

# **ALCOHOL AND TOBACCO TAX AND TRADE BUREAU**

## **Strategic Plan Fiscal Years 2003 – 2008**



**Alcohol and Tobacco Tax and Trade Bureau  
Strategic Plan for Fiscal Years 2003-2008**

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## **Message from the Administrator**

Since the founding of the Republic, revenue from alcohol and tobacco products has helped sustain our economy and fund the Federal government. The Alcohol and Tobacco Tax and Trade Bureau (TTB) must continue to help maintain the economic stability of the country.

With a challenging beginning to the 21<sup>st</sup> century, TTB will continue to work hard for our nation. The need for a long-term comprehensive strategic plan is greater than ever and reinforced yearly by a dynamic world. Public safety and revenue protection are our main objectives and the focus of our employees on a daily basis. We are dedicated to protecting the public and collecting all the revenue rightfully due from the commodities we regulate.

The lessons we have learned and put into practice have proven to be invaluable. The more we strive to clearly define our goals within the mission, the more we must implement strategic thinking and planning to facilitate our efforts. With each update to the TTB strategic plan, our mission and our resolve grow stronger. This plan and its predecessors are clear benchmarks to help us better protect and serve the public and ensure that the regulated industries are in compliance with the law.

As we move forward, determined to make this Bureau the best functioning agency possible, we are mindful of integrating our performance measures and our budget. We must manage for results and with an eye always on the future. We continue to forge a path that ensures that our mission and vision, programs and people are clearly and purposefully striding toward increased safety, value, and service.

This plan sets forth the guidelines we need to serve this great nation. We are a strong, professional agency that embraces the future. I am proud of this plan and the employees who work so diligently toward achieving these goals.

## Introduction

On November 25, 2002 President Bush signed into law the Homeland Security Act of 2002. One provision of this act divided the Bureau of Alcohol, Tobacco and Firearms (ATF) into two new agencies, the Bureau of Alcohol Tobacco, Firearms, and Explosives, which moved to the Department of Justice, and the Alcohol and Tobacco Tax and Trade Bureau (TTB) which remains in the Department of the Treasury. The two agencies split on January 24, 2003.

ATF itself was one of the youngest bureaus in Treasury, dating back to only 1972. But its mission and predecessor agencies date back to the creation of the Treasury Department and the first Federal taxes being levied on distilled spirits in 1791.

As ATF did before it, TTB will administer and enforce the Federal laws and implementing regulations related to the production and taxation of alcohol and tobacco products, as well as the statutes that impose Federal excise tax on firearms and ammunition. The major functions of TTB include:

- Collecting alcohol and tobacco excise taxes and classifying alcohol and tobacco products for excise tax purposes. TTB collects approximately \$15 billion annually.
- Investigating applications, and issuing permits, for the operation of distilleries, wineries, breweries, and tobacco manufacturers, importers and exporters;
- Regulating the operations of various industrial users of distilled spirits, including manufacturers of non-beverage products, tax-free, and denatured alcohols;
- Collecting approximately \$100 million in occupational taxes annually;
- Regulating the production, packaging, bottling, labeling and storage of alcohol and tobacco products;
- Ensuring that labeling and advertising of alcohol beverages provide adequate information to the consumer concerning the identity and quality of the product;
- Preventing misleading labeling or advertising of alcohol beverages;
- Regulating the marketing and promotional practices concerning the sale of alcohol beverages by producers and wholesalers. This is done primarily through the investigation of allegations of illegal trade practices; and

- Enforcing provisions of the Alcohol Beverage Labeling Act, which mandates that a government warning statement appear on all alcohol beverages for sale and distribution in the United States.

The approximately 560-person bureau consists mainly of ATF employees who have shifted to TTB. While this new agency is much smaller in size than its predecessor, its focus on only the alcohol and tobacco industries will allow its personnel to provide increased attention and service to its customers.

