

# Bureau of Engraving and Printing

FY 2015

President's Budget

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## Section 1 – Purpose

### 1A – Mission Statement

To develop and produce United States currency notes trusted worldwide.

### 1.1 – Resource Detail Table

Dollars in Thousands

Bureau of Engraving and Printing											
Budgetary Resources	Actual		Estimated		Estimated		\$ Change		% Change		
	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	
<b>Revenue/Offsetting Collections</b>											
Restoration of Sequestration Reduction*		0		32,407		0		(32,407)			-100.00%
Other Income											
Federal Reserve Notes		671,500		690,801		697,467		6,666			0.96%
Other Security Products		15,000		5,000		5,000		0			N/A
Currency Reader Program		500		5,000		46,125		41,125			822.50%
<b>Total Revenue/Offsetting Collections</b>		<b>687,000</b>		<b>733,208</b>		<b>748,592</b>		<b>15,384</b>			<b>2.10%</b>
<b>Expenses/Obligations</b>											
Manufacturing											
Direct Manufacturing	745	384,150	745	304,500	772	397,967	27	93,467	3.62%	30.70%	
Indirect Manufacturing	1,143	271,350	1,178	408,708	1,170	304,500	(8)	(104,208)	-0.68%	-25.50%	
Currency Reader Program	2	500	2	20,000	2	46,125	0	26,125	N/A	130.62%	
	0	0	0	0	0	0	0	0	N/A	N/A	
<b>Total Expenses/Obligations</b>	<b>1,890</b>	<b>656,000</b>	<b>1,925</b>	<b>733,208</b>	<b>1,944</b>	<b>748,592</b>	<b>19</b>	<b>15,384</b>	<b>0.99%</b>	<b>2.10%</b>	
<b>Rescissions/Cancellations</b>											
Sequestration Reduction		32,408		0		0		0			N/A
<b>Total Rescissions/Cancellations</b>		<b>32,408</b>		<b>0</b>		<b>0</b>		<b>0</b>			<b>N/A</b>
<b>Net Results</b>		<b>654,592</b>		<b>733,208</b>		<b>748,592</b>		<b>15,384</b>			<b>2.10%</b>

\*Although shown as unavailable in the appendix, these funds are available in FY 2014.

### 1B – Vision, Priorities and Context

The Bureau of Engraving and Printing (BEP) produces US currency notes ordered by the Federal Reserve Board. The Bureau began printing currency in 1862 and operates on the basis of authority conferred upon the Secretary of the Treasury by 31 U.S.C. 321(a) (4) to engrave and print currency and other security documents. Operations are financed through a revolving fund established in 1950 in accordance with Public Law 81-656. This fund is reimbursed for direct and indirect costs of operations, including administrative expenses, through product sales. In 1977, Public Law 95-81 authorized the Bureau to include an amount sufficient to fund capital investment and to meet working capital requirements in the prices charged for products, eliminating the need for appropriations from Congress.

The Bureau also provides technical assistance and advice to other Federal agencies in the design and production of documents that require counterfeit deterrent features, due to their innate value or other characteristics. Other activities at the Bureau include engraving plates and dies; manufacturing inks used to print security products; purchasing materials, supplies and equipment; and storing and delivering products in accordance with customer requirements.

The mission of the Bureau of Engraving and Printing is to develop and produce United States currency notes, trusted worldwide, in support of Treasury’s strategic objective of “Facilitate commerce by providing trusted U.S. currency, services, and products for the American public and enterprises.”

United States currency is used globally and as its designer and manufacturer BEP needs to achieve and maintain best in class practices in order to continue to have U.S. currency accepted worldwide. After years of research and development of cutting edge technologies, BEP is producing a new design \$100 note that includes some of the most advanced counterfeit design features found anywhere in the world. This achievement required the focus and determination of the entire agency and is indicative of the challenges that lie ahead of BEP in its commitment to continuous redesign of US currency to stay ahead of increasingly sophisticated counterfeiters.

