

Accomplishments

December 2012



GPO is the link between the Government and the public and is in the midst of an organizational and cultural transformation. Our long-standing structure for centralized printing and dissemination is being challenged because our customers use technology to ingest, manipulate, and disseminate content. This transformation is occurring with multiple external factors. We are operating in an environment of tight budgets, increased congressional oversight, rapid technological changes, social media scrutiny, volatile market conditions, and a multigenerational workforce that must cope with unprecedented change.

This year, GPO has stayed focused on our mission of *Keeping America Informed* with an emphasis on being *Official, Digital, and Secure*. In FY2012, we brought GPO costs under control, identified strategic capital investments to support the transformation, and stabilized our revenue streams by strengthening our existing customer relationships and identifying additional market opportunities and niches. We are working better and smarter.

The GPO management team successfully established the infrastructure to support our transformation so that we can encourage innovation and introduce new products, services, and business processes. Essentially, we are developing a new way of thinking about ourselves, our environment, and our customers.

We have added value to our products and services so that we can leverage trusted relationships with our customer base. Examples include our advanced authentication system on the Federal Digital System (FDsys) to ensure digital security of documents, expansion into the smart card business, graphic and Web design services, mobile app development, e-books, and development of print consultant expertise.

GPO has a history of adapting to technological changes, becoming experts in new technologies, and providing value to our customers. I am confident that GPO employees will once again rise to the challenge as GPO becomes the *Official, Digital Information Platform for the Federal Government and Provider of Secure Credentials*.

I am proud to present the GPO's FY 2012 Strategic Accomplishments document which was developed collaboratively with business unit leaders to highlight our achievements in the transformation. We realize that change is good, but transformation is better.

GPO is committed to meeting the needs of our customers. Just as important, we are committed to a strategic management framework that focuses on results and building an information platform for the next generation of the American public. These strategies reflect the professionalism and hard work of GPO employees who embrace change and innovation and tirelessly exceed all expectations in *Keeping America Informed: Official, Digital, and Secure*.

A handwritten signature in black ink that reads "Davita Vance-Cooks". The signature is written in a cursive, flowing style.

Davita Vance-Cooks
Acting Public Printer

I. Strategic Initiative — Satisfying Our Stakeholders

GOAL 1 – It's All About The Customer

Create an internal organizational culture in which exceptional service, delivery, and customer satisfaction are encouraged and rewarded as the foundation of a reputation for world-class customer service. GPO must provide products and services to our customers and utilize new technologies to meet our customers' needs.

Accomplishments (sorted by Business Unit)

Acquisitions Services

- **Contracts** — established contracts for paper, material, presses, passport raw materials, IT systems, and leases.
- **Noteworthy Procurements** — ePassport, copier equipment and services, electrical upgrades and transformers for the passport operation in GPO Building 4, the Composition System Replacement (CSR), new elevators, and material, paper, and equipment for inauguration events.

Business Products and Services (BPS)

- **eBook Expertise** — conducted eBook symposiums for Federal Agencies.
- **Pueblo Documents Distribution Center** — achieved a high score for customer service. The American Customer Satisfaction Index measures the customer satisfaction of more than 225 companies and 100 Government agencies. The Pueblo Distribution Center received an overall satisfaction score of 84 points with low complaints at only one percent. The Center celebrated its 40th Anniversary and was renamed after Congressman Frank Evans, who located the Center in Pueblo in 1971.

Customer Services (CS)

- **Training** — Customer Services developed a Web-based training video on the Simplified Purchase Agreement (SPA); provided classroom and video training to customers on how to use and fill out GPO forms and how to conduct press sheet inspections. In addition, Customer Services conducted presentations at GPO Roadshows to educate agencies on current technologies and GPO services.
- **On-Time Delivery Metric** — maintained 97% on-time delivery average for customers, while ensuring open competition, reliability, quality, and best price.
- **FY2011 Customer Satisfaction Survey** — reviewed the results of the survey, identified actions for enhancements, and began implementation.
- **SPA Vendor Information** — began posting information online for agencies to access.

- **GPO's Desktop Publishing Form 952** — revised the form which is used by agencies to provide technical information to GPO and contractors related to production requirements.

Equal Employment Office (EEO)

- **Alternative Dispute Resolution (ADR)** — provided briefings to employees and management officials so that they can understand the process. The expected outcome is that through this information more individuals will consider electing ADR as a means of resolving their Equal Employment Opportunity concerns. The overall benefit is creating a win-win approach to resolving allegations of discrimination at the lowest possible level.
- **Decline in Formal Complaints** — GPO experienced a 68% decline in the number of formal complaints filed over the last three years.

Human Capital (HC)

- **Federal Employee Viewpoint Survey** — GPO's participation in the OPM survey which included both online and paper versions. GPO had a 70% response rate (1315 employees), which is the highest response ever achieved by GPO with employee climate surveys.
- **Employee Recruitment** — recruited and filled 159 positions (internal and external).
- **Retirement cases** — as part of GPO's workforce restructuring, the Human Capital Benefits Staff counseled and processed 266 retirement cases.

Library Services and Content Management (LSCM)

- **State Forecasting Project** — in a collaborative research project with the Federal Depository Library Program (FDLP), surveyed all FDLP libraries (academic, Federal, public, special and state) to assess the current conditions of the program. Primary issues identified in the survey included budget constraints, use of physical space, staffing and collection scope changes. Received responses from 775 Federal Depository libraries, 38 states, and 33 state-focused action plans, in an effort to identify the changing needs of FDLP libraries and states. Results from this major initiative will compose a blueprint for developing a new FDLP National Plan.
- **FDsys Curriculum** — successively completed the FDsys curriculum. A total of 69 in-person and virtual FDsys training sessions were conducted. To enhance the availability of learning resources, LSCM also completed the first in a series of FDsys tutorial videos available online and close-captioned.
- **eLearning and Virtual Collaboration Platform** — implemented platform for use in training and virtual meetings with the FDLP community. This expands LSCM's interface with the FDLP community and increases training opportunities. LSCM also provided remote access for key portions of the LSCM Interagency Depository Seminar. The eLearning curriculum is being further developed to provide a more thorough understanding of available FDLP products and services, in direct response to data collected in the 2011 Biennial Survey.

- **Conference Attendance** — staff participated in over 27 conferences connected with the FDLPs centering on topics dealing with document preservation, authentication, and operations. These conferences are in addition to the LSCM sponsored conferences, the Federal Depository Library Council Meeting and Conference, and ALA mid-winter meeting.

