

UNITED STATES MINT

STRATEGIC PLAN

2002 - 2007

Founded in 1792, the United States Mint became a bureau of the Department of Treasury in 1873 and today is the world's largest coin manufacturer, with operations in California, Colorado, Kentucky, New York, Pennsylvania, and Washington, D.C. The United States Mint applies world-class business practices in making, selling, and protecting our Nation's coinage and assets. This mission and our effectiveness in executing it makes the United States Mint one of the few federal agencies that produces an operating profit.

## 2002 – 2007 STRATEGIC PLAN

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TO: The Mint Family

FROM: Henrietta Holsman Fore, Director

## **ONE TEAM. ONE VISION.**

This Strategic Plan is different. We are knocking down the silos, opening up communication and strengthening teamwork across the Mint. Every United States Mint employee plays a vital role in providing coinage for the American people. Before our manufacturing staff turns on the coin presses, blanks need to be procured, orders need to be processed, assets need to be protected, and the business of running the Mint is underway.

In this Strategic Plan:

- You will see an emphasis on measurements of time and resources and standards by which we will benchmark these goals against similar organizations. We are not yet at the very top of world-class performance, but if every member of the Mint can visualize what is world-class in their area of work, then we can transform our work into clear and simple processes and shared improvements.
- You will also see an emphasis on safety and security because the well-being of our employees and protection of our assets are essential in the world today.
- We who stand behind the United States Mint must always protect its integrity, its absolute authenticity, and its Mint-condition quality.
- We must innovate and transform ourselves in conversations with collectors, customers, suppliers, and the nation.
- You will see our commitment to the redesign of national coinage and that we are examining our museum and tour routes and determining how we can make visits to our Mints educational experiences.
- We are collaborating with the Federal Reserve, Bureau of Engraving and Printing, and the Treasury Department to find innovative ways to share services, to develop thoughtful contingency plans, and to reduce the cost of coinage in America.
- And, you will see an enormous commitment to respecting and valuing our coworkers. Our people are the backbone and strength of the Mint. We will accomplish this goal by improving communications, accountability, and leadership; expanding training and career ladders; and creating a learning organization. We will recognize and reward our colleagues for a job well done.

Since 1792, the United States Mint has stood for quality, service, and integrity. Two hundred ten years later, you who are the United States Mint are revolutionizing how coins are made and sold and how a government agency operates. Through our commitment to teamwork and excellence we can continue to build upon two centuries of progress to become a model of 21<sup>st</sup> century government with world-class performance and services.

By working as one team with one vision and using the same yardstick to measure our achievements, together we will transform the United States Mint over the next five years. I look forward to working with all of you and exploring the many possibilities before us.

## **MINT MISSION**

*The United States Mint applies world-class business practices in making, selling, and protecting our Nation's coinage and assets.*

## **MINT VISION**

*Together, we will provide VALUE to American people, ensure INTEGRITY in our commitments and communication, and achieve world-class PERFORMANCE.*

# **THE UNITED STATES MINT'S NEW ERA VALUES**

## **ACCOUNTABILITY**

As public servants, we must be accountable to the American people, our customers, and stakeholders, while holding each other and ourselves accountable for our actions and the outcomes of our work.

## **LEADERSHIP**

We will steer a course for the future, cultivate partnerships, direct institutional change, and stand ready to make difficult, discerning decisions that affect our work and our country. We will develop managers through training and experience to make them strong leaders. We will develop a capacity to make choices that lift the organization, rather than merely distribute the spoils. We will model the Mint's values.

## **TRUST/RESPECT/INTEGRITY**

We will be honest and responsible in all of our dealings. We will trust and value one another as professionals. We will treat each other civilly at all times. We will honor the highest standards of professionalism, character, and dependability. We will remember that our people and reputation are our most precious assets.

## **TEAMWORK**

We will create an environment that fosters communication, involvement, respect, and cooperation and prizes group achievement. We will equip our people with the tools and training necessary to excel. We will join together to find the best way to address any and all issues in the best interests of the American people, our stakeholders and our employees.

## **COMMUNICATION**

We will listen to others, accept constructive criticism, share ideas, ensure complete, consistent and timely communication, and respond to others constructively and with civility.

