

Department of the Treasury
United States Mint

Congressional Budget
Justification and Annual
Performance Plan and Report

FY 2022

Table of Contents

Section I – Budget Request	3
A – Mission Statement.....	3
B – Summary of the Request	3
1.1 – Resource Detail Table.....	4
1.2 – Budget Adjustments Table.....	5
C – Budget Increases and Decreases Description.....	5
1.3 – Object Classification (Schedule O) Obligations	7
D – Appropriations Language and Explanation of Changes	8
E – Legislative Proposals.....	8
Section II – Annual Performance Plan and Report	9
A – Strategic Alignment	9
B – Budget and Performance by Budget Activity	10
2.1.1 – Manufacturing Resources and Measures	10
Manufacturing Budget and Performance	11
C – Changes in Performance Measures	13
D – Evidence-Building Activity	13
Section III – Additional Information	14
A – Summary of Capital Investments.....	14

Section I – Budget Request

A – Mission Statement

To enable America’s economic growth and stability by protecting assets entrusted to us and manufacturing coins and medals to facilitate national commerce.

B – Summary of the Request

In Fiscal Year (FY) 2022, the Mint’s total estimated budgetary requirements for operations, metal, and capital investments are \$3.31 billion. This budget will support the production of 18 billion circulating coins, as well as the production of bullion and other numismatic products sufficient to meet customer demand. The Mint has one budget activity: manufacturing, which encompasses the bureau’s two major programs, circulating coinage and numismatic products (including bullion coins, collector coins, and national medals).

To maintain its reputation as one of the finest mints in the world, the Mint is committed to operating according to the core values of service, quality, and integrity. The Mint has three strategic goals to help fulfill its mission and values: 1) Advancing our circulating mission through innovation and technology; 2) Foster a safe, flexible, diverse and engaged workforce; 3) Introducing diverse products to new customers and revitalizing the Mint customer base through the use of industry-proven marketing approaches.

Mint operations are funded through the Mint Public Enterprise Fund (PEF), 31 U.S.C. § 5136. The Mint generates revenue through the sale of circulating coins to the Federal Reserve Banks (FRB), numismatic products to the public, and bullion coins to authorized purchasers. All circulating and numismatic operating expenses, along with capital investments incurred for the Mint’s operations and programs, are paid out of the PEF. By law, all funds in the PEF are available without fiscal year limitation. Revenues determined to be in excess of the amount required by the PEF are transferred to the United States Treasury General Fund.

Circulating

Circulating coin production projections are based on current economic data and forecasts of FRB coin orders. Circulating coin production for FY 2021 and FY 2022 is forecasted at 20.0 billion and 18.0 billion coins, respectively. This level reflects a 29 percent increase for FY 2021 and a 16 percent increase for FY 2022 in shipments of all coin denominations, as compared to 15.5 billion in FY 2020. Circulating revenue is forecasted at \$1.678 billion in FY 2021 and \$1.382 billion in FY 2022. FY 2020 unit costs decreased for all denominations except the dime compared to last year. The unit cost for both pennies (1.76 cents) and nickels (7.42 cents) remained above face value for the 15th consecutive fiscal year.

Numismatic Program

The numismatic program, which includes bullion coins, is designed to prepare and distribute premium products to collectors and those who desire quality versions of coinage. Numismatic products are priced to cover metal and production costs.

Bullion Coins

The bullion coin program provides the public a means to acquire precious metal coins as part of an investment portfolio. In FY 2020, bullion demand increased to 24.7 million ounces from the 18.8 million ounces sold in FY 2019. Demand for bullion is forecasted at 21.1 million ounces for both FY 2021 and FY 2022. Bullion revenue is forecasted to be \$1.99 billion in FY 2021 and \$2.1 billion in FY 2022.

Numismatic (Collector Coins and Medals)

The numismatic program provides high-quality versions of circulating coinage, precious metal coins, commemorative coins, and national medals for sale to the public. Numismatic revenue decreased by 0.9 percent from \$349.6 million in FY 2019 to \$346.6 million in FY 2020 due to a \$23.0 million increase in gold and platinum products offset by a \$34.3 million decrease in commemorative product revenues. Total units decreased by 20.9 percent from 4.3 million in FY 2019 to 3.4 million in FY 2020. FY 2021 and FY 2022 numismatic revenues are projected to be \$514.5 million and \$454.5 million, based on projected demand for numismatic products of 3.6 million in FY 2021 and increasing to 3.8 million in FY 2022.