Information Technology and Systems (IT&S)

- **Help Desk Enhancement** — implemented a new Service Desk system called TrackIt to process IT requests more efficiently. This new system allows GPO users to track the status of their requests and allows IT&S to be more responsive to the needs of our customers.

Official Journals of Government (OJG)

- **Distribution List Process** — created an easy-to-use, Web-based application for Senate and House Offices to update the distribution lists for the publications they receive. The form, located at <http://www.gpo.gov/gpo/search/beginPublication.action>, provides information on how to contact GPO for additional information or for help with other publications.
- **Congressional Record Index Office** — released two annual indexes and produced the indexes for the House and Senate Journals, in addition to the production of the monthly Congressional Record Index.

Plant Operations

- **On-Time Delivery Metrics** — averaged 91% on-time delivery compliance for the Congressional Record with 94% individual compliance for U.S. Senate and U.S. House of Representatives. In addition, Plant Operations achieved 100% on-time delivery compliance for U.S. Senate and U.S. House Calendars and 97% compliance for CFR departmental delivery.

Programs Strategy and Technology (PST)

- **Online Paper Store (OPS)** — continued to grow with 83 new customer accounts established and over 30,000 cartons of paper sold, generating nearly \$1.2M in sales. The OPS contract was renewed and the new contract resulted in lower prices, making the OPS even more competitively priced in the industry marketplace.

Public Relations

- **Market Outreach** — coordinated the development of three new videos which are posted on www.gpo.gov: FY13 President's Budget, SPA, and Distribution Services.
- **GPO's Social Media Sites** — in FY 12, GPO achieved 1,900 Likes on Facebook, 4,300 followers on Twitter, and 64,000 YouTube views.
- **Press Releases** — generated over 60 press releases which resulted in national media exposure on a number of strategic initiatives including GPO's mobile applications, partnerships with eBook vendors, and FDsys enhancements.

Sales and Marketing

- **Market Outreach** — updated and improved the "GPO Products and Service" presentation to highlight GPO's offerings in digital and electronic services. Reached 505 attendees nationwide with 21 live Road Shows and 21 webinars.
- **GPOExpress Customer Survey** — conducted survey with 330 current users responding. Obtained valuable information regarding user trends and satisfaction levels so that improvements could be made in the administration and marketing of the program.
- **Sales Growth** — sales directly attributed to National Account Managers (NAM), through August 2012 reflected growth of \$16M in sales compared to same period in FY2011.
- **GPO Institute Training** — conducted 14 unique training classes attended by 88 students. The Institute also conducted its first regional training course in Atlanta.

Security and Intelligent Documents (SID)

- **Customer Survey** — administered the first online survey to client agencies. 96% of all survey recipients responded that they were "extremely likely or very likely" to recommend secure Federal credentials from GPO.
- **Production Goals** — met 100% of production goals for passports and security credentials while manufacturing over 10 million passports and 800,000 cards.

Security Services

- **Surveillance Detection Plan** — implemented plan to recognize the indicators of hostile surveillance of adversaries which may result in an imminent attack or sabotage against U.S. Government Printing Office (GPO) personnel, assets, or information.
- **Security Assessments** — conducted assessments of two new supplier sites to support the U.S. production of passport components.
- **Security Design** — provided support and oversight to Plant Operations to develop a new security printing facility in Building C.
- **Recognition** — recognized by Metropolitan Police Department and North of Massachusetts Avenue Business Improvement District for implementing operation "Twilight Overwatch" to ensure that the Security Services is providing a visibly safe and secure environment during low or no-light conditions.

GOAL 2 – Open And Transparent

Build on GPO's 150-year commitment to an open and transparent government to increase the number of documents disseminated digitally and in print.

Specifically, GPO will:

1. Provide information to the public by offering agencies a cost-effective way to disseminate information. This strategy will provide an environment of openness that will strengthen our democracy and promote efficiency and effectiveness in Government.
2. Increase the transparency of GPO operations and assess GPO management's ability to lead, while empowering and supporting the employees.

Accomplishments

CS

- **Press Sheet Inspection Guide** — released online version.
- **Report of the Secretary of the Senate** — first time online; worked with the Secretary of the Senate to post the report online.

EEO

- **Regional Office Onsite Review** — conducted onsite reviews for two regional offices to ensure compliance with EEO mandates, and provide employees an opportunity to raise issues or concerns that could be resolved without engaging in the EEO process.

LSCM

- **Marketing Collateral** — worked with Creative Services to design four new brochures for Depository Libraries and the public. Three brochures highlight the benefits of the FDLP, FDsys, and the Catalog of U.S. Government Publications. A fourth brochure is a navigational guide for searching FDsys. Print copies will be available from GPO at no cost, allowing Depository Libraries an additional service for their patrons.
- **End-User Discovery** — used MetaLib to enhance end-user discovery of online Federal information products. MetaLib is a federated searching tool with more than fifty databases. At the request of the Library community, several changes were made in FY2012, including the ability to search FDsys and the Catalog of Government Publications (CGP) through a pre-defined search set entitled "GPO Resources." All of the databases configured in MetaLib are free, publicly accessible, Federal Government databases. Highlights of the expansion of the database included but are not limited to: Library of Congress catalog, Archival Research Catalog of the National Archives, data sets in Data.gov and geodata.gov, Air University Index to Military Periodicals, and GAO Reports and Testimony.

