



# STRATEGIC PLAN

**FY 2024 – 2026**

ADMINISTRATIVE CONFERENCE  
OF THE UNITED STATES

Prepared Sept. 2023

# INTRODUCTION

The Administrative Conference of the United States is an independent agency that studies federal administrative procedures and processes to recommend improvements to the President, federal agencies, Congress, and the Judicial Conference of the United States.

The Conference's FY 2024-2026 strategic plan is submitted consistent with the Government Performance and Results Act (GPRA) Modernization Act of 2010 and focuses on the Conference's vision and values as well as its strategic goals.

The Conference's annual performance and accountability report will set forth and update specific results-oriented performance goals that are based on the agency's strategic goals.

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## ABOUT

The Administrative Conference of the United States is an agency of the United States government. The Conference's principal mission is to recommend improvements to administrative procedure and process to the President, federal agencies, Congress, and the federal judiciary. The Conference accomplishes this mission by conducting research, formulating recommendations, spreading agency best practices, promoting information exchange, and sponsoring events and publications.

**Recommendations are designed, in the words of the Administrative Conference Act, to (1) ensure that federal agencies' "regulatory activities . . . are carried out expeditiously in the public interest," (2) "promote more effective participation and efficiency in the rulemaking process," (3) "reduce unnecessary litigation in the regulatory process," (4) "improve the use of science" in that process, and (5) "improve the effectiveness of laws applicable" to that process (5 USC § 591).**

Through its Office of the Chairman, ACUS also assists individual agencies to improve programs, publishes sourcebooks of enormous value to both the government and public, and provides nonpartisan advice to executive branch officials and members of Congress and their staffs. ACUS's work improves the efficiency and fairness of government processes.

The Administrative Conference is structured to facilitate collaboration among a wide array of federal agencies, engage administrative law and regulatory experts from the private sector and academia, and ensure representation of diverse viewpoints. This collaborative effort is designed to produce consensus-based, nonpartisan recommendations for improving federal administrative processes, which affect every sector of our national economy and the lives of American citizens.

Since its establishment in 1968, ACUS has adopted hundreds of recommendations, each of them based on careful study and the informed deliberations of its members in an open process that encourages public input. The Conference's research and recommendations cover both general administrative law topics that cut across many federal agencies and specific ways in which particular agencies can improve their procedures.

Officials in all three branches of government, as well as the public, routinely rely on the resources that ACUS provides to improve federal administrative procedure. Congress has enacted and the President, federal agencies, and the Judicial Conference have implemented many reforms based on ACUS recommendations. Policymakers regularly consult the many sourcebooks, reports, fact sheets, and other publications that ACUS produces; participate in interagency roundtables, public forums, and other events that ACUS organizes; and rely on nonpartisan advice and technical assistance that ACUS provides to agencies and Congress.



## MISSION

The Administrative Conference of the United States brings together federal agencies and outside experts to make government work better by cooperatively studying mutual problems, exchanging information, and developing recommendations for action by the President, Congress, federal agencies, and the Judicial Conference of the United States to improve the fairness, adequacy, and efficiency of federal agency rulemaking, adjudication, licensing, and investigation.

## VISION

The Administrative Conference strives to improve the efficiency, adequacy, and fairness of federal administrative procedure by:

- Promoting more effective public participation;
- Reducing unnecessary litigation;
- Improving the use of science; and
- Improving the effectiveness of laws applicable to the administration of federal programs.

## VALUES

The Administrative Conference's core values include:

- **EXCELLENCE:** Developing high-quality resources that federal policymakers can use effectively to improve administrative procedure.
- **INTEGRITY:** Conduct professional, objective, nonpartisan, non-ideological, collaborative, and consensus-driven work.
- **DIVERSITY:** Advancement of diversity, equity, inclusion, and accessibility.
- **ACCOUNTABILITY:** Responsible stewardship of public resources entrusted to the agency.
- **SERVICE:** Investing in and valuing the agency's human capital.

