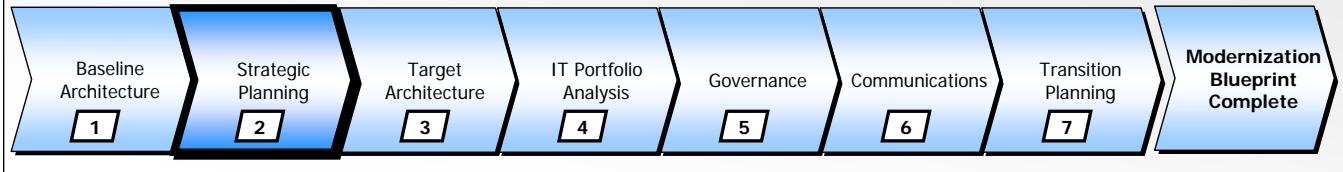




U.S. Department of the Treasury

Treasury IT Modernization Blueprint Roadmap



Treasury Information Resources Management Plan

Office of the Chief Information Officer (OCIO)

October 14, 2008

Revision History

Date	Version	Description	Custodian/Organization
10/14/2008	1.01	Updated to reflect new strategic goals and bureau initiatives	Treasury E-Government

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1 EXECUTIVE SUMMARY

The Department of the Treasury is focused on enhancing its ability to meet business requirements in order to effectively carry out its missions as the financial manager of the Government and a leader in shaping economic policies. The Office of the Chief Information Officer (OCIO) is committed to providing effective and efficient support to Treasury's core programs. This Information Resources Management (IRM) Plan articulates Treasury Information Technology (IT) goals and strategies to meet the business goals of the department.

Treasury's many bureaus have a number of diverse bureau specific missions that collectively drive the implementation of Treasury's strategic goals. In order to develop an IRM that supports and effectively represents all functional aspects of the department, guiding principles were established to guide decision making for effective information resources management in line with the intent and spirit of the Clinger Cohen Act (CCA) and other relevant legislation and guidance. The Chief Information Officer (CIO), in conjunction with the CIO Council, applies these guiding principles that reflect the parameters within which the OCIO conducts business. The Guiding principles focus on **Business Driven Results, Enterprise Architecture Usage, Sound IT Processes, and Optimizing Opportunities.**

This plan communicates the IT strategies and their linkage to the Treasury Strategic Plan to ensure the Department's vision and direction for IT directly supports the accomplishment of the agency's mission. The high-level vision and strategy for Treasury's IT are contained in Treasury's IT Strategic Plan (ITSP). Key features of the ITSP are the integration of Enterprise Architecture (EA) and Capital Planning and the alignment of information technology and business functions and processes.

While the IRM Plan describes how IRM activities help to accomplish Treasury's mission and strategic goals, it also supports the President's Management Agenda (PMA). The plan ensures that IRM decisions are integrated with organizational planning, budget, procurement, financial management, human resources management and program decisions. In line with the goals of the Expanding E-Gov Initiative under the PMA, the IRM Plan describes key IT goals and strategies for the following Treasury-wide IT functions: IT Workforce, Enterprise Architecture, Capital Planning and Investment Control (CPIC), E-Government (E-Gov), Cyber Security, Telecommunications and Operations, and Information Management.

Treasury management processes require all IT investments to be evaluated against these functional areas in order to ensure compliance, accountability, and alignment to Treasury's target architecture. In addition, the OCIO is dedicated to providing Treasury bureaus and other stakeholders with the strategic vision, tools, processes, and feedback mechanisms they need to be effective stewards of Treasury's information resources. With defined

management processes and procedures, Treasury can measure performance and demonstrate results in managing its IT investments and initiatives to facilitate enterprise IT modernization and transformation.

The goals and objectives defined in this document all work together to support Treasury’s drive towards effective information resources management.

2 INFORMATION RESOURCES MANAGEMENT OVERVIEW

The mission of the Department of the Treasury is to “serve the American people and strengthen national security by managing the U.S. Government’s finances effectively, promoting economic growth and stability, and ensuring the safety, soundness, and security of U.S. and international financial systems.” Figure 2-1 outlines the Department of the Treasury’s strategic framework as described in the agency’s Strategic Plan FY 2007 – 2012.

Figure 2-1: Treasury Strategic Goals

	Strategic Goals	Value Chains	Outcomes
Finance	Effectively Managed U.S. Government Finances	<i>Collect Disburse Borrow Invest Account</i>	Revenue collected when due through a fair and uniform application of the law
			Timely and accurate payments at the lowest possible cost
			Government financing at the lowest possible cost over time
			Effective cash management
			Accurate, timely, useful, transparent and accessible financial information
Economy	U.S. and World Economies Perform at Full Economic Potential	<i>Strengthen Regulate</i>	Strong U.S. economic competitiveness
			Competitive capital markets
			Free trade and investment
			Prevented or mitigated financial and economic crises
			Decreased gap in global standard of living
		<i>Manufacture</i>	Commerce enabled through safe, secure

	Strategic Goals	Value Chains	Outcomes
			U.S. notes and coins
Security	Prevented Terrorism and Promoted the Nation's Security Through Strengthened International Financial Systems	Secure	Removed or reduced threats to national security from terrorism, proliferation of weapons of mass destruction, drug trafficking and other criminal activity on the part of rogue regimes, individuals, and their support networks
			Safer and more transparent U.S. and international financial systems
Management	Management and Organizational Excellence	Manage	A citizen-centered, results-oriented and strategically aligned organization
			Exceptional accountability and transparency

The IRM activities discussed in this document help to accomplish Treasury's mission and strategic goals and supporting the President's Management Agenda for a two year planning horizon.

The Clinger-Cohen Act requires executive agency Chief Information Officers to promote "the effective and efficient design and operation of all major information resources management processes for the executive agency, including improvements to work processes of the executive agency." Through strong management processes, Treasury strives to promote and achieve secure, accessible and collaborative IT services and solutions that best support the Treasury mission and goals. These strong management processes are driven by Treasury's IT strategy mission and IRM vision:

IT Strategy Mission

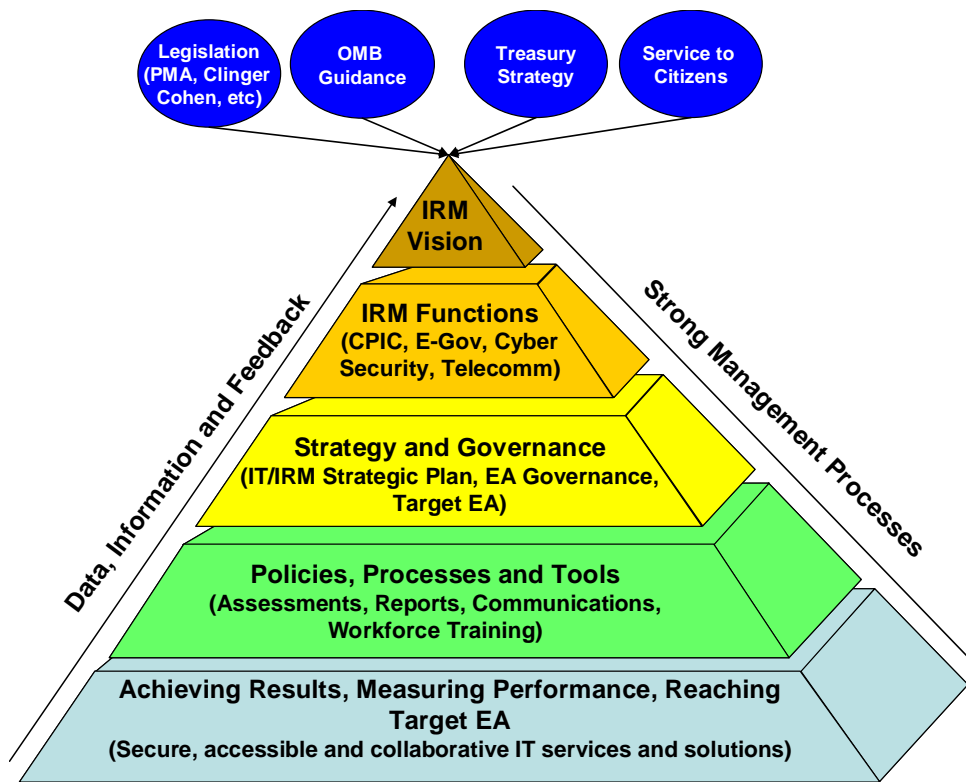
"to enable the mission of Treasury and to leverage information technology to steward services for citizens, government, and industry;"

Treasury IRM Vision

"information technology that is secure; accessible; adds value across the enterprise; and exceeds customer expectations."

Treasury IT management processes require all IT investments to be evaluated against E-Gov, EA, CPIC, Cyber Security, Telecommunication, Enterprise Operations, and Information Management guidelines in order to ensure compliance and alignment to Treasury’s target architecture. In addition, Treasury is dedicated to providing stakeholders with the strategic vision, tools, processes, and feedback mechanisms they need to be effective stewards of Treasury’s information resources. With defined management processes and procedures, Treasury can measure performance and demonstrate results in managing its IT investments, thus establishing a solid foundation for enterprise transformation. Figure 2-2 depicts Treasury OCIO’s overall strategy for achieving results.

