

UNITED  
STATES  
MINT

**STRATEGIC PLAN 2000**

## Introduction

In the autumn of 1994, the United States Mint's (U.S. Mint or Mint) management team and representatives from the American Federation of Government Employees created a document that changed the capabilities and direction of the world's largest coin-making enterprise. That initial strategic plan clearly described the expectations we had for our operations and ourselves. The first strategic plan was more seminal than we imagined. It clarified the culture and convictions of the Mint and set an example that has been heralded, praised, and imitated throughout Government. We publish our sixth strategic plan as an acknowledged leader in reshaping the operations of government.

In five years, we have dramatically ascended to new levels of management, marketing, and manufacturing excellence. Compared to 1994, we now operate as a self-funded, completely restructured, marketing and manufacturing organization. We have greater control over larger, more impressive, and more profitable product lines. We're making unprecedented investments in our facilities and people in order to increase productivity. Even so, the climb we've made is less sensational than the leap we're about to take to a fully integrated, information-based, market-responsive, public sector enterprise.

Our preparation and eagerness for that leap is evident in reading our strategic plan for 2000 and beyond. Emphasis on technology shows the priority information management has become. Accomplishing strategies for curbing costs and increasing sales is contingent upon the successful use of our new system. More goals and more specific goals for training and education indicate our dedication to enable the use of new technologies. This is further proof of our intention to use cutting edge technology in order to operate as a profit-making, public sector business.

Leveraging our success in strategic planning, we will use our new system to better manage organizational performance. This plan describes a new approach to personnel administration through the use of knowledge management. We plan to match knowledge requirements with employees' identified core competencies using newly established databases. We will supplement employees' skills through training as appropriate. Positioned suitably and armed with the appropriate skill set, we will maximize performance of our duties.

Our new system is also the key in advancing our customer services efforts. Our new system includes databases to identify customers' purchasing habits. This information

will allow us to target the marketing of specific products to the customers who are most likely to purchase them. In doing so, we will maximize our profits while minimizing our marketing expenses. In addition, we will use this data to better serve our clients by allocating our resources to those products and services that our customers most demand. Collecting such information in our new system will further enable us to be a customer driven organization.

This strategic plan exhibits how earnestly we've taken our responsibility to serve the American people, the world's coin collectors, and the world's bullion investors. A fierce sense of duty and responsibility is one quality of the United States Mint that will never change.

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## **Mission of the United States Mint**

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The mission of the United States Mint is to manufacture the highest quality circulating, numismatic, and bullion coins at the lowest possible cost and to deliver them in a timely manner . . . to expand our markets through exceptional customer service, product development, and innovative marketing . . . to sell numismatic and bullion products at a reasonable price and profit, and to provide security over assets entrusted to us.

## **Our Vision of the Future**

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The United States Mint will provide outstanding products and services that surpass customers' expectations for quality and value. We will dedicate ourselves to excellence and integrity, providing a safe workplace and rewarding work for every employee. We will honor our obligations as a corporate citizen of communities where we live and work.

## **Our Guiding Principles**

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**As we focus on the work of the Mint, we emphasize the core values to which we subscribe:**

**To focus on our customers' needs and to anticipate changes in their demands**

Customers are our first priority. Their needs will drive our decisions. We will stay close to our customers, anticipate and respond to their demands, and exceed their expectations.

**To pursue continuous improvement in the quality of our products, services, and operations**

We will continually examine every operation, process, service and product and engage all employees in enhancing the quality of everything we do.

**To commit ourselves to teamwork and team building**

As partners in a common mission, we will create an environment that values cooperation, raises each person's ability to advance our shared goals, fosters respect, and prizes group achievement.

**To promote trust, respect, and integrity in all our relationships**

Whether dealing with customers, the public, or each other, we will honor the highest standards in professionalism, character, and dependability. We will remember that our reputation is our most precious asset.

**To communicate honestly and openly among ourselves and with our customers**

Communication is the cornerstone of trust, teamwork, and accomplishment. We will listen to others, accept honest criticism, share our ideas and information, and respond to others constructively and sensitively.