### **FY 2015 Priorities**

Achieve BEP’s strategic goals - Produce U.S. currency that functions flawlessly in commerce; create innovative currency designs to provide effective counterfeit deterrence and meaningful access to currency note usage for all; achieve organizational excellence and customer satisfaction through balanced investment in people, processes, facilities, and technology.

Product quality - Produce and deliver currency notes ordered by the Federal Reserve Board that consistently meet the customer’s high quality standards.

Counterfeit Deterrence – Conduct research and development, and collaborate with key stakeholders in order to deter counterfeiting and maintain the public’s trust in the security and reliability of U.S. currency notes.

Meaningful Access – Assist users of U.S. currency, including the blind and visually impaired, with the use and denomination of currency.

In FY 2015, BEP, along with the U.S. Mint, will work to assess the future of currency. Driven in part by international demand, the number of currency notes in circulation has increased significantly over the past decade. However, improvements in Federal Reserve Bank processing and a longer note life have kept production relatively stable. The production and circulation of currency in the United States have been largely unchanged for decades, despite the growth in electronic financial transactions. Treasury is undertaking a comprehensive review of U.S. currency in order to efficiently promote commerce in the 21st century.

### **Progress on Prior Year Priorities**

Continued production of the redesigned \$100 note – The \$100 note design represents the culmination of years of research and development that pushes the envelope of bank note design into a multi-dimensional instrument to thwart all manner of counterfeiting threats from increasingly sophisticated desk top technology to state-sponsored threats. As a result, the redesigned US \$100 note, which began circulation in October 2013, became the first currency in the world to incorporate wide-strip, micro-lens technology (i.e. windowed thread) as a feature for counterfeit deterrence.

During 2013, BEP continued its commitment to meet the Department of the Treasury's corporate goals with particular emphasis on small business and minority contracting, "Green" initiatives and natural resource conservation, discretionary spending reductions and cyber security. In 2012, the BEP met all of the Treasury's small and minority business goals for the year, received a 99 percent rating on the effectiveness of its cyber security program and exceeded OMB spending reduction targets for travel and training. In addition, BEP earned an excellent rating on the Department of the Treasury's environmental sustainability scorecard. Equally noteworthy, BEP exceeded the Presidential Executive Order mandates for reducing use of fossil fuel, decreasing greenhouse gas emissions and has increased the use of alternative fuel vehicles for its motor vehicle fleet. In 2012, BEP was honored with the "Bob Baker Fleet Award" from the General Services Administration.

BEP partnered with major stakeholders to resolve the technical challenges preventing consistent, quality production of the NexGen \$100 note, the most problematic of which was creasing. BEP was able to address this significant technical problem, and the new note was placed into world-wide circulation by the Federal Reserve Board in the fall of 2013.

Meaningful Access – The Bureau launched the EyeNote application for Apple devices with cameras in April 2011 as a means for the blind to denominate currency. EyeNote is a mobile device application that uses image recognition technology to denominate US currency. The application, which is provided at no cost, was recognized by Government Executive as one of the "10 mobile apps that are changing the way government does business." In addition, BEP partnered with the Department of Education to develop a free app for the Android operating system.

In 2014, BEP, working with the Library of Congress to leverage their expertise in providing assistive devices to citizens, began the distribution of electronic readers to the blind and visually impaired. It is estimated that 120,000 readers will be distributed in 2014.

BEP is in the process of acquiring equipment that will enable the addition of tactile features to U.S. currency as well as continue the multi-year effort to retool BEP's manufacturing processes with state-of-the-art intaglio printing press, electronic inspection systems, and finishing equipment. The successful implementation of this advanced technology will improve productivity, reduce environmental impact, and enhance counterfeit deterrence of U.S. currency.

During FY 2015, BEP expects to produce and deliver 8.3 billion notes to the Federal Reserve Board to meet currency demand. The FY 2015 order represents no increase in the number of notes expected to be delivered in the FY 2014 program, however, in order to meet continued international demand, the anticipated FY 2015 order will include a larger proportion of the more costly, higher denomination notes.