Figure 2-2: Information Resource Management Strategy



Along with defined management processes, Treasury technology organizations also follow guiding principles when making IT decisions. The following section details those principles.

3 IT GUIDING PRINCIPLES

IT decision-making is influenced by guiding principles that help to ensure effective and efficient use of Treasury information resources. These principles are listed below:

Business Driven Results – IT investment will be results oriented and linked to mission and business goals.

Enterprise Architecture Usage – The Enterprise Architecture will be used to make informed IT decision.

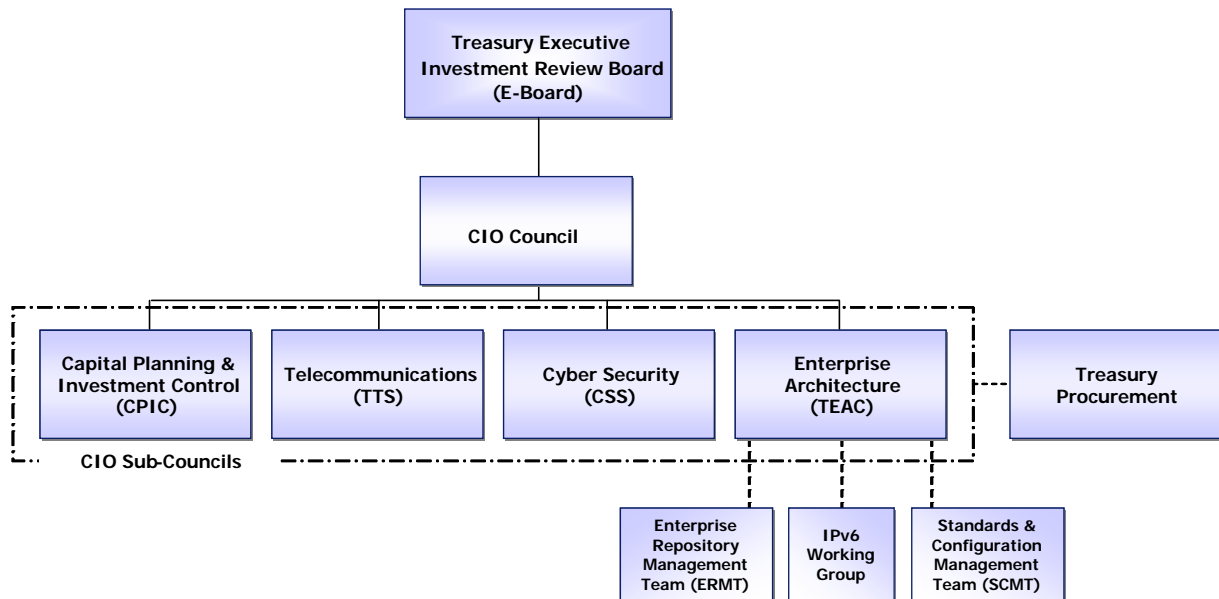
Sound IT Processes - Formalized business practices will be used to support stewardship and accountability for resources used throughout the IT investment lifecycle.

Optimizing Opportunities – Enterprise IT initiatives will be implemented where applicable and cost effective to implement.

4 INFORMATION RESOURCE MANAGEMENT GOALS

Structured IT management practices help ensure IT initiatives and decision making are aligned with the Department's vision, mission and goals is a priority for Treasury. IT Governance is defined as the structure, processes, and systems that form the oversight and coordination of Treasury IT functions and initiatives, specifically IT Workforce, Enterprise Architecture, Capital Planning and Investment Control (CPIC), E-Government (E-Gov), Cyber Security, Telecommunications and Operations, and Information Management. A formalized IT governance structure is essential to the successful implementation of Treasury's IT mission and vision. Figure 4.1 below details the current IT governance structure.

Figure 4-1: Treasury IT Governance Structure



The Treasury **Executive Investment Review Board (E-Board)** provides executive oversight to Treasury’s investment planning and management process. The EPB also ensures compliance with the guidance from Congress, OMB, and GAO. Membership includes the senior executives such as the Deputy Secretary, Chief Financial Officer, and Directors of each Bureau.

The **CIO Council** is comprised of CIOs from each Bureau and provides guidance on financial planning and investment, human capital, enterprise architecture, enterprise solutions, security and privacy, E-Government/PMA, and IT strategic planning and performance measurements. The CIO Council provides status reports and recommendations to the Treasury CIO and disseminates guidance throughout the Department. The CIO Council has established four sub-councils: Treasury Enterprise Architecture sub-council (TEAC), Capital Planning and Investment Control (CPIC) sub-council, Telecommunications sub-council, and Cyber Security sub-council. Each sub-council is chaired by an Associate CIO from the Department level.

Members of each sub-council can vary from representatives of departmental offices or Bureaus to technical/functional experts. Bureaus are required to have representation on all of the CIO sub-councils. This assorted membership enables each CIO sub-council to deliberate on discussions from a variety of perspectives in an effort to promote enterprise-wide collaboration.

The **Treasury Enterprise Architecture sub-Council (TEAC)** includes a chief architect from each Bureau within its membership and a Bureau CIO as a co-chair. The TEAC is responsible for developing, maintaining, and

facilitating the Treasury Enterprise Architecture (TEA) and Treasury IT standards, policies, and governance in an effort to provide enterprise solutions that eliminate redundant and duplicative systems and provide quantifiable return on investments.

The **Capital Planning and Investment Control (CPIC)** sub-council provides leadership in formulating and implementing CPIC policies and programs in the Department and provides a forum for Bureaus to discuss CPIC issues, requirements and the aggregation of such requirements. This sub-council implements policies and procedures to serve as a guide for effective portfolio management. The portfolio investments are carefully monitored and evaluated to assess their performance and business value.

The **Cyber Security sub-council (CSS)** provides leadership in formulating and implementing cyber-security policies and programs throughout the Treasury Enterprise. This sub-council provides a forum for Bureaus to discuss cyber-security issues and requirements. The Cyber Security sub-council is responsible for insuring that systems are certified and accredited. Recognizing the need to protect the availability, integrity, and confidentiality of the Department's information and the systems on which the information relies, Treasury's Cyber Security sub-council is the governing body to concentrate on enterprise-wide information security initiatives.

The **Treasury Telecommunications Sub-Council (TTS)** supports the Treasury CIO Council and its operating components, and provides guidance, direction, and oversight for telecommunications initiatives across Treasury Bureaus and Offices. The TTS, comprised of senior telecommunications managers from Treasury Bureaus and Offices, ensures an enterprise management focus, along with effective, value-driven service for Treasury's telecommunications infrastructure.

Procurement also supports IT Governance structures and processes. When securing enterprise assets, centralized procurement plays a significant role in an agency's ability to manage IT effectively. Procurement should ensure that all IT purchases have been validated with Treasury's enterprise architecture and IT standards before approving IT purchases. Coupling enterprise-wide planning with a centralized and standardized IT procurement process gives Treasury more leverage with hardware and software vendors as a single enterprise than as individual Bureaus and Offices.

These governing entities also work together to review and approve IT investments. This structure ensures a centralized and collaborative environment for the procurement of enterprise IT assets for Treasury and its bureaus. The following sections detail the IRM goals, strategies, and measures that support Treasury's IT functions.

4.1 IT Workforce

The management of human capital must be a priority for all managers in order to achieve the Department’s IT workforce goals. To ensure success of IT workforce improvement activities at Treasury, the Bureau IT staff must work closely with the Human Resources (HR) staff at both the Bureau and Department level. This collaboration will provide the tools and skills necessary to build an effective IT workforce. The Departmental IT workforce initiative also supports the goals and objectives of the Federal CIO Council's IT Workforce Committee.

Closing technology skill gaps and building competencies are critical to the delivery of Treasury’s products and services. It is important that a strategy exist for continuing the development of the workforce as well as facilitating the exchange of the knowledge and skills that already exist. Workforce planning, resource requirements, and recruitment strategies are critical components of the IT workforce objectives.

Goals	Strategies for Achieving Goals	Measures for Success
<ul style="list-style-type: none"> • Provide robust IT professional development programs that reflect the current technology needs and agency goals • Recruit and retain an IT workforce with the technical and project management competencies to achieve the agency vision • Encourage knowledge sharing and develop approaches for knowledge transfer • Provide processes to develop future leaders through effective succession planning 	<ul style="list-style-type: none"> • Identify required skills when developing new technology initiatives and develop means for addressing these gaps • Develop workforce planning, resource requirements, and future recruitment strategies including improved vacancy announcements • Continue to maintain and improve executive competency development initiatives • Establish knowledge management priorities by identifying mission critical competencies for current and 	<ul style="list-style-type: none"> • Improved workforce morale (determined through employee satisfaction surveys) • Improved communication between managers and employees within and between bureaus and the Department (determined through employee satisfaction surveys) • Increased IT employee retention percentage • Stronger applicant pool • Improved Treasury service delivery (determined through

Goals	Strategies for Achieving Goals	Measures for Success
	future initiatives <ul style="list-style-type: none"> • Develop enterprise-wide knowledge transfer methodologies and programs to retain knowledge that may be lost due to exiting employees • Continue Department-wide training classes in key topic areas including Project Management, etc. 	customer based satisfaction surveys) <ul style="list-style-type: none"> • Improved skill level of IT workforce (determined through improved number of employee certifications, etc.)