# MINT STRATEGIC PLAN

## **GOAL 1: BE A MODEL GOVERNMENT AGENCY THAT MATCHES WORLD-CLASS BUSINESS PRACTICES**

**OBJECTIVE: Be a more effective and efficient Mint, with controls to ensure integrity of Mint operations.**

Strategy: Streamline entire business process, including: anticipating and reacting to market demand, supplier partnerships, Total Productive Manufacturing, and product distribution to customer endpoints.

Strategy: Maximize investment return through competitive sourcing, financial planning, and integrating budget and performance.

Strategy: Maximize technology and systems functionality to achieve strategic goals and objectives in a cost effective and efficient manner.

**OBJECTIVE: Strengthen the Mint's ability to deter and respond to all security threats.**

Strategy: Pursue innovative threat assessment strategies, including collaboration with other law enforcement agencies, to effectively prevent and counteract any security threats against Mint operations.

### **GOAL 1 MEASURES:**

- *98% Yield (2007)*
- *74% Machine Availability*
- *\$8.25 Conversion Cost per 1000 Coin Equivalents*
- *Sixty-day Cycle Time*
- *Inventory Turnover (6.0 turns)*
- *Percentage of commercial-like activities with completed FAIR ACT studies. (2003 – 15%) (OMB 3)*
- *Three-day close of financial books 100% of the time (2002) (OMB 4)*
- *Limit SG&A to 7.7% of revenue (2002)*
- *100% of the budgets produced are performance-based (2003) (OMB 5)*
- *Automated systems are implemented on time, within budget, and in accordance with Service Level Agreements (2002-2007) (OMB 2)*
- *Threat Index, which measures four factors: readiness, physical security, income and cost*
- *100% of all malicious Information Technology applications are detected and removed before infection occurs (2002-2007)*

## **GOAL 2: VALUE & COMMUNICATE WITH THE AMERICAN PEOPLE**

**OBJECTIVE: Ensure communication with our external stakeholders is responsive, open, honest, and timely.**

**OBJECTIVE: Educate the American public about coin collecting and the Mint.**

Strategy: Strengthen communication and protect the Mint brand by developing a Mint-wide educational outreach program.

### **GOAL 2 MEASURES:**

- *98% system up-time (OMB 2)*
- *Increase overall United States Mint brand awareness (of the general public) from a base of 8% to 12%*

## **GOAL 3: DESIGN, SELL & DELIVER QUALITY PRODUCTS**

**OBJECTIVE: Increase revenues and profits.**

Strategy: Expand and maintain customer base by providing quality products and services that are responsive to our customer's needs and desires.

Strategy: Design cost-effective marketing, advertising, and promotion programs.

**OBJECTIVE: Provide excellent customer service and satisfaction.**

Strategy: Benchmark against best-in-business standards for customer service.

**OBJECTIVE: Redesign America's coinage and medals.**

Strategy: Research and adopt innovative state-of-the-art manufacturing technology, techniques, and processes.

Strategy: Create beautiful designs that depict the diversity of America.

### **GOAL 3 MEASURES:**

- *Meet target of 90% on the Customer Satisfaction Index*
- *Double revenues and profits*

## **GOAL 4: RESPECT & VALUE OUR CO-WORKERS**

### **OBJECTIVE: Eliminate all lost time accidents.**

Strategy: Require personal accountability at all levels for workforce and workplace safety.

### **OBJECTIVE: Educate and communicate with our co-workers about the Mint.**

Strategy: Strengthen our internal communications and ensure project collaboration across the organization.

Strategy: Effectively use the intranet and make electronic communication tools available and accessible to all Mint personnel.

### **OBJECTIVE: Implement workforce plans to meet our strategic goals.**

Strategy: Increase flexibility and skills of the workforce by expanding Mint career, training, and recruitment and retention opportunities.

Strategy: Recognize and reward the performance of our employees.