The importance of producing and delivering currency of consistently high quality, note after note, cannot be overstated. Increased production of the redesigned \$100 note is in support of the transition from old note designs to new designs and to meet demand in the U.S. and abroad. The Federal Reserve estimates that as many as two-thirds of all \$100 notes circulate outside the United States. This provides a significant economic benefit to the United States.

Over the last decade, research and development of new technologies for possible use in currency production has been a priority at the Bureau as more sophisticated counterfeit deterrent features are needed to protect future generations of currency notes. Via its website [www.bep.gov](http://www.bep.gov) and other Federal business opportunity websites, BEP seeks information about obtaining, testing and evaluating technologies or materials that may have potential application in the development of new counterfeit deterrent features in currency notes. Technologies or materials submitted for consideration are reviewed for inherent and relative effectiveness as potential new security features. In addition, they are reviewed for compatibility with design, potential production factors, durability and environmental acceptability. After obtaining submitter approval, BEP may also request experts working under government contracts to provide technical evaluation and adversarial analysis of possible counterfeit deterrent features. Features of interest include ink (intaglio, typographic and off-set) and ink additives, alternate and traditional substrates (paper or other media), substrate additives, design elements or techniques, diffractive, reflective, or other optically variable materials, laminated materials, hot-stamped materials, and others.

BEP supports a comprehensive anti-counterfeiting program built around effective note design, public education and aggressive law enforcement. The Bureau will continue its work in 2015 with the Advanced Counterfeit Deterrent (ACD) Steering Committee to research and develop future currency designs for the next family of re-designed notes that will enhance and protect U.S. currency notes. The ACD Committee includes representatives from BEP, the Department of the Treasury, the U.S. Secret Service, and the Federal Reserve Board.

Work will continue in FY 2015 on the goal of enabling the Nation's currency to better serve domestic and international users. The Bureau will be incorporating features into the next redesign of currency that will assist every American to better use and denominate currency. In addition, BEP will continue its efforts to research and develop tactile features that will enhance future note designs. Testing and refinement of features will continue to determine which processes and potential features work best at the production volumes needed for U.S. currency. While no timetable has been set for the introduction of this currency, the next redesign will incorporate changes to make U.S. currency more accessible to those who are blind and visually impaired.

The Bureau's FY 2015 Budget requests funding to continue the BEP Currency reader distribution program in coordination with the Library of Congress' National Library Service.

Under this program, United States citizens and legal residents who are blind or visually impaired are provided a currency reader free of charge to aid in the denomination of US currency. The FY 2015 request is based on a program that will provide an estimated 300,000 readers to the blind or visually impaired.

The production challenges associated with the NexGen \$100 note highlighted the need for a fundamental re-engineering of process control and quality assurance at the BEP. BEP has partnered with the Federal Reserve Board to reinvent its quality management program based on best practices of leading manufacturers. To get to this level, the Bureau, in collaboration with its stakeholders, developed a robust Currency Quality Assurance (CQA) Program that began in 2014. This re-invention is moving BEP from its traditional reliance on a reactive approach of quality control of inspecting to remove poor quality notes to a pro-active approach of building

quality in. Every BEP work activity must be aligned and resourced to support this integrated, collaborative and rigorous quality assurance program that will focus on every step of the supply chain from raw material inputs through the various manufacturing process steps to final packaging and delivery. This quality assurance approach reaches into nearly every “corner” of the BEP organization and its effectiveness depends on a strong cadre of process and production engineers, quality assurance specialists and other specialists in related science and engineering disciplines.

Throughout 2014 and 2015, the Bureau will fill gaps in needed skill sets as well as reorganize to become quality focused and customer driven, while becoming leaner, flexible and nimble, and accountable for results. This aggressive change management process will improve the work place and engage employees to drive continuous improvement throughout the organization.