4.2 Enterprise Architecture

According to A Practical Guide to Federal Enterprise Architecture, CIO Council (2001) an enterprise architecture can be defined as “A strategic information asset base, which defines the mission, the information necessary to perform the mission, the technologies necessary to perform the mission, and the transitional processes for implementing new technologies in response to the changing mission needs. An enterprise architecture includes a baseline architecture, target architecture, and a sequencing (transition) plan.”

Completing and maturing the Treasury EA, coupled with an effective IT Governance process, allows Treasury to achieve results: alignment between mission requirements and IT investment, actionable investment performance goals and measures, effectively and economically modernized infrastructure, and reduced duplication in systems and technology inventory. Continually identifying, developing, and maintaining an enterprise architecture is consistent with Treasury’s business directives.

Guided by the Federal Enterprise Architecture (FEA), Treasury strives to develop and implement an EA that is representative of the Department and its target business environment. Through this environment Treasury can develop and enable an enterprise-wide preferred technical standards catalogue and effectively coordinate and leverage IT resources across the enterprise.

Treasury has defined a segment architecture framework to further promote and support the Treasury EA. Segment architecture is an implementation framework for conducting enterprise-wide analysis and management of results and complies with Federal EA guidelines. The EA team is utilizing this segment architecture framework to assist the Department and its bureaus in ensuring proper alignment and coordinate between business functions, processes, and technology. Each completed segment will produce a transition plan that details how that segment will move towards its target business and technology. The Treasury segment architecture increases enterprise-wide collaboration and fosters the principles defined by OMB, "Architect, Invest, and Implement."

The primary objective of the enterprise architecture is to enhance service performance and decrease costs through enterprise-wide solutions by encouraging the use of the Treasury Enterprise Architecture in IT decision making. The goals, strategies, and measures below describe how Treasury plans to accomplish its EA priority.

Goals	Strategies for Achieving Goals	Measures for Success
<ul style="list-style-type: none"> • Ensure that Treasury and Bureau EA plans are aligned to serve Treasury Strategic Plan, Business Objectives, and Priorities • Continue to maximize the value of EA activities • Streamline communication and coordination of EA activities • Strengthen IT Performance and Investment Management • Capitalize on business efficiencies and collaboration opportunities • Maintain Green OMB rating and 	<ul style="list-style-type: none"> • Continue the segment architecture process at Treasury • Facilitate increased alignment between EA segments and structure of IT investments • Evolve the process for EA analysis of IT investments • Address latest requirements from OMB EA assessment framework and GAO maturity model • Improve and/or streamline data exchange between systems and tools that house EA data elements 	<ul style="list-style-type: none"> • Number of investments that result from EA segments or subcomponents within EA segments • EA score on Treasury PMA scorecard • Scorecard results on the OMB and GAO assessments (see Appendix C) • Successful implementation of the TEAMS • Implementation of the Gate process

Goals	Strategies for Achieving Goals	Measures for Success
improved assessment scores	(i.e. Enterprise repository, portfolio management and cyber-security tools) <ul style="list-style-type: none"> • Implement the Treasury Enterprise Architecture Management System (TEAMS) • Work closely with the bureau programs to address weaknesses and leverage strengths in the development of the EA 	<ul style="list-style-type: none"> • Number of completed (or in progress) segments • Use of EA information that result in cost savings and/or cost avoidance

4.3 Capital Planning and Investment Control

Effective capital planning and investment control utilizes an enterprise approach to the entire lifecycle of the investments in the agency's portfolio. Treasury's approach to capital planning is to create results-oriented CPIC processes that build credibility with OMB, GAO, and other stakeholders and reinforces accountability across the bureaus. Treasury's CPIC strategy ensures that the IT portfolio consists of projects that carefully consider the needs of the Department's customers and stakeholders. In addition, Treasury's CPIC strategy includes processes for carefully monitoring and evaluating investment performance and business value.

In addition, Treasury's CPIC strategy is derived from the Clinger Cohen Act's (CCA) guidance on IT acquisition and investment. The CCA requires Federal agencies to design and implement a process for maximizing the value and assessing and managing the risk of the information technology investments. The primary focus of the CPIC program is to ensure integration of CPIC with other IT management processes, provide adequate information and training for CPIC, and track investment performance. The Treasury CPIC program ensures that all investments are screened through an established Select, Control, and Evaluate process. Additionally, the portfolio is internally evaluated against the Target Architecture to ensure compliance and duplicate investments are eliminated or streamlined. Ensuring collaboration with areas such as Enterprise Architecture is critical to a successful CPIC program. Controls

such as Earned Value Management (EVM) and the annual EA, CPIC, and Cyber Security compliance reviews allow the program to enforce accountability for investment management. The following table details the CPIC goals, strategies, and measures for success for the Department of the Treasury.

Goals	Strategies for Achieving Goals	Measures for Success
<ul style="list-style-type: none"> • Develop and maintain appropriate support and guidance to the Department and bureaus stakeholders during the CPIC process • Ensure proper performance for investments through robust control and evaluation processes • Integration of Processes • Training • Performance Measurement 	<ul style="list-style-type: none"> • Utilize the EA team analysis during pre-Select and Select in making portfolio recommendations to the TIRB. • Establish repeatable processes for engaging EA, cyber security, procurement subject matter experts in all phases of the CPIC process • Establish, maintain, and publish CPIC calendar and event timing for effective bureau investment planning • Develop and continuously update the Treasury CPIC policy • Maintain CPIC SME, business owner, project manager, and bureau CPIC coordinator competencies by encouraging training and seminars to ensure they have the most up-to-date knowledge of the CPIC process • Provide support and training for the full utilization of Treasury's investment portfolio management tool 	<ul style="list-style-type: none"> • Level on GAO ITIM CPIC Maturity Matrix Model • Number of Treasury investments on OMB watch list • Bureau satisfaction with CPIC process based on surveys • Percentage of investments with quality project and milestone information in the IT portfolio management tool • Percentage of investments with cost and schedule health within the OMB specified requirements • Number of changes implemented as a result of a Post Implementation Review (PIR) • Documentation for each

Goals	Strategies for Achieving Goals	Measures for Success
	<ul style="list-style-type: none"> • Ensure accuracy, accountability, and consistency of investment documentation • Monitor and evaluate the level of growth in steady-state and development IT investments • Ensure that project risk levels are managed, and alternatives are considered for high risk projects • Review and analyze Earned Value Management (EVM) data submitted by bureaus to manage the cost and schedule health of specific projects and initiatives in order to ensure positive return on investment to the government and taxpayers • Use Operational Analysis to measure the performance and cost of an operational asset against the established baseline to examine whether an operational/steady state investment still meets its intended objectives and yields expected benefits 	<p>investment that shows collaboration with EA, cyber security, and procurement</p>

4.4 Electronic Government

The Department of Treasury's E-Government program is dedicated to leveraging innovative IT solutions to modernize and web-enable government services. Treasury is demonstrating its support of the President's Management Agenda (PMA) by providing leadership to and actively participating in a number of Presidential E-Government initiatives.

One area in which Treasury has shown leadership in electronic government is through the Treasury HR Connect initiative. Treasury is in the process of delivering HR service across multiple government agencies and has successfully rolled out the service across the Treasury enterprise. HR Connect has been identified as an official Shared Service Center for Human Resources Management Line of Business (HRLoB). The HRLoB supports government-wide HR solutions that promote standardization, interoperability, and economies of scale across the Federal landscape. Figure 4-2 below details Treasury's current participation in the Presidential E-Government Initiatives.

Figure 4-2: Treasury Participation in E-Government Initiatives

Category	Initiative
Government to Citizen (G2C)	IRS Free File
	E-Loans
	USA Services
	Recreation One-Stop
	GovBenefits.gov
	Disaster Assistance Improvement Program (DAIP)
Government to Business (G2B)	Expanding Electronic Tax Products for Business
	Business Gateway
	E-Rulemaking
	International Trade Process Streamlining

Category	Initiative
Government to Government (G2G)	Grants.gov
Internal Efficiency and Effectiveness	Enterprise HR Integration
	E-Travel
	Disaster Management
	E-Training
	Integrated Acquisition Environment
	E-Records Management
Cross-Cutting Initiative	E-Authentication
Lines of Business (cross-agency)	Case Management (CM LoB)
	Financial Management (FM LoB)
	Grants Management (GM LoB)
	Human Resources Management (HR LoB)
	IT Security (ITS LoB)
	IT Infrastructure (ITI LoB)
	Geospatial
	Budget Formulation and Execution (BFE LoB)

In addition, Treasury is focused on identifying and implementing common (multi-bureau) and enterprise (Treasury-wide) solutions in support of an efficient technology architecture that is aligned with Treasury's target EA and the rest of the Federal Government. In addition to the initiatives listed below, Treasury will begin developing more enterprise solutions, including one enterprise learning management solution. Key enterprise-wide IT initiatives at the Department include:

Identity Management

E-Authentication/Public Key Infrastructure (PKI) - An enterprise-wide infrastructure provides trusted authentication, data integrity, encryption, and non-repudiation for internal and external communication and for controlled access to IT resources and business applications.

HSPD-12 (Identity Management) – The Identity Management enterprise service provides the capabilities that establish an enterprise directory service for centrally administered identity management of Treasury’s users.