### **OBJECTIVE: Implement a learning organization.**

Strategy: Define Mint learning organization and design and finalize the project plan. (FY02)

### **GOAL 4 MEASURES:**

- *0.62 Lost Time Accident Rate*
- *Pulse-Check Survey*

# APPENDIX

## 10 MINT PERFORMANCE MEASURES

<b>Measure</b>	<b>Description</b>	<b>Formula</b>
Lost Time Accident Rate	The United States Mint values its employees. Consistent with those values, the Mint strives to maintain a work environment that promotes the safety and well-being of employees on the job at all times. Lost Time Accidents are unsafe events that lead to an employee missing at least one day of work.	Lost Time Accidents per 200,000 hours
Pulse-Check Survey	The Mint values its employees and strives to be an employer of choice, where staff are motivated and enthusiastic about coming to work. The Pulse-Check Survey is a 14-question survey designed to assess the attitudes of Mint employees concerning their work environment. It is administered each quarter to 25% of the Mint's permanent workforce.	Quarterly Survey Results
Cycle-Time	The Mint wants to minimize the amount of time it takes to process raw materials into finished goods, eliminating non-value added steps from the processes. The measure assesses the time it takes material to flow through the Mint's processes, from raw material to order fulfillment.	High level look at the Mint's process cycles (customer order, replenishment, manufacture, procurement). Measured as the number of days for material to run through the Mint's cycle from procurement to delivery to customer.
Yield	The Mint seeks to use its resources effectively, transforming raw materials into finished goods. Yield assesses the amount of metal or other material that are resulting in a finished good (not counting web scrap). We want to minimize wasted material and transform as much of our raw materials into finished goods as is feasible.	Good coins produced in the period divided by Total Coins Expected (e.g. total blanks from strip/supplier)

Machine Availability	This measures the amount of time the production equipment is available to produce finished goods (excluding scheduled downtime). We want our machines 'at-the-ready' at all times to manufacture coins as warranted by the prevalent demand.	$\frac{\text{Time machine run during period}}{\text{Total Time in Period} - \text{Scheduled Downtime}}$
Inventory Turnover	Inventory is expensive. It costs money to store inventory while it waits to be sold or converted to a finished good. And there is the opportunity cost of inventory, which is having money tied up in an activity that does not generate revenue for the bottom line. The Mint seeks to minimize its inventory of raw materials and finished goods to reduce the associated costs.	$\frac{\text{Cost of Goods Sold}}{\text{Average Inventory for the period}}$
SG&A as a Percent of Revenue	Sales, General & Administrative (SG&A) are the costs not directly tied to the production of Mint products. While SG&A are necessary costs, it is important for a business to focus its resources on activities that contribute to increasing revenues, such as production, rather than non-production activities.	$\frac{\text{SG\&A Cost}}{\text{Revenues}}$
Conversion Cost per 1000 Coin Equivalents	The Mint's costs vary by product. The Mint's product mix has been variable over time. How effective was the Mint at turning the inputs into revenue generating products? The cost per 1,000 coin equivalents lets us know the answer by converting the Mint's production to terms of one unit (a quarter) and showing the costs that were incurred by the level of production. This allows comparison of performance over time by negating the distortions of Mint financial results due to changes in the product mix.	$\frac{\text{Conversion Costs}}{\text{Number of coin equivalents} / 1000}$
Customer Satisfaction	This measure is an indicator of quality of our product and service to the customer. Production of quality products and excellent customer service is paramount. The retention of customers and generation of sales is at stake.	$\text{CSI} = 1 - \left[ \frac{\text{Total "Satisfaction Gauge" Orders}}{\text{Total Orders}} + \frac{\text{Total "Satisfaction Gauge" Calls}}{\text{Total Calls}} \right] * 100$
Threat Index	A measure of the level of threat that the United States Mint faces, taking into account the Mint's level of preparedness and scaled by the size of Mint operations.	$\frac{[\text{Threat Level} - (\text{Readiness Factor} + \text{Physical Security Level})]}{(\text{Income} - \text{Cost})}$

# OMB SCORECARD MEASURES AND ADDITIONAL MEASURES

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## **Percentage of commercial-like activities with completed FAIR Act studies. (OMB 3)**

President Bush has proposed to increase competition for activities performed by the government as listed on agency FAIR Act inventories. Positions that are commercial in nature (activities that are not “so intimately related to the public interest as to require performance by federal government employees”) will be studied to determine if the government or the private sector are in the best position to provide these products and services most effectively.