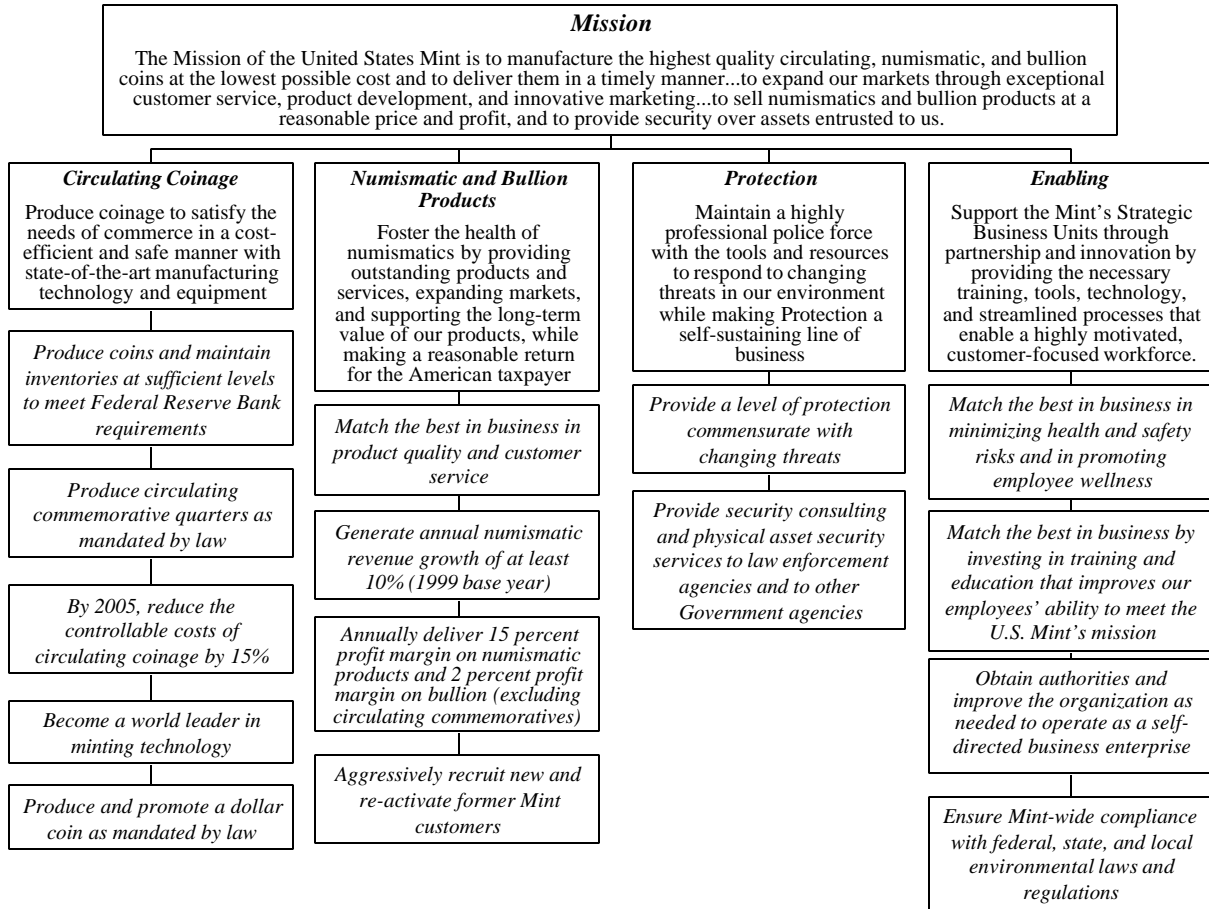
**To operate safely and conscientiously for the benefit of all employees**

In pursuing our business goals, we will invest in the skills and career development of our employees, provide them appropriate tools and equipment, and recognize their family and personal responsibilities. We value the health, safety, aspirations, and dignity of employees.

**To honor environmental and social responsibilities in our communities**

We will be a conscientious corporate citizen committed to a clean environment, progressive communities, and opportunity for all employees to contribute their utmost in improving the quality of life where we live and work.

