FY19 Annual Performance Plan and **FY17** Annual Performance Report

U.S. GOVERNMENT PUBLISHING OFFICE

CONTENTS

About GPO	**5**
What We Do	5
Mission	6
Vision	6
Values	6
Organization	7
GPO's Strategic Framework	**8**
Strategic Goal 1. Exceed our stakeholders' expectations	**9**
Strategies and Performance	9
1. Meet evolving stakeholder needs with a modern publishing portfolio of print and digital products and services	9
2. Provide the most trusted secure credentialing products and services in government	10
3. Use analytics to improve the customer experience	11
4. Streamline customer-facing processes to optimize the customer experience	11
5. Meet the evolving needs of Congress	12
Strategic Goal 2. Enhance access to Federal Government information	**14**
Strategies and Performance	14
1. Increase the amount of U.S. Government information available for free to the public and enhance access to information to meet evolving user needs	14
2. Support access and discoverability through the Federal Depository Library Program and the Cataloging and Indexing Program	17
3. Ensure security, authenticity, and accessibility of the nation's publications for future generations	18
Strategic Goal 3. Strengthen our position as the government-wide authority on publishing	**21**
Strategies and Performance	21
1. Provide best practices, standards, and training to support evolving Federal agency publishing needs	21
2. Provide products and services at every stage of the publishing lifecycle	23
3. Communicate our unique value and evolved portfolio of products and services	23
Strategic Goal 4. Promote collaboration and innovation within government	**24**
Strategies and Performance	24
1. Provide shared services across government and connect Federal agencies with private sector businesses through procurement program	24
2. Form strategic partnerships where collaboration and innovation can flourish	25
3. Support government-wide innovation and interoperability	26
Strategic Goal 5. Engage employees and enhance internal operations	**27**
Strategies and Performance	27
1. Build and retain a workforce that is talented, diverse, motivated and committed	27
2. Reduce our environmental footprint	30
3. Modernize and streamline internal processes and systems	31

GPO

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.govinfo.gov**), a partnership with Federal depository libraries nationwide, and both online and bookstore sales. Total GPO employment today is approximately 1,700.

GPO operates on a revolving fund basis, like a business. Just 16 percent 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.

GPO

What We Do

Congressional publications services are the primary function of GPO's Plant Operations facility in Washington, DC. 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 percent 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 **govinfo** website provides 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, and offers eBooks through partnerships with multiple vendors.

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

Mission

Keeping America Informed as the official, digital, and secure source for producing, preserving, and distributing official Federal Government publications and information products for Congress, Federal agencies, and the American public.

Vision

An informed nation that has convenient and reliable access to their government's information through GPO's products and services.

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.

GPO

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.

Innovation

GPO is committed to anticipating change and implementing new programs, processes, and technologies that bring value to our organization and customers.

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.