## **Three-day close of financial books 100% of the time. (OMB 4)**

The Mint must within 3 business days of the end of a financial reporting period submit to the United States Treasury Department accurately updated financial information. As a result, more timely information will be readily available for management to make business decisions.

## **100% of the budgets produced are performance-based. (OMB 5)**

To provide a greater focus on performance, the Mint will formally integrate performance with budget decisions. This will allow the Mint to allocate resources effectively and to identify the return on investment for a given resource level.

## **Automated systems are implemented on time, within budget, and in accordance with Service Level Agreements. (OMB 2)**

The Mint will strive to ensure that the automated systems we support are integrated in a timely, cost effective manner, and adhere to the agreements made with business units.

## **98% system up-time. (OMB 2)**

The Mint is focused on creating a citizen-centered web presence and will strive to ensure that our Internet, as well as Intranet, provides seamless access to information for both our internal and external users.

**100% of all malicious Information Technology applications are detected and removed before infection occurs.**

Our information infrastructure is one of our most valuable resources. The Mint aggressively seeks opportunities to act proactively, detecting and eliminating all computer viruses before they attack our infrastructure.

**Increase overall United States Mint brand awareness (of the general public) from a base of 8% to 12%.**

Despite the increasing popularity of the 50 State Quarters Program, only 8% of the American population realizes that the United States Mint produces coins and coin products, including the 50 State Quarters. The Mint is committed to raising the level of awareness of all of our products and functions at the United States Mint.

**Double revenues and profits.**

The Mint is not only committed to reduce costs, streamline processes, and become more efficient, but to also increase the demand for its products. By focusing simultaneously on both strategies, we will double our revenues and profits over the next five years. This equates annually to a 15% increase over the prior fiscal year's revenues and profits.

**Note: The objectives, strategies, and measures in Goal 4, while not highlighted as such, are directly related to OMB Measure 1.**

## GLOSSARY OF TERMS

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### **Total Productive Manufacturing**

Total Productive Manufacturing is a production philosophy that encourages continuous and rapid improvement through the use of employee involvement and clear measures of performance. Total Productive Manufacturing focuses on maintaining a safe and clean working environment; upgrading and standardizing equipment and processes; and employee involvement through training and team-based problem solving.

### **Yield**

Assessment of the amount of metal or other raw material that is converted into a finished good, not including web scrap. Yield is a key component of Overall Equipment Effectiveness.

### **Machine Availability**

Amount of time production equipment is scheduled to produce finished goods. Availability is a key component of Overall Equipment Effectiveness.

### **Conversion Cost**

Conversion costs are the expenses directly associated with making a coin and include all field Manufacturing payroll and non-payroll (services and supplies, etc.) expenditures and depreciation expense. It does not include SG&A (all of headquarters, including manufacturing and Human Resources and Information Technology departments in the plants), metal and fabrication, transportation to FRB or PSFWeb, or security.

### **Coin Equivalent**

Coin equivalent is a ratio of the “cost to produce” a product (coin, coin set, medal, etc) to the “cost to produce” a quarter. The quarter is the equivalent unit. This allows comparison of performance over time by eliminating the impact on Mint financial results due to changes in the product mix. For the same reason, it facilitates high level forward planning.

### **Cycle Time**

Cycle time is the length of time from when material enters a production facility until it exits.

## **Inventory Turnover**

The number of times a year in which the average inventory is sold. Monthly results are stated on an annualized basis.

## **FAIR Act**

The Federal Activities Inventory Reform (FAIR) Act requires agencies to annually provide the Office of Management and Budget (OMB) with a list of commercial functions performed by the agency that are not inherently governmental (activities that are not “so intimately related to the public interest as to require performance by federal government employees”).

## **Competitive Sourcing**

The process by which commercial-type activities that are currently performed by governmental agencies are evaluated, re-engineered for efficiency, and where appropriate are offered to the private sector for bidding on a competitive basis in order to ensure that customers, stakeholders, and citizens are provided services at the best possible value.

