

Department of the Treasury
Bureau of Engraving and
Printing
Budget Year 2027
Capital Investment Plan

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Note to Reviewers: Consistent with the corresponding Summary of Capital Investments table, the columns included in the investment tables below are defined as:

- FY 2025 Actuals -Total actual obligations
- FY 2026 Estimated Obligations- Anticipated obligations from all budgetary resources (e.g., balances from prior years, user fees, and FY 2024 Operating levels).
- FY 2027 Estimated Obligations - Anticipated obligations from all budgetary resources (e.g., balances from prior years, user fees, and FY 2027 President’s budget).

Major IT Investments

MES Support

Description:

The Manufacturing Execution System (MES) is a mission critical enterprise platform that underpins the Bureau of Engraving and Printing’s currency manufacturing operations. MES enables modernization of BEP’s manufacturing capabilities by integrating production systems, supporting real time data visibility, and ensuring reliable operations and maintenance (O&M) across key components including BEP Reporting, MEC, MSS, DMM, Identity Management (IDM), and the enterprise Data Lake. The investment provides comprehensive IT services to sustain and enhance MES functionality, including solution development, systems integration, cybersecurity, architecture, enterprise data management, analytics, and technical/functional O&M.

Investment Obligations: (In Millions of \$):

Type	FY 2025 Actuals	FY 2026 Estimated Obligations	FY 2027 Estimated Obligations	Change in \$	% Change
Sub-Total DME Obligations (Including Internal labor (Govt. FTE))	13.81	11.92	11.92	0.00	0.00%
Sub-Total O&M Obligations (Including Internal Labor (Govt. FTE))	14.47	17.88	17.88	0.00	0.00%
Total Obligations	28.28	29.79	29.79	0.00	0.00%

Purpose, Accomplishments, Future Objectives:

This initiative continued to increase the amount of source data extracted from manufacturing equipment, while improving the functionality of applications through further enhancements. During the third year of this investment, the Bureau of Engraving and Printing (BEP) achieved the following in 2025:

- Continued development and enhancement of mission-enabling MES capabilities through an agile, outcome-based delivery model.
- Program provided the technical and functional operations and maintenance necessary to maintain high system uptime, ensure platform stability, and meet all regulatory compliance requirements.
- Program provided robust enterprise data management, analytics, and dashboarding capabilities that strengthen BEP’s ability to make data-driven production decisions.
- Continued to provide security, governance, and continuous monitoring functions required to maintain MES as a secure, resilient, and reliable enterprise system.

In FY 2026, the MES investment will continue to improve data consistency, transparency, and accountability by providing BEP end-users with enhanced functionality. Some of the objectives of this investment include:

- Development & Integration
 - Complete multiple high-complexity Epics aligned to the MES Product Roadmap, improving integration across MEC, MSS, DMM, and BEP Reporting.
 - Advance major initiatives such as Oracle WMS implementations, MES-Maximo integration, and modernization of BR analytics infrastructure.
 - Deliver Architecture and Product Design Documents, Test Plans & Results, Deployment Packages, O&M Guides, and other standardized Agile Framework artifacts.
- Operations & Maintenance
 - Achieve strict Acceptable Quality Levels (AQLs), including 99%+ MES application uptime, timely deployment of high-severity security patches, and adherence to database configuration standards.
 - Deliver monthly Technical and Functional O&M bundles, ensuring rapid incident response and defect resolution.
 - Conduct annual Disaster Recovery testing, privacy/security assessments, and ongoing system monitoring.
- Enterprise Data & Analytics
 - Execute upgrades and O&M support for Tableau and Cloudera environments.
 - Deliver Data Lake ingestion enhancements and expanded structured data support for operational dashboards.
 - Rebuild or migrate dashboards/KPIs into Power BI to support the Executive Performance Review (EPR) process and the CIO Directorate's KPI conversion initiative.
 - Complete a predictive analytics pilot and two innovation quick-win automations that improved insight generation.
- Governance & Knowledge Management
 - Produce Quarterly Training Snapshots, Knowledge Repository updates, and OES-focused knowledge transfer sessions.
 - Publish roadmap materials, architecture specifications, and monthly outcome summaries in alignment with outcome-based invoicing.
 - Support monthly BEP Chiefs meetings and enhanced communications across IT governance forums.