## **Where to Send Comments and Questions**

Comments and questions may be sent to:

Alcohol and Tobacco Tax and Trade Bureau  
1310 G Street, NW  
Washington, DC 20220

Or e-mail them to: [webmaster@ttb.treas.gov](mailto:webmaster@ttb.treas.gov)

TTB's website is: [www.ttb.gov](http://www.ttb.gov)

## **Our Mission**

Our mission is to collect alcohol, tobacco, firearms and ammunition excise taxes, to ensure that alcohol beverages are labeled, advertised and marketed in accordance with the law, and to administer the laws and regulations in a manner that protects the revenue, protects the consumer, and promotes voluntary compliance.

## **Our Values**

We value each other and those we serve. We will:

- Uphold the highest standards of excellence and integrity;
- Provide quality service and promote strong external partnerships;
- Develop a diverse, innovative, and well-trained work force in order to collectively achieve our goals; and
- Embrace learning and change in order to meet the challenges of the future.

## **Our Vision**

Our vision is to create and maintain an organization of people who value each other and who treat each other and their customers with the respect that they deserve. We intend to uphold the laws, for which we are responsible, in a fair and practical way, affording all an opportunity to have their opinions heard without prejudice. We intend to carry out our mission without imposing inappropriate or undue burden on those from which we collect taxes and those we regulate.

## SUMMARY

### TTB STRATEGIC GOALS AND OBJECTIVES

STRATEGIC GOAL	OBJECTIVES
<p><b>1. Collect the Revenue:</b> Provide the most effective and efficient system for the collection of all revenue that is rightfully due; eliminate or prevent tax evasion and other criminal conduct; and provide high quality service while imposing the least regulatory burden.</p>	<p>1.1. Improve service to the taxpayer and reduce the burden of compliance with Federal law. 1.2. Collect all the revenue that is rightfully due. 1.3. Prevent tax evasion and identify other criminal conduct in the regulated industries.</p>
<p><b>2. Protect the Public:</b> Prevent consumer deception; ensure that regulated alcohol and tobacco products comply with Federal commodity, safety, and distribution requirements; and provide high quality customer service.</p>	<p>2.1. Ensure that regulated products meet commodity and safety requirements established by Federal law, provide information to the public, and reduce the burden on industry. 2.2. Prevent consumer deception, ensure compliance with Federal distribution requirements, and provide information to the public.</p>
<p><b>3. Refine Management Practices:</b> Ensure that all TTB programs operate at optimum efficiency and effectiveness and with full accountability, by providing high quality management and administrative support.</p>	<p>3.1. Implement a performance-based management system for meeting TTB's mission. 3.2. Employ information technology to support program management and improve TTB mission performance through the deployment of information systems that are secure, compatible, and cost effective. 3.3. Use financial management systems to support TTB strategic management and financial accountability by providing information that is useful, timely, and reliable, and that assists TTB in optimizing decision-making. 3.4. Manage human capital to support TTB programs and the achievement of Bureau goals by building and sustaining a work environment conducive to performance excellence, and personal and organizational development.</p>

**STRATEGIC GOAL 1. Collect the Revenue.**

**Provide the most effective and efficient system for the collection of all revenue that is rightfully due; eliminate or prevent tax evasion and other criminal conduct; and provide high quality service while imposing the least regulatory burden.**

TTB administers Federal tax laws on alcohol, tobacco, firearms, and ammunition. The entities that produce and import the taxable commodities regulated by TTB include major contributors to the U.S. economy. TTB must be responsive to their needs as the government's customers by reducing delays and regulations that impede business and that do not improve TTB's ability to collect the revenue. Tax law must also be administered fairly so that all taxpayers pay what they owe. Vigilant and effective enforcement of these tax laws will allow us to detect and deter evasion of tax payment and the use of diverted taxes as funding for criminal and terrorist enterprises. All of this must be done in a manner that makes effective and efficient use of the public resources entrusted to TTB.

**Objective 1.1. Improve service to the taxpayer and reduce the burden of compliance with Federal law.**

**Strategies:**

- Reduce the paperwork burden by continuing to create alternative reporting and filing methods through electronic government.
- Provide online information for industry members so that it is easier to comply voluntarily with regulations.
- Provide information and forms in plain language format.

**Performance Measurement:**

Our performance will be measured by the percentage of industry members who file their applications, excise tax returns, and operations reports electronically; by the level of customer satisfaction with information provided by TTB; and by the percentage of regulations in plain language.