## **SG&A**

Selling, General and Administrative costs are the costs not directly related to the production of coinage. It incorporates all of headquarters including headquarters Manufacturing and Human Resources and Information Technology departments in the plants.

## **Performance-based Budgets**

A performance-based budget is “an integrated annual performance plan and annual budget that shows the relationship between program funding levels and expected results.” It links budget and management decisions to performance results.

## **Service Level Agreements (SLA)**

A written agreement between Mint offices that identifies the following: the scope of the agreement; measurements, tools and feedback mechanisms to assess the delivery of services; and detail of services provided under the SLA, including performance goals, expected outcomes, customer responsibilities, measurements and measures for services/outcomes, and service standards.

## **Threat Index**

A measure of the level of threat that the United States Mint faces, taking into account the Mint's level of preparedness and scaled by the size of Mint operations.

## **Customer Satisfaction Index (CSI)**

The customer satisfaction index is an indicator established by the Mint to measure customer satisfaction. It measures specific elements of customer satisfaction that indicate the level of service to our customer.

## **Lost Time Accidents (LTA)**

Lost Time Accidents are incidents that lead to an employee missing at least one full day of work.

## **Workforce Plan**

The purpose of workforce plans is to assure the organization has the right number of employees with the right skills in the right places to meet our strategic goals. It is linked to the strategic plan, and considers the mission, vision for the future, core values, and our goals. Some of the key elements addressed in the plan include: a forecast of the human resource requirements to meet our business objectives; program and processes to ensure the proper mix of skill sets; recruitment, retention, training and professional development strategies to ensure a diverse and quality workforce; and the use of existing personnel flexibilities, tools, and technology. As needed, specific strategies may address demographic diversity, attrition, succession planning, and de-layering the organization.

## **Pulse-Check Survey**

The Pulse-Check Survey is a 14-question survey designed to assess the attitudes of Mint employees concerning their work environment. It is administered each quarter to 25% of the Mint's permanent workforce. The collective attitudes of Mint employees will be benchmarked to the attitudes of employees in similar sized organizations performing similar work, which will allow the Mint to determine opportunities for improvement. This information will also be tracked through time to determine the effect of planned workplace improvements.

A private contractor administers the survey. All responses are kept strictly confidential.

