



DEPARTMENT OF THE TREASURY  
BUREAU OF ENGRAVING AND PRINTING



# 2014–2018 Strategic Plan





DEPARTMENT OF THE TREASURY  
WASHINGTON, D.C. 20220

**September 30, 2014**

The Bureau of Engraving and Printing (BEP) and the United States Mint (Mint) are responsible for facilitating commerce by providing trusted and secure U.S. currency products. Both bureaus' mission are inextricably tied to Treasury's overall mission of promoting conditions that enable economic growth and stability at home and abroad. As such, the BEP and the Mint's strategic objectives mirror Treasury's strategic objectives. To accomplish these goals, the BEP and the Mint have crafted a comprehensive set of policy and management priorities that will make both bureaus more effective and efficient while supporting and developing the skills and talents of its dedicated workforce. As we look towards the future of our organization, we will continue to build on the foundation that has been laid, and seek opportunities to continue to do what we do and do it better.

This strategic plan supports the Strategic Alignment Initiative (SAI), an initiative created in early 2012 to identify areas of common interests between the BEP and the Mint to formulate an ongoing learning process that analyzes, and capitalizes on opportunities to improve operating efficiencies for both bureaus. The SAI supports critical functionality in the near future and preserves and advances the role of the BEP and the Mint in the years ahead. The BEP and Mint strategic plans advance the bureau's goals under the SAI philosophy by driving technology and innovation in manufacturing processes that reduce costs, improve efficiencies and optimize returns.

Over the last five years we have embarked on a transformational evolution that touches every aspect of the organization. I feel confident that the priorities outlined in the following document will take us in a journey of continuous improvement in the years to come, one that will capitalize on opportunities for coin and currency modernization and embraces innovation, human capital, quality assurance and the latest technology in manufacturing.

Rosie Rios  
Treasurer of the United States

## MESSAGE FROM THE DIRECTOR

*“Quality means doing it right when no one is looking.” (Henry Ford)*

This Strategic Plan serves as our roadmap to guide us toward improving quality, cost-effectiveness, and business operations. While we are committed to meeting the many challenges of implementing innovative technology, we will remain resolute in producing quality currency, controlling costs, being environmental stewards, and working safely as we move towards our vision – to be a world-class securities printer through excellence in manufacturing and technological innovation. We want to make sure we get it right – in all respects – the first time, every time. We will rely on the ingenuity, industriousness, and commitment of the Bureau’s employees to meet the challenges of manufacturing currency in the 21st century.

We have embarked on transformational change shifting from quality inspection to quality assurance. This multi-year journey touches every aspect of our organization. We expect of ourselves – Quality Always!

We have additional changes to bring to fruition, which will also propel us into the future. The Bureau is retooling and retrofitting the manufacturing process by: (a) installing new equipment to enable migration to a 50-subject (50 notes per sheet) currency sheet manufacturing environment from the current 32-subject currency sheet production format; (b) employing state-of-the-art technology in inspecting notes at each stage of the production process; (c) leveraging our enterprise resource planning system and integrated information technology infrastructure to support 21st century manufacturing and provide real-time data to improve process control; (d) developing a robust tactile feature to incorporate in the next generation of currency designs; (e) identifying and developing counterfeit deterrent features to secure the nation’s currency; and (f) planning to replace the aging Washington, DC facilities.

The Bureau is positioning itself to achieve these goals from both an operational and financial management perspective. We are engaging our workforce to accomplish our mission, create a best place to work, foster synergies and support the Strategic Alignment Initiative in place with the United States Mint, practice a disciplined capital investment strategy, enhance product quality, promote counterfeit deterrence, and streamline manufacturing processes.



I am confident we will feel energized, engaged, and exhilarated on our journey of continuous improvement.