PST

- **Mobile Applications** — oversaw the development and deployment of two mobile applications. Introduced the Mobile Member Guide for the 112th Congress, which enables users to view information about the 112th Congress on their mobile device. The second app is the Award Winning FY2013 U.S. Government Budget App, which provides mobile users with access to the text and images of the main FY2013 Budget Book, including the Budget Message of the President, information on the President's priorities, and budget overviews organized by agency. In September 2012, the FY2013 U.S. Government Budget app received a 2012 Digital Government Achievement Award (DGAA) from the Center for Digital Government and Digital Communities Program.
- **FDsys Web site Support** — continued to support the FDsys Web site. Efforts included the following:
 - **First Audio Content** — The first audio content was released on FDsys on January 30. Through a collaborative effort with NARA, the public now has access to a digitized version of a newly discovered audio tape recording of conversations on Air Force One during its flight following President John F. Kennedy's assassination. This release resulted in a record number of visits to FDsys, totaling more than 140,000 visits to the site over a five-day period.
 - **U.S. Courts Opinions Pilot** — In 2011, GPO worked with the Administrative Office of the U.S. Courts (AOUSC) to launch a pilot project to increase public access to Federal Court opinions. The United States Courts Opinions collection in FDsys contains opinions from the Federal appellate, district, and bankruptcy courts and the majority of content dates back to April 2004. The number of courts participating in the pilot began with three and increased to 29 in FY2012. The collection contains nearly 600,000 opinions and had more than 40M downloads in FY2012, making it the fourth most popular collection on FDsys. In September 2012, GPO received approval from the Judicial Conference of the United States to make opinions available from the remaining Federal Courts.
 - **Nixon Watergate Testimony** — GPO supported the National Archives and Records Administration (NARA) in providing electronic access to the transcripts of President Richard Nixon's Watergate grand jury testimony from June 1975. This content became available on November 10, 2011.
 - **Digitized Statutes at Large** — Development was completed to provide access to a lower level of granularity for the digitized United States Statutes at Large (1951–2002) collection, which was digitized by the Library of Congress (LOC) and ingested into FDsys in FY2011. The additional level of granularity will allow for enhanced search and access to this collection and is part of an ongoing partnership with LOC to provide access through FDsys to digitized

historical content. This enhancement will be made publicly available in the first quarter of FY2013.

- **Document Classification Number in the Federal Register** — On behalf of the Office of the Federal Register (OFR), a Document Classification Number (DCN) was added to Federal Register documents that will categorize each document by its classification, subtype, docket type, and rulemaking stage. This enhancement allows for more precise searching of the Federal Register.
- **Public API Development** — A FDsys application programming interface (API) was developed that provides services for developers and webmasters to programmatically access content and metadata on FDsys in a predictable way. In FY2012, a Link Service was made available, enabling embedded links to be created to content and metadata from 13 FDsys collections.
- **XML for Congressional Reports** — The capability to accept and display XML for the Congressional Reports collection and to prepare for reports in this format was enabled in FY2012. This provides access to the reports in XML in addition to the PDF and text formats currently available. PST has already enabled this capability for the Congressional Bills collection, which is made available on FDsys in PDF, text, and XML formats.
- **Standard Submission Capability** — The capability for content to be ingested into FDsys in bulk and without the need for development resources was enabled in FY2012. This feature streamlines the process for submitted content and metadata to be ingested by the system and available based on a set of standard guidelines. The feature supports efforts to increase the amount of content in FDsys by making it quicker and easier for content owners to have their content available through FDsys. Content from the U.S. Department of the Treasury was the first to be ingested into FDsys through the streamlined standard submission feature.
- **Browse by Government Author** — The capability to browse content by government author was enabled as the fourth way to browse on FDsys. Content on FDsys can now be browsed by collection, specific date or date range, Congressional committee, and government author.

SID

- **ISO 9000 Certification** — successfully renewed ISO 9000 certification, a globally recognized standard for quality management in production and process controls designed to achieve customer satisfaction through the delivery of products and services free of defects. (Certifications are renewed every three years; audits are completed annually.)

Security Services

- **GPO Police Activities** — began to post information on GPO's Intranet on a monthly basis.
- **GPO Physical Security Assessments** — share information with U.S. Capitol Security Personnel, assisting them with their requirements/anti-terrorism processes, for the protection of their personnel, property, and assets.

GOAL 3 – Enhance Strategic Partnerships

Enhance GPO's strategic partnerships to gain flexibility, build effective networks, and manage processes to meet and exceed customer expectations.

Accomplishments

BPS

- **Online Subscription** — released GPO's first online subscription through a sales channel agreement with Zinio.
- **eBook Sales Channel Agreements** — established with Apple, Barnes and Noble, and Amazon.
- **Interagency Agreement with the Veterans Administration** — finalized agreement to sell the Journal of Rehabilitation Research and Development as an eMagazine.
- **Interagency Agreements with HHS and the War College** — finalized agreements for Distribution Services.
- **Interagency Council on Printing and Publications Services (ICPPS)** — attended and participated in monthly meetings of this organization, which includes key agency clients who procure printing from the GPO.

LSCM

- **Specialized Partnerships** — maintained specialized partnerships with 15 depository libraries and eight Federal agencies. The following describes several key partnerships that were added and/or enhanced in FY2012.
 - **University of Illinois at Chicago (UIC) partnership** — renewed in October 2011, providing 24/7 online and chat reference service to the public on government information.
 - **University of Florida (UF)** — the permanent, public access and cataloging partnership agreement was amended to include publications from five additional agencies.
- **Depository Library Community Outreach** — hosted several meetings with the Library community, which included a meeting of Federal Government FDLP librarians at GPO; a Depository Library Council meeting with the Acting Public Printer Davita Vance-Cooks; and attendance at the Public Library Association's 2012 Conference in Philadelphia, PA.

PST

- **Library of Congress (LOC) Mobile Application** — provided support in the creation of a new iPad application that provides users with mobile access to the daily Congressional Record. GPO provided files in both text and PDF formats along with associated metadata that LOC used to develop the app.
- **Library of Congress New Web site** — provided support to enable crawling of the FDsys XML sitemap in order to harvest PDF content and MODS XML metadata used for LOC's THOMAS and LIS replacement site, beta.congress.gov.

Security Services

- **Memorandums of Understanding (MOU)** — established MOUs with the Metropolitan Police Department of the District of Columbia Office and the Federal Election Commission.
- **Federal Law Enforcement Organizations** — developed working relationships with many federal law enforcement organizations, including the Metropolitan Police Department for the District of Columbia, United States Capitol Police, the Federal Protective Service, the Federal Bureau of Investigation, and the Departments of Homeland Security and Defense.
- **Security-Related Associations** — affiliated with 13 associations, including four working groups for exchange of intelligence information. GPO shares and uses information from federal, state, and local authorities to identify threats, enhance its understanding of its security risks, and reduce security vulnerabilities.