# Summary of Goals



## **Circulating Coinage**

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### **Vision**

**Produce coinage to satisfy the needs of commerce in a cost-efficient and safe manner with state-of-the art manufacturing technology and equipment**



# Circulating Coinage

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## Goal 1

**Produce coins and maintain inventories at sufficient levels to meet Federal Reserve Bank requirements**

### Objective

Develop normal operating capacity by October 2000 to produce 11 billion clad and nickel coins to meet Federal Reserve Bank (FRB) demand while maintaining sufficient capacity to meet variable demand for pennies

### Strategy

- Track utilization rates and increase efficiency of coinage equipment (2000)
- Purchase and install coining and material handling equipment based on engineering studies and demand forecasts (2000-2005)
- Test and improve forecasting, inventory, and production models periodically (2000-2005)
- Work in partnership with the FRB to manage coin inventory levels (2000-2005)

### Measures

- Frequency of time meeting minimum, seasonal-adjusted inventory level (beginning July 2000)
- Federal Reserve Board Customer Satisfaction Survey results
- Clad and nickel production capacity in October 2000

## Circulating Coinage

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### Goal 2

**Produce circulating commemorative quarters as mandated by law**

#### Objective

Produce state quarters to meet the needs of commerce and collectors

##### Strategy

- Use forecasting models to predict demand for state quarters (2000-2010)
- Periodically track attrition rate by state design and produce annual attrition reports (2000-2010)

#### Objective

Minimize the cost of producing state quarters versus the 1998 George Washington quarter

##### Strategy

- Ensure that designs are efficiently coinable (2000-2008)
- Manufacture coins using normal circulating coin processes (2000-2010)
- Maximize die life through cross-Mint research and die hardening techniques (2000-2010)

#### Measures

- Production cost relative to 1998 quarter benchmark
- Frequency of time meeting minimum, seasonal-adjusted inventory level (beginning July 2000)

## Circulating Coinage

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### Goal 3

**By 2005, reduce the controllable costs of circulating coinage by 15%**

#### Objective

Establish 1997 baseline cost for each denomination and compare annual costs to baseline

##### Strategy

- Acquire and use Activity Based Costing/Management (ABC/M) software to identify opportunities for improved resource utilization (2000)
- Reconcile cost differences between facilities (2000)
- Collect and analyze cost data for each denomination (2000-2005)

#### Objective

Acquire production technology to lower manufacturing costs

##### Strategy

- Automate coin counting and packing processes (2000-2001)
- Develop and implement process improvement teams to identify and improve cost-driving processes through technology use (2000-2005)

#### Objective

Identify and eliminate activities that add no value to our products

##### Strategy

- Eliminate melting of returned and rejected coins (2000)
- Decrease count and bag operations by converting to bulk shipments to FRB (2000-2002)
- Decrease machine down time by increasing preventive and predictive maintenance and extending average die life(2000-2005)
- Reduce inspections by improving supplier product quality (2000-2005)
- Review and modify internal process controls (2000)

## Circulating Coinage

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### Goal 3

**By 2005, reduce the controllable costs of circulating coinage by 15% (continued)**

### Objective

Reduce the risk associated with exposure to price volatility in metals markets

#### Strategy

- Determine appropriate benchmark for metals cost (2000)
- Develop purchasing strategies to control costs within standards set around benchmark metals cost (2000)
- Implement purchasing strategies for metals (2000-2005)

### Measures

- Average unit cost of circulating coin by denomination
- Clad and nickel coins produced per circulating production payroll dollar

## **Circulating Coinage**

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### **Goal 4**

**Become a world leader in minting technology**

#### **Objective**

Identify and implement the process and infrastructure for becoming a world leader in minting technology

#### **Strategy**

- Benchmark with world class mints (2000)
- Use benchmark results to modify strategic, business, and capital plans as necessary (2000-2001)

#### **Measures**

- Completion of benchmarking study by July 2000

## Circulating Coinage

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### Goal 5

#### Produce and promote a dollar coin as mandated by law

### Objective

Produce sufficient supplies of the dollar coin to maintain FRB minimum inventory levels

#### Strategy

- Structure production capacity of dollar coin to meet the full range of demand projections as determined by forecasting models (2000-2005)

### Objective

Generate annual demand for new dollar coin of at least 100 million in 2000 and 300 million by 2005.