Larry Felix  
*Director*

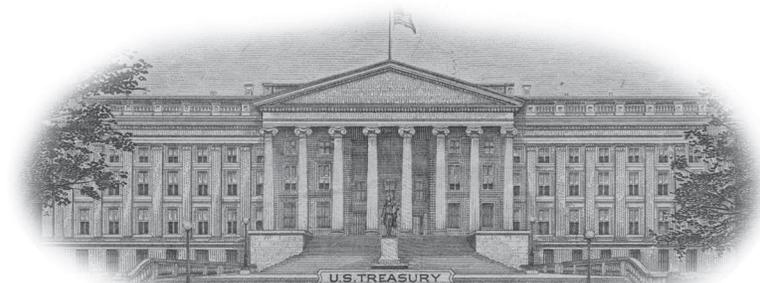
## EXECUTIVE SUMMARY

The Bureau of Engraving and Printing's (Bureau) Strategic Plan presents the path to accomplish its mission and vision over the next five years and to support the Department of the Treasury's Strategic Plan.

In order to stay ahead of increasingly sophisticated counterfeiting threats, the Bureau must continuously redesign U.S. currency. The public experienced recent currency redesign in 2003, beginning with the \$20 note followed by the \$50, \$10, and \$5 notes. The newly redesigned \$100 note began circulating in October 2013. To that end, the Bureau conducts research and development to identify and test advanced and sophisticated counterfeit deterrent technology for future currency redesigns.

The Bureau has three strategic goals: (1) to create innovative currency designs that provide effective counterfeit deterrence and meaningful access for all; (2) to produce United States currency notes that function flawlessly in commerce; and (3) to achieve organizational excellence and customer satisfaction by balanced investment in people, processes, facilities, and technology. As a strategic objective, in partnership with the Board of Governors of the Federal Reserve System (Federal Reserve Board) and the U.S. Secret Service, the Bureau has embarked on a major initiative to adopt best practices in our quality assurance system. Additional strategic objectives include more robust note designs, retooling, creating a best place to work, facility replacement (Washington, DC), and strategic synergies with the United States Mint. The Bureau is also conducting research on tactile features and currency reader devices to provide meaningful access to U.S. currency for the visually impaired and blind. Strategies are linked to Strategic Goals and Objectives along with outcomes, indicators, and measures.

This Strategic Plan charts a five-year course for the Bureau to continuously improve service to the American people. This plan is dynamic and will be updated regularly.



# OVERVIEW OF THE BUREAU OF ENGRAVING AND PRINTING

The mission of the Bureau of Engraving and Printing is to develop and produce United States currency notes, trusted worldwide.

The Bureau began printing currency in 1862. The Bureau operates on the basis of authority conferred upon the Secretary of the Treasury by 31 U.S.C. 321(a) (4) to engrave and print currency and other security documents. Operations are financed by means of a revolving fund established in 1950 in accordance with Public Law 81-656.

The Bureau occupies three government-owned facilities. The Main and Annex buildings, located in Washington, DC, produce Federal Reserve notes and other security products. The Western Currency Facility, located in Fort Worth, Texas produces only Federal Reserve notes. The Main Building became operational in 1914; the Annex Building in 1938 and the Western Currency Facility began operations in 1991. The Bureau has approximately 1,900 employees.

In addition to currency, the Bureau produces military commissions and award certificates; invitations and admission cards; and many different types of identification cards, forms, and other special security documents for a variety of Government agencies. Other activities at the Bureau include engraving plates and dies; manufacturing certain inks used to print security products; purchasing materials, supplies, and equipment; and storing and delivering products in accordance with requirements of customers. The Bureau also provides technical assistance and advice to other Federal agencies in the design and production of security documents, which, because of their innate value or other characteristics, require counterfeit deterrence. The Bureau reviews cash destruction and unfit currency operations at the Federal Reserve Banks, and is responsible for the accountability and destruction of internally generated security waste products. As a service to the public, the Bureau also processes claims for the redemption of mutilated paper currency. Free tours of currency operations are offered to the public in both Washington, DC and Fort Worth, TX. The tours include Visitor Centers with currency manufacturing displays, interactive kiosks, and other information about the Nation's currency and currency manufacturing.