## STRATEGIC GOALS

The Administrative Conference's strategic plan is focused on the attainment of its four strategic goals:



### PARTICIPATION

The Conference will engage with a wide range of stakeholders who participate in or are affected by federal administrative programs and promote participation in its activities by such individuals and groups.



### COLLABORATION

The Conference will bring together and work with agencies and outside experts to share information and identify opportunities for improving administrative procedure.



### INNOVATION

The Conference will identify problems and recommend solutions that will make government procedures more efficient, timely, fair, accurate, and data-driven.



### EDUCATION

The Conference will provide opportunities for government officials and the public to access information about ways to improve federal administrative procedures and guidance on how best to implement them.

## GOAL 1 **PARTICIPATION**

The Administrative Conference will engage with a wide range of stakeholders who participate in or are affected by federal administrative programs and promote participation in its activities by such individuals and groups. The performance objectives are:

### **ENGAGEMENT**

# 1

ACUS will encourage widespread participation by stakeholders in its activities to ensure a fair representation of relevant viewpoints and will generally promote principles of fairness through its work.

#### **Performance Measures**

Outreach to, and inclusion of, various stakeholders during the course of ACUS activities; and adoption of recommendations that promote broader stakeholder engagement in the administration of federal programs.

#### **FY 2026 Targets**

- Solicited stakeholder perspectives on ACUS projects/activities through events and requests for comments published in the Federal Register.
- Adopted multiple ACUS recommendations to facilitate public participation in the rulemaking process.

## PROCEDURAL TRANSPARENCY & TIMELY DISCLOSURE

# 2

ACUS will ensure the recommendation development process facilitates participation by and is transparent to stakeholders and that ACUS activities are conducted consistent with FACA principles.

### Performance Measures

Timely publication of *Federal Register* notices and project-related documents on the ACUS website; adoption and deployment of videoconferencing technology to facilitate virtual participation in public ACUS meetings, events, and projects; and prompt availability of recordings of public events.

### FY 2026 Targets

- Published all required Federal Register notices in a timely fashion.
- Made all committee documents available to the public for comment promptly following circulation to the committee members.
- Deployed and maintained effective videoconferencing capabilities to increase member and public participation in ACUS activities.

## ACCESS TO INFORMATION

# 3

ACUS will make available a searchable library of ACUS resources and ensure compliance with applicable Open Government and FOIA procedures.

### Performance Measures

Promotion of broader use of resources available on the ACUS website; availability of all public resources on ACUS's website; and prompt, full disclosure of information to FOIA requesters to the extent permitted by law.

### FY 2026 Targets

- Adhered to a policy of full (allowable) disclosure under FOIA.
- Received a top score from the Office of Information Policy (OIP) by maintaining an average response time to FOIA requests of less than one week for simple requests.
- Ensured a safe environment for online access and communication.
- Maintained a secure (https) connection to its website.

## GOAL 2 **COLLABORATION**

The Administrative Conference will bring together and work with agencies and outside experts to share information and identify opportunities for improving administrative procedure. The performance objectives are:

### STAKEHOLDER CONSIDERATION

# 4

ACUS will leverage its partnerships, and those of its members, in the public and private sectors to encourage collaboration and cooperation in the administration of federal programs.

#### Performance Measures

Establishment and maintenance of partnerships with private institutions, universities, Congress, and other federal agencies to aid in the development and implementation of ACUS recommendations and projects; and organization of or participation in interagency meetings to facilitate dissemination of relevant best practices and expand awareness of ACUS recommendations and resources.

#### FY 2026 Targets

- Hosted multiple meetings of the Roundtable on AI in Federal Agencies.
- Hosted multiple meetings of the Council on Federal Agency Adjudication.
- Hosted multiple meetings of the Roundtable on State Administrative Procedural Practices.
- Hosted multiple meetings of the Interagency Roundtable.
- Contributed to and participated in meetings of the White House Legal Aid Interagency Roundtable.