1.1 – Resource Detail Table

Dollars in Thousands

Budgetary Resources	FY 2020		FY 2021		FY 2022		FY 2021 to FY 2022	
	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT
Revenue/Offsetting Collections								
Other Income								
Circulating	0	\$1,168,492	0	\$1,678,351	0	\$1,381,960	NA	-17.66%
Bullion/Numismatic	0	\$2,458,264	0	\$2,509,019	0	\$2,573,819	NA	2.58%
Total Revenue/Offsetting Collections	0	\$3,626,756	0	\$4,187,370	0	\$3,955,779	NA	-5.53%
Expenses/Obligations								
Manufacturing								
Circulating	831	\$1,115,526	919	\$1,168,175	919	\$1,237,311	0.00%	5.92%
Bullion/Numismatic	708	\$2,346,835	752	\$2,132,325	752	\$2,075,287	0.00%	-2.67%
Total Expenses/Obligations	1,539	\$3,462,361	1,671	\$3,300,500	1,671	\$3,312,598	0.00%	0.37%
Net Results	1,539	\$164,395	1,671	\$886,870	1,671	\$643,181	0.00%	-27.48%

Coin Shipments (Units In Millions/Coins)	FY 2020	FY 2021	FY 2022	% Change
Circulating:				
One Cent	8,174	9,550	9,223	-3.4%
5-Cent	1,598	2,623	2,045	-22.0%
Dime	2,801	3,366	3,303	-1.9%
Quarter	2,906	4,460	3,429	-23.1%
Half-Dollar	-	-	-	0.0%
Dollar	-	-	-	0.0%
Total Circulating	15,479	20,000	18,000	-10.0%

Budget Category	FY 2020 Actual	FY 2021 Estimated	FY 2022 Estimated	% Change
Administrative Operating Costs	\$404,433	\$430,000	\$442,098	2.8%
Capital Investments	\$39,463	\$60,500	\$60,500	0.0%
Metals and Materials Costs	\$3,018,466	\$2,810,000	\$2,810,000	0.0%
Total Budgetary Resources	\$3,462,361	\$3,300,500	\$3,312,598	0.4%

1.2 – Budget Adjustments Table

Dollars in Thousands

	FTE	Materials	Operating & Capital	Total
FY 2021 Original Estimate	1,705	\$2,080,000	\$467,197	\$2,547,197
Program Changes				
Program Decreases:	(34)	\$0	(\$9,827)	(\$9,827)
FTE Reduction	(34)	\$0	(\$2,107)	(\$2,107)
Operating Efficiencies	0	\$0	(\$7,720)	(\$7,720)
Program Increases:	0	\$730,000	\$33,130	\$763,130
Metal Due to Forecasted Increase in Circulating Coin Production	0	\$250,000	\$0	\$250,000
Metal Due to Forecasted Increase in Bullion and Numismatic Production	0	\$480,000	\$0	\$480,000
COVID-19 Requirements	0	\$0	\$5,410	\$5,410
Increased Shipping and Handling	0	\$0	\$17,744	\$17,744
Equipment and Facilities O&M	0	\$0	\$9,976	\$9,976
Subtotal Program Changes	(34)	\$730,000	\$23,303	\$753,303
FY 2021 Revised Estimate	1,671	\$2,810,000	\$490,500	\$3,300,500
Changes to Base				
Maintaining Current Levels (MCLs)	0	\$0	\$12,098	\$12,098
Pay Annualization (1.0% average pay raise)	0	\$0	\$547	\$547
Pay Raise (2.7% average pay raise)	0	\$0	\$4,443	\$4,443
FERS Contribution Increase	0	\$0	\$1,675	\$1,675
Non-Pay	0	\$0	\$5,433	\$5,433
Subtotal Changes to Base	0	\$0	\$12,098	\$12,098
FY 2022 Current Services	1,671	\$2,810,000	\$502,598	\$3,312,598
FY 2022 Estimate	1,671	\$2,810,000	\$502,598	\$3,312,598

C – Budget Increases and Decreases Description

Program Decreases.....-\$9,827,000 / -34 FTE

FTE Reduction -\$2,107,000 / -34 FTE

Salary savings will be realized through natural attrition across all directorates.