The Bureau's quality management system for the production of U.S. currency is registered as International Organization for Standardization (ISO) 9001 compliant. The Bureau has obtained ISO 14001 certification for its environmental management systems (EMS) at both the Washington, DC and Fort Worth, TX facilities. The ISO certifications are indicative of the Bureau's commitment to continuous process improvement; however, this is a first step. Taking a significant strategic step forward, in partnership with the Federal Reserve Board

and the U.S. Secret Service, the Bureau has embarked on a major initiative to adopt best practices in our quality system moving from reactive quality inspection to proactive quality assurance. This multi-year effort will bring the Bureau to a new level of quality performance.

The Bureau is implementing many other significant changes to support the requirements of 21st century currency manufacturing. A facility study for possible replacement of the Washington, DC facilities has been completed. A multi-year effort to retool currency manufacturing processes is underway, which has, among others, replaced production lines with new state-of-the-art intaglio printing equipment, electronic inspection systems, and finishing equipment. The equipment will feature an improved inking system, the capability to create more complex currency designs, and an automated electronic inspection system. Successful completion of all phases of this advanced technology will improve productivity, reduce the Bureau's environmental impact, and enhance counterfeit deterrence of U.S. currency.

As the Government's security printer, the Bureau's customers and stakeholders expect and demand the highest degree of quality and security of manufacturing, handling and storage. The Bureau continually assesses risk and tests its internal controls.

While manufacturing currency and other printed securities is the core business of the Bureau, the production operations are highly dependent on the effectiveness of support processes such as security, supply chain management, information systems, financial management, product accountability, human resources management, engineering, research, product development, and facilities management and maintenance. Only when these processes work in concert can the Bureau be most responsive to the needs of its customers.

The Bureau of Engraving and Printing is a world-class securities printer providing our customers and the public superior products through excellence in manufacturing and technological innovation.



## Vision Statement

The Bureau of Engraving and Printing is a world-class securities printer providing our customers and the public superior products through excellence in manufacturing and technological innovation.

## Mission Statement

The Bureau of Engraving and Printing develops and produces United States currency notes, trusted worldwide.

## Core Values

<b>Integrity</b>	Adherence to moral and ethical principles
<b>Fairness</b>	Equitable treatment of all employees, free from bias, dishonesty, or injustice
<b>Performance</b>	Efficient, error free, and timely completion of commitments to customers and stakeholders
<b>Respect</b>	Mutual consideration and appreciation of all employees, stakeholders, and customers

