



U.S. Department of the Treasury

Public Law 115-336, "21st Century Integrated Digital Experience Act"

December 2022 Report

Prepared for the Office of Management and Budget and the public per the requirements of section 3(d) of Public Law 115-336.

Progress to Implement the 21st Century Integrated Digital Experience Act 2022 Annual Report

Background

Section 3(d) of the [21st Century Integrated Digital Experience Act \(21st Century IDEA\)](#) requires the head of each federal executive branch agency to report annually (through 2023) to the Director of the Office of Management and Budget (OMB) and the public on the agency's progress to implement the requirements of the Act, and modernize their websites and digital services. The information below details our efforts to modernize our websites and digital services in 2022.

Efforts to Date

Building on the [work we began in 2019-2021](#), our focus in 2022 has been to continue with modernizing and improving our websites, digitizing services and forms, improving customer experience, standardizing the use of centralized shared services, and supporting administration priorities. Treasury continues to leverage 21st Century IDEA initiatives to streamline our digital footprint to better serve the American public.

Major accomplishments for 2022 include the expansion of digital access to communications, upgrading and migrating systems, applying shared services, and increasing support of accessibility and mobile devices. Treasury websites also underwent redesign efforts to deliver a cohesive user experience (UX) for the public.

Accomplishment #1: Improve and Modernize Websites

In 2022, Treasury continued to evaluate its public-facing websites and digital content and took measures to enhance these solutions to better serve the American public. From upgrading content management systems (CMS) to improving accessibility and mobile access, Treasury is committed to ensuring our websites are reliable and user-friendly.

- The Bureau of Engraving and Printing (BEP) successfully launched an updated website ([BEP.gov](#)) on Treasury's shared CMS. Delivering a contemporary, responsive design that contains 508 compliant visual components with interactive capabilities and allows for more dynamic content updates and web publishing features. [BEP.gov](#) averages around 50,000 users per month and the update significantly reduced the website's bounce rate to 1.6%.
- The Bureau of the Fiscal Service (Fiscal Service) launched a major redesign of [TreasuryDirect.gov](#) and completed a content rewrite on the Bureau's Administrative Resource Center's (ARC) shared services website, [arc.fiscal.treasury.gov](#). The [TreasuryDirect.gov](#) redesign benefits the 25 million customers that have visited the website year to date by including a modernized look and feel, a new task-based navigation, embedded help, improved search function, responsive design, and streamlined content that is written in plain language.
- The Internal Revenue Service (IRS) collected data about how users interact with the [IRS.gov](#) website, evaluating it against the business needs of each page. Based on analysis of that

data, IRS created five new content templates for common page types which created a more consistent user experience by ensuring users can easily navigate to critical information.

- The United States Mint (Mint) implemented a “waiting room” functionality to its e-commerce, cloud-hosted website, catalog.usmint.gov. This feature allows Mint to route excess users to a custom-branded waiting room, helping preserve customer experience and protecting servers from overwhelming requests during high volume coin launches.
- The Office of the Comptroller of the Currency (OCC) fully applied the U.S. Web Design Systems (USWDS) to [OCC.gov](https://www.occ.gov), [Helpwithmybank.gov](https://helpwithmybank.gov), and [Careers.OCC.gov](https://careers.occ.gov) to make it easier to build and manage accessible and mobile-friendly websites.
- OCC enhanced its search application on [OCC.gov](https://www.occ.gov) by merging four data sets, allowing the public to gain more granular information on OCC’s regulated institutions in a single place.

Accomplishment #2: Digitize Services, Forms, and Accelerate E-Signature Use

Efforts continue to streamline processes across Treasury as bureaus and offices look at opportunities to digitize their services. Automating processes and enhancing communication improved efficiency and reduced costs associated with previous manual efforts.