Treasury Enterprise Directory Services (TEDS) – TEDS serves as an enterprise-wide repository for employee and contractor profiles and authentication information.

Enterprise Content Management (ECM)

ECM - ECM is concerned with the capture, management, storage, preservation and delivery of content and records/documents related to enterprise organizational processes on an enterprise level. ECM identifies the Departments strategy for the alignment of Treasury-wide projects that perform Record, Document, Case, and Content Management.

Infrastructure Consolidation

IPv6 – Treasury formed a PMO to direct and coordinate Treasury’s transition to IPv6. The PMO facilitates completion of all milestones in OMB memorandum 05-22, while ensuring that cyber security vulnerabilities are mitigated and that Treasury realizes as many of the IPv6-derived mission enhancements as practicable.

Goals	Strategies for Achieving Goals	Measures for Success
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Goals	Strategies for Achieving Goals	Measures for Success
<ul style="list-style-type: none"> • Deploy E-Gov services that enhance access, delivery and collaboration for citizens, business and government • Leverage relationships with bureaus and program managers to help foster a collaborative enterprise approach for managing enterprise investments • Fully participate in all applicable Presidential E-Gov initiatives as appropriate and meet E-Gov alignment and milestones • Position the Department to optimize the benefits of one enterprise learning management solution 	<ul style="list-style-type: none"> • Encourage participation in enterprise services • Manage the implementation of enterprise initiatives such as the Enterprise Program Management Office for E-Gov, e-Authentication, HSPD12, and IPv6, • Ensure compliance with quarterly Presidential E-Gov implementation milestones • Implement processes and guidance that encourage enterprise planning and sharing • Identify opportunities for leveraging existing learning management resources and tools for reuse across the Department. 	<ul style="list-style-type: none"> • Increase participation in E-Gov initiatives (i.e., GovDelivery, e-Authentication) • Progress on HSPD12 program • Phased completion of ePMO • Cost savings achieved through participation in enterprise services • Increase participation in internal enterprise services (IPv6, ECM, HSPD-12, ITILOB,) • Approved strategic documents that support E-Gov vision • Implementation of a viable learning management solution which is capable of addressing learning management requirements Treasury-wide

4.5 Cyber Security

The purpose of the Department’s Cyber Security program is to protect all departmental cyber information and information systems and to implement the requirements of applicable laws required to maintain national and sensitive security and ensure Treasury business operations proceed without security events such as interruption or

compromise. In addition, a secure IT environment helps Treasury to support the U.S. financial system and ensure and improve its integrity.

IT Security Policy, Standards and Guidelines are required under the Federal Information Security Management Act (FISMA) as well as OMB and National Institute of Standards and Technology (NIST) guidance. The cyber security vision for Treasury is to develop and maintain a robust information security program that addresses the full range of activities necessary to comply with FISMA, OMB, NSA, and other applicable legislation. IT Security policy business function collaborates with other CIO Enterprise IT Business functions to ensure Security policies and Information Technology policies correlate.

Goals	Strategies for Achieving Goals	Measures for Success
<ul style="list-style-type: none"> • Ensure the Department's compliance with the IG-identified Information Security Management Challenge • Improve the operation of and security provided by the Department's cyber security programs and compliance with FISMA and other applicable requirements • Build strong partnerships and engage with internal and external stakeholders to meet the Cyber Security vision 	<ul style="list-style-type: none"> • Develop a cyber security training plan for all stakeholders within the Department • Update and maintain cyber security guidance and policy • Provide system owners with resources and information needed to integrate security plans in each phase of the ISLC • Continue to mature the plans of action and milestones (POA&M) reporting process and effectively prepare for and coordinate with the Inspector General (IG) audit process 	<ul style="list-style-type: none"> • Results of FISMA Congressional and PMA Scorecards • Improved OIG TIGTA Evaluation Report (IG recognizes agency wide security contingency policy and POA&M process) • OCIO Annual FISMA submission (individual C&A of systems, Getting to Green, compliance w/FISMA) • Percentage of Awareness Training completed • Percentage of specialized security training completed

Goals	Strategies for Achieving Goals	Measures for Success
		<ul style="list-style-type: none"> • Number of Systems that are C&A certified • Percentage of Systems with contingency and risk mitigation plans • Percentage of Systems with tested contingency plans • Percentage of Systems that comply with enterprise security plans

4.6 Telecommunications and Operations

The Telecommunications and Operations program is responsible for the engineering, operations, and management of the Department’s enterprise voice and data telecommunications services. This includes oversight and overall operations management of the telecommunications infrastructure, including operational security, and disaster recovery (DR) operations. This enterprise-wide telecommunications infrastructures services Treasury bureaus and offices and integrate with their internal bureau networks and systems. The primary objective of the Telecommunications and Operations program areas is to provide fully integrated voice, video, data and network capabilities to create a collaborative environment for Treasury.

In line with industry trends and best practices, telecommunications management at Treasury is undergoing a transformation, shifting from government-owned and operated systems and services to performance-based, managed services approaches. Telecommunications and Operations is managing several key initiatives in line with Treasury’s IRM vision and goals.

Treasury Communications Enterprise (TCE) - The TCE program promotes a performance-based managed services contract that provides end-to-end telecommunications service for all Treasury bureaus.

Treasury Foreign Intelligence Network (TFIN) - TFIN is undergoing a three-year modernization effort that will introduce new and expanded capabilities for the Treasury intelligence analysts to execute their mission objectives in support of the global war on terror.

Treasury Secure Data Network (TSDN) - TSDN requires a modernization effort (similar to TFIN) to introduce new and expanded capabilities for the Treasury intelligence analysts to execute their law enforcement mission objectives.

Goals	Strategies for Achieving Goals	Measures for Success
<ul style="list-style-type: none"> • Provide enterprise telecommunications solutions for core business activities • Provide effective oversight of DO telecommunications IT investments and security • Improved management of large, multi-year acquisitions of systems and other capital investments. • Improved IT security management to ensure consistency and repeatability • Consistently deliver reliable, available, and efficient IT services to the end-user at a reasonable price. 	<ul style="list-style-type: none"> • Develop system consolidation plan • Develop enterprise transition plan • Establish a repeatable IT Service Delivery Management process with a high degree of maturity • Fully utilize EA and ensure enterprise system alignment to EA • Adopt industry best practices such as ITIL, CMMI, etc • Finalize IT Infrastructure 	<ul style="list-style-type: none"> • Completion of enterprise-wide environment for servers and hosting services • Increase in number and use of enterprise-wide collaboration tools • Use and effectiveness of consolidated infrastructure

Goals	Strategies for Achieving Goals	Measures for Success
<ul style="list-style-type: none"> • Provide Treasury with the necessary technology tools and connectivity to perform its mission in support of the war on terrorism. 	modernization and technology refresh <ul style="list-style-type: none"> • Develop new DR capability based on specific user/system requirements that enables desired availability posture per individual system owner business drivers • Deliver TFIN and TSDN systems on-time and within budget to the full satisfaction of the user requirements 	

4.7 Information Management

The Information Management (IM) Program at Treasury provides enterprise leadership and guidance to implement statutory and regulatory records and information management programs. The Department of Treasury has established an IM strategy to address the agency-wide implementation of the Federal Records Act (FRA), the Paperwork Reduction Act, the Government Paperwork Elimination Act (GPEA), Electronic Government Act, and the Electronic Freedom of Information Act (EFOIA) requirements. The enterprise-wide functional activities of the IM program includes identifying and directing high priority electronic records management projects, minimizing the burden of information collection on the public, and coordinating compliance, use, and waivers regarding voluntary standards. The IM program is directly aligned to electronic recordkeeping and electronic transaction provisions under GPEA, the government-wide electronic records management (ERM) initiative under E-Government, as well as E-Rulemaking via the information collection program. The program is the intermediary between Treasury bureaus and department office and the oversight bodies, such as the National Archives and Records Administration (NARA), Office of Management and Budget (OMB), and General Accounting Office (GAO).

Goals	Strategies for Achieving Goals	Measures for Success
<ul style="list-style-type: none"> • Comply with the provisions in the PRA • Provide continuous training, seminars and workshops and technical assistance to PRA clearance officers and program managers • Implement a coordinated privacy function within the Department • Provide oversight to ensure that PIAs are conducted in accordance to the E-Government Act and OMB guidance • Promote Treasury-wide electronic recordkeeping and engage in enterprise records system deployment based on ERM EGov initiative • Conduct and/or facilitate Treasury-wide records management training and awareness opportunities • Maintain the Treasury directives 	<ul style="list-style-type: none"> • Eliminate and/or resolve any violations that would cause OMB to send the Secretary a violation letter • Conduct bureau PRA compliance reviews • Develop the Department's Annual Information Collection Budget • Update IC directive and guidance and provide training and awareness materials, including hands-on training to bureaus and DO program managers and clearance officers • Ensure bureau clearance officers are kept abreast of current changes and new systems development in the PRA program • Formalize a Privacy Advisory Board under the Treasury CIO Council • Create and implement Department-wide level of appropriate privacy awareness 	<ul style="list-style-type: none"> • Number of PRA violations • Number of compliance reviews conducted • Number of emergency extensions requested • Percentage of 30-day Federal Register notices filed electronically • Reduction in number of days between submission and publication dates of Federal Register notices • Percent reduction in annual burden hours • Number of collections reduced • Percent increase in the number of information collection processes being tracked • Percent volume of paper records transferred to NARA • Percent decrease in cost to store paper records • Percent reduction in printing of forms • Percent decrease in number of paper standard and optional forms • Number of external directories with incorrect Treasury information • Status of detailed inventory of

Goals	Strategies for Achieving Goals	Measures for Success
	training <ul style="list-style-type: none"> • Strengthen PIA process • Develop policies and procedures to manage the life cycle of records • Continue supporting program that is responsible for reviewing, updating, and creating uniform directives to ensure that the Treasury bureaus and offices remain current with applicable laws and regulations 	Treasury interagency reports <ul style="list-style-type: none"> • Percent compliance with directives • Number of directives that have erroneously expired • Number of expired directives

5 IT PORTFOLIO LINKAGE TO STRATEGIC GOALS

For the most appropriate use of Treasury information resources, the strategic planning process must consider the enterprise architecture standards and procedures needed to support the capital planning and investment control process. IT investments should be non duplicative and directly support the business and IT strategic goals and objectives for Treasury.

