

FY18 Annual Performance Plan and FY16 Annual Performance Report



U.S. GOVERNMENT PUBLISHING OFFICE
 Keeping America Informed | OFFICIAL | DIGITAL | SECURE
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AGENCY INFORMATION

About GPO

Established in 1861, GPO's mission can be traced to the requirement in Article I of the Constitution that Congress "keep a journal of its proceedings and from time to time publish the same." GPO's Plant Operations and print procurement operations produce the official publications of Congress, the White House, and Federal agencies in digital and print formats. GPO's information dissemination programs provide public access to the official publications and information of the government in both digital and print formats through an official website (www.fdsys.gov and its successor, govinfo.gov, currently in beta), a partnership with Federal depository libraries nationwide, and both online and bookstore sales. In recognition of GPO's digital transformation, in 2014 Congress approved and the President signed into law (P.L. 113-235) a provision redesignating GPO as the Government Publishing Office. Total GPO employment today is approximately 1,700.

Congressional publications services are the primary function of GPO's Plant Operations facility in Washington, D.C. In addition to the *Congressional Record*, containing the daily proceedings of Congress, GPO produces bills, hearings, reports, and other legislative documents, in digital and print formats, as required by the Senate and House of Representatives and their committees. GPO's Plant Operations facility also produces the daily *Federal Register* and *Code of Federal Regulations*, and the annual *Budget of the U.S. Government*, as well as U.S. passports and other secure Federal credentials. GPO has an additional facility in Mississippi for passport and secure credential production.



GPO provides centralized operations for the procurement of information products for the Federal Government, purchasing approximately \$360 million from private sector vendors nationwide for Federal agency customers in FY 2016. About 75% of all the products ordered annually from GPO (other than essential congressional and Federal agency work produced by Plant Operations, including passports and secure credentials) are procured from the private sector, including Social Security cards, census and tax forms, and Medicaid and Medicare materials. GPO's procurement program provides great economic opportunity for the private sector. The majority of the firms GPO deals with are small businesses of 20 employees or less.

GPO's primary information dissemination program involves a partnership with approximately 1,100 Federal depository libraries nationwide. Today, the partnership is predominantly electronic, but tangible formats are distributed where required. GPO's Federal Digital System (FDsys), and now the beta [govinfo](http://govinfo.gov) website, provide public access to more than 1.5 million searchable titles linked through GPO. GPO also provides for public sale of Government publications via its traditional and online bookstores, offers eBooks through partnerships with multiple vendors, and provides a variety of mobile web apps for key Federal documents.

GPO operates on a revolving fund basis, like a business. Just 16% of GPO's funding comes from direct appropriations to cover the cost of congressional work, the depository library program and supporting distribution programs, and increases to working capital for specified projects in GPO's Business Operations Revolving Fund. All other revenues to GPO are reimbursements from agencies for work performed or sales of publications to the public.

For more information, please visit www.gpo.gov and www.beta.gpo.gov; follow GPO on Twitter <http://twitter.com/USGPO>, YouTube <http://www.youtube.com/user/gpoprinter>, Facebook www.facebook.com/usgpo, Instagram <http://instagram.com/usgpo>, and LinkedIn <http://www.linkedin.com/company/u.s.-government-printing-office>.

Mission

Keeping America Informed as the Official, Digital, and Secure source for producing, protecting, preserving, and distributing the official publications and information products of the Federal Government.

Vision

Continue to Transform Ourselves into a Digital Information Platform and Provider of Secure Credentials.

Core Values

GPO's core values define our character. These values transcend product and market cycles, management trends, technological change, and individual leaders. Over the years, GPO has developed new product lines, employed new strategies, reengineered processes, and significantly restructured the organization, yet the core values have remained intact.



Commitment

GPO has had the responsibility of *Keeping America Informed* for over 150 years. It continues that long tradition by providing an uncompromised dedication to authentic, fast, and reliable service.

Customer Service

GPO has a customer-centric approach and has agency-wide procedures, policies, and activities in place to ensure we are meeting customers' needs and exceeding their expectations.

Dependability

GPO is a trusted source of Federal information and works to deliver quality goods and services on time.

Diversity

GPO is dedicated to diversity in every aspect of the business. Our commitment to diversity helps serve customers better and provides a positive work environment for employees. GPO is committed to promoting and supporting an inclusive environment that provides to all employees the chance to work to their full potential.

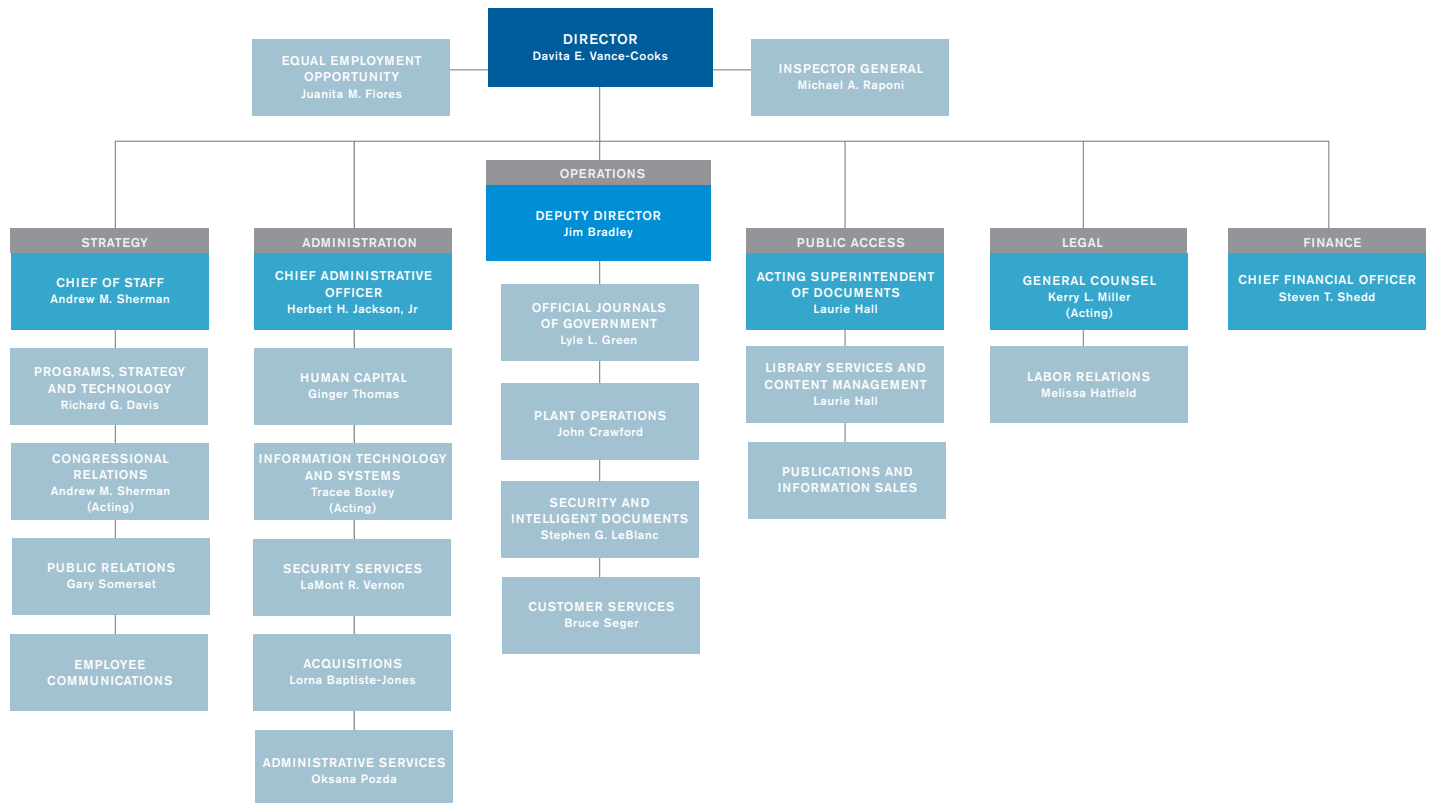
Integrity

GPO's employees believe that honesty and the highest ethics form the cornerstone of the organization and create an environment of trust.

Teamwork

GPO employees treat one another with dignity and respect and communicate openly. GPO's environment fosters collaboration and innovation while maintaining individual accountability. The agency partners with the government and the private sector to provide the best value to customers.

GPO ORGANIZATION



CHALLENGES

Our vision of continuing to transform GPO into a content-centric publisher featuring predominantly digital services requires continuing investment in state-of-the-art technology while at the same time maintaining and investing in the agency's infrastructure. Strong spending controls implemented over the past five years have been successful. Annual payroll expense is less than FY 2007 while actual headcount is at its lowest level in the past century. Overhead expense, although increasing slightly in the last two fiscal years, is still substantially less than FY 2009. At this point in time, GPO is in its strongest financial position in many years despite the overall challenging financial conditions within the Government today.

To strengthen GPO for the future, we plan to continue offering an expanded set of services for the digital age, preserve the viability of the Federal Depository Library Program, retain the production of executive branch printing, improve strategic and human capital planning, further consolidate operations, and automate more agency functions.

The decline in printing government-wide has reduced the amount of work GPO produces through our longstanding partnership with the private sector printing and information product industry. However, this partnership achieves significant savings and efficiencies for the printing that it continues to produce, and in the process generates private sector jobs nationwide.

GPO has long advocated that where Federal agency printing is required, this partnership is the most cost-effective way of producing it. A 2013 study conducted by the Government Accountability Office (GAO) identified approximately 80 Federal printing plants still in operation. Additional savings for taxpayers can occur if the work these plants are producing is transferred instead to GPO's partnership with the private sector printing and information product industry.

GPO'S STRATEGIC FRAMEWORK

GPO's mission is *Keeping America Informed* as the Official, Digital, and Secure source for producing, protecting, preserving, and distributing the official publications and information products of the Federal Government.

Strategic Goals

I. Satisfying Our Stakeholders	II. Strengthening Our Organizational Foundation	III. Offering Products and Services	IV. Engaging Our Workforce Strategic Objectives
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Strategic Objectives

<p>A. It's all About the Customer</p> <ul style="list-style-type: none"> Provide world-class customer service Provide products that deliver results Provide education opportunities <p>B. Open and Transparent</p> <ul style="list-style-type: none"> Provide information through print and technology Become a leader in open government <p>C. Enhance Strategic Partnerships</p> <ul style="list-style-type: none"> Strengthen purposeful collaboration 	<p>A. Right Tools</p> <ul style="list-style-type: none"> Improve processes Relate technology investments with business goals <p>B. Maintain Fiscal Responsibility</p> <ul style="list-style-type: none"> Ensure continued financial stability <p>C. Environmental Stewardship</p> <ul style="list-style-type: none"> Implement "green" initiatives <p>D. COOP Operations</p> <ul style="list-style-type: none"> Enable continuation of essential functions 	<p>A. Statutory Foundation – Title 44 U.S.C</p> <ul style="list-style-type: none"> Provide mission-critical products and services <p>B. Secure Federal Credentials</p> <ul style="list-style-type: none"> Meet secure credential requirements of Federal agencies 	<p>A. Employer of Choice</p> <ul style="list-style-type: none"> Promote opportunity and inclusiveness Attract and keep high-caliber employees
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This is GPO's consolidated Annual Performance Plan and Annual Performance Report which will be published annually to document prior fiscal year progress and plans for performance in the following fiscal year. This document captures the following:

- **Strategic goals and objectives** – what we plan to achieve to advance our mission.
- **Strategies** – how we will go about accomplishing our strategic goals and objectives based on an in-depth analysis and discussion of internal and external trends and challenges.
- **Performance information** – programs, projects, and initiatives that clearly show progress is being made toward accomplishing our goals.