In FY 2027, the MES contract will be recompeted. The transition work will focus on maturing the outcome-based delivery model, continuing manufacturing modernization, and strengthening enterprise readiness for future system transitions. Objectives include:

- Strengthen Core MES Capabilities
 - Deliver new and updated Epics that advance supply chain integration, production automation, Maximo/MSS interoperability, and expanded manufacturing data capture.
 - Complete additional Oracle ESB transition activities and prepare for integration modernization through MuleSoft or other enterprise platforms.
 - Continue technical upgrades to maintain Premier/Full support across MES components.
- Enhance Resilience, Security and Reliability

- Maintain 99%+ MES uptime and meet all AQLs for patching, DR recovery, and configuration compliance.
- Advance continuous monitoring audit support, and privacy/security documentation updates.
- Expand post-deployment support capabilities to ensure smooth transitions from development to O&M.
- Strengthen Knowledge Transfer & Government Ownership
 - Increase skill transfer to BEP staff across architecture, analytics, and O&M domains.
 - Support BEP leadership with integration management for the Chiefs Forum and enterprise governance bodies.
 - Mature training assets, knowledge repositories, and operational playbooks to prepare for long-term system sustainability.

Major Non-IT Investments

Currency Production

Description:

Currency Production is a multi-year-refresh effort to retool its manufacturing processes with state-of-the-art intaglio printing presses, electronic inspection systems, and finishing equipment. To ensure that BEP will meet the annual currency order, the Federal Reserve Bank (FRB) and BEP developed short-, medium-, and long-term strategic equipment replacement plans for the U.S. Currency Program.

Investment Obligations: (In Millions of \$):

Type	FY 2025 Actuals	FY 2026 Estimated Obligations	FY 2027 Estimated Obligations	Change in \$	% Change
Sub-Total DME Obligations (Including Internal labor (Govt. FTE))	133.22	117.18	86.10	-31.08	-26.52%
Sub-Total O&M Obligations (Including Internal Labor (Govt. FTE))	0.00	0.00	0.00	0.00	0.00%
Total Obligations	133.22	117.18	86.10	-31.08	-26.52%

Purpose, Accomplishments, Future Objectives:

Currency Production is a multi-year refresh effort to retool its manufacturing processes with state-of-the-art intaglio printing presses, electronic inspection systems, and finishing equipment. To ensure BEP meets the annual currency order, the FRB and BEP developed short-, medium-, and long-term strategic equipment replacement plans for the U.S. Currency Program. Successful implementation of advanced technology improves productivity, reduces environmental impact, and enhances counterfeit deterrence of U.S. currency notes. The performance of this investment will be evaluated through the following two measures:

1. Comparison of productivity of new equipment with existing equipment.
2. Comparison of spoilage rates of new equipment with rates of existing equipment.

In FY 2025, major projects included predominantly multi-year retooling projects as follows

- Non-Sequential Large Examining and Printing Equipment (NS-LEPE)
 - The NS-LEPE systems to replace the Currency Overprinting Processing Equipment and Packaging COPE-PAK and legacy LEPE systems. The NS-LEPEs are capable of manufacturing larger sheet sizes allowing 50 versus 32 banknotes on each sheet and provide additional production capability. These machines are state-of-the-art, specifically designed for BEP. They combine multiple currency production processes at once: full sheet examination, letterpress printing functions, product verification, and cutting and packaging currency.
- New Offset Presses
 - Replacement Offset Presses for the utilization of the latest technology to reduce operational costs and improve efficiencies. The new presses are expected to help achieve overall excellence in production, personnel management, processes, and technology.