**Objective 1.2. Collect all the revenue that is rightfully due.**



**Strategies:**

- Apply statistically valid state-of-the-art methods to measure and analyze compliance with tax laws, and identify any gaps in tax payment.
- Move from random selection of audit targets to risk-based selection.

**Performance Measurement:**

We will measure the ratio of taxes collected versus resources expended, and the compliance rate of audited taxpayers.

**Objective 1.3. Prevent tax evasion and identify other criminal conduct in the regulated industries.**

**Strategies:**

- Investigate and assist with the prosecution of business entities suspected of being involved in tax evasion schemes, including diversion and smuggling of taxable commodities.
- Forge partnerships with, and provide training to, Federal, State, local, tribal, and foreign governments to enforce tax laws.

**Performance Measurement:**

Our success will be gauged by the results of TTB investigations, and how well we assist other governmental entities in tax enforcement.

**Key Environmental Factors Affecting Goal Attainment:**

- Implementation of information technology in order to provide the framework for process improvements due to electronic government.
- Legislated changes in tax rates or tax classes of commodities can increase or reduce the amount of Federal tax collected.
- Economic downturns, which result in loss of sales, may affect industry's ability to make tax payment, and therefore also may reduce the amount of Federal tax collected.

## **STRATEGIC GOAL 2. Protect the Public.**

**Prevent consumer deception; ensure that regulated alcohol and tobacco products comply with Federal commodity, safety, and distribution requirements; and provide high quality customer service.**

TTB enforces Federal laws related to the production and distribution of alcohol and tobacco products through education, inspection, laboratory testing, and investigation. TTB works with industry, state governments, and other interested parties to facilitate compliance with regulatory requirements. TTB provides technical expertise, training, information, and research results to industry members, government agencies and others in order to better protect and serve the public. We rely on innovation, partnerships, and open communication to achieve this strategic goal.

**Objective 2.1. Ensure that regulated products meet commodity and safety requirements established by Federal law, provide information to the public, and reduce the burden on industry.**

### **Strategies:**

- Improve customer service by decreasing turn-around times for Certification and Label Approval (COLA) processing (electronic and paper). Promote use of COLAs Online in an effort to improve the completeness and accuracy of submitted COLA applications while allowing TTB and the regulated industry to exchange information instantly via electronic means, thus reducing the burden to the industry.
- Improve customer service by meeting or exceeding customer service standards for analyzing samples received through the Alcohol and Tobacco Laboratory.
- Ensure that only qualified applicants enter the alcohol and tobacco industries at the Federal level.
- Monitor alcohol beverages in the marketplace through the Alcohol Beverage Sampling Program in order to detect contaminated and adulterated products and to ensure compliance with the appropriate Federal labeling and marketing laws and regulations.
- Decrease the number and impact of unsafe (contaminated or adulterated) alcohol products.
- Provide online information for industry members so that it is easier to comply voluntarily with regulations.

- Provide information and forms in plain language format.

**Performance Measurement:**

Our progress will be measured by the extent of COLAs Online use, the degree to which customer service standards are met, and our success in keeping unqualified persons and entities out of the alcohol and tobacco industries. We will also measure the number of non-compliant alcohol beverages evaluated by the Alcohol and Tobacco Laboratory and our responsiveness to unsafe products reported or disclosed. Our success will also be gauged by the level of customer satisfaction with information provided by TTB and by the percentage of regulations in plain language.

**Objective 2.2. Prevent consumer deception, ensure compliance with Federal distribution requirements, and provide information to the public.**

**Strategies:**

- Conduct investigations to ensure appropriate label designation and/or product authenticity.
- Investigate instances of prohibited trade and distribution practices in the beverage alcohol industry, so that the marketplace is not unlawfully manipulated.

**Performance Measurement:**

We will measure the percent of Alcohol Beverage Sampling Program samples found with deficient labels and the number of complaints of competitors.

**Key Environmental Factors Affecting Goal Attainment:**

- Development of new products that do not fit traditional categories, and which require some regulatory determination and action.
- Market pressures on industry to reach new customers, or increase market share.
- Public awareness of TTB as an agency charged with regulating misleading labels and advertisements.