STRATEGIC GOAL:

I. SATISFYING OUR STAKEHOLDERS

A. It's all About the Customer

Strategic Objective: Develop internal processes and procedures that support an internal organizational culture in which exceptional service, delivery, and customer satisfaction are encouraged and rewarded.

- GPO will work to understand, anticipate, and meet the needs of customers. GPO will provide world-class customer service together with product innovation through a wide range of print and technology vehicles.
- GPO is dedicated to providing products that deliver results and will recognize employees who exceed customer expectations.
- GPO will continue to utilize our expertise in printing and information technologies to educate our customers so that they can take advantage of GPO products and services.

Strategies

Capturing and Implementing Customer Feedback

GPO elicits feedback regularly from customers through multiple channels in order to gauge GPO service levels as well as customer expectations regarding future service needs. Survey results provide specific areas of focus for improvement that result in action plans to effect changes in processes or behaviors. This allows GPO to nurture existing customer loyalty and ensure we are meeting evolving customer requirements. Dedicating resources to market research will enable GPO to provide the best products and services to our customers. Leveraging our nationwide relationships with customers and vendors alike can provide unique access to insight into market trends and gaps in order to provide the solutions our customers need.



Cataloging and Bibliographic Record Creation and Distribution

The Cataloging Records Distribution Program (CRDP) provides for GPO-produced catalog records to participating Federal depository libraries through a contract with MARCIVE, Inc. This program was started in 2009 to support GPO's Cataloging and Indexing (C&I) program and distribute cataloging records to depository libraries.

Collaborative Guidance & Outreach Services for FDLP Libraries

GPO offers collaborative guidance and outreach services to Federal Depository Library Program (FDLP) libraries, including regular consultations and one-on-one information exchange, keeping the lines of communication open between GPO and our partner libraries and creating awareness of GPO services. Outreach to the Federal depository libraries is critical not only to the program and Keeping America Informed, but in assisting member libraries in distributing government documents to the public they serve.

Developing Content-Centric Procurement Services and Enhanced Digital Solutions

GPO operates a variety of procurement vehicles that simplify, streamline, and lower costs of the procurement process for Federal agencies. The agency's demonstrated expertise in this area for print products and services is continually being expanded to include a wider array of digital solutions to help Federal agencies cost effectively meet their publishing

and information dissemination needs. GPO is also leveraging existing in-house capabilities, developed for GPO's own information dissemination functions, but now offered as shared services for other Federal agencies.

Providing Educational and Informational Opportunities

GPO's outreach efforts will reflect the agency's transformation from a print-centric to a content-centric operation, highlight our innovations and achievements, and equip our customers with the knowledge and tools that meet their information needs. GPO aims to develop educational opportunities and provide informational resources for Federal agencies, vendors, and the FDLP community as an integral partner in helping these stakeholders accomplish their missions. GPO's outreach initiatives will integrate traditional channels with a range of digital communication channels to increase awareness of GPO programs and services.

Providing Total Solutions

GPO aims to offer customers products and services to support the entire publishing lifecycle of tangible and digital information products from concept generation, planning, and creative design, to production, publication, document conversion, dissemination, and storage. GPO will continue to work to tailor this "total solution" to meet customer needs efficiently and effectively.



Re-Branding GPO as the Government *Publishing* Office

As the newly renamed Government *Publishing* Office, per Section 1301 of H.R. 83, GPO is positioned to effectively bring about a new level of visibility to the agency's expanding array of products and services that meet the changing information needs of Congress, Federal agencies and the American public in the digital age. With a name that aptly reflects GPO's transformation, the agency will continue to build and market this new, relevant brand and live up to the brand promise as the "Official, Digital, and Secure" source for producing, protecting, preserving, and distributing the official publications and information products of the Federal Government.

Streamlining Customer-Facing Processes

GPO is working to optimize the customer experience by enhancing external facing systems, streamlining access points for customer contact with GPO, and ensuring internal processes reflect a customer-centric approach. Our goal is to ensure our customers and stakeholders have a seamless experience from initial contact to ordering, billing, and payment. GPO has established a Customer Account Division with a focus on developing informational resources on billing and payment processes, assisting in timely resolution of customer billing inquiries, and improving internal processes to facilitate ease of financial transactions.

Performance

Automated Procurement System — This project will replace legacy systems with an integrated and robust online procurement system which will include online ordering, enhanced customer communications, and improved vendor invoicing processes. This project will continue in FY17 and FY18. In an effort to streamline the procurement process for our Federal customers, in FY16, GPO implemented an electronic signature program to utilize electronic signatures to initiate orders and authorize payment on GPO ordering documents (Standard Form 1, Print Order Form 2511, and Simplified Purchase Agreement Work Order Form 4044.)

Customer Experience— GPO surveys customers bi-annually with a focus on products, services, and programs; the cost-effectiveness of services; and satisfaction with GPO's website and employee customer service. The findings from this survey are used to inform daily interactions with customers to address desired service enhancements, identify new business opportunities, and develop plans to continuously improve performance. Most recent results included the following:

- 91 percent of customers are satisfied with overall service from their primary GPO location.
- 90 percent of customers are likely to recommend GPO to a colleague.
- 90 percent of customers say they do not believe they can beat or match GPO pricing.

In FY16, GPO embarked on the further development of Customer Experience (CX) Guidelines in an ongoing effort to continually improve the level and consistency of GPO staff interactions with customers and to address areas for improvement identified by the Customer Survey results. This effort has been supported by the issuance of a CX Guidelines document and associated training on topics impacting the GPO customer experience nationwide. These efforts, which focus on soft-skills as well as process improvement and standardization by setting clear expectations for communication points between GPO staff and customers/vendors, will continue to evolve and remain a focus in FY17 and FY18.

In support of the development and implementation of the CX Guidelines, in FY16 GPO held a 2-1/2 day conference attended by regional and central office managers. The focus of this conference was to facilitate the exchange of ideas on processes and practices to improve and standardize service levels. This effort supported the subsequent development of specific customer communication guidelines for use across the entire GPO organization.

Financial Document Repository — GPO continues to enhance the Financial Document Repository (FDR) which has been designed to provide customers with access to historical ordering documents such as the Standard Form (SF) 1, the basic form Federal customers use to requisition printing, binding, and related services from GPO. In FY15, copies of associated Form 400 invoices were added to the FDR to allow customer to cross-reference their ordering documents and invoices. In FY16, as part of ongoing efforts to increase the functionality of the FDR, scanning of SF-1s was implemented.



Solutions for Federal Agency Customers

eBooks — As a one-stop shop for eBook design, conversion, and dissemination, GPO's presence in the eBook market continues to remain strong. We now have agreements with Apple iTunes, Google Play, Barnes & Noble, OverDrive, EBSCO, ProQuest, Zinio, and other online vendors to make popular government titles such as "Discover My Plate" and "Workout to Go" available as eBooks. Federal agencies now have the option of making their eBooks free to the public, or of having GPO sell them on a cost-recovery basis. Learn more about GPO's eBooks program at <http://bookstore.gpo.gov/ebooks>.

Digital Content Solutions — GPO's Federal Digital System (FDsys), and now the govinfo beta website, is available as a shared platform for information delivery for Federal entities on a cost recovery basis. These services include ingest of agency content (including preservation, authentication, and public search and display); content organization; and metadata, access file, bulk data, and package creation. GPO is working to expand the provision of these services.

GPO also provides an automated service applying digital signatures to PDF files for

Federal agencies. These visible digital signatures, viewed through the GPO Seal of Authenticity, verify document integrity and authenticity and provide end-users with assurance that an electronic document has not been altered since dissemination.

Providing these services to other Federal agencies through a cost-recovery model offers an opportunity to leverage the FDsys platform consistent with our strategy to create a program of reimbursable services for agencies to help manage their life cycle information requirements.

Through this model, in FY16, GPO worked with the National Institute of Standards and Technology (NIST) to make available nearly 10,000 publications across 15 technical series on govinfo at www.govinfo.gov/collection/nist. The goal of this collaborative effort is to provide free public access to a total of approximately 24,000 digitized NIST Technical Series Publications. In FY18, GPO will continue to work with NIST and other Federal agencies in providing these shared services.

On-Site Document Solutions — GPO has experienced a significant increase in revenues associated with this segment of the Agency’s business. In FY16, additional staff resources were added to accommodate the growth in this revenue area. GPO has awarded over 65 individual task orders in support of 13 Federal agencies/organizations. In FY17, additional services will be made available to GPO customers through this program.

Learn more about GPO’s on-site document solutions at www.gpo.gov/customers/onsite_index.htm

Graphic Design Services — GPO provides a range of graphic design services including publication design, branding and identity, exhibit graphics, video, multimedia, photography, web design, and security design.

Learn more about GPO Creative Services at <https://creativeservices.gpo.gov/>



Educational and Informational Opportunities

Collaborative Guidance & Outreach Services for FDLP Libraries

In FY16, GPO completed the following:

- Showcased exemplary libraries and their successful government documents programs through Spotlight articles for inclusion in the FDLP Connection newsletter on GPO.gov
- Presented over 20 webinars and/or webcasts on depository operations and management through the FDLP Academy. These included:
 - NextGen FDsys Demo
 - FDLP Depository Operation Training Series
 - Introduction to the FDLP and GPO
 - Legal Requirements and Regulations
 - What’s in the Box?
 - Depository Collection Management
 - Public Access
 - Cataloging and Bibliographic Control
 - Regionals
 - Promotion, Staying up-to-date, and Benefits
 - Implementing the New Regional Discard Policy

- How to find related info on [govinfo](#)
- New Additions: The Catalog of U.S. Government Publications (CGP) & Related Service Enhancements for FY15
- Showcasing your Library: FDLP Promotional Tools & Tactics
- Facilitated 20+ webinars on finding government documents to the Federal depository libraries (FDLs). These webinars help the FDLs to expand their offerings to the specialized needs of their community. Examples include:
 - When 100% of Your Users Speak Spanish: Cultural Aspects and Considerations of Promoting Government Documents to Non-English Speakers
 - The National Agricultural Library: Agricultural Information for the 21st Century
 - Librarian's Guide to Trade Data, Parts 1, 2, 3 and 4
 - Four Starting Points for Finding Government Information
 - GAO Podcasts and Social Media
- Participated in over 240 visits and outreach opportunities to Federal depository libraries covering 45 states
- Continued GPO On-the-Go initiative to monitor and track outreach to depository libraries
- Conducted 2015 Biennial Survey and Needs Assessment
- Two new libraries joined the FDLP in FY16:
 - In October 2015, the Institute of American Indian and Alaska Native Culture and Arts Development in Santa Fe, NM
 - In April 2016, the J.C. Liver Library at Arkansas Baptist College in Little Rock, AR