Operating Efficiencies -\$7,720,000 / -0 FTE

The Mint will reduce its operating budget by continuing to monitor costs and implement various savings strategies.

Program Increases..... +\$763,130,000 / +0 FTE

Metal Due to Forecasted Increase in Circulating Coin Production +\$250,000,000 / +0 FTE

FY 2021 forecasted circulating coin production is increasing by 29%, from 15.5 billion coins in FY 2020 to approximately 20 billion coins. Metal prices are also projected to increase which results in an overall increase in circulating coin program costs.

Metal Due to Forecasted Increase in Bullion and Numismatic Production +\$480,000,000 / +0 FTE

FY 2021 forecasted demand for the bullion coin program is increasing metal requirements by \$480 million. Bullion program sales are forecasted to increase by 6 percent, and precious metal

prices have surged. The projected increase in bullion sales coupled with the surge in metal prices results in an overall increase in program costs.

COVID-19 Requirements +\$5,410,000 / +0 FTE

COVID -19 funding is required to maintain a healthy and safe workforce. The Mint has taken steps to ensure the safety of its employees by installing plexi-glass shields in areas with high customer interaction. Touchless faucets, touchless paper towel dispensers, and touchless soap dispensers are being installed in bathrooms throughout our facilities, and water fountains are being converted to water bottle filling stations. In FY 2022, the Mint will continue to provide all our facilities with Personal Protective Equipment (PPE) and enhanced janitorial cleaning services to ensure the safety of all who enter our buildings. In addition, as coin demand has soared during the pandemic and is expected to remain high, overtime will be used to ensure these elevated production levels are met.

Increased Shipping and Handling +\$17,744,000 / +0 FTE

As a result of the increase in FY 2021 forecasted demand for the bullion coin program and circulating coin production, operating cost has also increased requiring additional funding for freight.

Equipment and Facilities O&M +\$9,976,000 / +0 FTE

With increases to FY 2021 forecasted demand for the bullion coin program and circulating coin production, operation and maintenance of equipment and facilities cost has also increased requiring additional funding.

Maintaining Current Levels (MCLs)..... +\$12,098,000 / +0 FTE

Pay Annualization (1.0%) +\$547,000 / +0 FTE

Funds are required for annualization of the January 2021 1.0% average pay raise.

Pay Raise (2.7% in 2022) +\$4,443,000 / +0 FTE

Funds are required for a 2.7% average pay raise in January 2022.

FERS Contribution Increase +\$1,675,000 / +0 FTE

Funds are required for the Federal Employee Retirement System (FERS) contribution rates effective FY 2022.

Non-Pay +\$5,433,000 / +0 FTE

Funds are required for non-labor expenses such as travel, contracts, rent, supplies, and equipment.

1.3 – Object Classification (Schedule O) Obligations

Dollars in Thousands

Object Classification	FY 2020 Actual Obligations	FY 2021 Estimated Obligations	FY 2022 Estimated Obligations
11.1 - Full-time permanent	138,201	150,696	166,705
11.3 - Other than full-time permanent	266	161	161
11.5 - Other personnel compensation	16,111	12,000	15,700
11.9 - Personnel Compensation (Total)	154,579	162,857	182,566
12.1 - Personnel benefits	55,222	54,990	54,990
13.0 - Benefits for former personnel	18	1,019	1,019
Total Personnel and Compensation Benefits	\$209,818	\$218,866	\$238,575
21.0 - Travel and transportation of persons	911	900	2,663
22.0 - Transportation of things	33,310	39,144	21,400
23.1 - Rental Payments to GSA	1	0	0
23.2 - Rental payments to others	11,292	14,000	14,000
23.3 - Communication, utilities, and misc charges	13,807	18,960	18,960
24.0 - Printing and reproduction	1,728	2,000	3,366
25.1 - Advisory and assistance services	52,143	52,000	60,621
25.2 - Other services	18,988	19,000	21,063
25.3 - Other purchases of goods & serv from Govt accounts	20,105	20,500	20,586
25.4 - Operation and maintenance of facilities	9,955	10,000	9,375
25.5 - Research and development contracts	72	100	900
25.6 - Medical care	1,106	900	900
25.7 - Operation and maintenance of equip	9,726	11,000	7,059
26.0 - Supplies and materials	18,140	19,050	19,050
26.0 - Raw Materials	3,018,466	2,810,000	2,810,000
31.0 - Equipment	29,883	51,000	52,266
32.0 - Land and structures	12,911	13,080	11,814
Total Non-Personnel	3,252,543	3,081,634	3,074,023
Total Obligations	\$3,462,362	\$3,300,500	\$3,312,598
Full-time Equivalent (FTE)	1,539	1,671	1,671