In FY 2026, major projects include predominantly multi-year retooling projects and associated tariffs:

- Inspection Finishing System (IFS)

- IFS ensures only the highest quality sheets move to the numbering operation. A state-of-the-art computer system integrated with cameras and sophisticated bespoke software thoroughly examines sheets. It also sorts finished numbered notes from the defective Off-line Currency Inspection System (OCIS) sheets, reclaiming good notes from destruction.
- Currency Inspection System (CIS) Upgrades (Feeder and IR Inspection)
 - Represents necessary upgrades to CIS to allow evaluation of Catalyst banknotes. Adding these upgrades will enable CIS to be the benchmark to compare against for all new and existing inspection platforms. This benchmark is critical to the further development of in-line inspection
- Banknote Processing System Replacement
 - This project encompassed acquisition, installation and validation of inspection equipment used to evaluate currency as part of the Quality Assurance (QA) Release process.

In FY 2027, major projects include Deblocker Equipment for WCF and DCF. These systems will be used to separate sticky ink sheets as well as jog/aerate sheets to ensure smooth operation with feeder. A properly separated sheet load will ensure proper sheet transfer through BEP equipment which will result in increased quality and reduced machine stoppages.

DC Replacement Facility

Description:

Construction of a new more efficient currency production facility to replace aging infrastructure at the BEP's current Washington, D.C. facility to achieve increased efficiencies and reduced annual operating costs.

Investment Obligations: (In Millions of \$):

Type	FY 2025 Actuals	FY 2026 Estimated Obligations	FY 2027 Estimated Obligations	Change in \$	% Change
Sub-Total DME Obligations (Including Internal labor (Govt. FTE))	0.73	69.65	11.46	-58.19	-83.55%
Sub-Total O&M Obligations (Including Internal Labor (Govt. FTE))	0.00	0.00	0.00	0.00	0.00%
Total Obligations	0.73	69.65	11.46	-58.19	-83.55%

Purpose, Accomplishments, Future Objectives:

The purpose of this project is to construct a modern, more efficient currency production facility to replace the aging Washington, D.C. Currency Facility (DCF), which consists of early-1900s Main and Annex buildings that are increasingly costly to maintain and no longer compatible with modern currency-production technology. The outdated layout contributes to inefficiencies, increased handling time, higher spoilage rates, and challenges in transporting and storing materials throughout the manufacturing process. Additionally, the deteriorating infrastructure introduces risks related to HVAC, electrical, plumbing, code compliance, and both physical and product security. While the project has identified opportunities to improve workflow, enhance system reliability, and reduce long-term operating costs through modernization, all activities are currently paused.

Facilities Support

Description:

BEP maintains the District of Columbia Facility (DCF) and the Western Currency Facility (WCF). BEP occupies/uses these facilities (owned by the Treasury Department) and is responsible for maintenance/repairs of all buildings and land improvements.

Investment Obligations: (In Millions of \$):

Type	FY 2025 Actuals	FY 2026 Estimated Obligations	FY 2027 Estimated Obligations	Change in \$	% Change
Sub-Total DME Obligations (Including Internal labor (Govt. FTE))	16.19	192.10	123.85	-68.25	-35.53%
Sub-Total O&M Obligations (Including Internal Labor (Govt. FTE))	0.00	0.00	0.00	0.00	0.00%
Total Obligations	16.19	192.10	123.85	-68.25	-35.53%

Purpose, Accomplishments, Future Objectives:

BEP maintains the DCF and the WCF and is responsible for maintenance and repairs of all buildings and land improvements while the Treasury Department maintains ownership of these facilities. The facilities house manufacturing equipment, manufacturing and information technologies, equipment and human resources used to support the manufacture of United States Currency and other secure printing documents.

The current DC facility is over 114 years old and in need of mission critical capital improvements due to deferred maintenance and updates needed to run the facility for at least the next decade. These critical capital projects needed to support currency production include refurbishment/replacement of the annex building window frames, stairways, elevators, fan coils, boiler plant, main building façade work, and includes some site preparation for projects to support new currency production equipment.

In FY 2025, major facility projects for DCF included B-Wing Roof Replacement, which replaces the roof of a space used for currency storage and has exceeded its useful life. Major facility projects for WCF included New Federal Reserve Vault Automated Racking System, and Central Plant Switchgear Replacement that has exceeded its lifecycle.