In FY18, GPO will:

- Continue to focus on on-site visits/outreach to FDLP libraries
- Gather and analyze trip/visit reports for take-aways, lessons learned, best practices on FY17 on-site visits and association participation
- Continue the GPO On-the-Go initiative as metrics for measuring visits and association participation
- Conduct and analyze results of 2017 Biennial Survey and Needs Assessment
- Continue showcasing stand-out Federal depository libraries through the creation of Spotlight articles for inclusion in the FDLP Connection newsletter on GPO.gov
- Continue to regularly review FDLP Guidance and update/revise as needed
- Develop and test model for outcomes-based Public Access Assessments that will ultimately evolve into a relationship-building tool with the FDLP community, identifying opportunities to assess needs and respond to those needs in the most efficient manner possible
- Develop an action plan designed to enhance the FDLP through more closely working with and developing needs/responses for specific library types and sizes
- Procure and develop a replacement system for askGPO that will be designed to better

serve libraries and provide more measurable and focused outreach

- Finalize and publish the Classifications Guidelines, replacing the current Classification Manual
- Review and determine the value of the Legal Requirements & Program Regulations of the FDLP, including developing a more user-friendly format
- Review criteria and selection process for the Library of the Year Award and identify opportunities for improvement. Investigate and identify new ways to recognize libraries for the excellent services provided to patrons
- Continue to expand and sustain its FDLP Academy to increase knowledge of Federal Government information resources to nationwide Federal depository libraries, Federal agencies, and the public
- Expand FDLP Academy offerings to include more webinars and webcasts related to Federal Government information, both presented by GPO staff and hosted by GPO as other agencies and depository libraries present their educational content.
- Continue to host virtual and in-person meetings and conferences, including the Depository Library Council (DLC) Spring Virtual Conference and the annual Fall Conference in FY17 and FY18.



Cataloging Record Distribution Program (CRDP)

In FY16, GPO completed the following:

- Added 17,738 new cataloging records to the Catalog of U.S. Government Publications (CGP), of which 10,023 (or 57 percent) contained PURLs to full-text publications
- Checked in 75,937 serial issues to the CGP and created 461 publication patterns for serial titles
- Identified 626 previously uncataloged serial titles and created new bibliographic records
- Identified and cataloged 40 titles in new eBook formats (MOBI and EPUB)
- Created 843 new authority records
- Responded to 9,275 askGPO inquiries
- 37,461,439 searches were performed in the CGP
- Distributed 4,502 titles
- Distributed 989,826 copies of materials to FDLP libraries
- Increased the CRDP by 28 libraries, from 107 to 135 libraries with 29 libraries still on the wait list

In FY18, GPO will:

- Increase communication with all CRDP participating libraries on a regular basis
- Increase the number of participants in the program

Federal Depository Library Program (FDLP) Academy

In FY16, GPO completed the following:

- Presented 74 webinars through FDLP Academy with 7,024 registrants and 6,979 archive views
- Recorded 4 webcasts through FDLP Academy with 1,430 recording views
- Hosted Fall 2015/FY16 DLC Meeting & FDL Conference: A Rich History: A Vibrant Future, and Spring 2016/FY16 Virtual Conference: Blueprint for Change: From Planning to Action
- Participated in Federal librarian associations and working groups to continue to explore ways to expand delivery of information to the FDLs and the public. These include:
 - Potomac Technical Processing Librarians 91st Annual Meeting
 - Federal Web Archiving Working Group Meeting
 - FEDLINK Fall Exposition, Library of Congress
 - Military Libraries Training Workshop
 - FEDLINK American Indian Library Initiative Group
 - FEDLINK Digital Preservation Working Group Meeting, Library of Congress
- Attended and/or hosted information booths at over 30 specialized library associations including the American Library Annual Conference and Exhibition, the Public Library Association Annual Meeting, and regional depository libraries hosted meetings.



In FY18, GPO will:

- Continue developing webinars and webcasts and continue recruiting guest presenters on a monthly basis
- Analyze the future direction of the monthly webinar and webcast offerings of the FDLP Academy, including staff time required, and develop a strategic direction to sustain and grow the program
- Assess the current eLearning platform and GPO's needs/requirements moving forward to determine if we will move forward with the current tool or seek a new tool
- Present and participate at national library events and conferences, including facilitating sessions and exhibiting products. Continue to track local, regional, and state events that GPO can participate in as we continue to strengthen and grow the FDLP
- Host FY18 annual Depository Library Council Meetings and Federal Depository Library Conferences and the Depository Library Council Virtual Meetings:
 - Spring 2017 Depository Library Council Virtual Meeting on April 19–21, 2017
 - Fall 2017 Depository Library Council Meeting and Federal Depository Library Conference on October 16–18, 2017

The Institute at GPO –

GPO offers educational opportunities for Federal publishing and printing professionals through the Institute at GPO with courses that reflect the changing face of agency needs to communicate effectively with a broad range of audiences using a variety of channels.

In FY16, GPO introduced a variety of online training opportunities through the GPO Institute with more emphasis on utilizing GPO subject matter experts to facilitate training on publishing-related topics ranging from 508 Compliance to ePub Design. In response to rising demand, an expanded number of classes were also offered on-site at GPO customer locations across the nation. In FY17, GPO will continue to identify and make available course content to meet the needs of the Federal publishing community.

Learn more about the Institute at GPO at <http://www.gpo.gov/customers/theinstitute.htm>

Integrated Digital Marketing (IDM) Outreach

In FY16, GPO launched a series of integrated digital marketing outreach campaigns to increase awareness of GPO's products and services. By leveraging all available digital tools coordinated with traditional channels, GPO endeavored to reach a broad audience of both Federal customers and the American public.

FY16 GPO IDM topics included:

- Partnering with GPO
- GPO Institute
- eBooks
- GPO Creative Services
- *GPOExpress*
- On-Demand Training Site
- Simplified Purchase Agreement (SPA)

On-Demand Training —

GPO instituted the use of recorded training “videos” accessed directly through the GPO website, gpo.gov, to provide customers with primers on GPO processes, products, and services. Current topics are as diverse as: Publishing Alternatives, Finance and Funding Options, and Quality Control for Published Products. In FY16, the current catalog of on-demand training topics grew to encompass over 25 titles.

Learn more at: <https://www.gpo.gov/customers/marketing/ondemandtraining.htm>

B. Open and Transparent

Strategic Objective: Build on GPO's ongoing commitment to an open and transparent government.

- GPO will continue to provide authentic information to the American public through a variety of print and technology vehicles efficiently and securely.
- GPO will become a key innovator and leader in the Presidential mandate of transparency (White House Open Government Initiative). Realizing that participation and collaboration form the cornerstone of an open government, GPO will utilize all available technology to assist Federal agencies in disseminating information about their operations in a fast, secure, and permanent manner.



Strategies

Developing User-Focused, Mobile-Friendly Websites and Systems

By actively and continuously capturing and implementing user feedback, GPO will ensure that our electronic information delivery systems are developed from a user perspective. GPO will continue to optimize our digital properties for a range of devices as our users increasingly access digital information from mobile devices.

Enhancing Content for Public Access

GPO will continue to work to bring new content into the FDLP and Cataloging & Indexing Program for enhanced access to Government information for the public. This is accomplished through tangible distribution of U.S. Government publications to Federal depository libraries nationwide, ingest into FDsys/[govinfo](https://www.govinfo.gov), and identification and linking through GPO's Catalog of U.S. Government Publications (CGP). GPO will also increase harvesting efforts of Federal Government websites and content and bring new content and metadata into FDsys/[govinfo](https://www.govinfo.gov).

External Communications & Promotion for FDLP Services

GPO will continue efforts to promote the FDLP, Cataloging & Indexing Program, and their related resources through promotional campaigns and social media. In addition, GPO will continue efforts to maintain strong communication with the FDLP community through targeted outreach efforts including emails, newsletters, social media, and the [FDLP.gov](https://www.fdlp.gov) website.



Increasing Content Available

Federal content is increasingly born-digital, living online and never printed or preserved. As part of the agency's core and historic mission of *Keeping America Informed*, GPO continuously works to capture the ever growing amounts of this content to ensure its availability to the American public in perpetuity by increasing the amount of content managed, preserved, and made publicly and freely available in many different formats. This includes print, digitized, and born-digital content in formats ranging from PDF and HTML to MP3, XML, and EPUB.

Utilization of Shared-Services or Open-Source Technologies

GPO is working to increasingly utilize shared-service and open-source technologies which enable increased sharing of data across government in an effort to make content more accessible.

Performance

Access to Digital Content

- **Bound *Congressional Record*** — In 2016, work was initiated on the development of metadata for the Bound *Congressional Record* historical volumes (1873-1998). In September 2016, GPO began to make the historical Bound Congressional Record volumes available on FDsys/[govinfo](https://www.govinfo.gov) with the release of 1991-1998. In FY18, GPO plans to complete production of the required Bound Congressional Record metadata for 75 volumes and continue contractor staff support to produce metadata to provide access to volumes of the Bound Congressional Record dating from 1873 to 2007 on FDsys/[govinfo](https://www.govinfo.gov).

- **Historic *Federal Register*** — In 2016, work began on a project to digitize and make available *Federal Register* historical volumes 1936-1994. In FY18, GPO will continue work to digitize the historical Federal Register material (1936-1994) and provide permanent public access to the volumes on [FDsys/govinfo](https://www.gpo.gov/fdsys/govinfo).
- **Panama Canal Commission** — In April 2016, GPO and the George A. Smathers Libraries at the University of Florida (UF) made digital versions of the Panama Canal Commission publications, and its predecessor agencies, available on GPO's [FDsys/govinfo](https://www.gpo.gov/fdsys/govinfo).
- **U.S. Tax Court Digitized Bound Opinions** — In FY16, GPO continued to work with the U.S. Tax Court on a project to provide public access to United States Tax Court digitized bound opinions from 2010 forward.
- **Internal FDLP and GPO Publications** — Digitizing continues on several FDLP publications and GPO publications – ongoing – including historical records, such as designation papers, and official FDLP files. Begin to provide permanent public access to historic, miscellaneous FDLP publications on [FDsys/govinfo](https://www.gpo.gov/fdsys/govinfo) by fall 2017.