SID

- Security and Intelligent Documents has partnerships with the following:
 - **U.S. Department of State (DOS) U.S. Passport Program** — GPO has manufactured over 10M passports to meet production goals. Collaborated with DOS Consular Affairs/Fraud Prevention group to provide facility tours and security briefings to field personnel servicing passports. Co-chaired Engineering Change Committee for passport enhancements.
 - **Customs and Border Protection** — manufactured and personalized over 500,000 cards. Expanded Trusted Traveler credentials to include Global Entry card.
 - **Department of Homeland Security (DHS) - HSPD-12 ID Program** — upgraded the operational system, background printing, and the 72k chip to a 128k chip for the next generation HSPD-12 card.

II. Strategic Initiatives — Strengthening Our Organizational Foundation

GOAL 4 – Right Tools

Anticipate, plan, and equip GPO to provide products and services to our customers, generating new opportunities for business and using process improvements to enhance customer service while reducing costs.

Accomplishments

BPS

- **Online Bookstore Redesign** — beta launched the redesigned online bookstore.
- **eBook Conversion Capabilities** — developed in-house and vendor-based eBook conversion capabilities.
- **Agency Web Council** — established Council to develop coordinated market outreach strategies.
- **Revamped GPO Intranet Page** — updated the design, added more content, and improved the user navigation tools.

CS

- **EPIC Procurement System** — completed an update of project documentation including the Concept of Operations (ConOps), Requirements Document, Gap Analysis, and market research. A request for Information (RFI) was posted to industry via FedBizOps.
- **Customer Services Knowledge Management Database** — continued enhancements and added information to the database, which assists with training and succession planning of current employees.
- **Training** — implemented an aggressive employee training program, which focused on core business practices such as Printing Procurement Regulations, Term Contract Training, Quality Control Training, Management Courses, and monthly collaboration sessions for procurement technicians.
- **Standard Phraseology Employed in Contract Solicitations (SPEC)** — updated procurement language into a collaborative workspace.

HC

- **Hiring Process** — provided training to GPO employees about the hiring process and how to use the USA Staffing system to assist them in applying for positions.

IT&S

- **Regional Office VoIP Telephone System** — upgraded seven of the 14 GPO Regional Procurement Offices to a new VoIP telephone system. This system provides much greater capabilities, reduces our costs, and will provide all GPO locations with a standard enterprise-wide telephone system. The remaining seven offices will be completed in FY2013.

- **IPv6 Domain Addresses** — acquired domain addresses for GPO in accordance with a White House directive.
- **Electronic Discovery (eDiscovery)** — implemented an automation system to provide an efficient and effective way to capture and securely store, with a secure chain of custody, email and electronic files that are subject to GPO Litigation Hold Notices and e-Discovery requests that GPO may receive from outside legal counsel. The system also provides automation for creating, tracking, and managing Litigation Hold Notices that the Office of General Counsel issues.
- **New Password Reset Tool** — implemented online tool to allow GPO employees the capability to reset their own passwords without having to contact the IT Service Desk.
- **New Online Employee Directory Tool** — implemented tool that allows GPO staff to quickly look up employee contact information by name, title, and business unit.
- **WIFI** — installed WIFI in GPO Cafeteria which is considered a common meeting area.

LSCM

- **MARCIVE, Inc. Contract** — extended the contract through FY2013 which helps the libraries reduce the time that staff spends on cataloging, while providing greater access to Federal Government information. Increased the number of participating FDLPs to 80.
- **Shelflist Records** — continued to transcribe over 142,441 shelflist records, including over 2,000 serial titles from 1970 and 1980. This project incorporates a Library of Congress subject heading and corporate name authority to existing records.
- **Migration of Legacy and Stand-Alone Applications** — successfully migrated the Library Information Systems Transformation (LIST) program to a new modern platform; ACSIS functionality is being mapped to GPO's Integrated Library System (ILS). The ordering of bulk stock for monograph titles for FDLP distribution was implemented in the Acquisitions module of the ILS in February. Serial titles were transferred to the ILS in March, along with International Exchange Service (IES) and By-Law titles.

Office of the Chief Financial Officer (CFO)

- **Training** — held two training sessions of basic accounting concepts classes for personnel in non-accounting jobs within the Finance department.

Congressional Printing Services (CPS)

- **Training** — sponsored a new training course, CONG 101 Congressional Legislative Process, designed to give GPO staff a better understanding of how Congress and the legislative process work.

Office of the General Counsel (OGC)

- **Directive Updates** — embarked on a comprehensive review of all the existing directives in an effort to delete those that are no longer required or are outdated and in need of revision. OGC made extensive revisions to the GPO Standards of Conduct, Conflicts of Interest, and Nepotism directives. Labor Relations managed the negotiations with the Union concerning these directives in terms of impact and implementation. All directives were approved. Labor

Relations updated and received Union approval for the following revised directives;

- **Smoking Directive** — 670.62 which ended smoking in GPO buildings.
- **Parking Directive** — 850.1G which is now overseen by Joint Labor Management Committee. Spaces allocated based on years of service and shift.
- **Telework Directive** — 645.19 which expanded the program, in line with OPM policy.
- **Employee Performance Directive** — 675.15 which made white collar employees eligible for bonuses.
- **Ethics Training** — presented the first of a series of presentations about ethics and ethic related issues incorporating the new directives.
- **Wage Negotiations** — Labor Relations negotiated one-year wage agreements with the CTU 101-12 and IAM 2135 unions.

Plant Operations

- **New Composition Software** — obtained personnel resources, completed the procurement process, and began preparing for the data migration for the XPP software.
- **Laboratory Information Management System (LIMS)** — developed and issued a Request for Quote (RFQ) for the LIMS in the SDMT.
- **Online Paper Store** — performed COTR and program management functions for the Online Paper Store (including technical support). Worked with Acquisition Operations on a Request for Proposals (RFP) and a subsequent contract award to private sector partner for the Online Paper Store.
- **New Make-Ready Shaftless Press** — completed the procurement award process.
- **Automated Prepress Workflow System** — finalized the rollout.
- **New Technology Research** — continued market research activities of high-efficiency inkjet, electro-photography, and offset technologies in support of digital production, including attendance of Graph Expo and Drupa. Investigated the feasibility of rolling out Speedshield technology to improve industrial forklift truck safety. Initiated data collection on equipment characteristics and usage patterns to support the migration to a new Building Management System concept.
- **New Technology Implementation** — implemented new high-efficiency binding technologies, including new sheet folder with digital controls, digital binder with PUR/EVA capability, and an additional twelve gathering pockets to augment the capabilities of an existing digital binder.
- **New Vehicle Fleet Tracking system** — implemented new system for fifteen GPO delivery vehicles.
- **New Computerized Maintenance Management System (iMAINT) software** — implemented new software to more effectively track all infrastructure and equipment maintenance/installation project work.