D – Appropriations Language and Explanation of Changes

Appropriations Language	Explanation of Changes
<p style="text-align: center;">DEPARTMENT OF THE TREASURY United States Mint <i>Federal Funds</i></p> <p>Pursuant to section 5136 of title 31, United States Code, the United States Mint is provided funding through the United States Mint Public Enterprise Fund for costs associated with the production of circulating coins, numismatic coins, and protective services, including both operating expenses and capital investments: Provided, That the aggregate amount of new liabilities and obligations incurred during fiscal year [2021] 2022 under such section 5136 for circulating coinage and protective service capital investments of the United States Mint shall not exceed \$50,000,000. (<i>Department of the Treasury Appropriations Act, 2021.</i>)</p>	

E – Legislative Proposals

Mint has no legislative proposals.

Section II – Annual Performance Plan and Report

A – Strategic Alignment

In accordance with the Government Performance and Results Act Modernization Act (GPRAMA) of 2010, the Department of the Treasury is currently developing the FY 2022 – 2026 Departmental Strategic Plan. The Strategic Plan is scheduled for publication in 2022. The Annual Performance Plan will be updated in the FY 2023 President’s Budget to reflect new departmental strategic goals and objectives. The Mint will publish a component plan that aligns bureau activities and priorities to the Department’s by Spring 2022.

Circulating Coinage Program

Circulating coinage includes the minting and issuing of pennies, 5-cent coins, dimes, and quarter dollars. The Mint delivers circulating coinage to the FRBs in quantities to support their service to commercial banks and other financial institutions. These financial institutions then meet the coinage needs of retailers and the public. The Mint recognizes revenues from the sale of circulating coins at face value when they are shipped to the FRBs.

The Mint will continue to mint and issue circulating quarter-dollar coins honoring America’s national parks and other national sites, in accordance with the America the Beautiful National Parks Quarter Dollar Coin Act of 2008 (Public Law 110-456). In 2021, the program will end with one final quarter honoring Tuskegee Airmen National Historic Site (Alabama). The Circulating Collectible Coin Redesign Act of 2020 (Public Law 116-330) will begin in 2022 with the first redesign and issuance of quarters emblematic of prominent American Women and commemorating the 19th Amendment.

Numismatic Program

The Mint’s numismatic program provides high-quality versions of circulating coinage, precious metal coins, commemorative coins, and national medals for sale directly to the public. For some numismatic products, authorizing legislation specifies program requirements, such as design theme, mintage level, and duration of product availability. Other programs are structured by law to grant the Secretary of the Treasury discretion in determining product specifications.

Bullion Coins

The Mint produces and issues gold, silver, platinum, and palladium bullion coins to authorized purchasers through the American Eagle, American Buffalo, and America the Beautiful Silver Bullion Coin Programs. The authorized purchasers agree to maintain an open, two-way market for these coins, ensuring their availability for consumers who desire them for investment portfolios. Demand for bullion coins is greatly influenced by the performance of other investment options, such as equities or currency markets, and therefore is highly unpredictable. The content and purity of the precious metal in the bullion coins are backed by the United States Government.

Other Numismatic Products

The Mint will continue to mint and issue \$1 coins commemorating the important contributions made by Indian tribes and individual Native Americans to the development and history of the United States in accordance with the Native American \$1 Coin Act (Public Law 110-82).

In addition, the Mint started the American Innovation \$1 Coin Program (Public Law 115-197) in 2018. This is a multi-year \$1 coin series to honor innovation and innovators for each of the 50 states, the District of Columbia and the five U.S. territories – Puerto Rico, Guam, American Samoa, the United States Virgin Islands, and the Commonwealth of the Northern Mariana Islands. Four new \$1 coins with distinctive reverse designs will be released each year through 2032, in the order the states ratified the Constitution of the United States or were admitted to the Union. Once a coin is issued for each state, coins will be released for the District of Columbia and the territories. The 100th anniversary of the Mint’s last strike of the Morgan Silver Dollar and first strike of the Peace Silver Dollar will occur in 2021. In accordance with the 1921 Silver Dollar Coin Anniversary Act (Public Law 116-286), the Mint will produce both Peace and Morgan Silver Dollars to honor the anniversary of the 1921 designs of both coins.

