.A: Modernize stewardship by expanding agencies' use of Do Not Pay and verifying federal disbursements made by Treasury prior to agency certification						<ul style="list-style-type: none"> <li>▶ Increase accountability</li> <li>▶ Defend against financial fraud and improper payments</li> <li>▶ Increase efficiency</li> </ul>
2.2.B: Enhance controls and partner with agencies to more readily track transactions in the General Fund						
2.2.C: Work with Non-Treasury Disbursing Offices (NTDOs) to transition to Treasury disbursements						
<b>Objective 2.3: Deliver a Modern Taxpayer Experience</b>						<b>Desired Outcomes</b>
2.3.A: Optimize online and self-service resources to resolve issues faster and more efficiently						<ul style="list-style-type: none"> <li>▶ Enhance taxpayer experience by expanding and optimizing service</li> <li>▶ Increase efficiency of tax administration and return on investment</li> <li>▶ Increase collections through fair and effective tax enforcement</li> </ul>
2.3.B: Improve live assistance to taxpayers						
2.3.C: Improve taxpayer education and information for tax preparers						
2.3.D: Modernize systems and technology to improve operational efficiencies and reduce paper-based processes						
2.3.E: Advance use of technology and analytics to detect and address non-compliance, fraud, other high-risk activity						

## GOAL 3: ENHANCE NATIONAL SECURITY



	FY26	FY27	FY28	FY29	FY30
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### Objective 3.1: Monitor Foreign Transaction Flows To Identify and Curtail Illicit Finance and Terrorist Organizations

#### Desired Outcomes

3.1.A: In line with White House direction, develop whole-of-Treasury strategies to change rogue behavior, stop illicit finance, and curtail revenue to adversaries



3.1.B: Mature Treasury's approach to articulating and measuring success when deploying our tools against adversaries



3.1.C: Strengthen Sanctions and Special Measures Decision-making Process



- ▶ Minimize unintended impact on global financial stability
- ▶ Reduced funding to identified priority state and non-state actors
- ▶ Avoid negatively impacting U.S. national security and the status of the U.S. dollar as the world's preeminent reserve currency

### Objective 3.2: Secure the Homeland through Strategic Use of Treasury Financial Tools

#### Desired Outcomes

3.2.A: Increase use of financial intelligence in investigations and enforcement actions



3.2.B: Increase the exchange of information between government, industry, and other stakeholders that enhances the overall AML/CFT regime



3.2.C: Support investigative and prosecutorial action in the United States through information collection and other programs



3.2.D: Close regulatory gaps and mitigate illicit finance threats through further BSA modernization and enforcement efforts



- ▶ Bankrupt the cartels, transnational criminal organizations, terrorist entities, and their enablers.
- ▶ Ensure that key strategic partners, including the Governments of Mexico and Canada, take reciprocal and/or complementary actions to augment Treasury's efforts.
- ▶ Strengthen the effectiveness of the U.S. AML/CFT regime by balancing statutory requirements and compliance burden.

FY26	FY27	FY28	FY29	FY30
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**Objective 3.3: Expand Investment Security Strategic Use of Treasury Financial Tools**

**Desired Outcomes**

3.3.A: Conduct full review of Outbound Investment Security Program to evaluate whether the coverage is addressing security risks while not impeding U.S. investor growth	
3.3.B: Work with CFIUS member agencies to design, implement, and optimize a Known Investor program to review certain CFIUS cases more efficiently and provide technical assistance to allies to strengthen investment security and protect against collective risks to national security	
3.3.C: Identify and deploy tools to enhance Office of Investment Security (OIS) diligence and risk assessment	

- ▶ Fully implemented Outbound Investment Security Program including program evaluation tools
- ▶ Increase efficiency of CFIUS reviews
- ▶ Increase foreign investment in the U.S.

**Objective 3.4: Strengthen Cyber Defense and Accelerate Recovery from Attacks**

**Desired Outcomes**

3.4.A: Increase engagement with Federal, international and industry partners to further enhance Treasury's and financial critical infrastructure's existing threat detection and mitigation capabilities	
3.4.B: Enhance HVA resiliency and ensure fast recovery	
3.4.C: Inform improvements to financial sector cybersecurity through intelligence-driven engagement between Treasury and CEOs	
3.4.D: Review and revise default language for information technology contracts and agreements with financial institutions to standardize incident notification processes for Treasury vendors	

- ▶ Ensure operational continuity by relying on well-tested detection and recovery tools and cyber threat intelligence
- ▶ Ensure resiliency of Treasury's mission essential functions and U.S. financial sector critical infrastructure
- ▶ Enhance identification, sharing, and response to cyber threats against Treasury and the U.S. financial sector.