- **Building 4 Improvements** — completed the procurement award process for a new electrical substation in GPO Building 4. Completed the procurement process for a design contract of new mechanical upgrades to GPO Building 4 HVAC to sustain secure printing requirements.
- **Equipment Upgrades** — upgraded fire pumps to replace three old units supporting the GPO sprinkler system. Replaced obsolete equipment in the Pipe Branch and the Machine Branch with computer controlled machines. Installed new PTZ digital cameras to replace approximately 100 analog camera units.
- **Manufacturing Execution System** — started the initial information architecture and manufacturing network design and created the user database framework for business unit users for the Manufacturing Execution System.
- **Printer Certification** — achieved IDEAlliance’s High Quality Government Printer designation by securing G7 Master Printer certification for GRACoL Proof and Sheet-fed Offset Printing.
- **Binding Certification** — secured an Institutional Member Certification from the Library Binding Institute, establishing compliance with ANSI/NISO/LBI Library Binding Standard Z39.78-2000.
- **ISO Color Viewing Standard** — secured compliance with the Graphic Arts Industry Color Viewing Standard ISO3664:2009.
- **Lean Manufacturing** — implemented lean manufacturing techniques to streamline and simplify operations throughout the business unit.

PST

PST provided program and project management support for the following key strategic initiatives:

- **Upgraded Storage Equipment** — coordinated the equipment upgrades in both the FDsys production and COOP environments to enable FDsys to continue ingesting day forward content and new collections.
- **Content Delivery Network (CDN)** — project focused on the enhanced usage of CDN to allow the system to handle increased traffic as a result of popular and high profile content without affecting system performance.
- **Trusted Digital Repository (TDR)** — updated the internal audit assessment in preparation for an independent audit as a TDR. The contract for performing the audit has been awarded and will be completed in FY2013. GPO is the first Government agency to be evaluated as a preservation repository using this criterion.
- **GPO’s Business Information System (GBIS) 3.0** — supported the goal to utilize the Oracle Enterprise Application package to further enhance the Depository Selection Information Management System (DSIMS) and Item Lister used by Federal Depository Libraries to manage their selection profile.
- **Composition Systems Replacement (CSR)** — this project will replace GPO’s legacy composition system. Provided program support to ensure the system will include the necessary technology and business practices

to enable GPO to replace or integrate all existing discrete applications, utilities, and processes currently used by GPO and its users to compose and create files optimized for printing and access of select Congressional and Federal agency publications.

- **GPO’s Testing and Technical Services Branch (T&TSB)** — supported Plant Operations project, which focuses on the acquisition of a Laboratory Information Management System (LIMS). PST assisted in the creation of program documentation in preparation for the acquisition and provided guidance throughout the acquisition process.
- **Customer Relationship Management (CRM) application** — supported the CRM upgrade, which is used by 225 GPO employees across multiple units, and created the staff infrastructure that will allow the use of RightNow Technologies CX application as an enterprise application for GPO.
- **Replacement eCFR Site** — supported the Office of The Federal Register (OFR) in the transition from the legacy electronic Code of Federal Regulations (eCFR) site to a replacement eCFR site that is hosted and supported by GPO. The replacement eCFR site will remain fully functional until the modernized CFR 2.0 is implemented.

Sales and Marketing

- **Sales Force Outreach** — developed a training curriculum and engaged a vendor to train NAMs to work with executive-level customers to sell enterprise solutions; increased sales force in the Southeast region to aid with new business development.
- **GPO Institute Training** — equipped a facility to handle the taping and live delivery of customer webinars for the GPO Institute. Provided logistical and outreach support for other Business Units for course promotion and registration, including free courses on FDsys, SPA and GPO Forms training, GPO Billing practices, and Publishing Alternatives.

SID

- **Quality Standards** — installed a QEA IAS-1000 Automated High Resolution Print Quality system in the D.C. secure facility to ensure quality standards for printing are maintained.
- **Passport Facility Access** — upgraded access control with a new high security turnstile.
- **Quality Inspection Stations** — installed highly automated quality inspections stations at the end of production bindery processes to ensure quality standards are maintained.

Security Services

- **Report Exec CESI Enterprise Software** — upgraded the software which is required for incident reporting and record management. The new software will allow GPO to manage the growing and changing trends of today’s intelligence.
- **Federal Transmission System (FTS), Live Scan Electronic Fingerprinting** — procured and implemented the system, which allows fingerprints to be submitted directly to the FBI for processing.

- **Electronic Questionnaire for Investigation Processing (eQIP) Application/System** — launched the system to submit background investigation applications directly to OPM. These applications eliminated paper processing and provided timely, criminal data which allowed pre-employment decisions.
- **Response to Active Shooter Training** — conducted training exercises at the Secure Production Facility and GPO Main for the contract security forces.
- **Annual Core Training** — conducted these requirements for the Uniformed Police Branch. These requirements included law enforcement specific training to increase operation readiness and improve morale and officer confidence to perform their assigned duties.
- **Law Enforcement Training Bulletins** — developed bulletins to improve the efficiency of security/law enforcement operations.
- **Contraband Detection Exercises** — conducted exercises to train, test, and evaluate the knowledge and understanding of the Special Police Officers' ability to protect GPO personnel/assets.

GOAL 5 – Maintain Fiscal Responsibility

Utilize a cost-effective and collaborative approach to help GPO achieve its strategic initiatives and ensure continued financial stability.

Accomplishments

CS

- **Pre-Billing Pilot** — implemented pre-billing pilot for the U.S. Coast Guard in an effort to reduce chargebacks.
- **Leasing** — relocated the Atlanta Regional Print Procurement Office to reduce office space and decreased monthly rent fee. This action resulted in annual savings of \$30,000.
- **Live Video Capabilities** — heavily utilized these services to reduce travel expenditures for in-house training opportunities and communications.

Finance

- **Strategic Investment Committee (SIC)** — developed a committee composed of executive managers who were tasked with linking GPO's capital and technical requirements to the Strategic Plan and developing a capital plan to achieve these goals. They met weekly during FY2012 and developed a strategic capital spending plan that, pending approval from the JCP, will be implemented in FY2013. The Committee also agreed to a projection of strategic and tactical capital needs for the years FY2014 through FY2017 that will be updated annually.
- **Chargeback Team** — made great progress during the year. The dollar volume of outstanding chargebacks was reduced by 62.3% to approximately \$10.6M since its inception in May 2011 and by 39% since the end of the last fiscal year.