External Communication & Promotion for FDLP Services — GPO continues to promote the FDLP, Cataloging & Indexing (C&I) Program, and their related resources through promotional campaigns and social media. In FY 2016, GPO:

- Created 243 posts related to the FDLP and C&I Program for GPO's social media channels
- Conceptualized the original FDLP Twitter campaign, #lovemyFDL, which generated over 150 tweets
- Created and launched the FDLP Guide to Social Media on [FDLP.gov](https://www.fdlp.gov)
- Live-tweeted the 2015 DLC Meeting & FDL Conference and the 2016 DLC Virtual Meeting, which generated about 300 tweets
- Contracted with North American Precise Syndicate to launch a media campaign that generated over 2,500 news articles in all 50 states with a readership of over 6,000,000
- Presented the webinar, "Showcasing your Library: FDLP Promotional Tools & Tactics"
- Made available four new promotional flyers for free order and download:
 - Federal Depository Libraries
 - The Catalog of U.S. Government Publications
 - GPO's Federal Digital System
 - How a Bill Becomes a Law
- Made available seven new tangible promotional items for free ordering by the FDLP community
 - CGP pencils (2 varieties)
 - Ben window decals
 - Cardboard, stand-up Ben
 - Government information note card (revamped)
 - FDLP eagle sign (revamped)
 - [govinfo](https://www.gpo.gov) sticky notes
- Distributed 10 free Pocket Constitutions to FDLP libraries, along with a letter from the Acting Superintendent of Documents encouraging Constitution Day celebrations and asking libraries to share their celebrations with GPO



- Launched a new page on [FDLP.gov](http://fdlp.gov) focusing on Constitution Day celebrations at Federal depository libraries nationwide – provides celebration descriptions and photos

In FY18, GPO plans to:

- Live tweet the Depository Library Council Meeting and Federal Depository Library Conference
- Present on FDLP promotional efforts and GPO communication tools at the Depository Library Council Meeting and Federal Depository Library Conference
- Procure new promotional items and make available for free download and ordering on [FDLP.gov](http://fdlp.gov)
- Launch new [FDLP.gov](http://fdlp.gov) promotional pages and new FDLP Guidance article on promotion of the FDLP collection
- Procure new brochures for FDLP libraries and make available on [FDLP.gov](http://fdlp.gov) for free download and ordering
- Disseminate FDLP Guide to Social Media on [FDLP.gov](http://fdlp.gov)
- Present an FDLP promotion webinar for the FDLP community
- Create new FDLP promotional video
- Draft several FDLP social media posts per week
- Develop six issues of the FDLP Connection newsletter for dissemination to FDLP library staff
- Develop and disseminate FDLP News Alerts for the FDLP community and disseminate, as needed, via email and RSS



Learn more about GPO's FDLP promotion activities at <http://www.fdlp.gov/promotion>

govinfo Beta Website – FGPO's Federal Digital System (FDsys) is a content management system, preservation repository, and public website providing free online access at www.fdsys.gov to official Federal Government publications in multiple formats that includes digitized historical content and numerous serial publications that are updated on a daily basis. GPO continues to expand the amount of content available through FDsys and develop enhancements to the system functionality.

In FY16, GPO launched the beta **govinfo** website to eventually replace the FDsys website. The new **govinfo** website is a redesign of the FDsys public website, with a focus on implementing feedback from users and improving overall search and access to FDsys content. The redesigned, mobile-friendly website incorporates state-of-the-art innovative technologies and includes several new features for an overall enhanced user experience.

The key new features of the website include a new look and feel, the capability to link related content, enhancements to the search filters, two new ways to browse content, a new open-source search engine, and more options for sharing pages and content on social media.

FDsys/**govinfo** demonstrates how partnerships between agencies at the crucial intersection with American citizens contribute to “true transparency,” in the words of Speaker Paul Ryan commending GPO on the **govinfo** launch. GPO's **govinfo** leverages modern web

technologies, responsive design, and social media integration to provide citizens with Government information where they are and when they need it. In FY18, GPO will prepare to transition from FDsys to govinfo.

Social Media – GPO maintains a presence on Facebook, YouTube, Twitter, Pinterest, LinkedIn, and through the popular Government BookTalk Blog.

- Facebook (www.facebook.com/USGPO) – More than 7,500 total page likes
- YouTube (www.youtube.com/user/gpoprinter) – More than 690 subscribers and over 75 videos posted
- Twitter (<http://twitter.com/usgpo>) – More than 7,100 followers and over 2,600 tweets
- Instagram (<https://www.instagram.com/usgpo>) – More than 500 followers and over 930 posts
- Pinterest (www.pinterest.com/usgpo) – More than 750 followers and over 850 pins
- LinkedIn (www.linkedin.com/company/u.s.-government-printing-office) – More than 3,000 followers
- Government BookTalk Blog (<http://govbooktalk.gpo.gov>) – More than 3,500 followers

Web Archiving – GPO continues to harvest digital publications and websites, advancing FDLP collection development efforts. In FY 2016, GPO:

- Increased the size of the FDLP Web Archive collection to 8.5 TB (an increase of almost 3TB since last year) with 46,500,000 documents crawled (an increase of almost 15,000,000)
- Increased website collections available on the FDLP Web Archive on Archive-It to 145 (an increase of 20) and 145 records available through the CGP (an increase of 45 records)
- Increased usage of Google analytics to evaluate user activity in more detail, evaluating where users are coming in, what they are looking at, and for how long
- Added access to the FDLP Web Archive through FDsys and govinfo (and evaluating traffic through this new access point)
- Enhanced the use of metadata on the Archive-It user interface in an effort to improve user experience (Users will now see access points to specific subjects, languages, and agency names.)

In FY18, GPO will continue regular frequency of crawls of existing collections

- Continue to add additional agency websites to the collection throughout 2017
- Further outreach efforts to increase participation in Federal Web Archiving Working Group and increase knowledge of other Federal Web archiving efforts
- Continue using web harvesting software applications to archive websites to the FDLP electronic collection
- Transfer copy of WARC (Web ARChive) files to GPO servers to maintain additional backup in house

Learn more about GPO's web archiving initiative at <https://www.fdlp.gov/project-list/web-archiving>



XML Bulk Data — Providing data as bulk XML enables a “one-click” download of large sets of XML files as opposed to downloading each file individually. Providing content in the form of XML bulk data enables reuse and repurposing of the data for mobile web applications, data mashups, and other analytical tools by third party providers, which contributes to openness and transparency in Government.

- **Bill status** — On February 24, 2016, at the direction of the House Appropriations Committee, and in support of the Legislative Branch Bulk Data Task Force, GPO, the Library of Congress (LC), the Clerk of the House, and the Secretary of the Senate made bill statuses in XML format available through GPO’s bulk data repository at <https://www.gpo.gov/fdsys/bulkdata/BILLSTATUS> for the 113th and 114th Congresses.

Together with the Congressional Bills and Bill Summaries already available in XML format for bulk download, the Bill Status data can be used by developers to provide additional tracking as Congress takes various actions in consideration of bills.

Congressional leaders from both sides of the aisle applauded the release of House and Senate bill status information by the U.S. Government Publishing Office and Library of Congress.

“Today’s release of bill status information via bulk download is a watershed moment for Congressional transparency,” said House Majority Leader Kevin McCarthy (R-CA), in a statement. “The entire Congressional community applauds the dedication of the Legislative Branch Bulk Data Task Force, the Office of the Clerk, the House Appropriations Committee, GPO, and the Library of Congress, which worked together to make this progress possible.”



- **House Manual** — At the direction of the Committee on Rules within the United States House of Representatives, the Government Publishing Office (GPO), the House Parliamentarian, and the Clerk of the House are making the 114th House Rules and the House Manual available in XML format using the United States Legislative Markup (USLM) schema. USLM is an XML information model designed to semantically and structurally describe legislative and legal documents in a machine-readable format. This is the first USLM document to be made available on GPO’s GitHub account.

GPO plans to continue working with partners to make additional sets of data available for bulk download through this repository. Visit the XML Bulk Data Repository at: www.gpo.gov/fdsys/bulkdata

C. Enhance Strategic Partnerships

Strategic Objective: Enhance strategic partnerships to gain flexibility, build effective networks, and manage processes to meet customer demands and expectations.

- GPO will develop the agency-wide synergies and flexibilities to continuously strive for quality, availability, and efficiency in the delivery of products and services. GPO will also work to improve its internal culture and business processes to ensure mutual support and growth for customers and employees.
- GPO will continuously work on strengthening purposeful collaboration with internal and external customers that will create more efficient and effective programs and processes.

Strategies

Establishing Partnerships for Collaboration

GPO seeks to increase efficiencies across government through knowledge sharing and exchange of ideas and best practices with the community through white papers, panel discussions, keynotes, and working groups. GPO collaborates with a number of other Federal agencies on solutions that enable both agencies to better fulfill their missions.

FDLP Strategic Partners

GPO will continue developing new strategic partnerships with Federal agencies, Federal depository libraries, and other entities to increase access to Federal publications and services, reduce duplication of digital initiatives, safeguard historical Government documents, and preserve print collections. These partnerships may include cataloging, digitizing, and preserving tangible copies of Government publications. GPO will support efforts to increase public access to digitized collections of high value to the American public.

Performance

FDLP Strategic Partners

In FY16, GPO completed the following:

- Added 1,679 bibliographic records for electronic versions of the U.S. Geological Survey (USGS) Bulletins and 915 records for the tangible versions of the USGS Bulletins to the CGP through cooperative cataloging partnerships with the University of Colorado Boulder and the Colorado School of Mines
- Renewed our ongoing partnership with Government Information Online, Ask a Librarian
- Partnered with the George A. Smathers Libraries at the University of Florida (UF) partnered to make digital versions of the Panama Canal Commission publications, and its predecessor agencies, available on GPO's FDsys/govinfo.
- Partnered with the National Aeronautics and Space Administration's (NASA) Langley Research Center to provide permanent access to the public NASA Technical Reports Server (NTRS)
- Partnered with the University of Kentucky Libraries for Kentucky's tangible and digital collection of materials from the Works Progress Administration (WPA)
 - Kentucky is dedicated to maintaining their tangible collection of WPA materials. In addition, the library digitized over 450 WPA publications from Kentucky and other southeastern states.
- Signed our second cooperative cataloging partnership for publications in 12 Superintendent of Documents (SuDocs) classes with the University of Montana's Maureen and Mike Mansfield Library
- Developed plan and began testing for Regional Discard Policy implementation approved by the Joint Committee on Printing. Information packets were sent to all regional depository libraries. Included in the packets were the following:
 - A letter from the Acting Superintendent of Documents
 - The Regional Discard Policy
 - Titles Eligible for Discard – List No. 1
 - Memorandum of Agreement for Preservation Stewards (Draft)
 - Regional Discard Frequently Asked Questions
 - Instructions for Submitting Discard Requests to GPO (Draft)



- Conducted a variety of webinars on various aspects of the Policy implementation leading up to implementation of Phase 1 in September 2016. Regional depositories were invited to submit requests to discard to GPO

In FY18, GPO plans to:

- Continue to promote and sign new Federal Information Preservation Network (FIPNet) partnership agreements/preservation stewards. Partners will commit to work with GPO on one or more of the following preservation activities:
 - Cataloging and metadata creation
 - Digitization and content conversion
 - Harvesting web content
 - Hosting digital content
 - Storing physical copies
 - Condition assessment
 - Conservation
 - Other innovative activities that support preservation
- Continue to build GPO infrastructure to support the administration of FIPNet
- Continue with implementation of next phases of the Regional Discard Policy
- Closely monitor, adjust and measure success as the Regional Discard Policy continues implementation phase
- Continue work on cooperative cataloging partnerships with the University of Colorado Boulder and the Colorado School of Mines, University of Montana, and the Federal Reserve Bank of St. Louis
- Renew ongoing partnerships in order to add content to the CGP, including with the Library of Congress for Electronic Cataloging in Publication (eCIP); the Technical Report Archive & Image Library (TRAIL); and the Federal Reserve Bank of St. Louis Federal Reserve Archival System for Economic Research (FRASER).
- Continuing to analyze and develop action plans for results from the interagency agreement with LC Federal Research Division to develop a pilot and methodology for identifying federal agencies departmental digital publishing policies workflows and practices and personnel as a first step in evaluating the scope, volume, and diversity of digital content publishing by federal agencies.



