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**Prepared Statement Before the
Subcommittee on Legislative
Branch Appropriations,
U.S. Senate**

on the

*Appropriations Request of the
U.S. Government Printing Office
For Fiscal Year 2006*

**116 Dirksen Senate Office Building
Wednesday, May 11, 2005**

10:30 a.m.



Mr. Chairman and Members of the Subcommittee on Legislative Branch Appropriations:

It is an honor to be here today to present the appropriations request of the U.S. Government Printing Office (GPO) for fiscal year (FY) 2006.

2004 Results

I'm pleased to report that the GPO made significant progress during FY 2004—the first full year of our efforts to transform this venerable agency from a 19th century printing factory into a 21st century digital information factory.

We restored the GPO's finances to a positive basis for the first time in 5 years, broadened the application of best practices throughout our operations, prepared for the release of new product and service options, and set in motion our plan to relocate to a modern facility. With the release of our *Strategic Vision for the 21st Century* in December, we set the GPO on a new course for the future.

Underscoring our progress are the results of the GAO's widely anticipated study of Federal printing and information dissemination activities, *Government Printing Office: Actions to Strengthen and Sustain GPO's Transformation*, which was requested originally by this Subcommittee in 2002 and released in June 2004. The study validates our efforts to redirect the GPO's focus toward information dissemination in the digital era.

We generated consolidated net income in 2004 for the first time since FY 1999, reversing a trend that had depleted our financial reserves and jeopardized our ability to finance needed technological modernization. We also recorded a significant positive adjustment to our long-term worker's compensation liability under FECA, which further strengthened our finances.

We implemented plans to achieve savings and improve service provision by outsourcing financial and IT support operations. We closed our final ailing regional printing plant. A second retirement incentive program, authorized by the Joint Committee on Printing, resulted in an additional workforce reduction of 250 positions, yielding a cumulative workforce reduction of approximately 550 positions, or nearly 20%, since January 2003.

We established an office to devise new product and service options for Congress and Federal agencies. Security documents are gaining increased attention throughout the Government—from biometric passports to requirements for new security document standards contained in the Intelligence Reform and Terrorism Prevention Act of 2004—and we view this as a major new opportunity for the application of the GPO's expert capabilities. We began reviewing options for developing GPO facilities outside of Washington, DC, to enhance security and continuity of operations.

During 2004 we began planning for the development of a Digital Content Management System that will allow us to obtain, preserve, and provide access to information produced by all three branches of Government, and to material currently in the custody of the GPO and Federal depository libraries nationwide. The Digital Content Management System will enable the GPO's customers to electronically access the content they want and allow us to deliver it in the formats they desire.

As we reported to this Committee last year, a key to the GPO's future will be relocating from our aging, oversized quarters to modern, efficient facilities scaled and equipped to meet our needs in the 21st century. Rather than burden the taxpayers with this project,



we're investigating opportunities to finance it through the redevelopment of our current structures. In September 2004, following approval from the Joint Committee on Printing, we selected an expert real estate advisory firm to help guide us in this process, which we expect to culminate by late 2007. We will seek legislative authority for this project and are working on this with our oversight committees.

Because of the relentless scope and pace of changes in information technology, the way the Government keeps America informed has been forever altered. The GPO's historic mission places us at the very epicenter of this change. We can no longer afford simply to react to change in information dissemination. Instead, we have to lead it. Late in the year we released our *Strategic Vision of the 21st Century*, which positions us to transform the GPO into a 21st century digital information service provider.

The time has come for the GPO to fully assume its responsibilities as the Government's primary resource for gathering, cataloging, producing, providing, and preserving its published information in all forms. This is the GPO's historic mission, tracing its beginning to 1813, when the antecedents of the Federal Depository Library Program were first enacted. But to fully assume it, we must embrace our historic mission using the technology of the 21st century. Relying on the creative energy of our dedicated workforce, and based on the achievements we've logged over the past two years, we're well-positioned to begin making our strategic vision of the GPO a reality.



FY 2006 Request

Our FY 2006 request is designed to provide for the:

- continuation of our congressional printing and binding operations at required levels;
- continuation of our information dissemination services at required levels; and
- investment in retraining our workforce to meet the demands of technology.

Our FY 2006 request is consistent with the financial goal included in our *Strategic Vision*, which is to provide the resources required to accomplish our vision using the GPO's own operations and assets as well as normal appropriations, with the exception of a one-time infusion of workforce development and training funds.

Continuation of Services

For the Congressional Printing and Binding Appropriation, which covers printing and information product services for Congress, we are requesting \$92.3 million. This is a modest rise over the level approved by Congress for FY 2005, based on anticipated direct cost increases resulting primarily from contractual wage agreements and projected changes in congressional workload consistent with second session requirements.

For the Salaries and Expenses Appropriation of the Superintendent of Documents, we are requesting \$33.8 million, also a modest rise over the FY 2005 approved level. This appropriation provides for the distribution of Government publications in both tangible and online formats to Federal depository and international exchange libraries and other

recipients authorized by law, as well as the cataloging and indexing of Government publications. Today, our online information service, *GPO Access* (www.gpoaccess.gov), makes available free of charge more than a quarter of a million titles from all three branches of the Federal Government, and is used by the public to retrieve more than 37 million documents every month.

Since 1996, consistent with directions from Congress, the GPO has been transitioning the Federal Depository Library Program (FDLP) to a predominately electronic basis in full cooperation and consultation with the library community. This initiative has resulted in an exponential expansion of effective public access to Government information without substantial increases in funding. At the same time, we have continued to provide public access to information in tangible formats in accordance with policy established by the Superintendent of Documents.

We value our partnership with Federal depository libraries and share their commitment to providing no-fee permanent public access to a comprehensive body of official Federal Government information, in print and electronic form. We will continue to expand electronic information offerings through the FDLP and will continue to provide for dissemination of tangible products to depository libraries in accordance with existing policy, in full consultation with the library community and our oversight committees in Congress.



Investment in the GPO's Future

For our revolving fund, we are requesting \$5 million for transitioning the GPO's workforce from traditional manufacturing and distribution skills to the capabilities required for managing the life-cycle of Government information products. These funds will be used to define the workforce needed in the immediate future, assess the skills of current employees, identify the gaps, and then design and deliver targeted, just-in-time training to close those gaps.

Our *Strategic Vision* identifies unexpended balances of prior year appropriations that have not yet expired as a potential source of funds for investment in our signature initiative, the Digital Content Management System. This system will serve both the FDLP as well as ingest information products produced by Congress for public dissemination. Under the language of our appropriations accounts, unobligated or unexpended balances in these accounts or accounts for similar purposes for preceding fiscal years may be transferred to the GPO revolving fund for carrying out the purposes of these appropriations subject to the approval of the House and Senate Appropriations Committees. The GPO used this legislative provision once before, in 2001, with the Committees' approval. For this appropriations cycle, and with the approval of the Joint Committee on Printing, we will seek the Committees' approval to transfer currently available funds to the revolving fund where they would remain available until expended in the development of the Digital Content Management System. This funding would also be available to liquidate any shortfalls in these appropriated accounts that may occur through FY 2006.

Mr. Chairman and Members of the Appropriations Committee, thank you for all the support you have shown for our efforts to bring transformation to the GPO. This past year has been one of unparalleled accomplishment at the GPO. With your support we can continue that record of achievement. I look forward to working with you in your review and consideration of our request.