## GPRA APPENDIX - TABLE OF CONTENTS

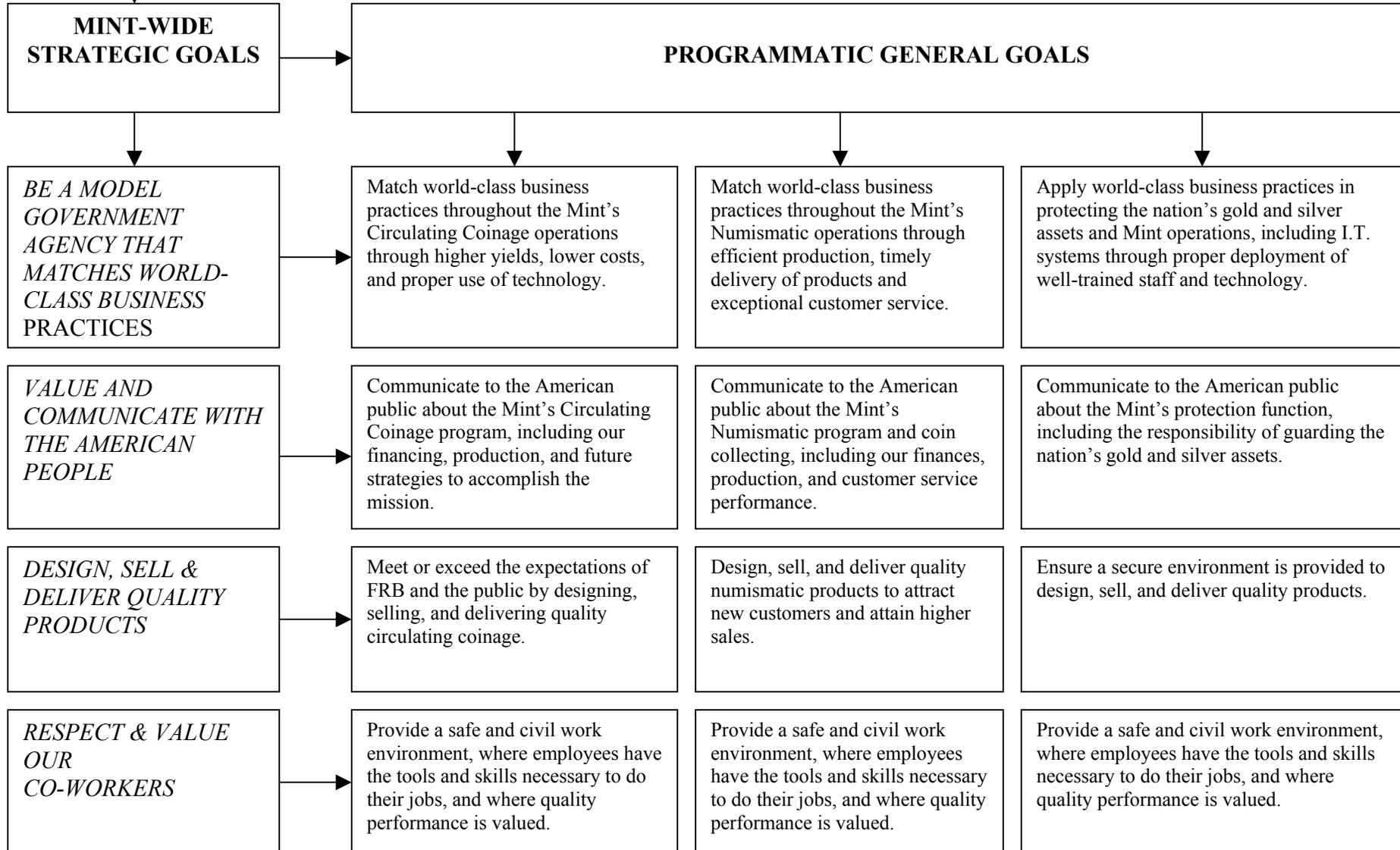
Description of GPRA required elements and in which part of the plan they are satisfied.

GPRA ELEMENT	PAGE OR APPENDIX NUMBER
“(1) a comprehensive mission statement covering the major functions and operations of the agency;	Page 2, Plan body
“(2) general goals and objectives, including outcome- related goals and objectives, for the major functions and operations of the agency;	Appendix 2
“(3) a description of how the goals and objectives are to be achieved, including a description of the operational processes, skills and technology, and the human, capital, information, and other resources required to meet those goals and objectives;	Appendix 3
“(4) a description of how the performance goals included in the plan required by section 1115(a) of title 31 shall be related to the general goals and objectives in the strategic plan;	Appendix 4
“(5) an identification of those key factors external to the agency and beyond its control that could significantly affect the achievement of the general goals and objectives; and	Appendix 5
“(6) a description of the program evaluations used in establishing or revising general goals and objectives, with a schedule for future program evaluations.	Appendix 6
“(b) The strategic plan shall cover a period of not less than five years forward from the fiscal year in which it is submitted, and shall be updated and revised at least every three years.	Strategic Plan title
“(c) The performance plan required by section 1115 of title 31 shall be consistent with the agency's strategic plan. A performance plan may not be submitted for a fiscal year not covered by a current strategic plan under this section.	Mint performance plans will flow from this strategic plan
“(d) When developing a strategic plan, the agency shall consult with the Congress, and shall solicit and consider the views and suggestions of those entities potentially affected by or interested in such a plan.	Listing to be provided with final plan.