In FY 2026, major projects include the following

- DCF Capital Improvement Projects, such as Cooling Tower and Support Replacement, New Compressed Air Plant, Elevator Overhauls, and Fire Alarm System Replacement/Upgrades;
- New Wiping Solution and Ultrafiltration Recycling Plant;
- Modernize Regenerative Thermal Oxidizer (RTO) and Volatile Organic Compound (VOC) Concentrator;
- Electrical Substations Safety Upgrade at WCF.

In FY 2027, major projects include the following

- DCF Capital Improvement Projects, such as Chiller Plant Replacement, Boiler Plant Installation, Air Handling Unit (AHU) Replacements, and Replace Annex Fan Coils with AHU system;
- Continuation of the New Wiping Solution and Ultrafiltration Recycling Plant;
- Roof repair of Original WCF Building;
- Datacenter Power Upgrade for Full Capacity at WCF.

Manufacturing Support

Description:

To purchase equipment to support the manufacturing of U.S. currency.

Investment Obligations: (In Millions of \$):

Type	FY 2025 Actuals	FY 2026 Estimated Obligations	FY 2027 Estimated Obligations	Change in \$	% Change
Sub-Total DME Obligations (Including Internal labor (Govt. FTE))	5.88	22.58	20.27	-2.31	-10.23%
Sub-Total O&M Obligations (Including Internal Labor (Govt. FTE))	0.00	0.00	0.00	0.00	0.00%
Total Obligations	5.88	22.58	20.27	-2.31	-10.23%

Purpose, Accomplishments, Future Objectives:

The purpose of this project is to support the manufacturing of U.S. currency. It is a multi-year project replacing older, fully depreciated manufacturing support equipment at both of BEP's facilities. Replacing out-of-date equipment on a regular basis allows BEP to be more cost effective and efficient in meeting customer requirements for the production of currency notes. New manufacturing support equipment is typically more energy efficient, eco-friendly and reduces machine down time. In addition, new support equipment acquired by BEP has the technical capability of producing the next generation of advanced counterfeit deterrence features for future design enhancements. The performance of this investment will be evaluated through the following two measures:

1. Comparison of productivity of new equipment with existing equipment.
2. Comparison of spoilage rates of new equipment with rates of existing equipment.

In FY 2025, major project included Bazaar Security Feature Industrialization, which is designed to be resistant to reverse engineering and simulation by counterfeiters.

In FY 2026, major projects include Project Truffles Security Feature Industrialization, CTO Equipment with Luxor Security Feature, and Quality Control Equipment for Machine Readable Security Feature.

In FY 2027, the Bureau will continue the major security-feature industrialization projects initiated in FY 2025 and FY 2026, including Bazaar, Project Truffles, Luxor Security Features, and Quality Control Equipment.

Security & Accountability

Description:

Security and Accountability improvement projects include surveillance, security and infrastructure upgrades to Washington and Western Currency facilities.

Investment Obligations: (In Millions of \$):

Type	FY 2025 Actuals	FY 2026 Estimated Obligations	FY 2027 Estimated Obligations	Change in \$	% Change
Sub-Total DME Obligations (Including Internal labor (Govt. FTE))	1.78	1.45	1.35	-0.10	-6.90%
Sub-Total O&M Obligations (Including Internal Labor (Govt. FTE))	0.00	0.00	0.00	0.00	0.00%
Total Obligations	1.78	1.45	1.35	-0.10	-6.90%

Purpose, Accomplishments, Future Objectives:

Security and Accountability improvement projects include surveillance, security and infrastructure upgrades to Washington and Western Currency facilities.

In FY 2025, major projects included WCF Security Video Monitoring Station Remodel and WCF Microwave Intrusion Detection Upgrade.

FY 2026, major projects include Modernization of WCF Cameras and Infrastructure, New Police Revolvers, and WCF Security New Armored Vehicle.

FY 2027, major projects include Rooftop/Perimeter Thermal Detection System and continuation of Modernization of WCF Cameras and Infrastructure.