## Strategic Goals

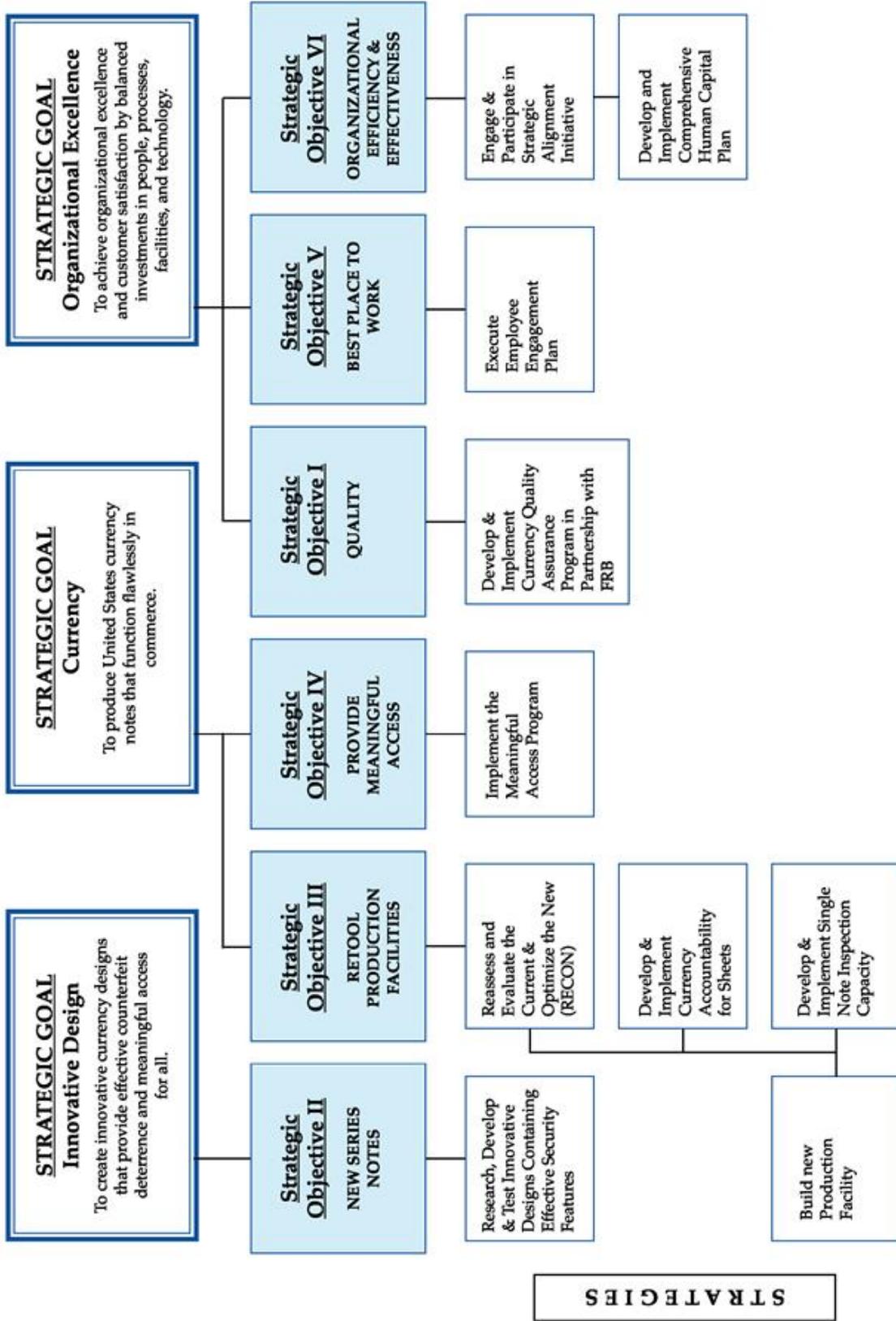
The Bureau has three Strategic Goals:

- I. To produce United States currency notes that function flawlessly in commerce.
- II. To create innovative currency designs that provide effective counterfeit deterrence and meaningful access for all.
- III. To achieve organizational excellence and customer satisfaction by balanced investment in people, processes, facilities, and technology.

## Strategic Objectives

The Bureau has established six strategic objectives to attain its strategic goals. These strategic objectives provide direction to the actions needed over the next five years. The strategic objectives are:

- I. **Quality:** Enhance quality assurance system practices to assure efficient and effective note production.
- II. **New Series Notes:** Research, develop, and test innovative designs containing effective security features for new series of notes.
- III. **Retool Production Facilities:** Build a new production facility and create state-of-the art manufacturing systems that leverage our enterprise resource planning system to support 21st century manufacturing and provide real-time data to improve process control.
- IV. **Provide Meaningful Access:** Develop tactical features and issue currency reader devices to enable the blind and visually impaired to denominate U.S. currency.
- V. **Create a Best Place to Work:** Create a work environment, which fosters high levels of collaboration, job satisfaction, employee engagement, performance, and pride in accomplishments.
- VI. **Organizational Efficiency & Effectiveness:** Engage and participate in Strategic Alignment Initiatives leveraging best practices and synergies between the Bureau, the United States Mint, and other bank-note printers to continuously improve the Bureau's operations.