# MINT STRATEGIC PLAN

**VISION:** *Together, we will provide VALUE to American people, ensure INTEGRITY in our commitments and communication, and achieve world-class PERFORMANCE.*

**MISSION:** *The United States Mint applies world-class business practices in making, selling, and protecting our Nation's coinage and assets*



## **MEANS AND STRATEGIES TO ACHIEVE THE GENERAL GOALS**

To accomplish the general goals, the United States Mint will focus its strategies on adding value, ensuring integrity, and realizing world-class performance. The processes, skills, technologies, and various resources that will be used to achieve the general goals include:

- Implement a comprehensive, aggressive safety program to ensure a safe work environment.
- Streamline entire business process, including: anticipating and reacting to market demand, supplier partnerships, Total Productive Manufacturing, and product distribution to customer endpoints.
- Partner with Federal Reserve to improve coin forecasting, coin ordering, and inventory management.
- Develop and embrace a one report-one system format in conducting Mint business efficiently and cost effectively, targeting selling, general, and administrative costs.
- Benchmark Mint performance against best-in-business standards and practices.
- Ensure the Mint has the right employees in the right place with the right skills and tools to do their job.
- Pursue initiatives to better meet the needs and expectations of Mint customers and stakeholders.
- Ensure capital investments support the mission and are well-managed.
- Pursue innovative technology initiatives and apply innovative approaches that will enhance Mint capabilities to implement leading edge business practices.

## **DESCRIPTION OF HOW THE PERFORMANCE GOALS INCLUDED IN ANNUAL PERFORMANCE PLAN SHALL BE RELATED TO THE GENERAL GOALS AND OBJECTIVES IN THE STRATEGIC PLAN**

The performance goals in the annual performance plan will be based on the general goals in the strategic plan, and to a great extent will indicate through performance measures the progress in a fiscal year toward achieving the strategic plan's general goals. As such, performance goals will represent milestone in achieving the strategic goals

### **Key Mint-Wide Performance Goals**

The Mint will gauge its progress towards achieving world-class performance in all that we do through a key set of Mint-wide performance goals with measures that have aggressive targets. These key measures will address and assess safety, employee satisfaction, customer satisfaction, security threats, cost effectiveness, and manufacturing efficiency. Generally, these measures can be broken down to the specific programs as described below.

### **Circulating Coinage Program**

The Mint will measure and assess progress of this program primarily through performance goals and measures that determine cost effectiveness of coin production, manufacturing efficiency, and safety in the workplace. Ultimate success will be measured by the Mint's ability to meet the demand for circulating coinage.

### **Numismatic Program**

To measure success for this program, the Mint will use performance goals and measures that address and assess efficient production, customer service, cost effectiveness, growth in revenues, and workplace safety.

### **Protection Program**

Success of the Protection program will be measured by the extent to which the threat levels are being addressed.

## KEY EXTERNAL FACTORS AFFECTING ACHIEVEMENT OF MINT-WIDE STRATEGIC GOALS INCLUDE:

- **Changes in Market Conditions** – The condition of the economy influences coin demand. Generally, in a strong economy there is a need for more coins, while in a weaker economy fewer coins are needed. These volume changes can mask or augment the Mint's production and cost efficiency performance measures due to the fixed/variable nature of the Mint cost structure, and can subsequently affect the Mint achieving the strategic goal: Be a model government agency that matches world-class performance.
- **Nature of Coin Demand** – Coin demand is cyclical and may change very quickly. Normally, circulating coin demand rises in the spring in anticipation of increased economic activity during summer and late fall. Likewise, circulating coin inventory rises as demand weakens in the winter months. The magnitude of the demand changes is difficult to respond to from production planning perspective. Fluctuations in coin demand may also have a positive or negative effect on performance measures addressing cost effectiveness and manufacturing efficiency goals.
- **Electronic Cash** – The potential use of electronic cash for activities normally requiring coins could impact coin demand. Increased usage of electronic cash may result in lower coin demand, thereby affecting performance that addresses cost effectiveness and manufacturing efficiency goals.
- **Changing Threat Levels** – Threat levels continue to rise globally. The September 11, 2001, terrorist attacks increased the need for security at Mint facilities. The challenge will be to maintain balance between the threat level and the level of protection provided by the Mint. Changing threat levels affect the extent to which threat levels are addressed with Mint security which is a key indicator for achievement of the strategic goal: Be a model government agency that matches world-class performance.
- **Coin Redesign** – The Mint's ability to redesign America's coinage may be affected by the legislated requirements for coinage and design, the coinability and cost efficiencies associated with redesign, and new designs and themes that appropriately reflect today's America. It will also require production plan changes and national acceptance. Coin redesign may impact measures that address revenue growth and customer service which are key indicators for achievement of the strategic goal: Design, sell and deliver quality products.
- **Customer Demographics & Expectations** – Changes in the demographics and expectations of the Mint's customers or potential customers will require the Mint to become more flexible and creative in designing, selling, and delivering quality products. Changes in customer demographics and expectations will affect measures addressing customer service and revenue growth, which are key indicators for achievement of strategic goal: Design, sell & deliver quality products.
- **New Innovative Technology** – The Mint's ability to implement leading edge business practices may be affected by the rapid growth of new innovative technology impacting production efficiencies and process improvements. The speed at which the Mint adopts new technology will impact the Mint's ability to implement leading edge business practices. New innovative technology may impact measures addressing manufacturing efficiency as well as coin redesign, which are key to achievement of two strategic goals: Be a model government that matches world-class performance, and Design, sell and deliver quality products.
- **Competing Requirements of External Stakeholders and the Mint** – There are times when the needs of external stakeholders are in conflict with the needs of the Mint, resulting in multiple reporting formats and numerous reports. Need to ensure reports and information are accurate and consistent. Competing requirements of external stakeholders and the Mint may impact the achievement of strategic goal: Value and communicate with the American people.