## GOAL 4: IMPROVE THE EFFICIENCY AND EFFECTIVENESS OF TREASURY OPERATIONS



	FY26	FY27	FY28	FY29	FY30	
<b>Objective 4.1: Improve Enterprise Problem-solving</b>					<b>Desired Outcomes</b>	
4.1.A: Eliminate information silos within Treasury						<ul style="list-style-type: none"> <li>▶ Enhance collaboration and information flows in Departmental decision-making</li> </ul>
4.1.B: Better leverage governance bodies to identify, prioritize, implement, and monitor responses to enterprise risks and challenges						<ul style="list-style-type: none"> <li>▶ Create healthier Treasury organizations</li> </ul>
4.1.C: Mature organizational health data and tools through enterprise strategic management processes						<ul style="list-style-type: none"> <li>▶ Improve management of risk through effective response strategies</li> </ul>
4.1.D: Standardize and improve Treasury's internal coordination of the interagency public policy-making process						

<b>Objective 4.2: Improve Processes and Project Management Capability</b>					<b>Desired Outcomes</b>	
4.2.A: Identify and conduct comprehensive baseline assessments of critical programs, including specific assessments of their core processes, and projects						<ul style="list-style-type: none"> <li>▶ Increase the percentage of designated core processes that are assessed at the highest maturity level (four out of four levels)</li> </ul>
4.2.B: Leverage technology and automation to increase the capacity and effectiveness of our core processes						<ul style="list-style-type: none"> <li>▶ Increase the percentage of critical projects on schedule, within cost, and on track for successful delivery</li> </ul>
4.2.C: Implement continuous improvement practices for core processes and policies, including building process improvement capability						<ul style="list-style-type: none"> <li>▶ Increase number and quality of Treasury's federal project managers</li> </ul>
4.2.D: Work with Office of Personnel Management (OPM) and accreditation organizations to enhance federal project management capabilities, prioritizing project managers for critical projects						



	FY26	FY27	FY28	FY29	FY30
<b>Objective 4.3: Reshape and Optimize the Workforce</b>					<b>Desired Outcomes</b>
4.3.A: Use workforce planning to promote optimal alignment of an appropriately skilled workforce to Treasury's strategic goals and objectives					<ul style="list-style-type: none"> <li>▶ Structure Treasury's workforce size and composition to maximize effective use of available budgetary resources.</li> <li>▶ Optimize the workforce by defining the skills and competencies necessary for mission delivery, identifying any skills gaps, and closing them by hiring new employees with those skills or developing skills in current employees.</li> </ul>
4.3.B: Work with external partners and the Treasury Talent Team to hire for Mission Critical Occupations					
4.3.C: Assess and train employees in skills, certifications, and competencies necessary for mission delivery					

	FY26	FY27	FY28	FY29	FY30
<b>Objective 4.4: Deliver High-quality Common Services to the Treasury Enterprise</b>					<b>Desired Outcomes</b>
4.4.A: Design and implement a transparent service-delivery model that responds to new requirements and/or customer needs					<ul style="list-style-type: none"> <li>▶ Increase operational efficiency</li> <li>▶ Increase customer satisfaction with administrative services</li> <li>▶ Increase resiliency and capacity of Treasury organizations</li> </ul>
4.4.B: Improve quality and reduce quantity of existing facilities through deliberate reduction of least efficient locations					

## GOAL 5: CELEBRATE AMERICAN ACHIEVEMENT AND BE A MODEL HOST

	FY26	FY27	FY28	FY29	FY30
<b>Critical Programs and Projects</b>					<b>Desired Outcomes</b>
<ul style="list-style-type: none"> <li>▶ Circulating and numismatic coin products (Critical Program)</li> <li>▶ U.S. presidency of the G7; Treasury leadership of the Finance Track (Critical Project)</li> <li>▶ U.S. presidency of the G20; Treasury leadership of the Finance Track (Critical Project)</li> </ul>					<ul style="list-style-type: none"> <li>▶ Engage with the public on economic issues</li> <li>▶ Issue and increase sales of numismatic products for the 250th anniversary and sports coin program</li> <li>▶ Collaborate with the U.S. Olympics and Paralympics Committee on the opportunity to produce medals, challenge coins, and other commemorative medals</li> <li>▶ Boost engagement with targeted demographics through advertising, product development and public awareness campaigns</li> <li>▶ Host celebratory events throughout the United States and lead media campaign to celebrate the history of America</li> </ul>