# Strategic Objective I: Quality

The Bureau's quality management system for the production of U.S. currency has been registered as International Organization for Standardization (ISO) 9001 compliant for the past ten years. The ISO certification is indicative of the Bureau's commitment to continuous process improvement; however, this is a first step. Taking a significant strategic step forward, in partnership with the Federal Reserve Board and the U.S. Secret Service, the Bureau has embarked on a major initiative to adopt best quality practices in manufacturing moving from quality inspection to quality assurance. This will be a multi-year effort bringing the Bureau to a new level of quality performance.

## Strategy

### Develop and Implement Quality Assurance Improvements

Improvements are being made to every aspect of the product lifecycle, from product development to acquisition of material, through process and production control, to final release and delivery. The implementation of process control will help us move away from our current model of quality control to a new model of quality assurance.

## Outcomes

- Best Practice Quality Assurance System enhancing production efficiency and effectiveness.
- Quality Governance Structure controls the quality process.
- Operational visibility of Quality Assurance System.
- Banknote Development Process fully implemented across all five phases of development.<sup>1</sup>
- Standardized process for resolving Corrective and Preventive Actions (CAPA).
- Production and Process Controls are standardized with monitoring capability based on statistical process control methods.
- Materials traceable throughout lifecycle.
- Data readily accessible for design, production, and CAPA processes.

1. Phase 0 – Concept: Develop a clear vision of stakeholder/customer needs and describe a specific program concept to meet those needs.  
Phase 1 – Definition: Define the detailed program requirements and finalize the organizational impacts analysis.  
Phase 2 – Development: Define the detailed infrastructure and banknote specifications and develop the banknote and system functionality.  
Phase 3 – Test: Validate the banknote functionality and prepare the organization, stakeholders and suppliers for issuance.  
Phase 4 – Production: Initiate production, monitor results against business case/program plan expectations and transition to lifecycle management.

## Indicators/Measures

- Currency notes returned by the Federal Reserve Board due to defects.
- Reduce the cost of spoilage of currency notes in production process by 50% in five years (through implementation of improved quality assurance practices and single note processing for higher denominations and improve overall quality of finished notes).

## Strategic Objective II: New Series Notes

Designing and producing notes with effective security features is critical to staying ahead of counterfeiters.

Counterfeiting of U.S. currency is an international issue due to the worldwide use and acceptance of the dollar. There is over \$1 trillion of United States currency in circulation and as much as two-thirds of that circulates outside the United States. The Bureau's role is to instill confidence in the integrity of U.S. currency by consistently producing quality notes that incorporate state-of-the-art counterfeit deterrent features in new currency designs.

### Strategy

#### Research, Develop, and Test Innovative Designs Containing Effective Security Features

In order to maintain and ensure the integrity of U.S. currency, the Bureau regularly redesigns U.S. currency and explores existing and emerging technologies to deter counterfeiting. The Bureau has redesigned and the Federal Reserve Board has issued new \$5, \$10, \$20, \$50, and \$100 notes.

As part of the introduction of any redesigned currency, the Federal Reserve Board leads an extensive public education campaign to inform target industries and key stakeholder groups about the new designs. Because U.S. currency is used worldwide, it is imperative that business and financial communities, foreign exchange companies, law enforcement groups, banking officials, other cash handlers, and ultimately, the public around the world know about the new note designs and counterfeit deterrent features. International outreach is essential to smooth introduction and ready acceptance of redesigned denominations.

Development of new counterfeit deterrent features and designs must be on going. The Bureau is focused on building an inventory of such features to be ready to address counterfeiting threats that may emerge.

### Outcome

- Worldwide trust and acceptance of U.S. currency.

### Indicators/Measures

- Counterfeiting rates remain at a level such that Federal Reserve notes are generally accepted.
- Viable counterfeit deterrent features for possible inclusion in future currency redesigns

offered to the Advanced Counterfeit Deterrent (ACD) Steering Committee for review and ultimate decision by the Secretary of the Treasury.