Commemorative coins are authorized by law to recognize and honor people, places, events, institutions, and other subjects of historic or national significance. Each coin is minted and issued by the Mint in a limited quantity and is available only for a limited time. Included in the price is a surcharge that is authorized to be paid to the designated recipient organizations, assuming all legal requirements have been met. Recipient organizations must use the proceeds for the purposes specified in the enabling legislation. In 2021, the Mint has authorization to mint commemorative coins honoring Christa McAuliffe (Public Law 116-65) and National Law Enforcement (Public Law 116-94). In 2022, the Mint has authorization to mint commemorative coins commemorating National Purple Heart Hall of Honor (Public Law 116-247) and Negro Leagues Baseball Centennial (Public Law 116-209).

B – Budget and Performance by Budget Activity

2.1.1 – Manufacturing Resources and Measures

Dollars in Thousands

Resource Level	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
	Actual	Actual	Actual	Actual	Actual	Estimate	Estimate
Expenses/Obligations	\$3,272,106	\$2,203,909	\$1,424,770	\$1,555,462	\$3,462,361	\$3,300,500	\$3,312,598
Budget Activity Total	\$3,272,106	\$2,203,909	\$1,424,770	\$1,555,462	\$3,462,361	\$3,300,500	\$3,312,598
FTE	1,695	1,645	1,545	1,536	1,539	1,671	1,671

Performance Measure	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2020	FY 2021	FY 2022
	Actual	Actual	Actual	Actual	Actual	Target	Target	Target
Circulating On-Time Delivery	100	100	100	100	100	97.5	97.5	97.5
Customer Satisfaction Index (%)	91	91.7	93.6	93.6	91.7	90.0	87.0	90.0
Numismatic Sales Units (Million Units)	4.2	3.9	3.3	4.3	3.4	3.8	3.6	3.8
Safety Incident Recordable Rate	2.53	1.96	1.9	1.45	1.29	2.32	2.30	2.16
Seigniorage per Dollar Issued (\$)	0.52	0.45	0.37	0.4	0.47	0.36	0.41	0.41

Manufacturing Budget and Performance

(\$3,312,598,000 from offsetting collections) The Mint will mint and issue circulating coins and produce numismatic products, including bullion, to meet demand.

Description of Performance:

Several key performance measures are used to gauge the bureau's progress in achieving its strategic goals and to assess its Manufacturing Budget Activity performance.

Customer Satisfaction Index (CSI)

The Mint conducts a quarterly survey of a random sample of active numismatic customers. The survey is intended to capture customer satisfaction with the Mint's service performance as a coin products supplier and with the quality of specific products. The CSI metric is a quantitative score summarizing the survey's results into one consolidated value. This metric gauges performance results in the effort to achieve the Mint's internal strategic plan goal, "Revitalization of products and customer base," and the Mint's internal strategic objective linked to this goal, "Integrated marketing plan", which includes metrics for performance, customer engagement and customer satisfaction to evaluate the health of the Mint's sales and marketing program.

In FY 2020, the CSI was 91.7 percent, exceeding its 90.0 percent target. The Mint was able to exceed its target by providing high-quality products, adding innovative features, and improving the Mint's customer loyalty program. The Mint has set the target for this metric at 87.0 percent for FY 2021 and at 90.0 percent for FY 2022.

Numismatic Sales Units

The numismatic sales unit metric measures public demand for coin products sold from numismatic operations. This metric also measures performance results achieving the Mint's internal strategic plan goal, "Revitalization of products and customer base" and the Mint's internal strategic objective linked to this goal, "Increasing brand awareness."

Numismatics product sales for FY 2020 totaled 3.4 million units, missing its 3.8 million unit target. The Mint's numismatic unit sales fell in FY 2020, likely as a result of the worldwide COVID-19 pandemic. Currently the environment for numismatic sales overall remains challenging. The performance target for numismatic sales units is 3.6 million for FY 2021 and 3.8 million for FY 2022. Targets are representative of anticipated results for the various numismatic product programs for that year. Therefore, targets tend to vary year over year. To meet these targets, the Mint will continue to provide high-quality products and maintain outstanding customer service and deepen engagement with coin collectors.