#### Strategy

- Prepare key stakeholders for introduction of dollar coin (2000-2001)
- Test for stakeholder acceptance (2000)
- Expand the use of dollar coins in automated and retail transactions through implementation of strategic marketing and distribution plan (2000-2002)
- Assure easy availability of new dollar coin throughout supply chain (2000-2005)
- Implement a public information campaign focused on the messages that the new dollar coin is legal tender and is an attractive and desirable medium of exchange (2000-2001)
- Test for public awareness (2001)

### Measures

- Federal Reserve Board Customer Satisfaction Survey results
- Net payout of dollar coins
- FRB dollar coin inventories

## **Numismatic and Bullion Products**

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### **Vision**

Foster the health of numismatics by providing outstanding products and services, expanding markets, supporting the long-term value of our products, while making a reasonable return for the American taxpayer

# **Numismatic and Bullion Products**

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## **Goal 1**

**Match the best in business in product quality and customer service**

### **Objective**

Meet or exceed the critical customer service standards established as best in business

#### **Strategy**

- Maintain best in business customer service and satisfaction ratings (2000-2005)

### **Measures**

- American Customer Satisfaction Index Rating
- Schulman, Ronca, and Bucuvalas, Inc. customer survey (SRBI) rating
- Percent of commemorative coins shipped within customer service standard
- Percent of recurring coins products shipped within customer service standard



# Numismatic and Bullion Products

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## Goal 2

**Generate annual numismatics revenue growth of at least 10 percent  
(1999 base year)**

### Objective

Increase revenues by aggressively pursuing new customers, new market channels, and new product lines

### Strategy

- Use customer database (MARCUS) to increase revenues from customer base (2000-2005)
- Develop brand plans with revenue projections for each numismatics product (2000)
- Promote awareness of the U. S. Mint brand (2000-2005)
- Establish business partnerships to open new markets and market channels (2000-2005)

### Measure

- Sales revenue of numismatic products less state quarter seigniorage and bullion revenue

# Numismatic and Bullion Products

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## Goal 3

**Annually deliver 15 percent profit margin on numismatic products<sup>1</sup> and 2 percent profit margin on bullion (excluding circulating commemoratives)**

### Objective

Create a customer-driven product development capability

#### Strategy

- Implement and utilize value-based versus cost-based pricing (2000-2005)
- Implement and utilize shipping and handling charges on selected products (2000-2005)
- Develop and expand interactive internet sales and marketing capabilities (2000-2001)
- Standardize product lines (2000-2002)
- Establish product test marketing protocols (2000-2002)

### Objective

Reduce costs of selected products by 15 percent (excluding metal costs) by 2005

#### Strategy

- Shorten fulfillment cycle and reduce cost by re-engineering fulfillment and shipping process (2000-2002)
- Implement identified manufacturing and packaging cost saving opportunities (2000-2003)
- Reduce cost of low return products while maximizing profits by optimizing set profitability targets for high performance products (2000-2003)
- Eliminate non-value-added processes (2000-2005)
- Expand supplier partnership (2000-2005)
- Continue aggressive management of mail costs (2000-2005)

### Measures

- Profit margin on numismatic line of business (excluding circulating commemorative coins)
- Numismatic's profit margin for bullion and non-bullion
- Numismatic's contribution to overhead per numismatic payroll dollar (excluding circulating commemorative coins)

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<sup>1</sup> Excludes state quarters revenue

## Numismatic and Bullion Products

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### Goal 4

**Aggressively recruit new and reactivate former Mint customers**

#### Objective

Add 250,000 new customers by 2002

#### Strategy

- Leverage the awareness of state quarters to expand customer base (2000-2005)
- Convert new state quarter purchasers to high-value, repeat customers (2000-2002)

#### Objective

By 2005 obtain 1,100,000 active customers generating a customer lifetime value (CLTV) of \$140, with the top 20 percent of active customers generating an average of \$445 CLTV

#### Strategy

- Create and test a model to estimate price elasticities of commemorative coins in secondary markets prices (2000)
- Identify and prioritize former customers and develop re-activation strategies (2000-2005)
- Develop customer-driven offerings (2000-2005)
- Develop strategy for converting low CLTV customers to high CLTV customers (2000-2005)

#### Measure

- Number of new and re-activated, high-value customers
- Average customer lifetime value (CLTV)

## **Protection**

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### **Vision**

Maintain a highly professional police force with the tools and resources to respond to changing threats in our environment while making Protection a self-sustaining line of business

# Protection

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## Goal 1

**Provide a level of protection commensurate with changing threats**

### Objective

Develop intelligence and liaison capacity to identify and assess potential threats

#### Strategy

- Strengthen inter-agency liaison with other law enforcement agencies (2000-2005)
- Create a systematic program for gathering, and sharing intelligence data from external sources (2000-2005)
- Formalize an intelligence liaison unit at each facility, with specific intelligence objectives (2000)
- Become an Interpol agency member (2000-2001)
- Develop a database of crimes against high security facilities (2000-2005)