- The Financial Crimes Enforcement Network (FinCEN) successfully upgraded the BSA Electronic Filing System (E-Filing) software stack and database, resulting in the latest security patches being applied and continued vendor support.
- Fiscal Service leveraged low code technology to provide customers with better self-service functionality and enhance internal case management for multiple program areas (e.g., USASpending, Financial Management Quality Service Management Office).
- IRS continued to build upon Digital Notices and Letters (DNL), a feature that provides taxpayers with access to digital versions of specific IRS notices. From January to November 2022, 118,525 digital-only notices were sent to taxpayers’ online accounts. The increased number of digital-only notices allowed for an equivalent reduction in the number of notices mailed to taxpayers, resulting in associated cost savings.
- IRS expanded its use of secure messaging to communicate with taxpayers and their representatives, launching a new installation to service the Tax Exempt and Government Entities (TEGE) business functions in May 2022 and completing technical delivery of the Large Business and International (LBI) Opportunity Zone installation in August 2022.
- Mint began developing automated document workflows to enable both technical and non-technical staff to automate repetitive manual tasks and paper processes.
- Mint acquired a cloud-based, enterprise-class e-signature service that allows the user to send, sign, track, and manage signature processes using a browser.
- The Alcohol and Tobacco Tax and Trade Bureau (TTB) made a series of policy adjustments to make electronic filing of operational reports and federal excise tax returns easier. This removed administrative obstacles to electronic filing, which hovered around 50% each year.

Accomplishment #3: Improve Customer Experience

Treasury has a responsibility to manage customer experience and improve service delivery using leading practices and a human-centered approach as defined by [Executive Order 14058: Transforming Federal Customer Experience and Service Delivery](#). As a High Impact Service Provider (HISP), enhancing our customers’ experiences with using our services is a priority.

- In May 2022, Treasury launched a customer experience (CX) Community of Practice that brings together CX leaders and practitioners from across the Department to build a customer-centric culture, foster collaboration, and share CX best practices. Additionally, several of Treasury's offices established dedicated CX teams, including the IRS Taxpayer Experience Office and Fiscal Service Office of the Chief Customer Officer.
- Fiscal Service completed a review of chat bot technology to understand how it could be leveraged to improve customer interactions across Fiscal Service digital properties.
- Fiscal Service received positive customer feedback on their [TreasuryDirect.gov](https://www.treasurydirect.gov) redesign and the content rewrite on arc.fiscal.treasury.gov, including but not limited to *"Clean, compact, and helpful."*, *"Navigation is very clear and orderly"*, and *"It was a breeze to use, which is very good, especially for a government website."* Fiscal Service will continue to measure success over time by monitoring scores and comments from site surveys, analyzing web traffic, and reviewing call center data to ensure accessibility of data on the site and validate a consistent, positive user experience.
- IRS implemented improvements to the Tax Withholding Estimator Results page based on user research and feedback from moderated user testing sessions, resulting in a more user-friendly experience for the public. Key areas of improvements included changes to the Results page to help users understand their results better before filling out a new Form W-4 (both online and paper), and improved ability for users to set a new desired outcome for the following year.
- The IRS Online Design Guide (ODG) is a tool that provides web design and UX standards for digital IRS applications, products, and services. It seeks to create a consistent online experience for IRS customers by using a design system developed with industry best practice, validated by user testing, and driven by the IRS brand. In 2022, IRS expanded the ODG and ODG User Interface Kit (ODG UI Kit) to include 36+ User Interface components, patterns and templates informed by user research, best practices from industry leaders, and adhering to accessibility standards, leveraged across IRS products and services to ensure a cohesive, consistent experience.
- TTB conducted user testing and applied UX best practices to improve popular sections of [TTB.gov](https://www.ttb.gov), implementing a new design and user-centric online tool that sets the standard for the development of future pages.

Accomplishment #4: Standardize and Transition to Centralized Shared Services

Treasury continues to find opportunities to increase efficiencies and cost-savings by utilizing federal shared services. Also, as a Federal Shared Service Provider (FSSP), Treasury remains committed to supporting and promoting its own shared services.

- FinCEN completed its [USA.gov Analytics](https://www.usa.gov/analytics) implementation for its participation in the GSA Digital Analytics Program (DAP).
- TTB selected [Login.gov](https://www.login.gov) as the identity provider for [myTTB](https://www.myttb.gov). This represents the first step towards providing TTB industry members the use of a common identity provider across federal government services, which improves their customer experience, and signifies another step towards a single sign-on solution for [myTTB](https://www.myttb.gov).
- Departmental (Headquarters) Offices (DO) continued the migration of its public-facing websites to a modern, shared CMS. This CMS allows Treasury to seamlessly host, publish, and protect public-facing websites while maintaining a consistent user experience. In 2022,

DO migrated the Bureau of Engraving and Printing's [BEP.gov](#) and Fiscal Service's [Treasury Financial Experience](#) (TFX) and [Treasury Financial Manual](#) (TFM). Development on the shared platform is underway for the Office of Foreign Assets Control (OFAC) and Terrorist Financing Targeting Center (TFTC). DO continues to work closely with bureaus and offices to identify additional public-facing sites to migrate to the shared CMS, offering benefits such as built-in, bolstered security features and common web design standards.