## Section 2 – Budget Adjustments and Appropriation Language

### 2.1 – Budget Adjustments Table

Dollars in Thousands

Bureau of Engraving and Printing	FTE	Materials	Operating & Capital	Total
<b>FY 2014 Estimated</b>	<b>1,925</b>	<b>\$304,500</b>	<b>\$428,708</b>	<b>\$733,208</b>
Changes to Base:				
Maintaining Current Levels (MCLs):	-	-	\$7,584	\$7,584
Pay-Raise	-	-	\$2,849	\$2,849
FERS Contribution Increase	-	-	\$2,172	\$2,172
Non-Pay	-	-	\$2,563	\$2,563
Efficiency Savings:	(8)	(\$750)	(\$10,200)	(\$10,950)
CQA Efficiencies/Reduced Spoilage	-	(\$750)	(\$250)	(\$1,000)
Contract Savings/Discontinue Contract for Historic Resource Ctr	-	-	(\$500)	(\$500)
Contract Savings/Discontinue Fitness Center Contractor Support	-	-	(\$250)	(\$250)
Defer Targeted Facilities Investments/Currency Sheet Accountability Sys	-	-	(\$6,200)	(\$6,200)
Offer Separation Incentives (VISP/VERA)	-	-	(\$400)	(\$400)
Reduced Leased Parking Spaces by 50 Percent	-	-	(\$250)	(\$250)
Release Non-Production TEMP Hires	(8)	-	(\$800)	(\$800)
Water Usage Reduction/Recycling	-	-	(\$300)	(\$300)
Reduced Custodial Contract	-	-	(\$1,000)	(\$1,000)
Offer Voluntary LWOP Thanksgiving Week	-	-	(\$250)	(\$250)
Subtotal Changes to Base	(8)	(\$750)	(\$2,616)	(\$3,366)
<b>Total FY 2015 Base</b>	<b>1,917</b>	<b>\$303,750</b>	<b>\$426,092</b>	<b>\$729,842</b>
Program Changes:				
Program Decreases:	-	(\$11,500)	-	(\$11,500)
Estimated Changes in Currency Manufacturing Program in FY 2015	-	(\$11,500)	-	(\$11,500)
Program Increases:	27	-	\$30,250	\$30,250
Warehouse Center for Excellence	-	-	\$2,000	\$2,000
Currency Reader Loaner Program	-	-	\$26,125	\$26,125
Direct Labor for Additional Production Processes	27	-	\$2,125	\$2,125
<b>Total FY 2015 Estimated</b>	<b>1,944</b>	<b>\$292,250</b>	<b>\$456,342</b>	<b>\$748,592</b>

### 2A – Budget Increases and Decreases Description

**Maintaining Current Levels (MCLs) ..... +\$7,584,000 / +0 FTE**

Pay-Raise +\$2,849,000 / +0 FTE

Funds are required for the proposed January 2015 pay-raise and the annualization of the 2014 pay-raise.

FERS Contribution Increase +\$2,172,000 / +0 FTE

Funds are requested for increases in agency contributions to the Federal Employee Retirement System based on updated actuarial estimates.

Non-Pay +\$2,563,000 / +0 FTE

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



**Efficiency Savings .....-\$10,950,000 / -8 FTE**

CQA Efficiencies/Reduced Spoilage -\$1,000,000 / +0 FTE

As a result of CQA efficiencies and spoilage reduction efforts, BEP anticipates better production yields.

Contract Savings/Discontinue Contract for Historic Resource Ctr -\$500,000 / +0 FTE

By discontinuing the contractor support for BEP's Historic Resource Center, BEP will decrease contract costs while having no impact on BEP's primary mission. The restoration/preservation of historic pieces will resume when funding becomes available.

Contract Savings/Discontinue Fitness Center Contractor Support -\$250,000 / +0 FTE

By discontinuing the contractor support for the BEP Fitness Center, BEP will decrease contract costs while having no impact on BEP's primary mission of developing and producing United States currency notes, trusted worldwide.

Defer Targeted Facilities Investments/Currency Sheet Accountability Sys -\$6,200,000 / +0 FTE

Delay implementing Currency Sheet Accountability System on the other production lines at both facilities. In addition, BEP continues to defer needed facility improvements to control cost.