Learn more about GPO's FDLP partnerships at <https://www.fdlp.gov/about-the-fdlp/partnerships>

Interagency Council on Printing and Publications Services (ICPPS) — In FY16, GPO hosted and was an active participant in the ICPPS, which provides for a cooperative relationship between Federal organizations and GPO in efforts to strengthen the Federal Printing Program. The ICPPS acts as an advisory group to the Director of the Government Publishing Office. In FY17, GPO will launch the Federal Publishing Council (FPC) as the successor to the ICPPS. The FPC is a nationwide advisory group being established to support and assist the GPO in accomplishing its mandated mission which provides the Federal establishment with the most efficient, effective, and economical suite of publishing services. Representation in the FPC will include an expanded set of disciplines associated with Federal publishing including: content generation; web content management; printing production, procurement, and planning; graphic arts; publishing promotion; digital media development; and publication dissemination.

II. STRENGTHENING OUR ORGANIZATIONAL FOUNDATION

A. Right Tools

Strategic Objective: Anticipate, plan and equip GPO to provide products and services to customers.

- In order to provide quality service to customers, GPO must invest in employees and technology. GPO will focus on the creation of first-rate, system-wide solutions that meet customer requirements and exceed customer expectations. GPO will improve processes and technologies to ensure that solutions are scalable, available, cost-effective, and secure.
- Technology investments will be in direct relationship with GPO's business goals, resulting in excellent customer service, strong partnerships, secure infrastructures, and cost-effective performance.

Strategies

Adhering to Industry Standards

GPO sustains a variety of certifications in a dedicated effort to ensure operations are conducted effectively and in line with industry best practices and standards.

Advanced Manufacturing

GPO relies on a balanced approach when investigating next generation technologies for production operations. This practice applies to the identification of the appropriate niches for digital and high-efficiency offset printing, including a cost/benefit analysis of the effectiveness, efficiency, and dependability of the technologies.

Cyber Security Initiatives

GPO's comprehensive IT security posture helps address the challenges with information security, network security, disaster recovery, and compliance issues.

Expanding our Enterprise Architecture Program

GPO enhanced our enterprise architecture program as an essential tool for effectively and efficiently engineering business practices, implementing and evolving supporting systems, and transforming the agency. GPO's Technical Change Control Board (TCCB) evaluates and monitors proposed changes to the technical environment in an effort to standardize technologies used throughout the agency. The TCCB participation has increased and all project rollouts were accomplished through the TCCB with more advanced communications of projects.

Expanding Use of Cloud Technologies

GPO will continue to expand its use of Cloud solutions for collaboration, data storage, and hosting. GPO is preparing to move our local SharePoint to SharePoint in Cloud in FY17 with expected completion in FY18/FY19. GPO continued to expand its use of Cloud solutions for collaboration, data storage, and hosting. This year GPO bolstered its email security by adding inline scanning and malicious attachment detonation. In addition, GPO expanded its collaboration capabilities by providing public switched telephone network (PSTN) conferencing through Skype for Business (Polycom).



Intelligent IT Outsourcing

GPO utilized contract staff to augment and support various functions that require specialized skill sets necessary to support GPO's IT functions and will continue to do so as needed.

Modernizing Legacy Applications

GPO continues to modernize legacy applications to ensure application support and improve system capabilities. The modernization of GPO's legacy systems is a long-term effort and will continue through FY18 and beyond. GPO continues to modernize legacy applications to ensure application support and improve system capabilities. This includes a migration of legacy mainframe applications and business logic to a more modern platform. Moving away from outdated technologies will ensure continuity and improve system capabilities.

Standardization

Gold Image deployment to standardize more functions that supports GPO computers through automated updates, patching, and application management will continue with Windows 10 deployment in FY17. The deployment is already initiated and the majority of computers will be completed in FY18.

Technology Initiatives for FDLP Libraries

GPO is developing and implementing tools and services for depositories and the public that enhance access to Government information and FDLP resources. A Technology Plan was developed in FY15 with a focus on deploying new technology to provide streamlined services to support the FDLP community as well as enhanced access for the public. The goal is to create a new suite of services based on a user-centric design approach, deploy a flexible architecture, as well as a service model with the capability to integrate easily with other related services. The Technology Plan will carry forward GPO's commitment of being a first-class library service provider.



Performance

Certification Initiatives

Federal Digital System (FDsys) Certification as a Trustworthy Digital Repository — GPO is seeking to become the first Federal agency to be named as a Trustworthy Digital Repository for Government information through certification of FDsys/govinfo under ISO 16363. The Audit and Certification of Trustworthy Digital Repositories (TDR) checklist will be used by an accredited outside organization to assess FDsys/govinfo against 109 criteria covering Organizational Infrastructure, Digital Object Management, and Infrastructure and Security Risk Management. A certification under ISO 16363 will reinforce GPO's commitment to its mission of ensuring effective public access to Government information through its assured preservation in digital formats.

In FY16, GPO completed an internal audit in preparation to undergo the external audit and sought information, in the form of a Request for Information (RFI) through FedBizOpps.gov, from auditing bodies accredited under or considering accreditation for ISO 16919:2014, Requirements for bodies providing audit and certification of candidate trustworthy digital repositories.

The purpose of this RFI was to elicit information and to better understand the auditing processes and certification opportunities for FDsys/govinfo under ISO 16363:2012 by accredited certification bodies, or bodies currently pursuing accreditation.

ISO 9001 Certification of Secure Production Facilities — In FY16, both of GPO's secure production facilities, in Washington, DC, and Stennis, MS, were audited and evaluated by an outside third party auditor and recertified as ISO 9001 compliant. Of note, the operations of the Washington, DC, facilities were certified for the first time using the new and improved ISO 9001-2015 standard. This is the world's latest and most up-to-date standard. The ISO 9001 standard is recognized around the globe for excellence in production, quality and process improvements. The Stennis operations will undergo an audit in 2017 to attain the ISO 9001-2015 standard as well.

In FY18, both of the GPO's secure production facilities in Washington, DC, and Stennis, MS, will be evaluated by an outside third party auditor to retain their ISO 9001-2015 certifications for excellence in production, quality, and continual process improvements.

Plant Certifications — GPO's plant sustains best-in-class industry certifications such as:

- IDEAlliance's G7 Master Printer [GRACoL Proof, Digital Offset and Sheet-fed Offset Printing]
- ISO3664:2009 Certification for Graphic Arts Industry Color Viewing Standard
- Certified Institutional Member of the Library Binding Institute for compliance with ANSI/NISO/LBI Library Binding Standard Z39.78-2000.

Internal Infrastructure and Technology Initiatives

Bookflow Auto Casin System — In FY17, GPO plans to replace its current bookflow machine that is over 30 years old. The new system will trim books, prepare books for cases, apply head bands, apply cases, and apply dust jackets.

Composition System Replacement (CSR) — GPO is replacing a 30-year old locator-based composition system known as MicroComp with a state-of-the-art composition tool that is based on the Extensible Markup Language (XML) data standard. CSR will match the typographical style and page layout of current printed publications, as well as support enhanced search, retrieval, data formats, and repurposing of data. 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.

Congressional Record Index Applications Update — In FY16, GPO worked with an outside vendor to migrate the 16-bit applications which support the Congressional Record Index office work flows to a virtual environment pending their rewrite. In FY18, GPO will continue to work with an outside vendor to rewrite the 16-bit applications which support the Congressional Record Index office work flows.

Cyber Security Initiatives — In FY16, we continued to educate the GPO community about information security issues through various IT Security Awareness training modalities and opportunities and completed multiple Phishing exercises. The CyberArk system was implemented to protect, monitor, detect, alert, and respond to privileged account activity. The Secure Sockets Layer (SSL)/Transport Layer Security (TLS) Decryption/Inspection System has been acquired and is ready for complete implementation in FY17 to filter and protect encrypted traffic. The Domain Name System (DNS) Firewall Project Initiative is 70percent complete and will be completed in FY17. This inspects DNS traffic and blocks known malicious domains, and helps discover malicious domains. GPO also implemented Active Directory (AD) security enhancements (ring zero domain controller security isolation and additional access controls).



GPO will continue with cyber security enhancements. The enterprise firewall is a critical part of the overall GPO security architecture and our current firewall is nearing end-of-life; therefore, it will be upgraded to the Next Generation Firewall (NGFW). The enterprise NGFW is for both datacenters in the Washington, DC, main office headquarters and the Alternate Computing Facility (ACF) to provide essential cybersecurity protection capabilities. The NGFW implements required security capabilities for GPO to be able to block network traffic, block access to malware and other inappropriate websites, and perform malware inspection of network. The Threat Intelligence & Threat Sharing System will be implemented by end of 2017 to enhance shared situational awareness of cyber threats or cyber incidents as indicators of malicious cyber activity. This will enhance threat intelligence information feeds and sharing capability with other Legislative Branch agencies and other trusted partners.

Data Center Consolidation and Migration – GPO has successfully upgraded our ACF data center to be a primary data center with a new infrastructure and blade environment that utilizes virtual server technology. This effort will continue through FY19 as we implement infrastructure upgrades and blade technology at GPO main DC/HQ, and then migrate applications to designated data centers. GPO is in the process of modernizing its data center facility in order to meet current and future technology requirements and in an effort to reduce costs and improve efficiency and service to its constituent organizations. The ACF has been designated as the primary data center and GPO has implemented a robust network, server, storage, and telecommunication infrastructure services. GPO has migrated 50 percent of the 350 legacy servers to the primary ACF data center facility. The server migration effort will continue through FY18 to achieve a target of 100 percent production servers being hosted from ACF. Main office headquarters (DC/HQ) data center will be configured as a backup facility to ACF.



Digital Binding Line – GPO continues to invest in upgrading its plant equipment. A new digital binding line to run Congressional bills and hearings is being installed and will be operational during the second quarter of FY17. GPO will begin the buildout for a second digital binding line to run the Congressional Record and Federal Register in the third quarter of FY17.

Digital Offset Printing Press – GPO plans to invest in a digital offset printing press for producing short run color congressional and agency work. Plans are for the new press to be operational in FY17.