## CONGRESSIONAL BRIEFINGS & TECHNICAL ASSISTANCE

# 5

ACUS will liaise with, and offer briefings to, relevant Congressional committees and staff to foster implementation of recommendations directed to Congress and awareness of relevant ACUS resources.

### Performance Measures

Correspondence with congressional staff to communicate existing and forthcoming ACUS resources and recommendations; briefings for congressional staff on ACUS best practices; and solicitation of input from congressional stakeholders on ongoing projects and areas that would benefit from ACUS study.

### FY 2026 Targets

- Provided written updates to the leadership of relevant Congressional committees and subcommittees on recommendations adopted at each ACUS Plenary Session.
- Hosted briefings for congressional staff to facilitate implementation of recommendations directed to Congress.
- Engaged with members of Congress and their staff during the recommendation development and project origination processes.

## BEST PRACTICES

# 6

ACUS will identify and/or develop best practices in government administrative procedure and share that information with agencies, or train agencies how to adopt the best practices.

### Performance Measures

Recommendations and/or reports that promote adoption of best practices that produce cost savings, increased efficiency, or increased fairness; and recognition of agencies that develop innovative best practices.

### FY 2026 Targets

- Issued ACUS recommendations focused on highlighting or promoting best practices for agencies.

## GOAL 3 **INNOVATION**

The Administrative Conference will identify problems and recommend solutions that will make government procedures more efficient, timely, fair, accurate, and data-driven. The performance objectives are:

### **EFFICIENCY**

# 7

ACUS will work to streamline the administrative process through research and innovations that maximize the government's capacity in a cost-effective manner.

#### **Performance Measures**

Reports and/or recommendations on innovative administrative procedure reforms that help agencies put their limited resources to the best use.

#### **FY 2026 Targets**

- Conducted research projects and issued recommendations for administrative procedure reforms.
- Regularly promoted adoption of ACUS recommendations on improving the efficiency of agency administrative procedures and conducted evaluations to determine which agencies have adopted such reforms.

### **TIMELINESS**

# 8

ACUS will identify best practices to promote timeliness in administrative processes and reduce delays in federal programs through better use of innovative technologies and collaborative governance techniques.

#### **Performance Measures**

Reports and/or recommendations that identify strategies for reducing delays in the administrative process.

#### **FY 2026 Targets**

- Conducted research projects and issued recommendations on reducing delays in the administrative process.
- Regularly promoted adoption of ACUS recommendations on reducing delays in the administrative process at agencies and conducted evaluations to determine which agencies have adopted such reforms.

## FAIRNESS

# 9

ACUS will identify ways to minimize procedural, legal, and logistical barriers that limit public access to and understanding of agency regulatory and adjudicatory activities.

### Performance Measures

Reports and/or recommendations on best practices to eliminate barriers to access.

### FY 2026 Targets

- Conducted research projects and issued recommendations on eliminating barriers to access.
- Regularly promoted adoption of ACUS recommendations on eliminating barriers to access at agencies and conducted evaluations to determine which agencies have adopted such reforms.

## ACCURACY

# 10

ACUS will study and identify ways to improve the accuracy of government decision making through broader utilization of evidence-based and data-driven techniques.

### Performance Measures

Reports and/or recommendations on best practices to ensure government decision making is both accurate and data-driven.

### FY 2026 Targets

- Conducted research projects and issued recommendations to foster greater accuracy in agency decision making and broader adoption of data-driven administration techniques.
- Regularly promoted adoption of ACUS recommendations on improving accuracy in the administration of federal programs and conducted evaluations to determine which agencies have adopted such reforms.

## GOAL 4 **EDUCATION**

The Administrative Conference will provide opportunities for government officials and the public to access best practices designed to improve federal administrative procedures and guidance on how best to implement them. The performance objectives are:

# 11

### INTERAGENCY EVENTS

ACUS will provide opportunities for agencies to share information and solve common problems.