- Approved schedule for developing and implementing future note designs.
- Relevant security feature portfolio available to meet the needs of a wide-range of cash users to include general public, point-of-sale cashiers, bank tellers, law-enforcement, and machine-readable features for cash processing and central bank authentication.
- Robust security feature development pipeline with features in all phases of development, across all user categories for future note designs.
- Implement the ACD-approved strategic recommendations regarding organizational structure, funding, and other resources to ensure the number of security feature development projects support implementation of future note designs.
- Achieve steady state of feature development projects in all phases of development with the appropriate portfolio balance between:
  - o Machine-readable features and overt public-use features
  - o Innovative technologies and stepwise incrementally-evolved technologies
  - o Early-research phase development projects and mature development projects implementing into a banknote design.

## **Strategic Objective III: Retool Production Facilities**

The Bureau is creating state-of-the art manufacturing systems, including leveraging our enterprise resource planning system to support 21st century manufacturing and provide real-time data to improve process control. A multi-year effort is underway to retool currency manufacturing processes with state-of-the-art printing, electronic inspection and finishing equipment for the Washington, DC and Fort Worth, Texas facilities. New equipment provides rapid response, flexibility, productivity, and technology necessary to support the manufacture of increasingly complex currency designs. The true value of the new manufacturing technology can only be attained through a similar retooling of the Bureau's IT infrastructure. In addition, the Bureau is seeking to build a new production facility in the Washington, DC metropolitan area.

### **Strategies**

#### Reassess and Evaluate the Current and Optimize the New (RECON)

RECON is a two-phase project to develop a future state of Bureau currency manufacturing. In Phase I, alternative manufacturing processes and associated equipment were identified to meet projected Federal Reserve Board orders and requirements. A layout of the equipment in

each facility was completed. A plan for continuity of manufacturing operations was developed in the event only one manufacturing facility is available. Phase II will more thoroughly define product requirements, refine the previously identified manufacturing process and equipment, and provide a strategy for product quality inspection. Also in Phase II, an equipment replacement plan, labor relations/staffing strategy, and alternative factory material handling alternatives will be identified. An implementation plan will be developed and executed.

### Implement 50-Subject Currency Sheet Capability

In order to migrate from production of currency using 32-subject currency sheets to 50-subject currency sheets the Bureau installed new offset and intaglio presses. The Bureau is also installing additional Large Examining and Printing Equipment (LEPE). LEPE enables large format sheet overprinting with seals and serial numbers, and it includes integrated examining and packaging systems capable of accepting a wide range of full sheet sizes. Additionally, installation of Currency Inspection Systems (CIS) will provide the capability to inspect large format, full sheets of currency prior to finishing on the LEPE.

### Develop and Implement Single Note Inspection

The installation of single note inspection equipment will enable the Bureau to identify and remove defective NXG \$100 banknotes that were produced before paper creasing was discovered. The Bureau has a two phase investment strategy to acquire single note inspection equipment: (1) acquire stand-alone equipment to inspect the NXG \$100 notes currently on hold in the Bureau's vaults, and (2) use single note inspection in production to process rejected sheets, eliminating unnecessary destruction of good notes. In the current sheet examination process, when the Bureau discovers one bad note on a 16-subject sheet, 15 good notes are scrapped. After the NXG \$100 notes on hold in Bureau vaults are processed through single note inspection, the equipment will be repurposed as part of a reclamation line. Rejected sheets will be diverted to the single note inspection system, cut into notes, examined, inspected, packaged, and delivered to the Federal Reserve Board.

### Washington, DC Production Facility

In 2013, the final phase of the Washington, DC facility study was completed. The study recommends a new production facility, and the Bureau is seeking approval to proceed with this recommendation. This new facility will provide for an improved manufacturing configuration, more efficient currency production, and the ability to better control environmental factors adversely impacting currency production.

## **Outcomes**

- The production of more secure currency by employing leading edge equipment and technologies.

- Construction of new production facility underway.
- Identify each individual currency sheet and track it through the production process.
- Next generation process improvement in final stage of currency production.
- Efficient and effective production management based on accurate, reliable, and real time information.