GPO Business Information System (GBIS) R12 Upgrade – GPO Business Information System (GBIS) supports various aspects of GPO's administrative functions. GBIS is based on the state-of-the-art Oracle Commercial off-the-Shelf (COTS) software. Oracle Contract Life Cycle (CLM) Module will be added and integrated into GBIS for effective and comprehensive work flow with integration of acquisition life-cycle. The CLM is a fully integrated procure-to-pay system. It provides automated and auditable processes from purchase requisition generation through solicitation to entitlement to payments. This effort is initiated and will be completed in FY17/FY18. The COTS package has been incrementally configured to meet GPO's business requirements through a series of systems integration projects for more than a decade. The Release 11i had reached its end of life support effective December 2015, and GPO successfully upgraded GBIS to the latest Release 12 (R12) in 2016.

Legacy System Upgrades – Billing History application development was completed in FY16.

Manufacturing Workflow System (MWS) – GPO is implementing a new MWS that will plan and monitor work throughout the manufacturing process and reduce operating costs. The new system will allow for dynamic scheduling and will offer dashboard analytics to GPO managers. It will also eventually allow for the retirement of two legacy systems. The system is currently being configured and tested with the goal of implementing some of the components in FY18.

Office 365 – GPO will continue to investigate new features in the Office 365 that is beneficial to GPO. We are also preparing to move our local SharePoint to SharePoint in Cloud.

Warehouse Management System – GPO is implementing a digital system to control paper and production materials from end-to-end during manufacturing operations. The new system will reduce costs by replacing an intensively manual process and is expected to be operational in FY17.

Technology Initiatives for Libraries in the Federal Depository Library Program

Catalog of U.S. Government Publications (CGP) and MetaLib Enhancements – In FY16, security improvements, service maintenance, and functionality enhancements were made to the CGP and its related services. GPO completed the following:

- Began celebrating the CGP’s 10th year as an ILS-backed system in March
- Migrated the ILS, including the CGP, to the Amazon Web Services FedRAMP (Federal Risk and Authorization Management Program) compliant cloud platform
- Implemented HTTPS
- Enhanced the CGP’s New Electronic Titles (NET) CSV report
- Configured new MetaLib resources
- Prepared to release a new look, feel, and additional functionality for the CGP and Federal Depository Library Directory (FDLD) in FY17
- Improved the New Titles Report Generator

In FY18, GPO will continue to implement CGP 10th anniversary enhancements, continue to enhance MetaLib by adding additional targets, and implement additional Federal Depository Library Directory fields.

FDLP eXchange – GPO is working to implement a new tool to replace the *Needs and Offers* tool used by the depository libraries for disposition of materials. In FY16, GPO conducted acceptance testing and a beta test. The product release is anticipated in spring 2017. In FY18, GPO will launch the FDLP eXchange and shut down the *Needs and Offers* tool.

FDLP Web Services – In FY16, GPO completed the following:

- Implemented security updates on all websites
- Updated and reorganized Cataloging Guidelines on FDLP.gov with a more detailed menu/table of contents. This new reorganization offers easy-to-read navigation of content under the Cataloging & Classification tab.
- Implemented FDLP.gov’s “GPO on the Go” web page and accompanying clickable map. This embedded Google map indicates the libraries that GPO staff have visited and allows users to click on an indicator to locate the library and access a handy guide to more information about the library.



- Created the first Depository Library Conference Mobile App, providing the FDLP community with important information about conference sessions, the hotel, the local area, transportation, and more
- Enhanced *Ben's Guide to the U.S. Government* with the addition of:
 - A site glossary
 - Downloadable, printable activities that include word searches and crossword puzzles for each age range
 - A downloadable graphic that can be used on library websites to link to Ben's Guide
 - The "Place the States" game
 - A new Learning Adventure for all three age levels on "Federal Versus State Government"
 - New infographics for "Branches of Government" and "How Laws Are Made"

In FY18, GPO will maintain FDLP.gov web pages, continue to enhance content, transfer archived webinars to FDLP.gov from iCoHERE servers, create landing page and easy access to the extensive catalog of archived FDLP Academy webinars, and develop and implement more age-related content and features for Ben's Guide.

Integrated Library System (ILS) – A final report was delivered to GPO along with a presentation of findings to GPO Executives on August 29, 2016. GPO will continue work to gather more details to develop a Concept of Operations and a Requirements Document. In FY18, based on work practice study findings, GPO will identify and prioritize development and implementation of the ILS.



Market Research/Depository Library Study – During FY16, a work practice study was conducted on behalf of GPO, as a major component of the market research requirements to be used in developing the Library Services System (LSS). Ultimately the LSS, a suite of tools and services intended to improve the FDLP system workflow and business processes, will deliver new technology features and functionality. A Concept of Operations and a Requirements Document are being developed for the LSS. In FY18, GPO will continue to design, develop and implement a new suite of services based on a user-centric design approach, deploy flexible architecture, as well as a service model with the capability to integrate easily with other related services.

Next-Generation Depository Selection Information Management System (DSIMS) – GPO is working on an enhanced library selection information service. Functional requirements to modernize the current legacy system (DISMS) has been completed.

PURL Usage Reporting Tool – The updated PURL Usage Reporting Tool was launched in June 2016. The tool provides monthly information that includes:

- The total volume of click-throughs by individual hostname and/or IP address to Federal publications through GPO's PURL server
- A listing of the top 50 referred PURL resources per hostname and/or IP address with:
 - The PURL path
 - The full path of the target URL for each PURL
 - The total requests for that individual PURL
 - SuDocs classification number with a search link utilizing the CGP to view cataloging records for the individual PURL

- **Individual institutional usage data** — Statistics are compiled on a daily basis and aggregated into monthly statistics. Totals are current through the previous day's usage. Libraries can access the reporting tool at any time to view their referral statistics for the current month and access up to 12 months of historical data (starting with November 2010).

Both a recorded webinar and webcast are available for reference from the FDLP Academy. Learn more at <https://www.fdlp.gov/about-the-fdlp/fdlp-academy>

Additional Efforts for Enhanced Services — These include a service provider analysis of other like organizations; an inventory all applicable public resources, tools, websites, and services; utilization of statistics to determine usage of resources; development of a plan to modify, streamline alter services and resources; an analysis of public survey data conducted in FY17 of the CGP; and an investigation of tools and services in order to determine if any are underutilized, need revamping or to identify areas of improvement.

B. Maintain Fiscal Responsibility

Strategic Objective: Utilize a cost effective and collaborative approach in managing GPO's business processes to help the agency achieve its strategic initiatives and ensure continued financial stability.



Strategies

Lean Manufacturing

Implement lean manufacturing techniques to streamline and simplify operations throughout the business unit, especially using 5S methodology. (This methodology refers to workplace organization, efficiency, and effectiveness. Five Japanese "S" words translated to English describe the process: Sort, Set in Order, Shine, Standardize, and Sustain.) The Lean Manufacturing philosophy focuses on preserving value with less work and emphasizes the reduction of the seven unnecessary wastes including: unnecessary transportation, inventory, motion, waiting, over-processing, overproduction, and defects.

Leveraging Physical Space

GPO's buildings once housed 8,000 employees and today GPO employs less than 1,700 employees nationwide. This provides an opportunity for GPO to lease space in our prime location on North Capitol Street to other organizations and also to evaluate and optimize other GPO-owned facilities.

Reducing Costs and Controlling Overhead

GPO continuously monitors and controls overhead costs and operating expenses, and manages investments and the overall agency budget through a Strategic Investment Committee that discusses, evaluates, and approves agency spending.

Tracking Performance

GPO has recently instituted more robust performance tracking methods across the agency that adhere to the spirit of the Government Performance and Accountability Act. The agency will continue to ensure all operations, investments, priorities, and resources are in support of our overall mission, vision, and strategic goals and have measures in place to track performance, ensuring accountability across the board.

Performance

Print Performance Ratios – GPO benchmarks financial performance of our printing operations based on applicable National Association of Printing Leadership (NAPL) Management Plus Ratios and seek to ensure a positive net income.

C. Environmental Stewardship

Strategic Objective: Continue to integrate the application of environmental values into GPO processes and support environmental stewardship through effective implementation of “green initiatives.”

- GPO is committed to working toward a more sustainable future and providing a safer, healthier environment to future generations. GPO will continue to introduce programs that include recycling, reducing energy consumption, and reducing GPO’s carbon footprint and will provide Federal customers with environmentally friendly printing alternatives.
- GPO will remain committed to creating a sustainable environment that prioritizes agency actions based on return on investment. GPO will continue with initiatives regarding paper consumption, petroleum products utilization, energy expenditures, emissions, and other areas that have reduced its footprint on the environment. GPO is developing additional plans to incorporate this direction well into the future.



Strategies

Implementing Green Initiatives

GPO will continue to integrate the application of environment values into GPO processes and support environmental stewardship through effective implementation of green initiatives.

Reducing our Environmental Footprint

GPO strives to reduce our environmental footprint from implementation of employee recycling and environmental awareness programs internally to measures taken in our plant to ensure environment-friendly and sustainable operations.

Performance

GPO External Environmental Audits – In FY16, the District Department of the Energy and Environment (DOEE) Air Permitting Branch visited the GPO facility’s air emission sources, e.g., thermal oxidizers, paint booth, press sections, bindery, baling systems, solvent recyclers, aerosol can puncturing, parts washers.

Internal Environmental Initiatives – In FY16, GPO implemented new policies and procedures covering recycling and asbestos to improve the agency’s compliance process with Federal and local environmental regulations, and promoted environmental awareness internally through employee communication channels. GPO documented the status of known asbestos in a tracking database so deterioration can be easily identified. Asbestos was removed prior to facility renovations.

Sustainable Green Printer – GPO’s plant maintains certification as a Sustainable Green Printer by the Sustainable Green Partnership (SGP) and integrates environmentally friendly values into processes and supports environmental stewardship through fiscally

responsible and effective implementation of green initiatives. Built on three pillars, economic, societal, and environmental, SGP's certification attests to GPO's commitment to sustainability and environmental, health, and safety compliance.

Zero Make Ready (ZMR) Press — GPO acquired a ZMR press in FY14 with the goal of reducing waste and supporting GPO's dedication to sustainable and environmentally friendly operations. Since the ZMR was implemented in May 2015, GPO has realized an approximate 10 percent reduction in paper waste. This exceeds the original goal of 5 percent paper waste reduction established before the ZMR was implemented.

D. Continuity of Operations (COOP)

Strategic Objective: Develop appropriate plans to provide for the continuation of GPO's essential functions and operations during a wide range of all-hazards emergencies.

At GPO, COOP enables continuation of essential functions of printing and information product operations for Congress, Federal agencies, and the public in the event of a national security or isolated emergency affecting GPO facilities in Washington, D.C.

Strategies

Continuity of Operations (COOP) Planning

Comprehensive planning is an essential element to an effective COOP operation and GPO will continue to develop appropriate plans to provide for the continuation of essential functions and operations during a wide range of all-hazards emergencies.

Performance

COOP Exercises — GPO conducts periodic exercises to ensure that the continuity plan is capable of supporting the continued execution of the agency's essential functions throughout the duration of a continuity event. In FY16, GPO participated in two joint mobile COOP exercises with the House and Senate and conducted an internal mobile COOP exercise at the Laurel alternate production facility.