- **Spending Controls** — targeted at reducing overhead spending (which includes travel and overtime costs among other expenses), continued in force during FY2012. At fiscal year end, the overhead spending run-rate had declined from a plan of \$140M per year in FY2010 to actual cost of \$129.5M in FY2011 and is now at FY2008 levels at a post buy-out annualized run-rate of \$117M.
- **Over 31-day-old Non-Chargeback Receivable Balance** — at year end, the balance was within the GPO's targeted ranges. The outstanding balance at year-end was approximately \$5.6M which was 12% above the fiscal year goal for outstanding performance of \$5M and 34.4% below the fiscal year high end goal of \$8.5M.

HC

- **Buyout** — worked with Business Units and employees to reduce the GPO workforce through Workforce Planning, Voluntary Separation Incentive Program (VSIP) and Voluntary Early-Out Retirement (VERA), retirement counseling and processing. The agency staff level was reduced from 2231 to 1890 employees.

IT&S

- **Mobile Device Management** — reduced the number of mobile devices within the agency by almost one-third; eliminating non-essential cost and overhead.

LSCM

- **Depository Distribution Branch Relocation** — relocated the Branch from main HQ to GPO's Laurel, MD Warehouse. The move dramatically decreased the cost of warehouse space for the FDLP and provides a more up-to-date and efficient system for the FDLP distribution functions.
- **Cost Saving Strategies** — instituted new strategies to lower operating costs such as:
 - Significantly reduced the number of staff traveling to national events.
 - Reduced the number of FDLP conferences (from twice a year to once a year),
 - Licensed virtual meeting/training software and developed an aggressive suite of virtual educational opportunities to better collaborate, reach more customers, and save travel costs.

Plant Operations

- **Federal Register** — The Office of the Chief Financial Officer and Plant Operations have been working with the Office of the Federal Register Publishing Services to develop new strategies to identify the missing requisitions and obtain new requisitions from the agencies printing articles in the Federal Register and Code of Federal Regulations.
- **Space Utilization** — aggressively worked to consolidate GPO organizations to optimize space utilization. Moves included the relocation and consolidation of Prepress activities, HC operations and the office suite consolidation of Press and Bindery management teams.
- **Operations Support Run Rate** — since FY2010, overtime has decreased by more than \$1M a year despite the need to support major, new construction projects such as the build-

out of the 4th floor of GPO Building 2 for the Architect of the Capitol (24,000 square feet) and the renovation of the 7th floor of GPO Building 1 for the United States Commission on International Religious Freedom (USCIRF) (5,000 square feet).

- **Main HQ Lease Arrangements** — completed leases with the Architect of the Capitol for 24,000 square feet of space in GPO Building 1 (4th Floor) and with USCIRF for space in GPO Building 1 (7th Floor) as well as a short term lease with the Congressional Inaugural Committee. Overall, expanded lease program to provide income of \$1.5M for FY2012 and growth to an estimated \$1.8M in FY2013, i.e., +20%. Discussions are being held with potential tenants that could result in an additional 30,000 to 50,000 square feet of space being leased over the next two years with associated increased revenue of up to \$2M per year.
- **Materials & Supplies Expense** — Initiated cost saving actions to reduce this expense from \$2.5M in FY2010, to less than \$1.3M per year, which represents a 48% savings.

SID

- **Technical Change Control Board (TCCB)** — established Board to enhance IT governance. This board monitors all IT changes to the GPO enterprise and reduces unnecessary IT spending.
- **Web Hosting Rate Structure** — worked with Creative Services to update the Web hosting rate structure to incorporate IT costs.
- **Overtime Costs** — decreased overtime costs by 45%.
- **Customer Satisfaction Survey** — surveyed client agencies to determine satisfaction with the value, price, and performance of GPO's secure credential products. This satisfaction is a direct result of the multiple options we provide them to achieve their desired balance of risk, security, and cost.
- **Financial Goals** — exceeded the revenue goal of \$169M and gross margin goal of 34%.

Security Services

- **Reduction in Overtime** — implemented the Panama 12-hour Shift Work Schedule to reduce overtime.

GOAL 6 – Environmental Stewardship

Continue to integrate the application of sustainable materials and processes into GPO operations.

Accomplishments

CS

- **Procurement Specifications** — reduced the tangible distribution of procurement specifications.
- **Automation of Processes** — automated multiple, manual, workflow processes to incorporate paperless processing across the organization.

HC

- **Risk Plans and Mitigation Strategies** — developed an updated risk analysis and mitigation plan for agency-wide safety and environmental issues.

IT&S

- **Server Virtualization** — increased the number of virtualized servers by 20% to decrease power consumption in the GPO data centers.

LSCM

- **Reduction in Printed Copies** — in conjunction with the ACSIS/ILS implementation, LSCM is balancing a reduction in the numbers of copies ordered for distribution to libraries with electronic access.

Plant Operations

- **Sustainable Printing Partnership** — completed all auditing requirements and achieved Sustainable Green Printing Partnership (SGP) certification for printing operations.
 - **Equipment** — decommissioned old equipment and installed New, High-Efficiency Equipment:
 - Replaced a 25-year-old industrial air compressor in GPO Building 3 with new, air-cooled, high efficiency equipment to maintain temperature and humidity controls in manufacturing areas.
 - Implemented high efficiency industrial water pumps to replace 940's units supplying water to GPO Building 3.
 - Implemented new Variable Air Volume (VAV) fan controls for two of GPO's HVAC systems.
 - Replaced 200 steam traps and associated piping and insulated bare steam piping to reduce usage.
 - Installed automatic light switches in new offices and produced energy report to track consumption.
 - **Environmental Audit** — completed the bi-annual environmental audit of Press Operations, Paper Control, Production Engineering and Quality Control Inventory Management.
 - **Title V** — issued the annual and semi-annual Title V reports.
 - **Solvent Recovery System** — purchased and installed the Solvent Recovery System in order to recycle used blanket wash.
 - **Online Paper Store** — implemented the online Paper Store program to offer 100% Post Consumer copy paper.
 - **Paper Recycling** — assisted with the new paper recycling contract.
- ### SID
- **Environmental Air Quality Studies** — conducted environmental air quality studies at both secure factory locations by independent and certified companies.