Safety Incident Recordable Rate

The safety incident recordable rate is the number of injuries and illnesses meeting the Occupational Safety and Health Administration recording criteria per 100 full-time workers. It measures the occurrence of work-related incidents involving death, lost-time and restricted work, loss of consciousness, or medical treatment. The safety incident recordable rate indicates performance results in the effort to achieve the Mint's internal strategic plan goal, "Foster a safe,

flexible, diverse, and engaged workforce,” and the corresponding Mint internal strategic objective linked to this goal, “Continue to cultivate a safe working environment.”

In FY 2020, the total recordable case rate reached 1.29, well below the Mint’s FY 2020 target of 2.32, and significantly below the most recently published industry average rate of 4.9 for comparable private sector manufacturing operations. During FY 2020, the Mint continued implementing and updating risk management guidelines to prioritize resources and mitigate risks in advance of injuries or catastrophic events at each plant. Mint facility leadership and employees continue to interact on a daily basis on the importance of safety. The performance targets for the safety incident recordable rate are 2.30 for FY 2021 and 2.16 for FY 2022. The Mint is currently on target to exceed its FY 2021 goal.

Seigniorage per Dollar Issued

Seigniorage per Dollar Issued is the financial return on circulating operations, calculated as seigniorage divided by the total face value of circulating coins shipped to the FRBs. Seigniorage is the difference between the face value and cost of producing circulating coinage. It measures the cost effectiveness of minting and issuing the United States’ circulating coinage. It also measures performance results in achieving the Mint’s internal strategic plan goal, “Advancing the circulating mission,” as well as the Mint’s internal strategic objective linked to the goal, “Utilize research, analysis, and technology for enhancement of circulating coin output and input.”

At the end of FY 2020, Seigniorage per Dollar Issued was \$0.47, well above the FY 2020 performance target of \$0.36 as a result of an increase in circulating units shipped. The FY 2021 and FY 2022 target increases are a result of anticipated increases in production volumes, as well as base metals cost for all denominations, as market prices are expected to escalate. The Seigniorage per Dollar Issued performance targets are set at \$0.41 for both FY 2021 and FY 2022.

Circulating On-time Delivery

Circulating On time Delivery is the percentage total scheduled circulating coin orders shipped on time to the Federal Reserve Banks. Each month, the FRB provides Mint a report detailing the next month's requirements for coinage. Based on this report, the Mint establishes a shipment schedule that is captured in the Oracle manufacturing system. Changes to the schedule are only made when the FRB provides formal documentation of a requested adjustment to scheduled orders. The Mint will continue to respond to FRB orders as needed, as well as make every effort to have the appropriate amount of coinage available to accommodate timely shipments. On-time delivery to the Federal Reserve Banks (FRB) is the percentage of total scheduled orders shipped on time to the FRB. Performance over the past few years has consistently averaged around 100 percent. On time delivery for FY 2020 was 100 percent. The performance targets for circulating on-time delivery is set at 97.5 percent for both FY 2021 and FY 2022.

C – Changes in Performance Measures

Performance Measure	Proposed Change and Justification
1. Circulating On-Time Delivery	The Mint is reactivating this measure to ensure the Mint responds to FRB orders as needed, as well as make every effort to have the appropriate amount of coinage available to accommodate timely shipments.

D – Evidence-Building Activity

The table below describes the Mint’s major evidence-building activities and corresponding resources. Additionally, refer to the Executive Summary for a discussion of Treasury-wide evidence-building functions.