This section discusses the specific Treasury IT portfolio items and their relationship to the Treasury strategic goals. A summary of each bureau's mission and certain strategic IT initiatives is provided. Many of the initiatives listed in the following sections are also mentioned in the bureau level strategic plans while others were pulled from the Treasury IT Portfolio tool based on dollar amount. The figure below shows the number of Treasury's major IT investments that align to each of Treasury's strategic goals. A full listing of Treasury's major IT investments and their linkages to Treasury's strategic goals can be found in Appendix C.

Table 5-1: Number of Treasury Major IT Investments Aligned to Each Treasury Strategic Goal*

Treasury Strategic Goals	Major IT Investments Aligned to Goal
Effectively Managed U.S. Government Finances	43
U.S. and World Economies perform at full economic potential	2
Prevented terrorism and promoted the nation's security through strengthened international finances	3
Management and organizational excellence	10

5.1 Alcohol and Tobacco Tax and Trade Bureau (TTB)

TTB administers the Federal laws on the production and taxation of alcohol and tobacco products, as well as the statutes that impose Federal excise tax on firearms.

TTB's first electronic government initiative includes the COLAs Online system which is an internet-based system that allows industry members to apply for Certification/Exception of Label/Bottle Approval online. This directly contributes to Treasury's goal of Effectively Managed U.S. Government Finances by automating and streamlining a process to ensure that alcohol and tobacco products comply with federal laws and regulations.

5.2 Bureau of Printing and Engraving (BEP)

BEP designs and manufactures high quality notes and other financial documents that meet customer requirements for quality, quantity and performance and deter counterfeiting.

BEP is leveraging its information technology to improve the management of the department's resources by improving its intranet too, In\$ite, and adding increased functionality as a business tool for BEP staff across the country.

5.3 Bureau of the Public Debt (BPD)

BPD borrows the money needed to operate the federal government, accounts for the resulting public debt and provides reimbursable support services to federal agencies, as well as issues and services US Treasury marketable savings and special-purpose securities.

BPD is helping to improve the management of the Department and promote expanded electronic governance by hosting and managing the Administrative Resource Center (ARC), an office and online service that provides a variety of different administrative resources to organizations within Treasury and throughout the federal government. ARC offers travel, accounting, human resources, procurement and other services to its customers throughout the government.

BPD is also home to the Government Agency Investment Services System (GAISS), which consists of five system components: Invest One, FedInvest, FedInvest Maintenance Facility, Special Purpose Securities System (SPSS), and SLGSafe. This consolidation of the various components of BPD's business areas improves the bureau's ability to monitor the budget and mission performance of the various initiatives through integration of the data from the various systems.

5.4 Community Development Financial Institution Fund (CDFI)

The CDFI Fund expands the capacity of community development financial institutions and community development entities to provide credit, capital, tax credit allocations, and financial services to underserved populations and communities in the United States.

The CDFI Fund is a participant in Grants.gov, which was born of the E-Grants initiative as part of the President's Management Agenda in 2002. Participating in the Grants.gov E-Government initiative allows the CDFI Fund to publicize and distribute grants more easily while leveraging a government-wide web-based solution.

5.5 Departmental Offices (DO)

DO is composed of divisions, as described below, headed by Assistant Secretaries, some of whom report to Under Secretaries, with primary responsibility for policy formulation and overall management of the Treasury.

Domestic Finance develops polices and economic guidance, which help create the conditions for domestic prosperity through advice and assistance in domestic finance, banking, financial institutions, federal debt finance, financial regulation, and capital markets.

The Office of Economic Policy is responsible for analyzing and reporting on current and prospective economic developments in the U.S. and world economies and assisting in the determination of appropriate economic polices, which strongly influence conditions for prosperity abroad.

The Executive Office of Terrorist Financing and Financial Crime develops and implements U.S. strategies to combat terrorist financing domestically and internationally; develops and implements the National Money Laundering Strategy as well as other polices and programs to fight financial crimes; administers the Treasury Forfeiture Fund through the Executive Office for Asset Forfeiture; implements strategies to administer and enforce economic and trade sanctions based on U.S. foreign policy and national security goals through the Office of Foreign Assets Control, which enforces economic and trade sanctions based on U.S. foreign policy and national security goals, as well as implements sanctions against targeted foreign countries, terrorists, international narcotics traffickers, and those engaged in activities related to the proliferation of weapons of mass destruction.

The Office of International Affairs advises and assists in the formulation and execution of U.S. international economic and financial policy, including the development of polices for international financial, economic, monetary, trade, investment, bilateral aid, environment, debt, development, and energy programs; develops policy for the U.S. participation in international financial institutions.

Tax Policy develops and implements tax polices and programs; review regulations and rulings to administer the Internal Revenue Code; negotiates tax treaties; and provides economic and legal policy analysis for domestic and international tax policy decisions; provides estimates for the President's budget, fiscal policy decisions, and cash management decisions.

Internally, DO is responsible for overall management of the Department. Offices responsible for the internal management and controls include General Counsel, the Assistant Secretary for Management and Chief Financial Officer, Public Affairs, and the Treasurer of the United States. Additionally, the

inspector general functions provide independent audits, investigations, and oversight to the Treasury and its programs.

Strategic IT initiatives for DO include the Treasury Foreign Intelligence Network (TFIN), the Treasury Community Enterprise (TCE,) and the Financial Analysis and Reporting System (FARS). The purpose of the TFIN system is to assist Department of the Treasury analysts in their ongoing efforts to provide meaningful intelligence to senior Treasury management as well as to other agencies within the Intelligence Community (IC). Currently, the users of the TFIN utilize information provided via cables as well as from multiple data repositories not readily accessible with a user configurable federated query capability. TFIN operates at the TS/SCI level. Users conduct activities over TFIN in order to execute their operational responsibilities and meet Executive Order, legal, policy and regulatory mandated requirements imposed on the Department of the Treasury.

The TFIN environment is being modernized through a two-step process that involves stabilization of the existing system through an upgrade of the current infrastructure, followed by a system enhancement initiative to provide expanded toolsets for the analyst to perform their duties more efficiently and effectively. As part of the Department's expanding role in prosecuting the War on Terror, TFIN has grown well beyond the original user community within the Watch Office. The TFIN redesign will enable the system to take advantage of new technologies and capabilities, and significantly enhance Treasury's ability to exchange information with the IC and other entities. This comprehensive modernization of TFIN will provide an increased analytical toolset, enhanced ability to share data warehouses with other IC organizations, and provide a robust and modular infrastructure capable of growing with the mission.

Treasury is transitioning to TCE, a new program for wide area network (WAN) services. TCE reflects today's telecommunications industry best practices, incorporating the most current technology with a managed service environment. TCE is a single network, owned and operated by the TCE Vendor, that meets the broad spectrum of technical and security requirements that Bureaus currently satisfy via multiple contracts and networks. TCE will allow the Government to offer scalable, world-class, customer-focused services in support of mission-critical and other daily Government activities. A centralized network, with established and consistent standards and interfaces, will reduce the management burden of the network and will allow for greater interoperability through a consolidation of vendors and vendor products.

The FARS system is operated by the Office of the Deputy Chief Financial Officer, Financial Systems Integration (FSI) program, which provides systems and program support to produce Treasury's financial statements and management reports. These quarterly and monthly reports are distributed to Office of Management and Budget (OMB), Financial Management Service

(FMS) and bureau Chief Financial Officers. Programs covered by FSI include financial analysis and reporting, performance management; audit follow-up and FAIR Act reporting. Bureaus submit required data into FARS to meet program, legislative OMB requirements.

5.6 Financial Crimes Enforcement Network (FinCEN)

FinCEN safeguards the financial system from the abuses of financial crime, including terrorist financing, money laundering and other illicit activity.

FinCEN's use of BSA Direct E-Filing allows the integrity of financial systems to be protected by providing automated technology solutions that support the gathering and sharing of financial intelligence information.

5.7 Financial Management Service (FMS)

FMS provides central payment services to federal program agencies, operates the federal government's collections and deposit systems, provides government-wide accounting and reporting services and manages the collection of delinquent non-tax debt owed to the US Government.