Offer Separation Incentives (VISP/VERA) -\$400,000 / +0 FTE

BEP plans to continue current right-sizing efforts by offering separation incentives (VERA/VSIP). Staff reductions in G&A will enable BEP to fill gaps in direct manufacturing and quality assurance positions. Savings reflects the net budget impact of reductions of high salary positions replace by, on average, more junior, lower salary staff. Involuntary separations may be necessary if sufficient reductions in labor costs are not realized.

Reduced Leased Parking Spaces by 50 Percent -\$250,000 / +0 FTE

BEP will reduce leased parking space costs by 50 percent in FY 2015, evening and midnight shift employees will have priority for available spaces.

Release Non-Production TEMP Hires -\$800,000 / -8 FTE

Releasing non-production TEMP hires will allow BEP to fill gaps in production related positions.

Water Usage Reduction/Recycling -\$300,000 / +0 FTE

Efficiency savings from reduced chemical usage for manufacturing wiping solution as well as recycling waste water.

Reduced Custodial Contract -\$1,000,000 / +0 FTE

BEP will reduce custodial service from 5 to 3 days a week at both facilities.

Offer Voluntary LWOP Thanksgiving Week -\$250,000 / +0 FTE

Leave without pay will be offered during this timeframe which normally has a high demand for annual leave.

**Program Decreases .....-\$11,500,000 / +0 FTE**

*Estimated Changes in Currency Manufacturing Program in FY 2015 -\$11,500,000 / +0 FTE*

BEP formulates its budget request based on an estimated order. In July preceding the start of the fiscal year, BEP receives a finalized Federal Reserve note print order that may differ from the estimated order due to the uncertainty of international markets. BEP's original FY 2014 budget request was based on an 8 billion note program, however, the Federal Reserve Board currency order for 2014 increased from the original 8 billion note volume to a revised 8.3 billion note estimate due to an increase in the demand for U.S. currency.

**Program Increases ..... +\$30,250,000 / +27 FTE**

*Currency Reader Loaner Program +\$26,125,000 / +0 FTE*

During 2015 BEP will continue to work with the Library of Congress to distribute electronic readers to the blind and visually impaired. It is estimated that 300,000 readers will be distributed in FY 2015.

*Warehouse Center for Excellence +\$2,000,000 / +0 FTE*

BEP requests funding for loading dock improvements and purchase of equipment to support its core mission. The Warehouse Center for Excellence program subleases BEP warehouse storage space to DO, IRS, FS and OCC; tenants will also benefit from proposed facility improvements.

*Direct Labor for Additional Production Processes +\$2,125,000 / +27 FTE*

The Advanced Counterfeit Deterrence Steering Committee (Treasury, BEP, Federal Reserve and US Secret Service) has decided that new overt and covert security features are required for the next redesigned note to maintain the security of US currency. In addition, it must be designed to provide meaningful access to US currency for the blind and visually impaired to comply with a District Court ruling. The Secretary of the Treasury has approved the addition of a tactile feature, as well as other actions to provide meaningful access. The application of a tactile feature will require an additional production step.