**STRATEGIC GOAL 3. Refine Management Practices.**

**Ensure that all TTB programs operate at optimum efficiency and effectiveness and with full accountability, by providing high quality management and administrative support.**

**Objective 3.1. Implement a performance-based management system for meeting TTB's mission.**

**Strategies:**

- Maintain a TTB strategic plan and develop annual performance plans that identify/require specific results, fulfill all relevant OMB requirements, and provide effective direction for managing the Bureau's resources and allocation decisions.
- Provide effective policy guidance, administration, and leadership so that TTB achieves at least 85% of its annual performance goals.

**Performance Measures:**

We will measure our performance by the extent to which we use a current integrated Budget Performance Plan to allocate and manage the Bureau's resources, and by the percentage of annual goals achieved.

**Objective 3.2. Employ information technology to support program management and improve TTB mission performance through the deployment of information systems that are secure, compatible, and cost effective.**

**Strategies:**

- Expand electronic government initiatives and implement e-clearance and e-signature policies and procedures.
- Accredit all information technology systems for security compliance and ensure that all security patches are applied.
- Improve business cases for all IT systems.
- Implement and improve enterprise architecture.
- Implement a capital planning and investment control process.

**Performance Measurement:**

Our performance will be gauged by the percentage of electronic forms available in fillable format (still paper and mailed in), and by the percentage of fully accredited IT systems. We will also measure success through our efforts to (1) achieve Treasury and OMB business case scores at least above acceptable and improving toward a score of 5, (2) progress from maturity level 1 to maturity level 5 by using the GAO framework for assessing and improving enterprise architecture, and (3) progress from stage 1 to stage 5 by using the GAO framework for assessing and improving IT investment management.

**Objective 3.3. Use financial management systems to support TTB strategic management and financial accountability by providing information that is useful, timely, and reliable, and that assists TTB in optimizing decision-making.****Strategies:**

- Ensure a clear link between TTB's vision, mission, strategic plan, and program and budget decisions; tie resources to results.
- Meet the financial compliance standards and improve the budget formulation and execution process.
- Ensure prompt payment to providers of goods and services.
- Expand competitive sourcing of TTB services where possible.

**Performance Measurement:**

We will measure success by our ability to achieve total activity-based costing by FY 2008. Also measured will be the percentage of timely payments to vendors, and the percentage of non-inherently governmental services outsourced to the commercial marketplace.

**Objective 3.4. Manage human capital to support TTB programs and the achievement of Bureau goals by building and sustaining a work environment conducive to performance excellence, and personal and organizational development.**

**Strategies:**

- Administer human capital programs so that employees and supervisors express overall satisfaction with their jobs and the personnel services that they receive.
- Provide a safe and healthy work environment and ensure that facilities accommodate mission and program requirements.
- Make use of job flexibilities such as alternative work schedules and telecommuting in order to benefit employees and reduce the cost of facilities.
- Provide employees with the tools, training, skills, and work environment to excel at job performance in an electronic government environment.

**Performance Measurement:**

We will measure success through our efforts to achieve a positive President's Management Agenda scorecard assessment (green light) in the area of Human Capital. Our performance will also be gauged by our progress in reducing the number of accident, injury, and near-miss incidents per 100 employees, and in increasing the percentage of employees using job flexibilities. We will also evaluate employee competency levels in electronic government skills, measured, for example, by how well customer service standards are met.

**Key Environmental Factors Affecting Goal Attainment:**

- The transition of ATF into two separate agencies in different departments may result in difficulty attracting new hires and retaining top quality employees in the smaller TTB.
- Competition with other agencies for personnel will increase with the formation of the Department of Homeland Security.
- The demand for information technology (IT) in the U. S. economy will affect TTB's ability to hire and retain professionals in that specialty.