Since October 2000, FMS has collected monies through a federal Internet portal called Pay.gov. Pay.gov provides collections, form submittal and bill presentment, authentication, and agency financial reporting services. Pay.gov, which has been implemented with 85 Federal agencies representing 208 cash flows, collected \$29.5 billion in fiscal year 2006. In December 2005, Pay.gov implemented a major system upgrade and successfully converted a \$20 billion annual cash flow representing duties collected by U.S. Customs and Border Protection. Pay.gov promotes improved management of the government's finances and streamlines and automates processes, thus encouraging better management of the Department's resources.

FMS also operates the Government-wide Accounting and Reporting Modernization Project (GWA). The GWA Project modernizes GWA and nine subsumed Government On-line Accounting Link System II (GOALS II) applications to achieve increased efficiencies in the collection and dissemination of financial information to and from Federal Program Agencies (FPA) and eliminates redundant reporting and reconciliation efforts. GWA provides over 4,500 worldwide users with central accounting and reporting functions and processes associated with budget execution, accountability, cash, and other asset management.

5.8 Internal Revenue Service (IRS)

IRS is the largest of Treasury's bureaus. It determines, assesses, and collects tax revenue for the US Government.

IRS uses IT initiatives such as the Electronic Federal Tax Payment System (EFTPS) and Electronic Fraud Detection System (EFDS) as a means of automating certain mission critical aspects of their work, such as the collection of federal tax dollars and the detection of fraudulent information related to taxation management.

In addition, IRS operates the Modernized e-File (MeF) project, which has developed the modernized web-based platform for filing tax and information returns electronically through the Internet via registered Electronic Return Originators (EROs) and makes improvements in filing and processing efficiency through integration and standardization utilizing an Extensible Markup Language (XML) based system.

IRS also owns the Enterprise Data Access Strategy (EDAS), which consists of current data extracted at various intervals from the Tax Master Files, Return Transactions Files, Payer Master File and the Information Returns Master Files residing on an IBM mainframe located at the Martinsburg Computing Center. This data is loaded into EDAS housed at the Detroit Computing Center (DCC), linking all related information about a taxable entity in a relational format. EDAS is the only IRS system that links all of these disparate files into a single source of information. In FY08 the system will be expanded to include the most recent return and tax data for those returns filed both electronically and in paper form in tax year 2007. Additional reports and views into the data will be created to satisfy the needs of a broader customer base. This will enable the IRS to retire some outdated legacy system programs that currently perform these functions against the IRS Master Files.

A key component of IRS's modernization of its submissions processing domain is the Customer Account Data Engine (CADE) system. The IRS is critically dependent on obsolete, fundamentally deficient computer systems developed over 40 years ago. CADE will provide the data foundation for a modernized IRS by replacing the Individual Master File (IMF) and enabling the replacement of related Integrated Data Retrieval System (IDRS) components with new technology, new applications, and new databases.

CADE will create applications for daily posting, settlement, maintenance, refund processing, and issue detection for individual taxpayer tax account and return data. The database and applications developed under the CADE umbrella will also enable the development of subsequent modernized systems that improve customer service and compliance. The approach to investments in CADE is in alignment with OMB A-130, Clinger-Cohen, and the IRS' Enterprise Life Cycle methodology.

CADE will be developed incrementally in seven releases with two semi-annual releases per year, one in January and the other in July. The January releases

will include filing season and tax law changes with minimal new functionality. The July releases will focus on new functionality and any necessary tax law changes. This approach delivers more business capability earlier with fewer risks. Migrating taxpayers by segments is predicated upon making limited and controlled investments in IRS tax database modernization starting with the least complex processing environment. At the conclusion of Release 7, CADE will have replaced the IMF and the IRS will conduct business more differently than it does today.

CADE will ensure tax refunds paid to taxpayers are timely, thus furthering the goal to ensure all federal payments are accurate and timely. Since refunds will be issued very quickly, usually within 4-6 days from posting in CADE, taxpayers will have drastically reduced incentive to pay for a Refund Anticipation Loan (RAL) compared to the current situation. CADE data will be current, complete, and accurate and will allow on-line access and updates to taxpayer accounts, thus improving processing efficiency. CADE will make more accurate and timely tax data available to IRS auditors, thus increasing their performance. CADE will increase overall performance by providing the authoritative data necessary to detect issues earlier and identify potential areas of non-compliance. Early and prompt identification of potential tax preparation problems will reduce the burden on taxpayers to fully comply with current tax code.

5.9 Office of the Comptroller of the Currency

OCC charters, regulates, and supervises national banks to ensure a safe, sound, and competitive banking system that supports the citizens, communities, and the economy.

OCC's Enterprise Systems established a Web portal family of services to promote the goal of modernizing the OCC'S web publishing processes and systems. The modernized way of doing business is to provide a standard, secure, and efficient data-processing environment on which to operate OCC's line of business applications. This goal is being achieved through the establishment of Internet, Intranet and Extranet web portals.

5.10 Treasury Inspector General for Tax Administration (TIGTA)

The Treasury Inspector General for Tax Administration (TIGTA) was established under the IRS Restructuring and Reform Act of 1998 to provide independent oversight of IRS activities. TIGTA promotes the economy, efficiency, and effectiveness in the administration of the internal revenue laws. It is also committed to the prevention and detection of fraud, waste, and abuse within the IRS and related entities.

The Audit Trail Lead Analysis System is a strategic initiative leveraged by TIGTA in order to improve the management and accountability of the Department of the Treasury. ATLAS enables the TIGTA to identify IRS employees who may have violated the Taxpayer Browsing Protection Act of 1997.

5.11 United States Mint

The Mint designs and manufactures domestic, numismatic, and bullion coins as well as commemorative medals and other numismatic items. The Mint distributes U.S. coins to the Federal Reserve Banks and maintains physical custody and protection of the nation's gold assets.

The United States Mint's Retail Sales System (RSS), formerly reported as the e-Business Solutions system (e-SP), supports the e-commerce catalog and is a robust application for multi-channel commerce. RSS supports Treasury's goal of promoting stable US and world economies.

**APPENDIX A TREASURY INFORMATION RESOURCES
MANAGEMENT POLICIES**

Personal use of Government Office Equipment (TD 87-04)
Department of Treasury Security Manual (TD 71-10)
Treasury IT Manual (TDP 81-01)
Treasury Information System Life Cycle Manual (TDP 81-01)
Treasury IT CPIC Policy Guide
Treasury Baseline Change Request Policy
Treasury E-300 Scoring Guide
Treasury Alternatives Analysis Policy Guide
Treasury Earned Value Management (EVM) Policy Guide
Protection of Laptop Computers
Department of the Treasury Information Technology (IT) Security Program (TDP 85-01)
Security Control Guide for the Department of the Treasury's Sensitive Critical Information Assets Associated with Project Matrix
Security Classification Guide for the Department of the Treasury's Critical Information Assets Associated with Project Matrix
General Support System Security Plan Template
Major Application Security Plan Template
Risk Assessment Document Template
Information Technology Strategic Plan
EA Governance
EA Change Control Process

APPENDIX B LIST OF KEY ACRONYMS

ARC – Administrative Resource Center
BEP – Bureau of Engraving and Printing
BPD – Bureau of the Public Debt
BRM – Business Reference Model
CDFI – Community Development Financial Institutions
CFO – Chief Financial Officer
CIO – Chief Information Officer
CPIC – Capital Planning and Investment Control
DO – Departmental Offices
EA – Enterprise Architecture
FARS – Financial Analysis and Reporting System
FEA – Federal Enterprise Architecture
FEA-PMO – Federal Enterprise Architecture Program Management Office
FinCEN – Financial Crimes Enforcement Network
FIPS Pub – Federal Information Processing Standards Publication
FISMA – Federal Information Security Management Act
FMS – Financial Management Service
GAO – General Accounting Office
GPEA – Government Paperwork Elimination Act
GPRA – Government Performance and Results Act
HRIS – Human Resources Information System
IG – Inspector General
IPT – integrated project team
IRM – information resources management
IRS – Internal Revenue Service
IT – Information Technology
ITIM – information technology investment management
JAMES – Joint Audit Management Enterprise System
OCC – Office of the Comptroller of the Currency
OCIO – Office of the Chief Information Officer
OIG – Office of the Inspector General
OMB – Office of Management and Budget
OTS – Office of Thrift Supervision
PMA – President’s Management Agenda
POA&M – Plans of Action and Milestones
PRS - Performance Reporting System
SCMT – Standards and Configuration Management Team
SRM – Service/Component Reference Model
STAWRS – Simplified Tax and Wage Reporting System
TEAC – Treasury Enterprise Architecture Sub-Council
TCE – Treasury Communications Enterprise
TCS – Treasury Communications System
TDES – TreasuryDirect Electronic Services
TEDS – Treasury Enterprise Directory Services
TIER - Treasury Information Executive Repository
TIGTA – Treasury Inspector General for Tax Administration

TIRB – Treasury Investment Review Board
TTB – Alcohol and Tobacco Tax and Trade Bureau