### Measures

- Losses per million dollar of reserve value
- Number of crimes against persons on Mint property

## Protection

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### Goal 2

**Provide security consulting and physical asset security services to law enforcement agencies and to other Government agencies**

#### Objective

Provide consultative protection business advice and assistance to other Government agencies

##### Strategy

- Identify new market opportunities (2000-2005)
- Develop and implement marketing plans based on identified opportunities (2000-2005)

#### Objective

Provide consulting and physical custody services to private sector customers

##### Strategy

- Develop and implement marketing plans which features our unequalled reputation for high security storage (2000-2005)
- Identify resources available and target market opportunities (2000-2005)

#### Objective

Gain recognition of U.S. Mint Police as a leader in the industry for Team and Community Policing

##### Strategy

- Appoint a Business Plan Coordinator (BPC) and implement status reporting at each field facility (2000)
- Develop and implement peer presentation of the Protection's annual business plan (2000)
- Implement an annual security conference for the Chief, facility Chiefs and General Managers(2000)
- Implement a Mint Police peer review program to provide outside facility review and feedback (2000-2005)
- Train Mint Police officers with other law enforcement agencies (2000-2005)

## Protection

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### Goal 2

**Provide security consulting and physical asset security services to law enforcement agencies and to other Government agencies (continued)**

### Objective

Reduce overhead by streamlining internal facility security procedures

#### Strategy

- Develop and apply standards for overtime use (2000)
- Establish a task force to develop and implement procedures to address high risk factors that contribute to lost time (2000)
- Coordinate with Strategic Business Units (SBU) to streamline internal facility security procedures to address protection concerns and limit related expenses (2000)
- Identify and implement cost savings opportunities derived from the adoption of new technology (2000-2005)

### Measures

- Customer satisfaction survey results
- Security cost per security revenue dollar
- Overtime costs (1999 base year)

## **Enabling**

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### **Vision**

Support the Mint's Strategic Business Units through partnership and innovation by providing necessary training, tools, technology, and streamlined processes that enable a highly motivated, customer-focused workforce



## **Enabling**

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### **Goal 1**

**Match the best in business in minimizing health and safety risks and in promoting employee wellness**

### **Objective**

Reduce the frequency and severity of workplace injuries

#### **Strategy**

- Conduct annual facility Occupational Health and Safety (OHS) Risk Assessments and implement OHS action plans to reduce risk(2000-2005)
- Incorporate OHS into planning process by conducting safety impact assessment prior to acquiring new technologies (2000-2005)
- Incorporate OHS as a critical element in employees' and frontline leaders' performance evaluations (2000)

### **Objective**

Promote Employee Wellness

#### **Strategy**

- Provide training and information on health issues (2000-2005)
- Examine feasibility of health and fitness program for all employees at each site (2000)
- Expand the use of site-specific initiatives promoting a family friendly workplace (2000)

### **Measures**

- Results of Organizational Assessment Survey: dimensions of work and family/personal life and health and safety
- Occupational Health and Safety Incidence Rate

## Enabling

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### Goal 2

**Match the best in business by investing in training and education that improves our employees' ability to meet the U.S. Mint's mission**

#### Objective

Increase flexibility of the workforce by expanding career opportunities and broadening workers' skills

##### Strategy

- Develop and implement an apprenticeship program for selected job categories in field facilities (2000)
- Implement a comprehensive system of core competencies (2000)
- Aggressively market Individual Development Plans and the tuition assistance program to Mint employees (2000-2005)
- Implement training needs assessment as formal part of all major projects and equipment planning and acquisition (2000-2005)
- Benchmark training and education hours by personnel level against manufacturing leaders (2000-2005)
- Modify annual strategic training plan as appropriate (2000-2005)
- Extend and augment Frontline Leadership Program (2000-2005)
- Develop a methodology and database in order to evaluate the effectiveness of training expenditures (2000-2002)

#### Objective

Increase cross-functional support through the identification and utilization of employee knowledge and talent

##### Strategy

- Study and document the expert knowledge resident in Mint employees, including "lessons learned" (2003-2005)
- Create and periodically update an expert knowledge management infrastructure (2003-2005)