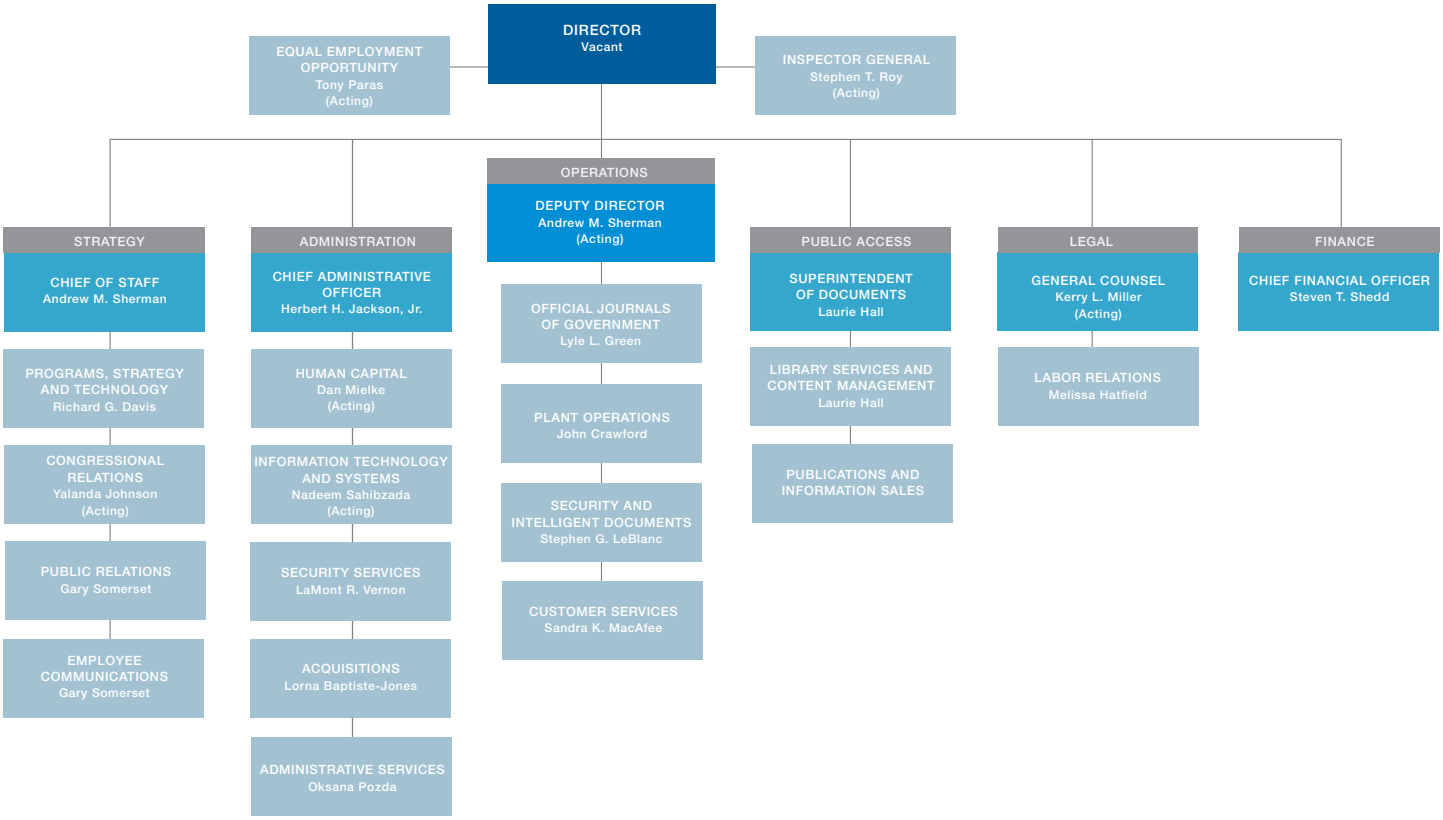
Integrity

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



GPO'S STRATEGIC FRAMEWORK

GPO's mission is *Keeping America Informed* as the official, digital, and secure source for producing, preserving, and distributing official Federal Government publications and information products for Congress, Federal agencies, and the American public.

Strategic Goals

1 Exceed our stakeholders' expectations

2 Enhance access to Federal Government information

3 Strengthen our position as the government-wide authority on publishing

4 Promote collaboration and innovation within government

5 Engage employees and enhance internal operations

Strategies

- Meet evolving stakeholder needs with a modern publishing portfolio of print and digital products and services
- Provide the most trusted secure credentialing products and services in government
- Use analytics to improve the customer experience
- Streamline Customer-Facing Processes to Optimize the Customer Experience
- Meet the evolving needs of Congress

- Increase the amount of U.S. Government information available for free to the public and enhance access to information to meet evolving user needs
- Support access and discoverability through the Federal Depository Library Program and the Cataloging and Indexing Program
- Ensure security, authenticity, and accessibility of the nation's publications for future generations