## 2.2 – Operating Levels Table

Dollars in Thousands

Bureau of Engraving and Printing Object Classification	FY 2013 Actual	FY 2014 Estimated	FY 2015 Estimated
11.1 - Full-time permanent	163,000	166,850	173,523
11.3 - Other than full-time permanent	1,000	1,000	200
11.5 - Other personnel compensation	0	2,250	2,250
11.6 – Overtime	20,000	17,000	16,500
<b>11.9 - Personnel Compensation (Total)</b>	<b>184,000</b>	<b>187,100</b>	<b>192,473</b>
12.0 - Personnel benefits	48,000	53,000	54,922
<b>Total Personnel and Compensation Benefits</b>	<b>\$232,000</b>	<b>\$240,100</b>	<b>\$247,395</b>
21.0 - Travel and transportation of persons	1,000	1,300	1,300
22.0 - Transportation of things	500	250	250
23.1 - Rental payments to GSA	2,000	2,000	2,000
23.2 - Rental payments to others	1,000	1,000	1,000
23.3 - Communication, utilities, and misc charges	13,000	13,500	14,050
24.0 - Printing and reproduction	250	500	250
25.1 - Advisory and assistance services	3,750	3,500	3,250
25.2 - Other services	53,750	61,211	60,222
25.4 - Operation and maintenance of facilities	8,750	8,250	8,500
25.5 - Research and development contracts	5,000	5,000	7,000
25.7 - Operation and maintenance of equip	9,250	9,250	10,000
26.0 - Supplies and materials	276,500	307,097	293,000
31.0 – Equipment	49,000	80,000	100,125
42.0 - Insurance claims and indemnities	250	250	250
<b>Total Non-Personnel</b>	<b>424,000</b>	<b>493,108</b>	<b>501,197</b>
<b>Total Budgetary Resources</b>	<b>\$656,000</b>	<b>\$733,208</b>	<b>\$748,592</b>
<b>Budget Activities:</b>			
Manufacturing	656,000	733,208	748,592
<b>Total Budgetary Resources</b>	<b>\$656,000</b>	<b>\$733,208</b>	<b>\$748,592</b>
<b>FTE</b>	<b>1,890</b>	<b>1,925</b>	<b>1,944</b>

\*There are some variances between this chart and the budget appendix due to rounding.

## 2B – Appropriations Language and Explanation of Changes

The Bureau of Engraving and Printing receives no appropriated funds from Congress.

## 2C – Legislative Proposals

BEP has no legislative proposals.

## **Section 3 – Budget and Performance Plan**

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### **3A – Manufacturing**

*(\$748,592,000 from expenses/obligations):*

The BEP has one budget activity: Manufacturing. This budget activity supports all of BEP's strategic goals. The goal owner for the Manufacturing budget activity is BEP's Deputy Director Leonard Olijar.

#### *Description of Performance:*

Manufacturing Costs for Currency (dollar cost per 1,000 notes produced) is an indicator of manufacturing efficiency and effectiveness of program management. This measure is based on contracted price factors and anticipated productivity improvements, as well as the mix of denominations ordered year to year. As more sophisticated counterfeit deterrent design features are produced, paper and ink costs increase, resulting in increased total manufacturing costs. Actual performance against standard cost depends on BEP's ability to meet annual spoilage, efficiency, and capacity utilization goals. In order to meet this measure, costs and other standard manufacturing performance metrics are tracked at each stage of production and corrections are made on the shop floor. In addition, production and quality metrics are discussed on a monthly basis at the executive level and corrective action plans are developed. In 2013 the cost of manufacturing was lower than anticipated, as the actual result realized for this measure was \$50.45 per 1,000 notes produced against a target of \$55.00. The performance goals for both 2014 and 2015 reflect the continued increased production of high cost redesigned \$100 notes as a proportion of the total annual order, and are set at \$55.00 in both 2014 and 2015.

Percent of currency notes returned due to defects is an indicator of the Bureau's ability to provide a quality product. All notes delivered to the Federal Reserve go through rigorous quality inspections during the manufacturing process. In addition, notes are inspected a final time using the same inspection systems used at the Federal Reserve Banks. These inspections ensure that all counterfeit deterrent features, both overt and covert, are functioning as designed. BEP's FY 2013 target for this performance metric was .0001 percent; however, BEP was unable to meet the target in FY 2013 as a production error in the NexGen \$100 note caused greater than \$30 million of these notes to be returned by the Federal Reserve. For 2014 BEP's target for this performance metric will be held constant at .0001 percent for FY 2014 and FY 2015.

BEP's Best Places to Work in Federal Government Ranking is based on the results of the Partnership for Public Service data on three questions in the Federal Employee Viewpoint Survey. This survey is sent annually to all Federal employees seeking their opinion on their organization's leadership and programs relating to fairness, employee empowerment and recognition. In 2013 BEP's ranking improved to 47 out of 300. The Bureau continues to sponsor activities and encourage employee engagement by contributing ideas and participation in events which are aimed at improving and maintaining the work environment for all employees. The Bureau will continue these efforts and is confident that this positive direction will continue. BEP will continue to target improvement in rank and maintaining our spot in the top 100.