APPENDIX C MAJOR INVESTMENTS ALIGNMENT TO STRATEGIC GOALS

Number	Investment	Bureau	Short Description	Segment	Strategic Goal
1	GAISS	Bureau of Public Debt	The Government Agency Investment Services System (GAISS) is a major application consisting of five system components that support the investment and loans receivable functions performed in the Office of Public Debt Accounting.	Asset and Liability Management	Effectively manage U.S. Government Finances
2	Treasury Automated Auction Processing System (TAAPS)	Bureau of Public Debt	The new version of TAAPS is a custom-designed electronic auction processing system that will support the sale and issuance of Treasury marketable securities.	Asset and Liability Management	Effectively manage U.S. Government Finances
3	TreasuryDirect	Bureau of Public Debt	Provides a customer-centric, single-retail application for Treasury investments. Enables individual, corporate, and government investors to purchase securities and manage their accounts using the Internet.	Asset and Liability Management	Effectively manage U.S. Government Finances
4	Oracle e-Business Suite	Bureau of Public Debt	Oracle e-Business Suite is a web-enabled COTS application that provides an integrated, accounting, budgeting, and reporting system.	Financial Management	Management organization excellence
5	Public Debt Accounting and Reporting System (PARS)	Bureau of Public Debt	Provides financial and securities accounting for the national debt of the United States. Performs financial and securities accounting, interest and principal payments, and timely debt reporting.	Asset and Liability Management	Effectively manage U.S. Government Finances
6	SaBRe	Bureau of Public Debt	Processes cash and security transactions resulting from the sale and redemption of accrual savings bonds. Supports accrual and current-income savings bond accounting.	Asset and Liability Management	Effectively manage U.S. Government Finances

Number	Investment	Bureau	Short Description	Segment	Strategic Goal
7	Fiscal Management 09	Comptroller of the Currency	This project is the modernization and integration of all major OCC financial management systems based on the best practices of industry and government.	Financial Management	Management organization excellence
8	DC Pensions System to Administer Retirement (STAR)	Departmental Office	STAR automates the determination of eligibility, pension benefits calculations, and delivery of payments to annuitants and survivors of the Judges Pension Plan, teachers, police and firefighters, and service annuitants who retired after June 1997.	Income Security	Effectively manage U.S. Government Finances
9	Financial Analysis & Reporting System (FARS)	Departmental Office	FARS (TIER, CFO Vision, JAMES, BET, AMS, and PRS) is the enterprise-wide financial management system that produces consolidated financial statements, the annual Performance and Accountability Report, and audit of the Treasury financial statements.	Financial Management	Management organization excellence
10	Treasury-Wide Enterprise Content Management (ECM) Services -- 2010	Enterprise wide Investments	FinCEN, OFAC & IRS CI joined to develop an ECM solution that includes shared SW, meets requirements of all 3 orgs, leverages COTS licenses at Treasury, a shared SW dev/maintenance service provider; shared ops support services & contract vehicles	Treasury-wide Enterprise Content Management	Prevented terrorism and promoted nation's security through strengthened international financial systems
11	Consolidated Enterprise Identity Management (EIDM) Project	Enterprise wide Investments	The EIDM accounts for Treasury identity management capital assets, processes and procedures into an enterprise-wide system and oversees new identity management enterprise solutions when doing so improves performance and security while reducing cost.	Identity Management	Management organization excellence

Number	Investment	Bureau	Short Description	Segment	Strategic Goal
12	HR LoB - HR Connect	Enterprise wide Investments	HR Connect (HRC) delivers HR services through its self-service model. HRC transforms how employees, managers, and HR staff execute HR functions and obtain information. It provides a payroll interface to the USDA-NFC and supports eGov initiatives.	Human Resource Management	Management organization excellence
13	Enterprise IT Infrastructure Optimization Initiative (EITIO)	Enterprise wide Investments	This program identifies and exploits opportunities to apply common infrastructure solutions across the Department, to achieve economies of scale through Treasury's collective buying power, and to enhance IT governance, delivery and service.	Information and Technology Management	Management organization excellence
14	FinCEN Enterprise Case Management Systems	Financial Crimes Enforcement Network	Project to modernize FinCEN's information management capability to provide more effective support to internal and external stakeholders.	Economic Development	Management organization excellence
15	Automated Standard Application for Payments (ASAP)	Financial Management Service	The investment is an approved grant payment system selected by the CFO Council for civilian FPAs. ASAP supports grant payment needs of FPAs, cash management regulations, the PMA, and Department and FMS strategic goals.	Central Fiscal Operations	Effectively manage U.S. Government Finances
16	Deposit and Data Management (DDM)	Financial Management Service	Through Shared Accounting Module (SAM), Transaction Reporting System (TRS), & CA\$HLINK II, DDM provides: financial data in an enterprise architecture; centralized transaction; deposit reporting; and accounting classifications for Federal receipts.	Central Fiscal Operations	Effectively manage U.S. Government Finances

Number	Investment	Bureau	Short Description	Segment	Strategic Goal
17	FedDebt	Financial Management Service	FedDebt integrates debt collection programs (TOP, cross-servicing) on a single platform, improves Debt Collection Improvement Act compliance, provides a dynamic interface to accounting functions, and offers a single web-based customer interface.	Debt Collection	Effectively manage U.S. Government Finances
18	Financial Information and Reporting Standardization (FIRST)	Financial Management Service	FIRST is 4 systems: USSGL Interactive Database (SID), Gov'twide Financial Report System (GFRS), Gov'twide Treasury Account Symbol Accounting Trial Balance System (GTAS), Intragov'tal Fiduciary Confirmation System (IFCS). GTAS will replace IFCS.	Central Fiscal Operations	Effectively manage U.S. Government Finances
19	Pay.gov	Financial Management Service	Pay.gov is the Government's Internet Collection channel for all non-tax collections. Pay.gov offers a suite of electronic financial services to assist agencies in their collection. Pay.gov is Treasury's solution for processing ACH Debit Transactions.	Central Fiscal Operations	Effectively manage U.S. Government Finances
20	FMS EFTPS (Electronic Federal Tax Payment System)	Financial Management Service	EFTPS enables all taxpayers to pay all their federal taxes electronically via phone or Internet. This multi-function investment directly supports the Government-wide financial management mission of FMS and is a service provided to the IRS.	Central Fiscal Operations	Effectively manage U.S. Government Finances
21	Government-Wide Accounting and Reporting Modernization (GWA)+	Financial Management Service	GWAMP replaces the legacy STAR central accounting system, integrates 9 GOALS II applications, implements latest data and security technologies, improves system performance, and eliminates redundant reporting and reconciliation requirements.	Central Fiscal Operations	Effectively manage U.S. Government Finances

Number	Investment	Bureau	Short Description	Segment	Strategic Goal
22	International Treasury Services (ITS.gov)	Financial Management Service	ITS.gov is a comprehensive international payment and collection system capable of processing electronic and check payments on behalf of 175 Treasury and non-Treasury disbursed offices including the Department of Defense and the State Department.	Central Fiscal Operations	Effectively manage U.S. Government Finances
23	Internet Payment Platform (IPP)	Financial Management Service	The Internet Payment Platform (IPP) will provide a centralized electronic invoicing and payment information portal accessible to all participants in Federal payment transactions: agencies, payment recipients, and FMS.	Central Fiscal Operations	Effectively manage U.S. Government Finances
24	Intra-Governmental Payment and Collection (IPAC)	Financial Management Service	IPAC enables an intra-governmental funds transfer between Federal Agencies. It provides summarized accounting information to central accounting system allowing FMS to meet its statutory requirements for accounting and reporting.	Central Fiscal Operations	Effectively manage U.S. Government Finances
25	PACER	Financial Management Service	PACER On-Line Module 1 provides on line access to payment status, ability to initiate claims & request/review digital check images. PACER On-Line Module 2 replaced old technology/functionality & automates Disbursing Officer's accounting functions.	Central Fiscal Operations	Effectively manage U.S. Government Finances
26	Payment Application Modernization (PAM)	Financial Management Service	PAM will replace 30+ applications (written in COBOL & Assembler) with a single application using current technologies, allowing flexibility to meet new business requirements supporting processing of federal payments & reducing operational costs.	Central Fiscal Operations	Effectively manage U.S. Government Finances

Number	Investment	Bureau	Short Description	Segment	Strategic Goal
27	Secure Payment System (SPS)	Financial Management Service	SPS is a browser-based Internet version of the legacy Electronic Certification System. The system is PKI enabled and designed with multi-layered security. This is a collaborative effort with the Bureau of Public Debt.	Central Fiscal Operations	Effectively manage U.S. Government Finances
28	Treasury Check Information System (TCIS)	Financial Management Service	The Treasury Check Information System (TCIS) is a state-of-the-art-- and secure record keeping, reconciliation, and claims processing system for check payments. TCIS replaced the Check Payment and Reconciliation System (CP&R) in June 2006.	Central Fiscal Operations	Effectively manage U.S. Government Finances
29	Electronic Fraud Detection System (EFDS)	Internal Revenue Service	The Electronic Fraud Detection System (EFDS), a major DME/mixed life cycle project, is an automated system designed to maximize fraud detection at the time that tax returns are filed to eliminate the issuing of questionable refunds.	Law Enforcement	U.S. and world economies perform full economic potential
30	Campus Bulk Remittance Processing (CBRP)	Internal Revenue Service	CBRP will provide the IRS with high speed bulk processing of paper checks received, allowing electronic funds transfers with near real-time deposits into the Treasury account. It will provide electronic data and image archive for research.	Financial Management	Effectively manage U.S. Government Finances
31	Web Currency Banking and Retrieval System (WebCBRS) - (Major)	Internal Revenue Service	The Web-based Currency and Banking Retrieval System (WebCBRS) is a web-enabled DB2 database that contains Bank Secrecy Act (BSA) information used by law enforcement agencies in tax cases and investigating money-laundering activities.	Law Enforcement	Prevented terrorism and promoted nation's security through strengthened international financial systems