## Enabling

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### Goal 2

**Match the best in business by investing in training and education that improves our employees' ability to meet the U.S. Mint's mission  
(continued)**

### Objective

Maximize value of information technology (IT) investments by expanding employee expertise in using new IT resources

### Strategy

- Develop quality training standards, audit the existing training system against these standards, and recommend improvements (2000)
- Develop and maintain an annual Mint-wide IT training plan (2000-2005)
- Provide Mint-specific training classes for IT systems (2000-2005)

### Measures

- Results of Organization Assessment Survey: dimension of training by SBU
- Percent of employees who have IDP's by SBU

## Enabling

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### Goal 3

**Obtain authorities and improve the organization as needed to operate as a self-directed business enterprise**

#### Objective

Design and implement a Mint-wide Change Management process to actualize efficient use of new technologies and related process changes

##### Strategy

- Identify workforce de-motivators (2000)
- Develop Change Management action plan to eliminate workforce de-motivators by reinvigorating process improvement teams, suggestion programs, and Local Partnership Councils (2001-2003)
- Pilot Change Management action plan (2002)
- Assess and update Change Management plan as needed (2002-2003)
- Assess successes and lessons learned in Change Management pilot (2003)
- Implement Mint-wide Change Management plan (2003-2005)

#### Objective

Increase the efficiency of Mint operations with improvements in information technology management and systems

##### Strategy

- Establish an effective process to plan, select, manage, evaluate, and report on the performance of investments in information technology per the Information Technology Management Reform Act/Clinger-Cohen Act (2000)
- Facilitate the establishment and continued operations of the new Headquarter's building by supplying efficient, upgraded information technology (2000)
- Enhance and expand functionality of COINS and Intranet systems as needed (2000-2005)
- Launch and support an extranet for external and internal Mint customers (2000-2005)
- Improve and expand the Mint's website by providing better user accessibility and usability (2000-2005)
- Implement appropriate applications for imaging technology (2000-2005)
- Partner with SBUs to determine possible efficiency gains through new or expanded use of technology (2000-2005)
- Evaluate major cost drivers for support of information systems on a continuous basis (2000-2005)
- Improve information technology support processes to address cost driver evaluation as appropriate (2000-2005)

## Enabling

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### Goal 3

**Obtain authorities and improve the organization as needed to operate as a self-directed business enterprise (continued)**

#### Objective

Limit general and administrative (G&A) expenses to 3.9% of revenue

##### Strategy

- Annually review corporate administrative functions to identify opportunities for savings (2000–2005)
- Annually benchmark functions of G&A to best practices of business in order to identify areas for improvement (2001–2005)
- Implement cost saving opportunities identified through administrative reviews and benchmarking (2001–2005)

#### Objective

Continuously improve internal customer satisfaction for services provided by the Office of the Chief Financial Officer (CFO) and Office of the Chief Information Officer (CIO)

##### Strategy

- Conduct internal satisfaction surveys (2000-2005)
- Develop customer service standards for the CFO and CIO (2000)
- Evaluate annual surveys and benchmarks against 1999 internal customer service satisfaction baselines to identify opportunities for continuous improvement (2000-2005)

##### Measures

- G&A expenses as a percent of total cost (excluding Eagle Uncirculated bullion)
- G&A dollars as a percent of prior year
- Economic Return on Investment (ROI) for IT expenditures
- Internal Customer Satisfaction Survey results
- Number of material weaknesses as defined under Federal Management Financial Integrity Act (FMFIA)

## Enabling

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### Goal 4

#### Ensure Mint-wide compliance with federal, state, and local environmental laws and regulations

### Objective

Institute effective environmental assessment and compliance program

#### Strategy

- Develop environmental assessment protocols for each Mint and establish procedures for continuous updates with new regulations and Executive Orders (2000-2001)
- Complete biennial, third-party environmental assessment of all facilities by an outside contractor every other year (2001, 2003)
- Establish procedures for conducting monthly environmental compliance self-assessment by each Mint (2001)

### Objective

Implement the Environmental Management System (EMS)

#### Strategy

- Centralize functions, ensure adequate selected personnel support at each Mint (2001)
- Provide environmental training to personnel at each Mint (2000-2001)
- Implement procedures and policies outlined in the EMS to ensure Mint-wide environmental compliance (2001)
- Implement effective Pollution Prevention Program conducting biennial pollution prevention opportunity assessment (2001)
- Develop, implement, and modify as necessary a Waste Management Program (2000 - 2005)
- Develop, implement, and modify as necessary a centralized Environmental Management Information System for the Mint (2000 – 2005)
- Implement Recycling Program and modify as necessary (2000 - 2005)