## The Strategic Planning Process

The TTB strategic planning process relies on teamwork and effective communication to focus Treasury resources on the global challenges facing America today. The TTB FY 2003 –2008 Strategic Plan is based on long-term legislative mission mandates, customer and stakeholder input, and Presidential and Departmental priorities. The strategic plan and goals establish the framework on which to develop and implement annual performance plans. The format followed in this strategic plan is as follows:

- **Strategic goal** (high level statement of what needs to be accomplished)
- **Objectives** (statements of what will be accomplished)
- **Strategies** (actions to be taken to attain an objective)
- **Performance measurement** (how progress in strategies will be gauged)

## **Cross-Cutting Activities**

TTB has established Memoranda of Understanding (MOU's) with other Federal agencies. For example:

- Food and Drug Administration (FDA). TTB examines alcohol beverage labels and routinely tests product samples for compliance with laws and regulations. Where label/product analysis indicates a potential risk to public health or safety, immediate action is required. Any food product (including an alcohol beverage) is considered adulterated under the Federal Food, Drug and Cosmetic Act if it contains a poisonous or deleterious substance, or an unapproved food additive. Contaminated alcohol beverages would be considered adulterated for purposes of the Food, Drug and Cosmetic Act and subject to enforcement action by FDA as well as by TTB. Under the terms of the MOU between the two agencies, TTB will notify FDA when an adulterated alcohol beverage is encountered, request a recall, and keep FDA apprised of the situation.
- United States Department of Agriculture (USDA). On October 21, 2002, USDA finalized rules implementing the National Organic Program. This program establishes national standards for the production and handling of organically produced products, including alcohol beverages. Consequently, USDA and TTB share in the regulatory control of alcohol products that bear an organic claim on their labeling. A recent MOU between USDA and TTB establishes procedures that allow for a timely concurrent review of these labels to ensure that they comply with all Federal labeling regulations.
- Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF). TTB and ATF have signed an MOU on the sharing of information that gives both bureaus access to the information essential for the accomplishment of their programs. This includes investigations of diversion of alcohol and tobacco products to avoid tax payment.



Bureau personnel also work with other Federal and state agencies in the regulation of the alcohol and tobacco industries. For example:

- U.S. Bureau of Immigration and Customs Enforcement (ICE) and U.S. Bureau of Customs and Border Protection (CBP). The Homeland Security Act of 2002 created these agencies within the Department of Homeland Security to enforce U. S. customs laws. These agencies are now responsible for enforcement and collection of tobacco excise taxes when tobacco products are in customs custody. TTB is coordinating its Internal Revenue Code tobacco enforcement activities with ICE and CBP enforcement of the Cigarette Smuggling Act of 2000.
- U. S. Bureau of Customs and Border Protection (CBP). TTB also interacts with this agency in the area of alcohol and tobacco importation. TTB often provides CBP with confirmation that a Certificate of Label Approval has been issued for imported beverage alcohol products, that individuals have been licensed as alcohol or tobacco importers, or in verification of the authenticity or classification of alcohol beverage products to ensure that the proper excise tax and duty rates are applied. TTB often consults with CBP to determine information about the importer of record for various alcohol and tobacco products and to verify if certain products have been imported into the US. TTB is also filling an important role, along with several other Federal agencies, in assisting CBP in the development of an integrated International Trade Data System. This database will provide a data tracking mechanism instrumental to the requirements of the Bioterrorism Act of 2002 to verify the authenticity of commercial goods being shipped into U.S. ports.
- Office of the U.S. Trade Representative (USTR). In the area of U.S. trade policy, TTB works very closely with the USTR to create worldwide opportunities for economic development and technological progress. As part of a USTR interagency work group, TTB serves as technical advisor and authority on U.S. alcohol beverage laws, regulations and policy. In this capacity, TTB provides assistance to the USTR in alcohol beverage and tobacco matters within the World Trade Organization Council on Trade-Related Aspects of Intellectual Property, its Technical Barriers to Trade Committee, and other groups. Through these activities, TTB assists the USTR in the worldwide expansion of market access for U.S. goods and services, participates in trade-related intellectual property protection issues, and assists in the negotiation of bilateral and multilateral free trade agreement issues related to wine and spirits.