GOAL 7 – COOP

Develop appropriate plans to provide for the continuation of the agency's essential functions and operations during a wide range of emergencies, including localized acts of nature, accidents, and other unexpected situations.

Accomplishments

Agency-Wide

- **COOP Exercise** — conducted an annual COOP exercise in Laurel on September 7, 2012. Multiple Business Units participated including Safety, Security Services, Plant Operations, Congressional Publishing Services, OFR Publishing Services, Creative Services, and Customer Services.

IT&S

- **Data Storage** — upgraded the data storage capabilities at GPO data centers to support the growing data requirements and COOP capabilities of the agency.
- **IT Security Policy** — updated the GPO IT Security Policy Directive and provided technical analysis and specifications to allow the Citrix Web client to provide Web based VPN connectivity using non-GPO equipment. Such a connectivity mechanism greatly enhances GPO COOP capabilities and readiness.
- **General Support Systems (GSS) Contingency Planning** — completed the General Support Systems (GSS) Contingency Planning. This furthers IT&S readiness, in the event of a disaster or an IT&S service failure.
- **Upgraded COOP Response Capabilities** — deployed and upgraded the NAS data storage infrastructure at the ACF to enhance GPO's COOP response capabilities.

LSCM

- **COOP Redundancy for FDLP Services** — established COOP redundancy for FDLP services, including fdlp.gov, Ben's Guide to U.S. Government, Browse Topics, the Digital Registry, and PURL. LSCM staff members are currently working with IT&S to establish COOP redundancy for remaining Web services, including a permanent server of archived materials accessible through the Catalog of U.S. Government Publications.

OJG

- **COOP Tuesday** — continued to participate in the monthly systems testing program (COOP Tuesday), of inter-agency exercises with the U.S. House of Representatives and the U.S. Senate.

Plant Operations

- **COOP Exercises** — conducted COOP exercises for the U.S. Congress and the Office of the Federal Register. Exercises took place over three shifts at GPO's remote location.

- **Supreme Court Memorandum of Understanding (MOU)** — maintained an MOU with the U.S. Supreme Court for GPO to serve as disaster recovery entity for digital printing.

PST

- **FDsys COOP** — activated the FDsys COOP instance which served as a failover instance for planned routine maintenance for the production environment, transparently providing access to all public end users without interruption.

SID

- **Stennis Secure Credential Center (SSCC)** — received approval from the Joint Council on Printing (JCP) to establish an SSCC at the Secure Production Facility (SPF) located in Stennis, Mississippi as the Continuity of Operations Programs (COOP) site for the production and fulfillment of Trusted Traveler cards and other secure credentials.

Security Services

- **Electric Patrol Vehicle** — purchased a fully-electric patrol vehicle that costs approximately 10 cents a day to operate; and joins GPO's goal of environmentally friendly, energy saving, and cost-cutting methods while still producing quality service to our customers.
- **OEP Exercises** — conducted three (3) internal full spectrum OEP Exercises on a monthly basis; and After-Action-Reports submitted within 24 hours to identify deficiencies, vulnerabilities, planning weaknesses, and resource gaps.

III. Strategic Initiative Offering Products and Services

GOAL 8 – Statutory Foundation - Title 44

GPO's mission is rooted in legislation codified in U.S.C. 44. GPO should increase the volume of documents distributed and preserved by the agency to fulfill its mission.

Accomplishments

LSCM

- **Public Access Assessment Program** — LSCM administered the Public Access Assessment Program, pursuant to Title 44 U.S.C. 19 which states that GPO is responsible for ensuring all resources distributed to Federal depository libraries are accessible to the general public and that participating libraries comply with the Legal Requirements and Program Regulations of the Federal Depository Library Program. The Public Access Assessment program currently fulfills this responsibility. LSCM conducted PAAs in Colorado, Delaware, Idaho, Maine, Mississippi, Nebraska, Nevada, New Jersey, New York, Rhode Island, Tennessee, and Utah.

- **National Bibliographic Inventory** — continued efforts to further the goal of a comprehensive National Bibliographic Inventory that provides electronic cataloging information for U.S. Government publications (current and historical) in support of the Cataloging and Indexing Program continued in FY2012. Key milestones in this project included:
 - Historic Shelflist transcription, including maps, monographs, and serials bibliographic records.
 - Historic Shelflist digitization project.
 - Historic Depository Item Number transcription.
 - Cataloging cooperative projects with depository libraries to obtain bibliographic information for program eligible materials that are not distributed through FDLP.
 - LSCM internal records conversion projects that will make available bibliographic records to the public, as opposed to only LSCM staff.
 - Identify bibliographic information for known sets of missing fugitive publications

GOAL 9 – Secure Federal Credentials

Position GPO as a provider of choice for secure credentials for the Federal Government.

Accomplishments

CS

- **Next Generation Passport (NGPP)** — supported the State Department with the procurement for the design of the NGPP and continued collaborating with Security & Intelligence Documents to coordinate validation and testing.

Plant Operations

- **Production of Chip Inlay** — developed a business case to Produce Chip Inlay and advocated the initiative at the Strategic Investment Committee meetings as well as with upper management.
- **New Passport Cloth Supplier** — supported the Request for Procurement (RFP) of new passport cloth supplier by testing potential vendors.
- **Secure Document Materials Testing (SDMT) Laboratory Plant Operations** — purchased and installed seven new pieces of equipment in the Secure Document Materials Testing (SDMT) Laboratory.
- **Testing**
 - **Passport Testing of Materials** — initiated the testing on passport raw materials and finished passports.
 - **Visas** — developed new testing methods and conducted testing on Visas.

- **Enhancement of Security Operations** — updated new, secure shredding capabilities for paper products and offset plates to enhance security operations.

SID

- New security credentials were introduced during FY2012, including:
 - **Global Entry Cards** — issued for the Trusted Traveler program to expedite customs processing for Americans returning from foreign air travel.
 - **Special Events Credential** — issued by the Federal Bureau of Investigation (FBI) to public safety workers at Super Bowl XLVI.
 - **DC One Card** — expanded to support senior citizens and DC Charter School students.
 - **United Nations Diplomatic Identification Card** — issued by the Department of State to foreign UN Diplomats and their staff while in the United States.