Reduction in Regulated Waste (Pounds of waste per 1000 notes delivered of regulated air emissions, wastewater, and solid waste combined) is a quantitative indicator of the effectiveness

of BEP environmental programs, which are assessed through the BEP ISO 14001 certified Environmental Management System (EMS). This reflects the maturation of the EMS as well as the Bureau's commitment to continually improve its Environmental Health and Safety (EHS) performance, as both of the Bureau's two manufacturing facilities received unconditional recertification to the ISO 14001 standard in FY 2013. BEP's FY 2013 performance of 31.2 million pounds of regulated waste for this metric was against a target of 32 pounds per 1000 notes delivered.

Lost Time Accident Rate per 100 Employees measures the Bureau's ability to reduce injuries and illnesses in the workplace. BEP's key performance indicator is the annual Occupational Safety and Health Administration's (OSHA) reportable lost time case rate and number of lost workdays. In 2013 BEP's lost time case rate during the fiscal year was 1.63 against a target of 1.6 cases per 100 employees. The Bureau remains committed to improving the safety of its employees and has undertaken analysis to determine the root causes of injury and to identify best practices in safety. BEP will continue to allocate resources to have the greatest impact on preventing future injuries. BEP's target for this performance metric will be held constant at 1.6 per 100 employees for FY 2014 and FY 2015.

### 3.1.1 – Manufacturing Budget and Performance Plan

Dollars in Thousands

Manufacturing Budget Activity								
Resource Level	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Actual	Actual	Actual	Actual	Actual	Estimated	Estimated
Expenses/Obligations	\$476,700	\$469,000	\$555,000	\$517,750	\$630,000	\$645,150	\$733,208	\$748,592
<b>Budget Activity Total</b>	<b>\$476,700</b>	<b>\$469,000</b>	<b>\$555,000</b>	<b>\$517,750</b>	<b>\$630,000</b>	<b>\$645,150</b>	<b>\$733,208</b>	<b>\$748,592</b>

Measure	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Actual	Actual	Actual	Actual	Actual	Target	Target
Best places to work in Federal Government ranking	N/A	N/A	N/A	174	178	N/A	N/A	N/A
Lost time accident rate per 100 employees	N/A	N/A	N/A	1.4	1.9	1.63	1.6	1.6
Manufacturing Costs For Currency (Dollar Costs Per Thousand Notes Produced) (\$)	29.47	32.77	44.85	34.6	43.34	50.45	55.0	54.0
Percent of currency notes delivered returned due to defects	N/A	N/A	N/A	.0	.0	.466	.0	.0
Reduction to BEP's three major regulated waste streams (air emissions, wastewater, and solid waste)	N/A	N/A	N/A	32.7	31.2	31.2	31	32

Key: DISC - Discontinued and B - Baseline

## **Section 4 – Supplemental Information**

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### **4A – Summary of Capital Investments**

The Bureau of Engraving and Printing's (BEP) capital investment strategy is comprised of several broad investment categories with more specific smaller projects in each category.

The Bureau's mission to develop and produce U.S. Currency notes, trusted worldwide, demands that BEP continually update and improve its manufacturing processes by investing in new technologies and innovations. The Bureau is focused on building the capability to produce new currency designs with tactile features to provide meaningful access to US currency for the blind and visually impaired.

BEP participates as a partner in significant Treasury-wide enterprise level investments such as Homeland Security Presidential Directive-12, HRConnect (a Human Resources Line of Business service provider) and the Treasury Learning Management System (TLMS).

The Bureau's IT portfolio includes a 'cloud first' approach to implementing business systems. The Oracle eBusiness Suite is an integrated manufacturing suite which runs at the Oracle Corporation's "Federal on Demand" Shared Service Center in Austin, Texas.

A summary of capital investment resources, including major information technology and non-technology investments, can be viewed/downloaded at: <http://www.treasury.gov/about/budget-performance/Pages/summary-of-capital-investments.aspx>