- Federal Trade Commission (FTC). FTC and TTB have cross-jurisdictional authority in the area of beverage alcohol advertising. TTB has worked with FTC on several occasions in response to complaints about alcohol advertisements, most recently regarding the advertisement and placement of “malternatives” in retail shops. TTB has plans to expand its advertising enforcement program, which will provide ample opportunities for working together with FTC.
- Joint Committee of the States. The Joint Committee is an organization of state liquor control administrators and TTB has a very good working relationship with them. Many states have limited resources to apply towards programs such as alcohol label approval, trade practice investigations or laboratory analysis of samples, and they look to TTB to assist where possible. TTB has agreements with the Joint Committee to provide information regarding certificates of label approval and is a regular participant at Joint Committee meetings and conferences in an effort to promote open communications and frequent interaction.
- Federation of Tax Administrators (FTA). The FTA represents state agencies that collect taxes. TTB attends FTA meetings that focus on the collection of excise taxes on alcohol and tobacco products. During these meetings, TTB and representatives of the various state agencies share information and foster relationships to improve efforts on the Federal and state levels to collect excise taxes that are rightfully due.
- National Association of State Attorney Generals (NAAG). NAAG is the coordinator of the Master Settlement Agreements (MSA) concerning cigarettes and smokeless tobacco among the various state governments. Because NAAG is interested in collecting MSA payments from domestic manufacturers and importers, TTB has provided domestic production and import information to NAAG in accordance with the provisions of Internal Revenue Code. We continue to offer assistance and provide information to NAAG and the state governments.

TTB will look for areas of similar activity so that measures of performance can be compared across agencies.

## **Program Evaluations**

Program evaluations performed by internal and external entities are used to validate performance measures, determine the effectiveness of programs, and determine whether operating policies are followed. The former Bureau of Alcohol, Tobacco and Firearms (ATF), of which TTB was a component, sustained external audits by the Treasury Office of Inspector General (OIG) and by the General Accounting Office.

In addition to these audits, ATF commissioned various program evaluations and customer surveys to gauge program impact and customer satisfaction with the services provided to industry and government. TTB expects this level of program oversight and evaluation to continue through FY 2008.

TTB will also conduct periodic program and office reviews, which will cover areas such as personnel, training, office security, quality and quantity of investigations and audits, and internal controls.

### **Future Evaluations Planned**

OIG plans to evaluate the following activities:

- TTB Controls Over the Domestic Sale of Tobacco Products Labeled for Export
- Revenue Inspection Targeting
- Quality of TTB's Revenue Inspections

The following OIG audits are listed as Treasury-wide audits and the work conducted at TTB will vary based on the Bureau's role in and impact on the particular program:

- Employee Recruitment Systems and Methods
- Telecommuting and Flexible Workplace Arrangements
- Employee Use of Travel Credit Cards
- Treasury Implementation of the Government Paperwork Elimination Act
- Treasury's Enterprise Environment
- Adoption of the X.500 Directory Service
- Treasury Wireless Communication
- Treasury Firewall Policy and Management
- Security Review of the Bureau's Data Centers
- Security Baseline of the Bureau's UNIX Operating Systems

## Appendix D

### **Data Capacity**

All TTB critical information systems are in the process of being certified in compliance with the Government Information Security Reform Act of 2002. We are working to fully certify all TTB IT systems. Data captured for performance measurement is considered reasonably accurate. Evaluation of the validity of our performance measures and verification of performance data is continuously being refined.

## Management Challenges

**The transfer of TTB functions within the Department of Treasury and the splitting of functions from the Bureau of Alcohol, Tobacco and Firearms.**

There will be costs associated with the realignment of 559 FTEs from ATF to TTB. Additional one-time costs are associated with the administrative name change; orders, directives and policy changes; notification to taxpayers; personnel realignment; rent and security, financial management, and procurement realignment.

**Performance Based Budgeting:** TTB needs to demonstrate better performance-based budgeting by linking resources to results. TTB is developing a cost-based performance budget model, which will allow us to better judge the impact of resources on critical strategic goals.

**Performance Measure Reporting:** The General Accounting Office (GAO) and the Office of Inspector General (OIG) have cited the need for TTB to improve performance measures.

**Compliance with Government Information Security Act and the E-Government Act of 2002:** It is critical for TTB to stay abreast of newly enacted legislation. The challenges we face include conducting enhanced business case training for developing large capital investments, identifying and implementing electronic government solutions, developing and implementing a new capital investment planning process, and achieving full accreditation of all our information systems.