Type of Evidence Building Activity	Major Activities and Planned Projects	Resource Types	Use
<p>Evaluation <i>Collection and analysis of data to assess effectiveness and efficiency of programs, policies, or procedures</i></p> <p>Estimated share of all Evidence-Building Activities: <u>35%</u></p>	<p>Major activities:</p> <ul style="list-style-type: none"> • Business cases and After Actions Reports <p>FY21 and FY22 projects:</p> <ul style="list-style-type: none"> • Net income maximization project for numismatic portfolio (active) 	<p>Series 0343 dedicated to safety measurement Series 0501 dedicated to project analysis Series 0510 dedicated to program and budget analysis</p>	<p><input checked="" type="checkbox"/> For internal policy decision-making <input checked="" type="checkbox"/> During internal strategic management processes <input type="checkbox"/> By external partners (government) <input type="checkbox"/> By external partners (non-government) <input type="checkbox"/> By unaffiliated external researchers <input type="checkbox"/> Other (describe)</p>
<p>Research <i>Modeling or other systematic use of data to explore emerging issues or potential scenarios to generate new knowledge</i></p> <p>Estimated share of all Evidence-Building Activities: <u>25%</u></p>	<p>Major activities:</p> <ul style="list-style-type: none"> • Demand and sales forecasting • Numismatic product pricing • Payments market trend analysis <p>FY21 and FY22 projects:</p> <ul style="list-style-type: none"> • Long-term circulating coin demand trend modelling (active) • Improved numismatic modelling (active) 	<p>Series 0343 dedicated to forecasting and pricing analysis Series 1101 dedicated to forecasting Economic research contract</p>	<p><input checked="" type="checkbox"/> For internal policy decision-making <input checked="" type="checkbox"/> During internal strategic management processes <input checked="" type="checkbox"/> By external partners (government) <input checked="" type="checkbox"/> By external partners (non-government) <input type="checkbox"/> By unaffiliated external researchers <input type="checkbox"/> Other (describe)</p>

Type of Evidence Building Activity	Major Activities and Planned Projects	Resource Types	Use
<p>Analysis <i>Routine and frequent use of data that produces insights for decision making and program management</i></p> <p>Estimated share of all Evidence-Building Activities: <u>30%</u></p>	<p>Major activities:</p> <ul style="list-style-type: none"> • Performance Measurement <p>FY21 and FY22 projects:</p> <ul style="list-style-type: none"> • Data warehouse implementation (planned) • Executive level dashboards (planned) 	<p>Series 0343 dedicated to safety measurement Series 1035 dedicated to public engagement analysis Series 0343 dedicated to performance reporting Series 0501 dedicated to performance reporting Series 0510 dedicated to performance reporting Marketing contract</p>	<p><input checked="" type="checkbox"/> For internal policy decision-making <input checked="" type="checkbox"/> During internal strategic management processes <input type="checkbox"/> By external partners (government) <input type="checkbox"/> By external partners (non-government) <input type="checkbox"/> By unaffiliated external researchers <input type="checkbox"/> Other (describe)</p>
<p>Statistics <i>Collection, compilation, and processing of data for describing or estimating characteristics or insights concerning groups</i></p> <p>Estimated share of all Evidence-Building Activities: <u>10%</u></p>	<p>Major activities:</p> <ul style="list-style-type: none"> • Numismatic customer base research • Customer satisfaction measurement <p>FY21 and FY22 projects:</p> <ul style="list-style-type: none"> • None 	<p>Series 1101 dedicated to survey research Survey research contract</p>	<p><input checked="" type="checkbox"/> For internal policy decision-making <input type="checkbox"/> During internal strategic management processes <input type="checkbox"/> By external partners (government) <input type="checkbox"/> By external partners (non-government) <input type="checkbox"/> By unaffiliated external researchers <input type="checkbox"/> Other (describe)</p>

Section III – Additional Information

A – Summary of Capital Investments

The Mint’s capital investment requirements are predominantly for manufacturing-type equipment. Capital investments, along with its operating expenses, are paid out of the Mint’s PEF. Current annual appropriations legislation caps the aggregate amount of new liabilities and obligations incurred during a fiscal year for capital investments in circulating coinage operations and protective service at \$50 million.

The Mint's manufacturing capital investment projects focus on safety, equipment replacement, protection, and facility improvements.

In addition, the Mint’s capital investments encompass a robust information technology (IT) portfolio of investments and programs that modernize and secure the bureau’s infrastructure. The bureau’s governance structures ensure that the IT portfolio is managed in accordance with cost, schedule, risk, and performance goals, and that expected results and benefits are achieved.

Enterprise architecture reviews assess and reinforce alignment to the bureau's strategic plan and the strategic enterprise direction of the Department of the Treasury.

In accordance with the Statement of Federal Financial Accounting Standard (SFFAS) No. 6, the Condition Index and the Deferred Maintenance assessments for purposes of Federal Real Property Profile, the Mint's maintenance is scheduled and performed regularly to keep the manufacturing equipment operating at optimal levels.

A summary of capital investment resources, including major information technology and non-technology investments can be found at:

<https://www.treasury.gov/about/budget-performance/Pages/summary-of-capital-investments.aspx>.