### Measures

- Duration and frequency of periods of noncompliance

## Progress on Goals and Completed Tasks from Previous Plans

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- The Mint developed normal operating capacity to produce 7.2 billion circulating clad and nickel coins.
- The U.S. Mint planned and implemented the 50 State Quarters Program, which began in 1999 and will continue through 2008. In 1999, the U.S. Mint issued the first five quarters in the program: Delaware, Pennsylvania, New Jersey, Georgia, and Connecticut.
- The U.S. Mint continues to minimize safety and health risk. In spite of increased production demands and hundreds of new employees, the Mint's accident rate will be below the stated Mint-wide safety goal of 7.6 incidents for 1999. This represents a 10% reduction from the two-year average.
- As of March 1999, the U.S. Mint re-launched its public website. The site includes a revamped online catalog ([www.usmint.gov/catalog](http://www.usmint.gov/catalog)), secure credit card sales online, and an electronic newsletter to customers. Since first offering numismatic products for sale through the Mint's website, the Mint has generated \$6 million in internet-based sales revenue.
- The U.S. Mint has improved protection against external and internal loss of assets information system. Investigation and physical security offices have been established to perform assessments and investigations on and off Mint property.
- The Mint piloted a corporate intranet in the Human Resources, Consolidated Information System (COINS), and Training areas. The intranet will enable the Mint to communicate as a single virtual organization in the field and in Headquarters.

## Other Notes of Importance

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“By 2002, reduce the average unit cost of circulating coinage by 15%” has been updated to read “By 2005, reduce the controllable costs of circulating coinage by 15%”. While the Mint expects to fulfill this goal by 2002, we want to continue to challenge ourselves to find more efficient means to fulfill our mission.

“Establish criteria for becoming a world leader in minting technology” has been updated to “Become a world leader in minting technology”. Armed with research and benchmark studies, we are prepared to plan and implement our efforts to become a world leader in fulfilling our mission.

“Produce a dollar coin as mandated by law” has been updated to “Produce and promote a dollar coin as mandated by law”. We have expanded this goal to include wide- public acceptance of the dollar coin.

“General annual numismatic revenue of \$400 million by the year 2000 (excluding circulating commemorative)” has been updated to read “Generate annual numismatics revenue growth of at least 10 percent (1999 base year)”. We have changed this goal to more accurately reflect historical performance and reasonable projections in revenue growth.

“Deliver 15% profit margin on numismatic products and 1% profit margin on bullion by 2000 (excluding circulating commemoratives)” has been updated to read “Annually deliver 15 percent profit margin on numismatic products<sup>2</sup> and 2 percent profit margin on bullion (excluding circulating commemoratives)”. This change represents our growing ambitions for our bullion products.

“Add 250,000 new high value customers by the year 2002” has been changed to read “Aggressively recruit new and reactivate former Mint customers”. We have broadened this goal to more accurately reflect our on-going efforts to reach the public.

“Provide security consulting and physical asset security services to law enforcement agencies and to other Government agencies” has been added to the Mint’s Protection goals to reflect our intent for each business line to produce a profit for the American public.

“Obtain additional legal authority, acquire information systems, and improve organizational structure as needed to operate as a self-directed business enterprise” has been updated to read “Obtain authorities and improve the organization as needed to operate as a self-directed business enterprise”. We have simplified this goal for clarity.

“Ensure Mint-wide compliance with federal, state, and local environmental laws and regulations” has been added to reflect the Mint’s on-going commitment to being a good corporate citizen.

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<sup>2</sup> Excludes state quarters revenue



## Glossary of Terms

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### **Activity Based Costing/Management**

Activity Based Costing/Management is a methodology that: measures the cost and performance of activities, resources and cost objects and recognizes relationships of cost drivers to activities. This methodology provides a framework to measure and manage performance, quality, and business processes.

### **Clad and nickel coins**

Clad and nickel coins are nickels, dimes, quarters and half dollars. The dollar coin is also considered a clad coin.