Accomplishment #5: Administration Priorities

Treasury prioritized key administration priorities in 2022, including pandemic relief and economy recovery efforts, as well as the application of security enhancements to its infrastructure and applications to reduce vulnerabilities.

- The Office of Recovery Programs (ORP), an office within DO (Headquarters), continued to support nine COVID relief programs established by the CARES Act and American Rescue Plan (ARP) Act.
 - In response to customer feedback and an analysis of system performance, ORP implemented rigorous business and validation rules to the Emergency Rental Assistance (ERA) and State and Local Fiscal Recovery Fund (SLFRF) portals. ORP deployed 200+ rules, resulting in an improved end-user experience, greater data integrity, and compliance with evolving legislative requirements. ORP also deployed enhancements to the bulk upload functionality for the ERA and SLFRF portals, allowing the systems to ingest large volumes of funds expenditure data for reporting purposes via 25+ new recipient templates.
 - The [Self-Service Resources](#) website was developed to provide self-resources to assist recipients with questions about reporting, technical issues, eligible use of funds, and other common questions to reduce Help Desk burden.
- As Government web properties are both mission critical communication tools for sanctions and visible targets for cyberattacks, Treasury is responsible for securing its public-facing, mission critical websites in support of [Executive Order 14028, "Improving the Nation's Cybersecurity"](#).
 - Treasury's shared CMS platform includes integration with a Content Delivery Network (CDN) provider, proactive and continuous performance monitoring, and security controls to ensure high availability for the public. In response to global cyber events in 2022, DO also invested in additional security enhancements specifically aimed at improving the security posture of Treasury's CMS against cyber-attacks, including implementation of a bot manager to automatically identify good and bad bots, as well as expansion of Web Application Firewall (WAF) and Distributed Denial of Service (DDoS) protections.
 - TTB continues to work to implement actions to enhance the security of all systems, including implementation of multi-factor authentication (MFA) for public-facing and internal systems. TTB is also making progress toward maturing application logging, ensuring data in transit and at rest is encrypted, reaching phishing-resistant MFA compliance for public-facing systems, and addressing changes to password policies for public-facing systems.

Implementation Challenges

Funding and resource prioritization continue to be the greatest challenges in supporting initiatives aligned with the 21st Century IDEA. Ensuring that existing websites and digital services are brought into alignment with 21st Century IDEA, and that new offerings are built to the Act's

requirements, requires sustained support and coordination of resources. Treasury implemented improvements to many digital products and services in 2022, as well as the related security, maintenance, and operations processes. These efforts relied on the availability of resources, consistent funding, and prioritizing service delivery in line with increased urgency in addressing priorities. In 2022, Treasury received funding aimed toward improving the security posture of its high visibility, public web properties against emerging threats related to global events in Ukraine. Treasury leveraged this injection of dedicated funds to implement increased security enhancements and thus strengthened the resiliency of all web properties hosted on the DO shared CMS. The infusion of funding allowed us to increase safeguard measures for our forwarding facing web presence which also yielded progress toward IDEA objectives. This example illustrates that significant, rapid digital transformation is possible when appropriate funds and resources are granted to agencies to tackle urgent priorities.

As digital modernization evolves, the need for specialized skillsets and dedicated assets also remains a critical component. Limited staff resources and the inability to hire specialists correlate with diminished funds, and the necessity to hire specialized skillsets is not exclusive to the federal government thus competition for these resources adds to this hardship.

Treasury will continue focusing efforts on implementing 21st Century IDEA in line with the [Treasury Strategic Plan](#), [President's Management Agenda](#) and [Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government](#), and balancing that with the ongoing cybersecurity efforts.

Conclusion

Treasury remains committed to 21st Century IDEA adoption and looking for opportunities to enhance our digital space. [Modernizing Treasury operations](#) plays an integral part in the [2022-2026 Treasury Strategic Plan](#), highlighting Treasury's pledge to work hard to deliver an improved digital experience to the American public.

The \$80 billion multi-year monies provided by the passage of the Inflation Reduction Act (IRA) will allow Treasury to accelerate digital transformation in support of 21st Century IDEA. The IRA will enable IRS to drastically reshape how we deliver an improved digital experience to taxpayers and their representatives. We are excited about the upcoming opportunities as we look towards the future.

/s/ Tony Arcadi

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