Security Services

- **Product Security Assessments** — completed Product Security Assessments of GPO Secure Credential operations, including Washington, D.C. and SPF manufacturing centers.
- **Security Design Support** — provided security design support and oversight to Security and Intelligent Documents to develop Smartcard COOP operation in Stennis.
- **Support for the Passport eCover RFP** — provided ongoing support for the Passport eCover RFP and continued planning for Passport eCover RFP pre-award surveys.
- **GPO Credentials** — provided security and technical support for the GPO Credential project.
- **DHS Cards** — provided an assessment of a new supplier site to support DHS cards.

IV. Strategic Initiative — Engaging Our Workforce

GOAL 10 – Employer Of Choice

Transform GPO into an employer of choice through workforce planning that focuses on diversity and inclusion, and through implementing work life programs that meet the changing needs of GPO's employees.

Accomplishments

CS

- **Video Feeds** — improved communication opportunities for Regional employees via video connections.

EEO

- **Communication of EEO Policies** — The Acting Public Printer communicated the agency's policy on equal employment opportunity and on the importance of achieving a diverse workforce, where we value and respect the differences each employee brings to the workplace. The GPO is committed to ensuring that all employees and applicants for employment are treated fairly, without regard to non-merit factors, and that all employees work in an environment free from all forms of harassment. The GPO strives to create a workforce built upon trust, respect, teamwork, and commitment to excellence.
- **Decrease in Formal Complaints** — experienced a decrease for the third consecutive year in the number of formal complaints filed, representing an overall 68% decline in formal complaints filed over the last three years.
- **Employee Programs** — sponsored programs during national special emphasis observances. During FY2012, programs were held in honor of Dr. Martin Luther King, Jr.'s Birthday, Black History Month and Women's History Month; "Did You Know" facts identifying accomplishments or contributions of each special emphasis group including Hispanic Heritage, National Disability Employment Awareness, Native American Heritage, Asian Pacific American Heritage, and Lesbian, Gay, Bisexual and Transgender Month, were posted during all national observances. Some programs have been telecast to allow for regional participation and recorded for 2nd and 3rd shift viewing.
- **D.C. Summer Youth Employment Program** — supported the D.C. Summer Youth Employment Program which provided a diverse group of D.C. youth an opportunity to gain valuable hands-on work experience.

HC

- **Expanded Telework Program** — worked with General Counsel and managed the development, negotiation, and implementation of an expanded Telework Program. The Telework Program Directive was completed after consultation with the AFGE/PCJC. In order to increase the possible number of participants, new teleworkers will logon from their home computer instead of using a GPO-issued laptop.
- **Reduction in Time-to-Hire** — implemented phase one of improving the Entrance on Duty (EOD) process for new employees. Time-to-process-in has decreased 50%.
- **Retirement Processing** — counseled and processed 265 retirement cases.
- **Heart Health Screening** — medical staff conducted a special Heart Health Screening for over 175 employees for diabetes and high cholesterol detection.
- **Career Development Positions** — worked with Business Units to develop new upward mobility positions.
- **Award Programs** — processed over 533 awards (Special Act or Service: 9, On the Spot Group: 68, On the Spot: 444, Franklin Peer: 12).

- **Health Fair and Fitness Day Events** — conducted annual Health Fair and Fitness day events.
- **Leadership Development Training Program (LEAD)** — developed and implemented new LEAD program which was open to all GPO employees. The total number of employees that participated in the program is 198.
- **Performance Management** — developed and implemented a new Performance Management directive for AFGE covered employees and developed and implemented a new Senior Level Service Directive.
- **Identification of Training Needs** — provided leadership and support to the Business Units for the successful identification of training needs and accomplishment of training plans which include training on leadership, new technology, 5S, and customer services. Also, in support of employee self-development and business needs, HC offered seminars on resume writing, interview skills, and basic computer classes.

IT&S

- **Intranet Access** — worked with the U.S. Senate and U.S. House of Representatives to allow GPO details to access the GPO Intranet.
- **Remote Desktop Computing** — implemented CITRIX remote desktop for telework which greatly improved telework capabilities for GPO staff. This solution allows GPO staff to connect remotely from non-GPO computers using a security token device.

Plant Operations

- **Variety in Training Opportunities** — offered training classes for IDEAlliance G7 Professionals in color management to ensure GPO's G7 certification as a Master Printer is maintained; the training of electricians to support GPO's fire alarm system and facilities personnel on OSHA requirements; the training of Custodial Workers on the use of new chemicals to maintain restrooms; the training of Press and Bindery Printing Plant Workers on new technologies in the printing and binding processes; and the training of Production Planning & Control employees on the pre-flighting of customer files prior to production.
- **Operational Excellence** — purchased 34 DVDs dealing with a variety of operational excellence tools including 5S to train managers on the 5S process.
- **Lean Manufacturing and 5S Training** — Employees received multimedia training on selected topics on Lean Manufacturing and specifically "5S Workplace Productivity". Acquired an expert on 5S to train supervisors on lean manufacturing and 5S tools. Employees who worked / participated in 5S projects in their work unit received on-the-job training.
- **Supervisory Training** — launched the Frontline Supervisory Leadership (FSL) training program and 58 frontline supervisors and managers attended the kickoff. During this training, Plant Operations held SME sessions on various critical topics as part of the frontline supervisory program which included: labor relations, safety, EEO, and leave policies; approximately 40 supervisors attended each session to receive the most up-to-date information.

- **Star 12 Training** — acquired an external, low cost, 12-month training program “Star 12” with National Seminars Training to train new, frontline supervisors on a variety of topics critical to their success. Training formats included seminars, webinars, e/books, etc.
- **Innovations in Printing Training** — offered employees on all three shifts multimedia training on “Innovations in Printing.”

SID

- **Environmental Air Quality Studies** — conducted environmental air quality studies at both secure factory locations by independent and certified companies.

Security Services

- **Employee Safety** — began to escort employees to parking Lot 8 and Union Station during low-light conditions.
- **SafeAssured ID Program** — continued to offer the SafeAssured ID Program for GPO employees. This program is a valuable asset for parents in the protection of loved ones.
- **Bike Donation** — coordinated the donation of over 100 bikes to local kids by GPO employees.
- **Security Awareness Program** — developed an overarching Security Awareness Program that entails classroom instruction, employee handouts, and offers specialized training designed especially for GPO organizations. Security Services provided security awareness training on national security processes and procedures to Plant managers and supervisors.

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