### **Controllable costs of circulating coinage**

Controllable costs of circulating coinage are payroll and non-payroll expenditures for Headquarters, Philadelphia and Denver Mint circulating activities. Corporate G&A, metal, contracted coinage blank fabrication, security, and transportation costs are not included.

### **Customer Lifetime Value (CLTV)**

A customer's lifetime value is measured in the dollar value of products purchased over the customer's lifetime. Using MARCUS, the Mint is able to track which customers are purchasing what products. The Mint can use this information to target customers with specific products as their purchase history dictates, maximizing return on marketing costs.

### **Employee Wellness**

A program for US Mint employees to promote good mental and physical health with the intent to limit absenteeism and encourage high employee morale.

### **Environmental Management System**

Environmental Management System is a system to help an organization manage environmental performance, achieve environmental goals, and provide a systematic approach to continuously improve environmental performance. The system is built on consistent control of environmental operations.

### **Extranet**

An extranet is a private network that uses the internet protocols and the public telecommunications systems to securely share part of a business' information or operations with suppliers, vendors, partners, customers, or other businesses. An extranet can be viewed as part of a company's intranet that is extended to user outside the company.

## Glossary of Terms

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**Federal Reserve Board Customer Satisfaction Survey**

Federal Reserve Board Customer Satisfaction Survey is a survey performed to determine and track the satisfaction of the Federal Reserve Board with a variety of components of U.S. Mint service, including order accuracy, knowledge of Mint representatives, and on-time delivery.

**Feedback Analysis Report**

The Feedback Analysis Report is a summary of the results of Peer Reviews conducted through the Peer Review Program.

**Frontline Leadership program**

A program used to promote organizational change and alignment with strategic goals by identifying and training agents from the front line.

**Imaging Technology**

Any equipment or interconnected system of equipment, that is used in the capture, storage, manipulation, and display of images. In document imaging, the emphasis is on capturing, storing, and retrieving information from the images (which are mainly images of text). In graphical imaging, the emphasis is on the manipulation of created images in or to achieve special effects or changes to the original image.

**Information Technology**

Any equipment or interconnected system or subsystem of equipment, that is used in the automatic acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information by the executive agency. This includes computers, ancillary equipment, software, firmware and similar procedures, services (including support services), and related resources.

**MARCUS**

MARCUS is the U.S. Mint's MARKETING and CUSTOMER Information Clearinghouse. MARCUS is a data warehouse, storing more than 12 years of the Mint's customer order history. This database helps us to better market our Numismatic products to current and potential customers.

**Net payout**

Net payout is the amount of coin paid out by the Federal Reserve to commercial banks and the public, less what is received by the Federal Reserve by these same sources.

**Normal operating capacity**

Normal operating capacity is capacity of the Philadelphia and Denver Mints while operating 720 shifts a year.

## Glossary of Terms

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### **Occupational Health and Safety risk assessment**

Occupational Health and Safety risk assessment is an audit performed to ensure that the assesses is in compliance with applicable federal, state and local safety regulations as well as internal Mint policies and regulations. The audit examines a variety of components such as hazard communication, use of personal protective equipment and evaluation of fork-lift truck condition, operator training, and licensing. This survey was developed by Office of Personnel Management.

### **Organizational Assessment Survey**

A diagnostic survey within an organization that allows for the learning of the collective perceptions of the participants regarding the existing organization, leadership, and operations. One form of showing results is often in a Strength, Weakness, Opportunity, and Threat (SWOT) analysis.

### **Peer Presentations**

The U.S. Mint police affects strategic planning through the presentation of the Protection SBU's business plan by headquarters Police Officers to the field offices.

### **Peer Review Program**

The U.S. Mint police invite other members of law enforcement organizations to assess Mint police effectiveness and to make suggested improvements.

### **State Quarters**

State quarters are those coins produced as part of the Mint's 50 State Quarter's Program. The 50 State Quarter's Program is a unique and historically compelling 10-year celebration of the 50 states. A series of five quarter dollars will be issued each year from 1999 through 2008, celebrating each of [the 50 states of the Union](#). The coins will be issued in the sequence in which the states became part of the United States of America.

### **Team and Community Policing**

Team and Community Policing is a proactive policing strategy whereby the Mint Police actively heightens its visibility and liaisons with local, national and international law enforcement agencies. The strategy includes internal proactive policing involving Mint facilities and Mint employees with the intent to facilitate better communications of threats to the Mint's security.

## Note of Gratitude

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