## **Consultation with Stakeholders and Environmental Assessment**

### **Capitol Hill Consultations**

TTB executives take every opportunity to discuss the strategic plan, or individual strategies of the plan, with members of Congress and their staff. In fiscal year 2002, officials of TTB's predecessor agency met with and briefed members and staff of the following committees:

- House Appropriations Subcommittee on Treasury, Postal Service and General Government
- House Judiciary Committee
- House Ways and Means Committee
- House Ad Hoc Committee on Homeland Security
- House Government Reform and Oversight Committee
- Senate Appropriations Subcommittee on Treasury and General Government
- Senate Judiciary Committee
- Senate Finance Committee
- Senate Government Affairs Committee

### **Environmental Assessment**

TTB will use the American Customer Satisfaction Index (ACSI) survey of several programs to determine how well we meet the needs of our industry customers. ACSI also allows TTB to benchmark against the best in business and government. TTB intends to conduct focus groups with industry partners to assess what is needed to fully implement electronic government.

Triennial office reviews performed by TTB will include analysis of employee and customer satisfaction. TTB also plans to conduct an employee satisfaction survey, similar to the ACSI format.

TTB will evaluate and compile pertinent demographic, social, and other environmental information. All of these elements will be evaluated and used as underpinning in the development of TTB's strategic plan.

Appendix G

Summary Linkage Table

<b>RELATIONSHIP BETWEEN THE TREASURY AND TTB STRATEGIC PLANS</b>		
<b>Treasury Strategic Goals and Those Objectives to Which TTB Strategic Goals Are Aligned</b>	<b>TTB Strategic Goal</b>	<b>TTB Objectives</b>
<b>Promote Prosperous U.S. and World Economies</b>		
<b>Promote Stable U.S. and World Economies</b> <ul style="list-style-type: none"> <li>Increase citizens’ economic security</li> </ul>	<b>Protect the Public:</b> Prevent consumer deception; ensure that regulated alcohol and tobacco products comply with Federal commodity, safety, and distribution requirements; and provide high quality customer service.	<ul style="list-style-type: none"> <li>Ensure that regulated products meet commodity and safety requirements established by Federal law, provide information to the public, and reduce the burden on industry.</li> <li>Prevent consumer deception, ensure compliance with Federal distribution requirements, and provide information to the public.</li> </ul>
<b>Preserve the Integrity of Financial Systems</b>		
<b>Manage the U.S. Government’s Finances Effectively</b> <ul style="list-style-type: none"> <li>Collect federal tax revenue when due, through a fair and uniform application of the law</li> </ul>	<b>Collect the Revenue:</b> Provide the most effective and efficient system for the collection of all revenue that is rightfully due; eliminate or prevent tax evasion and other criminal conduct; and provide high quality service while imposing the least regulatory burden.	<ul style="list-style-type: none"> <li>Improve service to the taxpayer and reduce the burden of compliance with Federal law.</li> <li>Collect all the revenue that is rightfully due.</li> <li>Prevent tax evasion and identify other criminal conduct in the regulated industries.</li> </ul>
<b>Ensure Professionalism, Excellence, Integrity and Accountability in the Management and Conduct of the Department of the Treasury</b> <ul style="list-style-type: none"> <li>Manage Treasury resources effectively, to accomplish the mission and provide quality customer service</li> </ul>	<b>Refine Management Practices:</b> Ensure that all TTB programs operate at optimum efficiency and effectiveness and with full accountability, by providing high quality management and administrative support.	<ul style="list-style-type: none"> <li>Implement a performance-based management system for meeting TTB’s mission.</li> <li>Employ information technology to support program management and improve TTB mission performance through the deployment of information systems that are secure, compatible, and cost effective.</li> <li>Use financial management systems to support TTB strategic management and financial accountability by providing information that is useful, timely, and reliable, and that assists TTB in optimizing decision-making.</li> <li>Manage human capital to support TTB programs and the achievement of Bureau goals by building and sustaining a work environment conducive to performance excellence, and personal and organizational development.</li> </ul>