## Indicators/Measures

- Currency meets all agreed upon quality standards set by the Federal Reserve Board, U.S. Secret Service, and the Bureau.
- Productivity (millions of currency notes produced per employee).
- Manufacturing Cost of Currency.
- Reduce the cost of spoilage of currency notes in production process by 50% in five years (through implementation of improved quality assurance practices and single note processing for higher denominations and improve overall quality of finished notes).

## Strategic Objective IV: Provide Meaningful Access

On October 3, 2008, the United States District Court for the District of Columbia issued its ruling in *ACB v. Paulson* that the Secretary of the Treasury had to provide meaningful access to U.S. currency for the blind and visually impaired (VI) by the next currency redesign.

The Bureau is developing the means to provide meaningful access. There is no single solution given the varied needs of the blind and visually impaired community. The Secretary of the Treasury has approved three recommendations to provide meaningful access as follows:

- **Tactile Feature:** Add a raised tactile feature to U.S. currency unique to each U.S. Federal Reserve note that it may lawfully change<sup>1</sup>, which will provide users with a means of identifying each denomination via touch. The Bureau will consult with currency stakeholders at all stages of the process.
- **High Contrast Numerals:** Continue the program of adding large, high-contrast numerals and different colors to each denomination that it is permitted by law to alter. As with the tactile feature, the Bureau will consult with stakeholders at all stages of the process.
- **Currency Reader Program:** Implement a supplemental currency reader distribution program for blind and visually impaired U.S. citizens and those legally residing in the U.S.

<sup>1</sup> Currently, U.S. law prohibits any changes to the \$1 Federal Reserve note. These recommendations assumed that this prohibition will remain in place. Thus, the Bureau cannot recommend changes to the \$1 note.

## **Strategies**

### Implement the Meaningful Access Program

The Bureau will identify optimum visual imaging and identification means as well as a process for making currency readers available to the blind and visually impaired. The Bureau will conduct research to identify the optimal means for creating a sustainable tactile feature on notes, test the selected solution, and incorporate it into note production with the next note redesign.

### **Outcome**

- Blind and visually impaired individuals can reasonably denominate United States currency.

### **Indicator/Measures**

- Currency Reader program fully operational by 2015.
- Technological solutions widely used effectively among blind and visually impaired.

## **Strategic Objective V: Best Place to Work**

The Bureau seeks to create a work environment that fosters high levels of collaboration, job satisfaction, employee engagement, performance, and pride in accomplishments. Employee focus groups indicate substantial improvement is needed. A multi-year effort is underway to identify areas to improve and take specific action to do so, embodied in an employee engagement plan.

### **Strategy**

#### Implement Annual Employee Engagement Plan

Based on recommendations from employee focus groups we will implement an annual engagement plan that achieves high levels of employee satisfaction and commitment at the Bureau.

### **Outcome**

- The Bureau is an Employer of Choice, with an engaged, motivated workforce.

#### Indicators/Measures

- Achieve a ranking of 99 or better on the Office of Personnel Management Employee Viewpoint Survey.

## **Strategic Objective VI: Organizational Efficiency and Effectiveness**

The Bureau is engaging and participating in a Strategic Alignment Initiative leveraging best practices and synergies between the Bureau and the United States Mint.

Effective human resource management is a priority at the Bureau. Continual effort is put forth to hire, develop, and retain the most adaptive and effective workforce possible. New initiatives are being implemented to assess skill gaps and provide necessary training. This will have a significant impact on future hiring and staffing realignments.

An efficient and proactive supply chain will play a vital role in the successful implementation of the Bureau's strategic goals and objectives. The Bureau's capital investment process will directly support targeted investments identified in this plan. The Bureau is also working closely with vendor partners to achieve supply chain management efficiencies that will result in timely deliveries of equipment and raw materials that meet Bureau standards. These operational imperatives will necessitate the hiring of the best and brightest specialists and the implementation of new systems to transition the Bureau's supply chain to 21st century manufacturing technology.

The Bureau's history of continuous improvement includes culture changes that have resulted from a strong commitment to maintaining outcome-oriented safety, health, and environmental management. Through an ISO 14001 registered environmental, health, and safety management system, the Bureau has sustained long-term improvements in injury rates, hazardous chemical use, waste management and recycling, energy consumption, and employee wellness.