#### Performance Measures

Organization of multiple ACUS interagency events per year; and regular participation in such events organized by other agencies.

#### FY 2026 Targets

- Hosted multiple meetings of the ACUS Interagency Roundtable.
- Hosted multiple meetings of the Roundtable on AI in Federal Agencies.
- Convened multiple meetings of the Council on Federal Agency Adjudication.
- Contributed to and participated in meetings of the White House Legal Aid Interagency Roundtable.

## PUBLIC EVENTS

# 12

ACUS will sponsor and participate in public events to inform agencies, relevant stakeholders, and other interested persons about ACUS resources and to solicit input on ongoing projects and issues that warrant study.

### Performance Measures

Organization of multiple public-facing events; and regular staff participation in outside events organized by legal and stakeholder organizations.

### FY 2026 Targets

- Regularly organized and participated in panel discussions to educate relevant audiences about ACUS recommendations and resources.
- Hosted multiple public forums to solicit stakeholder views on forthcoming and future ACUS projects.

## RESOURCES & PUBLICATIONS

# 13

ACUS will publish and regularly update resources to educate government and private sector stakeholders about administrative procedure and structure, as well as developments in administrative law and policy; ACUS will also publish regular updates to inform government and private sector stakeholders about ACUS activities.

### Performance Measures

A website that is compliant with federal requirements, incorporates interactive social media tools, and is useful; and publication of documents, guides, and reports.

### FY 2026 Targets

- Ensured ACUS's website remains FISMA compliant.
- Reviewed and updated ACUS website regularly to meet the needs of website users.
- Regularly published documents, guides and reports detailing ACUS's research work.

## RELATED INFORMATION

### EXTERNAL FACTORS

The agency's goals and measures assume full funding of the Conference's budget as submitted by the President to Congress. Less than full funding of the President's request may limit the agency's ability to produce the results and benefits set forth in this plan. Attainment of the Conference's strategic objectives may also be affected by the level of member participation and the extent of engagement by non-members and public stakeholders.

### STRATEGIC PLAN LINK TO ANNUAL PERFORMANCE PLANS

The Conference will formulate performance measures for each of its strategic goals. The performance measures will be identified in the Conference's annual performance and accountability report. They will be used to determine the achievement of those strategic goals set forth in this plan.

### DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY

The Conference values the knowledge, skills, experiences, and perspectives that colleagues, members, and other stakeholders bring to our work and workplace. ACUS strives to maintain a staff that is representative of our nation, and we seek to engage with innovative thinkers and researchers from across our nation's diversity of regions, organizations, and demographic groups. To this end, the Conference has implemented its [DEIA Strategic Plan](#).

### CONSULTATION PLANNING PROCESS

In developing this plan, the Conference relied on a review of its prior strategic plan for FY 2016-2020 and its past performance and accountability report for FY 2022. The Conference also reviewed the strategic plans of other Federal agencies and sought input from ACUS staff during the drafting stage to ensure all personnel understand their role in fulfilling the agency's strategic goals.

The Conference will submit copies of this strategic plan to the Office of Management and Budget, its Congressional authorizing and appropriating committees, and its governing body, the ACUS Council. To ensure public accessibility, the Conference will also post the plan on its website:

[www.acus.gov](http://www.acus.gov).

## PROGRAM EVALUATION

Over the next several years, the Conference will continue conducting evaluations to provide the agency with information to improve its operations, outcomes, and effectiveness at achieving mission-centric goals. The agency's evaluation schedule includes:

- Program evaluations required under GPRA in each annual Performance and Accountability Report (PAR).
- Evaluations of its work through surveys of the ACUS membership after plenary sessions and at periodic listening sessions.
- Evaluations of agency procedures governing budget and finance, procurement, human resources, and payroll as part of the annual administrative oversight audit.
- Evaluations of the security of IT systems and security management measures through regular IT audits.
- Audits of the agency's EEO program.