Mobile Continuity of Operations (COOP) — Congress relies on GPO to provide services under any circumstances. To meet this need, GPO's efforts are focusing on a mobile COOP capability.



III. OFFERING PRODUCTS AND SERVICES

A. Statutory Foundation

Strategic Objective: The mission of the GPO is rooted in legislation codified in *Title 44 U.S.C.* We will continue to use technology and best practices to ensure the most efficient and effective provision of mission-critical products and services for Congress, Federal agencies, and the public.

Strategies

National Plan for Access to U.S. Government Information

The National Plan for Access to U.S. Government Information has resulted in numerous multi-year projects, programs, and operational actions. Adopting a more user-centric approach serves as the common outcome of the study and the results of the FDLP Forecast Study and the recommendations of the National Academy of Public Administration's (NAPA) 2013 report, "Rebooting the Government Printing Office".

The future focus will be independently reported as specific projects and products, including FIPNet, preservation programs, and the Regional Discard Policy. It has three strategic priorities that guide the direction and work of GPO:

- Implementing information lifecycle management processes and workflows internally
- Developing a sustainable governance structure for the FDLP
- Providing services to support the Federal depository libraries



National Bibliographic Records Inventory Initiative (NBRII)

Through this initiative, GPO will:

- Identify fugitive U.S. Government publications (e.g., published Federal agency materials within scope of the FDLP and the Cataloging and Indexing Program that agencies have not notified GPO of their publication or provided GPO copies) and pre-1976 titles not in the CGP that fall within GPO's program responsibilities
- Inventory historical publications at GPO for inclusion in the National Bibliographic Records Inventory

Expanding Technology in the Publication Sales Program

Once only available for sale at our brick and mortar bookstore at GPO headquarters in Washington, DC, GPO also provides official Federal information for public sales through our online bookstore. As technology capabilities have further expanded, GPO has explored additional channels, formats, and efficiencies for the sale of publications in addition to the traditional print format.

Meeting Evolving Congressional Needs

To produce congressional products under the close guidance and control of the House of Representatives and the Senate is why GPO was originally established, and this work continues as the agency's primary mission. GPO is currently operating with the smallest workforce of any time in the past century, yet output for Congress has expanded to include both print and multiple digital formats, with a vastly superior ability to reach a

larger portion of the public than ever before. Congress relies on GPO to prepare and post congressional publications increasingly online as demand for printed copies declines.

Performance

Agency Rebranding — GPO’s renaming through statutory change and the subsequent rebranding efforts will better convey the agency’s range of services to Congress, Federal agencies, and the public.

National Bibliographic Records Inventory — In FY16, GPO completed the following:

- Created bibliographic records for approximately 100 publications from 12 SuDocs classes (University of Montana partnership)
- Added 915 records for print USGS Bulletins to the CGP (University of Colorado, Boulder partnership)
- Added 1,679 records for electronic USGS Bulletins to the CGP (Colorado School of Mines partnership)
- Completed 150 drawers of the historic shelflist
- Continued cataloging historic print congressional hearings and prints
 - Added 4,128 records to the CGP



In FY18, GPO’s plans include the following:

- Continue acquiring materials within scope of the FDLP and the C&I program
- Continue cataloging work associated with four official GPO partnerships
- Award additional task orders for cataloging work related to the NBRII
- Complete transcription and enhancements (adding one Library of Congress Subject Heading and one Corporate Name Authority) to 50 percent of the drawers in the historic shelflist

National Plan for Access to U.S. Government Information — In FY16, GPO continued integrating the National Plan as guidance into products and service development for the FDLP, continued to develop and implement current “National Plan” programs including the next phase of the Regional Discard Policy, FIPNet and preservation partnerships, as well as ongoing internal organizational changes in response to National Plan in Technical Services.

In FY18, GPO will:

- Revisit, validate, and modify the National Plan from FY14 for updates to program refresh
- Relook, adjust, and reframe based on library communities input and changing patron needs

Online Bookstore — Continuous efforts are being made by GPO to optimize online content for discovery by search engines. Efforts also are underway to upgrade the Online Bookstore to a responsive design that will make it more compatible with mobile devices. Visit the online bookstore at <http://bookstore.gpo.gov>.

Print-on-Demand — GPO is working to support the migration of products in GPO’s Bookstore to print-on-demand, in order to open new market opportunities for Federal publications and create broader exposure to a network of academic, library, and retail customers. GPO has saved more than a million dollars in inventory costs through

increased use of print-on-demand and just-in-time printing, and has print-on-demand agreements in place with Amazon and OnDemand Books.

B. Secure Federal Credentials

Strategic Objective: Provide the capability to meet the secure Federal credential requirements of Federal agencies. GPO plays a vital role in the security programs of our customers and our Nation.

GPO produces the latest-generation electronic passports for the Department of State (DOS). Proven passport capabilities are built into a family of secure credential products for our agency customers. They acquire secure credential design, printing, manufacturing, personalization, and delivery—all from GPO. Work is performed in government facilities by government employees with proper clearances.

Strategies

Secure Credentialing Products and Services

GPO plays a critical role in our nation's security by producing Secure Federal Credentials. We have manufactured the U.S. passport for over 80 years. Since the electronic passport program began in 2005, we have made well over 110 million e-Passports for our customer, the Department of State.



GPO produces and personalizes over 3,000,000 secure Federal smart card credentials each year for a variety of Federal agency customers. These credentials are used to gain access to our nation's borders, our Federal buildings and facilities, and our most sensitive IT networks and architectures. The success of our secure credential programs proves that we can connect security printing with secure electronics to produce the most trusted credentials in Government.

GPO serves as an integrator of secure identification smart cards to support the credentialing requirements of Federal agencies and other Government entities. GPO can offer secure credential services that include card and secure artwork design, security printing, card manufacturing, card personalization, and fulfillment services.

Performance

Enhanced Secure Credential Production Capabilities — In FY16, GPO managers, supervisors and employees underwent training for enhanced skills in Continuous Process Improvement Methodologies and Lean Manufacturing Concepts delivered by industry-specific specialists. Managers, journeypersons, engineers, and plant workers received this new and reinforcing training. These initiatives had a positive impact on production volume, manufacturing function, and improved return on investment.

In FY18, GPO will continue to build on our core value of tangible print and move toward digital transformation through the procurement and utilization of digital driven equipment, design suites, data tracking tools, and other employee digital interfaces.

Next Generation Passport Plan — A major secure document that GPO produces is the U.S. passport for the Department of State, which we have been responsible for since 1926. Since 2005, the U.S. passport has incorporated a digital chip and antenna array capable of

carrying biometric identification data. With other security printing features, this document — which we produce in Washington, DC, as well as an additional secure facility in Mississippi — is the most secure identification credential obtainable.

GPO joined the Department of State to begin work on the development of the Next Generation Passport. GPO plays a key role in the development of the final design, construction and security features found in the Next Generation Passport and will ensure that the right equipment, trained personnel, and processes are in place to support the Department of State's Next Generation Passport goals.

In FY16, GPO's activities in support of the Next Generation Passport program included refining program plans, product development, concept testing and evaluations, inter-agency and intra-agency meetings, budgeting, scheduling, and technology upgrades.

In FY18, GPO's activities in support of the Next Generation Passport program will include the full deployment and roll out plan execution to support the Department of State's transition from the personalization and issuance of the current passport to the Next Generation Passport. As directed by the Department of State and during FY18, begin or continue to produce the components and finished products of the Next Generation Passport program.

Smart Card Products and Services — In FY16, GPO acquired additional smartcard equipment, facilities, and personnel to support growing business requirements. GPO worked to support the launch of a new card program including the Department of State's Domestic Worker Identification Card program.

In FY18, GPO will continue to support existing secure credential card customers, provide consultations and product upgrades when requested, and continue to offer our secure credential products and services to new Federal agencies and Government entities.



IV. ENGAGING OUR WORKFORCE

A. Employer of Choice

Strategic Objective: Transform GPO into an employer of choice through proactive workforce planning that focuses on diversity and through fostering work life programs to meet the changing needs of today's and tomorrow's employees.

- GPO's ability to be viewed as an employer of choice depends on the agency's ability to develop and attract quality employees and to motivate them to perform at high levels. GPO will work to maintain an environment that is fair, unbiased, and family-friendly, that promotes and values opportunity and inclusiveness. This includes a focus on reducing the number of formal EEO complaints by addressing the allegations at the lowest level possible or through proactive intervention.
- Attracting and retaining high-caliber employees and cultivating a talented, diverse workforce will allow GPO to tackle the challenges posed by an increasingly complex, ever-changing external environment. GPO is committed to treating all employees fairly, respecting their diversity, and valuing their contributions.

Strategies

Developing a Model Equal Employment Opportunity (EEO) Program

GPO continues its effort to provide a framework to create and maintain a model EEO program using the Equal Employment Opportunity Commission's Management Directive 715 as a guide. A Model EEO Program is comprised of six essential elements that GPO utilizes as strategies for achieving EEO: Demonstrated Commitment from Agency Leadership, Making EEO an Integral Part of the Agency's Strategic Plan, Ensuring Management and Program Accountability, Proactive Prevention of Unlawful Discrimination, Efficiency, and Responsiveness and Legal Compliance.

Strategic Human Capital Management

Since 1980, GPO has reduced its workforce by over 74 percent as the result of using new technologies, a rate of change unparalleled elsewhere among other Legislative Branch agencies. Furthermore, 39 percent of GPO's workforce will be eligible to retire in FY 2020. Anticipated retirements could cause skill gaps to develop (particularly when considering the loss of GPO institutional knowledge) which could adversely impact the ability of GPO to accomplish its mission. For this reason, talent management and effective workforce planning and knowledge management are vital to the agency's transformation.

Workforce Development

Since GPO will continue to lose employees at record rates due to the aging workforce and competition with the federal and private sector for skilled workers will increase, it is important to identify skill gaps and attract, develop, and retain employees to ensure GPO's workforce has the critical skills, competencies, and engagement to propel the agency through transformation.

Performance

Employee Relations — Training was developed for supervisors relating to Corrective Actions, Key Elements of Performance Management, and Leave Policies and Procedures. One on One training was provided to managers on duties of deciding officials and correctly completing Douglas Factors.



Federal Employee Viewpoint Survey (FEVS) — The FEVS is a tool, administered by the Office of Personnel Management (OPM) that measures employees' perceptions of whether, and to what extent, conditions characterizing successful organizations are present in their agencies. GPO participated for the first time in the Government-wide survey in 2012 and continues to gauge employees' opinions.

Survey results in 2016 indicated employees continue to think GPO is a good place to work. GPO's global satisfaction score continues to steadily increase - from 61 percent in 2012 to 64 percent in 2013 to 65 percent in 2014 to 69 percent in 2016. GPO's 2016 responses showed an increase across the board in all Human Capital Assessment and Accountability Framework (HCAAF) categories. GPO's 2016 HCAAF scores in all categories were higher than the overall Federal Government scores.

GPO created a cross-functional group to identify areas of improvement noted in the survey and took action in addressing issues. From survey feedback received, progress has been made in the areas of leadership, strategic management, the support for diversity, performance management, communications, technology management and collaboration. GPO began an initiative called the "We Hear You Campaign" to track progress made in addressing issues related to the survey.