# Acronyms

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1. Agency Priority Goals (APGs)
  2. Alcohol and Tobacco Tax and Trade Bureau (TTB)
  3. Annual Performance Plan and Report (APP/R)
  4. Anti-Money Laundering/Countering Financial Terrorism (AML/CFT)
  5. Applicational Programming Interface (API)
  6. Bank Secrecy Act (BSA)
  7. Bank Secrecy Act Advisory Group (BSAAG)
  8. Bureau of the Fiscal Service (BFS)
  9. Chief Data Officer (CDO)
  10. Chief Executive Officers (CXOs)
  11. Chief Financial Officer (CFO)
  12. Chief Information Officer (CIO)
  13. Criminal Investigations (CI)
  14. Committee on Foreign Investment in the U.S. (CFIUS)
  15. Commodities Futures Trading Commission (CFTC)
  16. Community Development Financial Institutions Fund (CDFI)
  17. Council of Economic Advisors (CEA)
  18. Currency transaction reports (CTRs)
  19. Departmental Offices (DO)
  20. Commodities Futures Trading Commission (CFTC)
  21. Community Development Financial Institutions Fund (CDFI)
  22. Council of Economic Advisors (CEA) Currency transaction reports (CTRs)
  23. Departmental Offices (DO)
  24. Department of Agriculture (USDA)
  25. Department of Commerce (DOC)
  26. Department of Homeland Security (DHS)
  27. Department of Housing and Urban Development (HUD)
  28. Department of Justice (DOJ)
  29. Department of State (DOS)
  30. Deputy Assistant Secretary for Human Resources (DASHR)
  31. Deputy Assistant Secretary for Management and Budget (DASMB)
  32. Digital service taxes (DSTs)
  29. Electronic Federal Tax Payment System Modernization (EFTPS)
  30. Enterprise Risk Management (ERM)
  31. Federal Deposit Insurance Corporation (FDIC)
  32. Federal Housing Finance Agency (FHFA)
  33. Federal Information Technology Acquisition Reform Act (FITARA)
  34. Finance Ministers and Central Bank Governors (FMCBG)
  35. Financial Crimes Enforcement Network (FinCEN)
  36. Financial Literacy and Education Committee (FLEC)
  37. Financial Stability Oversight Council (FSOC)
  38. Financial Intelligence Units (FIU)
  39. Foundations for Evidence-Based Policymaking Act of 2018 (Evidence Act)
  40. Full-time Equivalent (FTE)
  41. General Services Administration (GSA)
  42. Guiding and Establishing National Innovation for U.S. Stablecoins Act (GENIUS Act)
  43. Government Performance and Results Act Modernization Act of 2010 (GPRAMA)
  44. Gross Domestic Product (GDP)
  45. Guiding and Establishing National Innovation for U.S. Stablecoins Act (GENIUS)
  46. High Value Asset (HVA)
  47. Initial Public Offering (IPO)
  48. International Financial Institutions (IFIs)
  49. International Monetary Fund (IMF)
  50. Internal Revenue Service (IRS)
  51. Memoranda of Understanding (MOU)
  52. Multilateral development banks (MDBs)
  53. National Economic Council (NEC)



54. National Security Council (NSC)
55. Non-Treasury Disbursing Offices (NTDOs)
56. Office of Consumer Policy (OCP)
57. Office of Cybersecurity and Critical Infrastructure Protection (OCCIP)
58. Office of Domestic Finance (DF)
59. Office of Economic Policy (EP)
60. Office of Foreign Assets Control (OFAC)
61. Office of General Counsel (OGC)
62. Office of Inspector General (OIG)
63. Office of Intelligence and Analysis (OIA)
64. Office of International Affairs (IA)
65. Office of Investment Security (OIS)
66. Office of Legislative Affairs (LA)
67. Office of Management (ASM)
68. Office of Management and Budget (OMB)
69. Office of Personnel Management (OPM)
70. Office of Privacy, Transparency, and Records (PTR)
71. Office of Public Affairs (PA)
72. Office of Strategy, Planning, and Performance Improvement (OSPPI)
73. Office of Tax Policy (OTP)
74. Office of Terrorism & Financial Intelligence (TFI)
75. Office of the Chief Information Officer (OCIO)
76. Office of the Comptroller of the Currency (OCC)
77. Office of the Fiscal Assistant Secretary (OFAS)
78. Office of the Procurement Executive (OPE)
79. Outbound Investment Security (Outbound)
80. Program Management Improvement Accountability Act of 2016 (PMIAA)
81. Public-private Partnership (PPP)
82. Securities and Exchange Commission (SEC)
83. Small Business Administration (SBA)
84. Strengths, Weaknesses, Opportunities, and Threats (SWOT)
85. Treasury Borrowing Advisory Committee (TBAC)
86. Treasury Common Services Center (TCSC)