### **Strategies**

#### Engage and Participate in the Strategic Alignment Initiative

This is a Bureau/United States Mint joint initiative led by the Treasurer of the United States. The Strategic Alignment Initiative's (SAI) primary purpose is to increase inter-bureau dialogue, facilitate best practice sharing, and, when appropriate, identify potential projects that would make both organizations more effective and efficient. Some key projects under this initiative include joint front line supervisory training and sharing of best practices in areas including finance, communications, production and operations, labor relations, risk management, safety and inventory control.

#### Develop and Implement Comprehensive Human Capital Plan

The Human Capital Plan will be linked to this strategic plan and supports the Currency Quality Assurance initiative, which has identified human capital needs in many areas. In

some areas, critical skills to support the new quality system must be hired, and in others current employees (and new hires) will need training on new processes and practices. The Human Capital Plan will include: developing high level human capital goals and objectives; succession planning; competency assessment and gap analysis across the Bureau to identify and remedy skills imbalances; attrition and retirement analysis; a cross-training, retraining and continuous training plan; rightsizing and correlation of this information into plan elements; a project and implementation plan; a communication plan; a leadership development plan; metrics to measure success and effectiveness; and identification of an optimal Human Relations Office structure.

## **Outcome**

- Enhanced levels of efficiency and effectiveness of Bureau business functions.

## **Indicators/Measures**

- Improve Internal Customer Service Satisfaction.
- Reduce Waste Streams (Air, Wastewater, and Solid Waste).
- Maintain lost time OSHA recordable injury rate below 2.

# **Management and Assessment of Strategic Goals**

To manage our progress towards achieving our strategic goals (Innovative Design, Currency, Organizational Excellence), the BEP leadership is briefed monthly on the status of the strategic initiatives that support BEP goals and objectives. Project dashboards are used to present, track and manage the strategic initiatives. Overall status, schedule, budget, risks and major concerns and issues effecting one or more BEP components are addressed. Necessary action is taken if an initiative is having significant delays, over budget, or at a high risk level. Updates and discussion are also held on corporate metrics to determine our progress in achieving our metrics performance levels.

## Exhibit A: Alignment of Treasury Goals and Objectives with BEP's Contributing Goals and Objectives

Treasury Strategic Goal	Treasury Strategic Objective	Contributing Bureau of Engraving and Printing Strategic Goal and Objective
<p>Goal 1: Promote domestic economic growth and stability while continuing reforms of the financial system</p>	<p>1.4: Facilitate commerce by providing trusted and secure U.S. currency, products, and services for use by the public</p>	<p><b>Goal 1: Currency - To produce U.S. currency notes that function flawlessly in commerce</b></p> <p><i>Objective 1.1: Retool production facilities</i></p> <p><i>Objective 1.2: Provide meaningful access</i></p>
		<p><b>Goal 2: Innovative Design</b></p> <p><i>Objective 2.1: New series notes</i></p>
		<p><b>Goal 3: Organizational Excellence</b></p> <p><i>Objective 3.1: Quality</i></p>
<p>Goal 5: Create a 21st-century approach to government by improving efficiency, effectiveness, and customer interaction</p>	<p>5.1: Increase workforce engagement, performance, and diversity by instilling excellence, innovation, and inclusion in Treasury's organizational culture and business practices</p>	<p><b>Goal 3: Organizational Excellence</b></p> <p><i>Objective 3.2: Best place to work</i></p> <p><i>Objective 3.3: Organizational efficiency and effectiveness</i></p>
	<p>5.2: Support effective data-driven decision-making and encourage transparency through intelligent gathering, analysis, sharing, use, and dissemination of information</p>	
	<p>5.3: Promote efficient use of resources through shared services, strategic sourcing, streamlined business processes, and accountability</p>	
	<p>5.4: Create a culture of service through relentless pursuit of customer value</p>	