## PROGRAM EVALUATIONS

The Mint continuously seeks to realize world-class performance. Success goes beyond the critical set of measures established to assess our progress. Also essential are program evaluations, through objective measurement and systematic analysis, to assess the manner and extent to which the Mint achieves intended objectives. Some of the completed evaluations are highlighted below.

- ❑ Monthly independent internal analysis and review of the Mint's performance is conducted by the Mint's Office of Chief Financial Officer (OCFO).
- ❑ Established performance measure taskforce to review and analyze the Mint's current and past performance measures and assess other more meaningful measures, which resulted in a key set of Mint-wide performance measures.
- ❑ Extensive voluntary audit of information technology security to address management deficiencies in the areas of computer security. Implemented a program to address computer security incidents and provide mandatory training classes for employees to increase their knowledge and awareness of information technology system rules of behavior at the Mint.
- ❑ Assessed numismatic customer's satisfaction with numismatic products through University of Michigan's National Quality Research Center.
- ❑ Independent auditors review the Mint's financial performance, operations, and conformance with applicable statutes during annual audit process. Although not regularly scheduled, OIG and the GAO perform reviews that focus on areas of specific interest to them.

These completed evaluations were used to establish the Mint's key performance measures and related performance goals in the strategic plan. Specifically, monthly analysis and review of performance, past performance results and analysis, customer satisfaction ratings, audit reviews, and findings from the performance measure taskforce were taken into consideration in determining the most meaningful and measurable performance measures. Benchmarking of specific performance information done by the task force was taken into consideration to establish performance goals comparable to organizations considered best in business.

### **Planned Evaluations:**

- ❑ New initiative being spearheaded by the Director of the United States Mint within the International Mint Director community to begin a forum for discussion of issues at their annual conference. As well, the Mint has begun conversations with several private sector manufacturing companies for informal benchmarking on several different production-related issues. (FY 2003)
- ❑ Hire Schulman, Ronca, & Bucuvalas, Inc. (SRBI), to survey and assess customer satisfaction with Mint numismatic products and services. (FY 2003)
- ❑ The Mint's Office of Program Evaluations will independently audit Mint programs, major initiatives, and finance functions, including review of standard operating procedures, policies and internal management controls. (FY 2003 through FY 2007)
- ❑ The Mint will be exploring opportunities to partner with Universities or contractors to evaluate Mint programs. (FY 2003 through FY 2007)
- ❑ The Technology task force will identify Mint-wide technology initiatives that will significantly improve the Mint's core business practices and position the Mint as a "World-Class" operation by benchmarking best practices with other Mints, private industry leaders, suppliers, and others. Additionally, opportunities to develop technology, joint ventures, partnerships, or business agreements with educational institutions, technology centers, other Mints, and private industry will be pursued. (FY 2003)