Number	Investment	Bureau	Short Description	Segment	Strategic Goal
32	Criminal Investigation Management Information System (CIMIS) - Major	Internal Revenue Service	CIMIS is the cornerstone application for CI's management. It tracks the status and progress of investigations, time expended by CI employees, employee information, and the inventory of CI's investigative equipment.	Law Enforcement	Prevented terrorism and promoted national's security through strengthening international financial systems
33	Appeals Automated Environment (AAE)	Internal Revenue Service	The Appeals Automated Environment (AAE) provides a fully integrated office automation and case management system that provides information technology support to the Appeals business organization of the Internal Revenue Service (IRS).	Taxation Management	Effectively manage U.S. Government Finances
34	Automated Collection System (ACS) - Major	Internal Revenue Service	The ACS is a computerized inventory system which maintains balance due accounts and return delinquency investigations on the IBM IAP system. IPv6 will not be implemented during the FY09. Currently, ACS is not impacted by the implementation of IPv6.	Taxation Management	Effectively manage U.S. Government Finances
35	Business Master File (BMF)	Internal Revenue Service	This project maintains tax accounts for Businesses and Exempt Organizations. This investment also includes reporting and extracting for all master files, as well as the processing necessary to accept data from multiple input systems.	Taxation Management	Effectively manage U.S. Government Finances
36	Computer Assisted Publishing System (CAPS)	Internal Revenue Service	Provides IT support for development, design, production, procurement and distribution of over 33,000 current and prior revisions of nearly 11,000 IRS published products, and hosts the intranet website which makes them available to users service-wide.	Taxation Management	Effectively manage U.S. Government Finances

Number	Investment	Bureau	Short Description	Segment	Strategic Goal
37	Counsel Automated Systems Environment (CASE)	Internal Revenue Service	CASE is the single integrated automation system in use by the IRS Office of Chief Counsel. Continual operations and maintenance of CASE is required to maintain a minimal level of operations, maintenance and services for Counsel's ongoing need.	Taxation Management	Effectively manage U.S. Government Finances
38	Customer Account Data Engine (CADE)	Internal Revenue Service	CADE, a high priority project, will deliver a database and follow-on applications (daily posting, settlement, maintenance, refund processing, issue detection for individual taxpayer account and return data) to improve customer service and compliance.	Taxation Management	Effectively manage U.S. Government Finances
39	Electronic Management System (EMS)	Internal Revenue Service	The EMS is a front-end processing system that receives, validates, stores, forwards to mainframe Electronic Filing (ELF) systems, and acknowledges electronic files containing tax documents.	Taxation Management	Effectively manage U.S. Government Finances
40	Enterprise Data Access Strategy (EDAS)(Formerly Enterprise Data Warehouse)	Internal Revenue Service	EDAS is the IRS Enterprise system providing one source of taxpayer data in an online relational database. This data is used to identify compliance issues, develop treatment strategies, plan resources, and measure and monitor tax law compliance.	Taxation Management	Effectively manage U.S. Government Finances
41	e-Services	Internal Revenue Service	e-SVS is a suite of web-based, self-assisted services that allow authorized individuals to do business with the IRS electronically. e-Services products are currently available to tax practitioners, registered agents and other third parties.	Taxation Management	Effectively manage U.S. Government Finances

Number	Investment	Bureau	Short Description	Segment	Strategic Goal
42	Excise Files Information Retrieval Systems (ExFIRS)	Internal Revenue Service	ExFIRS is an umbrella system made up of nine subsystems that support the collection of motor fuel industry information, automated analysis of this information, and identification of areas with the highest risk for nonpayment.	Taxation Management	Effectively manage U.S. Government Finances
43	Filing and Payment Compliance (F&PC)	Internal Revenue Service	F&PC will identify/resolve balance-due & non-filer cases above a minimum threshold, shorten the filing compliance life cycle to ensure more timely resolution, & shorten the average payment compliance life cycle to 6 months for non-enforcement cases.	Taxation Management	Effectively manage U.S. Government Finances
44	Individual Master File (IMF)	Internal Revenue Service	IMF is the authoritative data source for individual tax account data. All the other IRS information system applications that process IMF data depend on output from this source. IMF is a critical component of IRS's ability to process tax returns.	Taxation Management	Effectively manage U.S. Government Finances
45	Information Returns Processing (IRP)	Internal Revenue Service	Information Return Processing is the Secretary of the Treasury's designee to receive information documents (Forms W-2, 1099, K-1, etc). This data is used for compliance function, research, and by statute is shared with state tax administrations.	Taxation Management	Effectively manage U.S. Government Finances
46	Integrated Collection System (ICS)	Internal Revenue Service	ICS is a computerized case processing inventory system which maintains balance due accounts and return delinquency investigations for IRS field employees. The system is used by revenue officers, managers and support staff.	Taxation Management	Effectively manage U.S. Government Finances

Number	Investment	Bureau	Short Description	Segment	Strategic Goal
47	Integrated Customers Communication Environment (ICCE)	Internal Revenue Service	Modernized Internet Employee Identification Number (ModIEIN) and Electronic Installment Agreement (eiA), both steady-state applications, will be merged into the Integrated Customer Communications Environment (ICCE) investment.	Taxation Management	Effectively manage U.S. Government Finances
48	Integrated Data Retrieval System (IDRS)	Internal Revenue Service	Since 1966, IDRS has been a mission-critical system. Used by 60,000 IRS employees, it provides for systemic review, consistency in case control, alleviates staffing needs, issues notices to taxpayers and allows taxpayers to see status of refunds.	Taxation Management	Effectively manage U.S. Government Finances
49	Integrated Submission and Remittance Processing System (ISRP)	Internal Revenue Service	ISRP is the legacy frontline tax processing system that processes paper tax returns from individuals and businesses. It also updates tax forms to comply with changes in tax laws.	Taxation Management	Effectively manage U.S. Government Finances
50	Modernized e-File (MeF)	Internal Revenue Service	This investment combines MeF (UPI #015-45-01-14-01-4692-00) and ETEC (UPI # 015-45-01-14-01-2462-00) investments. Combining the investments maximizes MeF web-based platforms for filing tax and information returns electronically through the Internet.	Taxation Management	Effectively manage U.S. Government Finances
51	Reporting Compliance Case Management System (RCCMS)	Internal Revenue Service	RCCMS is a new Major investment that will leverage existing TREES-015-45-01-14-02-2226-00 and TECCS-015-45-01-12-02-2519-00 non-majors and a proposed new investment that will consolidate source code & data models to support multiple Exam activities.	Taxation Management	Effectively manage U.S. Government Finances

Number	Investment	Bureau	Short Description	Segment	Strategic Goal
52	Service Center Recognition Image Processing System (SCRIPS)	Internal Revenue Service	SCRIPS is a data capture, management & storage system-a source of critical Federal Tax Deposit (FTD) funds for the Treasury Dept. Uses high speed scanning & digital imaging technology to process paper tax returns & convert them to electronic form.	Taxation Management	Effectively manage U.S. Government Finances
53	Tax Return Data Base (TRDB)	Internal Revenue Service	The Tax Return Database (TRDB) is an online relational database containing the information submitted on tax returns. It is the legal repository for returns filed through various electronic filing systems (ELF, TeleFile) and manually filed returns.	Taxation Management	Effectively manage U.S. Government Finances
54	Financial Management Information Systems (FMIS)	Internal Revenue Service	FMIS is one of the primary sources of data used to prepare the IRS' Custodial Financial Statement and to support the financial statement audit. FMIS also provides data that drives IRS enforcement systems.	Financial Management	Management organization excellence
55	Integrated Financial System/CORE Financial System (IFS)	Internal Revenue Service	Upgrade the enterprise-wide IFS and migrate to a Shared Service Provider (SSP) in compliance with OMB Federal Management Line of Business (FMLOB) & Federal Systems Integration Office (FSIO) requirements.	Financial Management	Management organization excellence
56	Interim Revenue Accounting Control System (IRACS)	Internal Revenue Service	This non-discretionary system is the lawful, complete, and only means the IRS has for the purpose of recording, controlling, accounting for, reconciling and balancing monies collected for payment of taxes.	Financial Management	Management organization excellence
57	Account Management Services (AMS)	Internal Revenue Service	AMS will provide CSRs & TEs with tools to access information quickly & accurately in response to complex customer inquiries. AMS will deliver technical & functional infrastructure necessary to undertake the modernization of IDRS & retire DI & CIS.	Taxation Management	Effectively manage U.S. Government Finances

Number	Investment	Bureau	Short Description	Segment	Strategic Goal
58	Mint Retail Sales System (RSS)	United States Mint	The United States Mint's Retail Sales System, formerly e-SP, supports the e-commerce catalog and is a robust application for multi-channel commerce: from web storefronts, to order management, fulfillment, customer service and marketing activities.	Public Goods Creation & Management	U.S. and world economies perform at full economic potential