Human Capital Service Level Partnership Agreements — Service Level Partnership Agreements were put in place in FY16 to establish a cooperative partnership between the GPO Human Capital (HC) Office and the other internal units and will be realized in FY18 as the established objectives are met. The objectives of this Agreement are to:

- Integrate people, processes, and technology to provide a balanced service level to all business units
- Create a collaborative business environment where trusted relationships and teamwork are encouraged between HC and BUs and a HC structure that balances strategic and tactical efforts that promote efficiencies
- Leverage human resources, institutional knowledge, developing skill sets, and technology in an effort to continuously improve service and productivity for all HC services
- Mitigate risk to the Business Units by focusing on HC compliance requirements and understanding the impact these requirements have on productivity for the business units
- Establish an integrated organizational structure that will promote the consistent interpretation and enforcement of policies, procedures, local, state and Federal laws and regulations throughout GPO
- Reduce unnecessary delays in processing of actions

The SLPA will be an ongoing initiative that will continue to align the GPO leaders with the workforce, and the agency objectives and mission.

Human Capital Technology — GPO is leveraging existing technology and pursuing new technology solutions to develop, implement, and manage human capital strategies and services. In FY16, GPO implemented several automated processes to improve HC services. The Tracker system and associated processes were updated to make the tracking of personnel actions easier than ever, allowing for benchmarking and adding a level of transparency. In addition, GPO automated the approval for within grade increases,



implemented the employee notification process for Electronic Official Personnel Folder (eOPF) activity, and led a cross-organizational group to improve the onboarding process and better manage employee data.

GPO will continue to automate processes to make the classification, recruitment, and staffing as efficient as possible. Improvements will be made to these and other HC applications including a major upgrade to OPM's USA Staffing Application. Future plans include updating the Hiring Tracking System and creating a Position Description Library.

Proactive Initiatives in Support of Equal Employment Opportunity (EEO) – In support of our commitment to ensure that all employees and applicants for employment enjoy equality of opportunity, GPO conducted a self-assessment to serve as a diagnostic tool to help determine areas that may require closer attention and identify and eliminate barriers that limit the full participation and advancement of women, minorities, and persons with disabilities, and to explore ways to recruit, develop and retain a diverse, high-performing workforce.

In FY16, proactive measures to ensure EEO for all included the following:

- GPO developed an MD-715 Baseline Report and initiated plans to identify and address potential barriers to equal opportunity that limit the full participation and advancement of individuals.
- EEO posters were revised and are displayed throughout all GPO facilities.
- All new employees were required to complete GPO's Prevention of Sexual and Discriminatory Harassment training within 30 days of their entry on duty to proactively address prevention of unlawful discrimination. The training is designed to provide an understanding about what constitutes harassment, the role and responsibility of all employees to ensure a harassment free workplace, the avenues of redress available to address allegations, and the consequences for engaging in illegal harassment.
- Policies on EEO, Anti-Harassment, and Reasonable Accommodation were provided to all new employees and are readily accessible and prominently posted on the intranet.
- EEO Employee Handbook was developed to integrate EEO into the GPO's strategic mission and is posted on the intranet for easy access.
- GPO maximized the use of alternative dispute resolution in EEO complaints to facilitate early, effective, neutral, and efficient informal resolution of allegations of discrimination that enabled parties to resolve concerns in a quick, amicable and cost-effective manner.

Diversity and Inclusion Initiatives – GPO continued to cultivate a collaborative and inclusive work environment where diversity is valued and respected. Efforts in this area included the following:

- GPO conducted a series of "Small Acts of Inclusion" presentations designed to inform employees about best practices in the areas of cultural competency and diversity and inclusion.
- A model EEO Program begins with an effective EEO Program Policy Statement that demonstrates commitment from agency leadership. The GPO's EEO Policy statement communicates the Director's personal commitment to the principles of EEO and reiterates the agency's position prohibiting discrimination based on any protected basis. The policy is available on GPO's internal network to ensure easy access by all employees.



- Special emphasis program observances with keynote speakers were sponsored throughout the year to promote a workplace that welcomes diversity and inclusion.
- Director's statements of support for all national observances that honor the valuable contributions of various groups and communicate the agency's commitment to diversity and inclusion were prominently posted using various media.

A model EEO Program ensures that all employees and applicants for employment enjoy equality of opportunity in the workplace regardless of race, sex, color, religion, national origin, age, disability, sexual orientation, and genetic information. In FY18, GPO will engage in activities that demonstrate leadership's commitment to achieve a diverse workplace, free of barriers to equal opportunity, and will continue its development of a Model EEO Program using the six essential elements established by the EEOC's Management Directive.

Safe and Secure Environment – In FY16, GPO:

- Established venues to improve the efficiency of operations through the process of using well considered tactics; launching activities to set priorities, focus energy and resources, strengthen operations, and ensure employees are working toward common goals.
- Purchased, installed, and implemented a state-of-the-art system to enhance officer engagement during real-world scenarios
- Revised the police officer hiring process to enable a more practical and efficient standard.
- Reduced the number of personnel requiring suitability.
- Established a detective position under the direction of the Chief Security Officer to investigate sensitive cases and to work closely with the Office of the Inspector General and other law enforcement agencies
- Ensured GPO essential functions continue during unexpected emergencies.
- Demonstrated capabilities and provided after-action reports during COOP exercises, fire drills and shelter-in-place exercises.
- Completed criticality and threat assessments.
- Implemented security measures to ensure employees were safe in transit from Metro, Amtrak, and controlled lots especially during low light and no light conditions.
- Attended the monthly NoMa Business Improvement District meetings concerning business, events, improvements, and crime in the area which included several other law enforcement agencies. GPO actively engaged in enhancing collaboration and coordination with other agencies (U.S. Park Police, Metropolitan Police Department, Federal Protective Service, and U.S. Capitol Police) in areas of communication, intelligence, and operational planning and training to expand our threat response capabilities.
- Conducted a vigorous and dynamic Random Antiterrorism Measures (RAMs) Program. RAMs enhanced the effectiveness of the law enforcement posture by altering GPO's security profile, thus making it more difficult for terrorists to plan and conduct operations against employees and facilities.
- Conducted annual physical security and safety assessments of all main GPO, Laurel Warehouse and Stennis facilities. Additionally, three regional offices were assessed. During the assessments, GPO identified hazards and vulnerabilities and recommended prioritized actionable mitigation strategies. GPO will continue to track, trend, and follow up on hazards and vulnerabilities until appropriate risk mitigation or formal risk acceptance occurs.



- Maintained an aggressive Occupant Emergency Training Program. GPO updated the Occupant Emergency Plan, trained supervisors on their roles and responsibilities, conducted six annual exercises to test and evaluate response capabilities, and updated, implemented, and trained emergency preparedness plans.
- Measured and trended safety performance to identify areas of improvement. Tracked and trended accidents/incidents for continuous safety improvements and hazard reduction strategies. Used Occupational Safety and Health Administration's recording standards, determined a rate, and compared it with the overall printing industry. Used trending to identify trends and disseminate to leadership so effective strategies can be implemented. Tracked hazards identified during an accident investigation until mitigated or formally accepted.
- Inspected 23 overhead hoists/cranes and repaired deficient equipment.
- GPO performed risk assessments of all key security materials suppliers supporting GPO's secure credential product lines. Qualified new and existing suppliers and contractors were subjected to periodic security risk assessments based on the risk analysis.
- Revised security plans, directives, and posts orders. Ensured security policies and procedures were maintained and developed to mitigate and promote a realistic strategy to protect the GPO asset from current and possible threats.
- Maintained subject-matter-experts to sustain comprehensive security programs that addressed the GPO requirements in information security, personnel security, physical security, operations security, communications security, access control, antiterrorism, parking, etc., and promoted a highly motivated and well-trained workforce.
- Provided continued operational intelligence information and updates concerning the tactics, techniques, and procedures of current and potential adversaries.
- Provided annual training to the special police officers at main GPO and the secure protection facility.
- Increased number of personnel requiring national security access.
- Decreased accidents and security incidents within the agency.
- Completed the Lautenberg Certification on all armed security services personnel.
- Developed, implemented, and maintained the Supply Chain Risk Management assessment schedule which was resourced and focused on the protection of critical information through a logical, structured, and consistent approach to assessing risk.
- Conducted environmental compliance awareness training.
- Established heighten security posture due to the attacks in Paris.
- Ensured compliance with protection standards of critical information.
- Conducted annual assessments of GPO main and Stennis facilities, along with Pueblo and Laurel warehouses and the Denver Regional Office.



In FY18, GPO will:

- Maintain and increase venues and activities to improve the efficiency of operations.
- Establish practices to ensure understanding through development sessions with measurable results.
- Have a speaker array installed which will improve notification capabilities in noisy production areas. Fire drills and shelter-in-place exercises will monitor improvements.

- Replace the dust collection system in order to reduce fire and explosive hazards that could potentially migrate from one part of the building to another. Additionally, the new system will reduce dust from escaping the system and collecting on surfaces.
- Fix 30 electrical panel deficiencies to eliminate fire and electrical hazards.
- Work to repair basement and garage concrete to reduce the potential of building material collapse and address water leaks in the sub-basement.
- Produce a new fall protection directive along with new scaffolding and training for scaffolding personnel to reduce the chance of falls during the maintenance work.
- Clean select ductwork in Buildings A-C to reduce the chance employees will be exposed to airborne lead.
- Improve operational efficiency and effectiveness by shaping and enhancing the security network and maintain secure network to ensure both internal and external customers' assets are protected.
- Provide needed technical upgrades and equipment to enhance the overall security and safety for GPO and increase operational efficiency to operate under one management system platform for security and fire alarms.

Workforce Development and Training – FY16, GPO continued to focus its workforce development efforts on four major priorities:



- Professionalizing workforce skills through industry certifications
- Developing curriculums for critical skills required to continue the transformation from print to ePublishing and digital content management
- Partnering with internal stakeholders to identify and deliver training to support their employee and business development needs
- Improving data integrity of training completions

Specific training programs that were offered were:

- Supervisor Behavioral Leadership Program – Focuses on managing people and their performance, managing difficult/problem employees, coaching and feedback, and developing employees
- Digital Literacy Training and IC3 Certification Program – Develops the trainee's ability to perform tasks in a digital environment. This includes the ability to read and interpret media, to reproduce data and images through digital manipulation, and to evaluate and apply new knowledge gained from digital environments.
- Lean Six Sigma and Kaizen Programs

Also in FY16, GPO developed and conducted on-demand training in several areas to include: trusted digital repositories, contract law for print procurement, customer service, team dynamics, IT software, Office 365, and many more. Lastly, accessibility to online training courses and the usage of the digital book library was increased by creating a new GPO Learning Center to make it accessible to employees on 2nd and 3rd shifts.

Future initiatives will include providing leadership competency based training and developmental opportunities that enhance individual performance and support continuous learning at all levels. GPO will also continue to work internally to analyze, review, and update needed competencies.



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