- Provide best practices, standards, and training to support evolving Federal agency publishing needs
- Provide products and services at every stage of the publishing lifecycle
- Communicate our unique value and evolved portfolio of products and services

- Provide shared services across government and connect Federal agencies with private sector businesses through procurement program
- Form strategic partnerships where collaboration and innovation can flourish
- Support government-wide innovation and interoperability

- Build and retain a workforce that is talented, diverse, motivated and committed
- Reduce our environmental footprint
- Modernize and streamline internal processes and systems

GPO

Note: The highlighted initiatives in this document are GPO's current top priority projects.

STRATEGIC GOAL 1

EXCEED OUR STAKEHOLDERS' EXPECTATIONS

Overview

GPO exists to serve our stakeholders: Congress, Federal agencies, and the public, and in doing so, we work with a multitude of organizations, entities, private sector businesses, and interested communities. We endeavor to provide all of these stakeholder groups with efficient, cost-effective, and modern products and services that deliver results and exceed customer expectations. It is our goal to provide all stakeholders with world-class customer service together with product innovation through a wide range of publishing and technology vehicles.

Strategies and Performance

1. Meet evolving stakeholder needs with a modern publishing portfolio of print and digital products and services

In an environment dominated by rapidly evolving technology, GPO will work to understand, anticipate, and meet the changing needs of our stakeholders. 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.

GPO

As GPO has transitioned from a print-centric to a content-centric operation, our portfolio of products and services has greatly diversified. In order to best meet our customer needs, GPO aligns resources with a streamlined set of publishing products and services that reflects our experience, expertise, and strengths. To keep pace with evolved customer needs GPO has modernized our products and services portfolio to include eBooks, print-on-demand, digital signature application, as well as procurement programs for digital products and services. GPO has saved more than a million dollars in inventory costs through increased use of print-on-demand and just-in-time printing, and plans to continue to emphasize print-on-demand and just-in-time printing to minimize inventory costs while keeping Federal print titles available for purchase.

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 plans to continue to emphasize print-on-demand and just-in-time printing to minimize inventory costs while keeping Federal print titles available for purchase and to work with additional digital printing vendors to print specialty items such as River Navigation Charts on demand.

In FY17, GPO made 49 new titles available via print-on-demand, received 200 backlist titles from Federal agencies that were added to the GPO Sales Program as print-on-demand items, and submitted 69 titles to Amazon's print-on-demand database for dissemination through Amazon channels.

2. Provide the most trusted secure credentialing products and services in government

GPO plays a critical role in our nation's security by producing Secure Federal Credentials. We have manufactured the U.S. passport for over 90 years. Since the electronic passport program began in 2005, we have made well over 150 million e-Passports for our customer, the Department of State. 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 produces and personalizes millions of 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.

GPO

ISO 9001:2015 Certification – In December 2016, GPO achieved the global standard of excellence for the agency's production of the U.S. passport and secure Federal credentials. GPO's production facilities in Washington, DC, achieved ISO 9001:2015 certification. GPO attained ISO certification in 2010 and this recertification has been achieved by meeting the new standards and demonstrating a long standing practice of consistency.

This standard is attained by demonstrating a number of quality management principles including a strong customer focus, the motivation and implication of top management, the process approach, and continual improvement. Using ISO 9001:2015 helps ensure that customers get consistent, good quality products and services, which in turn brings many business benefits.

Next Generation Passport – GPO and the Department of State are working 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 FY 2017, GPO's Security and Intelligent Documents business unit produced more than 22.5 million passports and 3.9 million other Federal secure credentials.

The first Official and Diplomatic NextGen Passports are scheduled to be issued in the first quarter of 2019. These passports will incorporate new security features including a polycarbonate-based data page and alpha-numeric book numbers, which have required the development and testing of new production processes and techniques at the same time GPO has been producing substantial quantities of its existing secure identification products for Federal clients. In the months ahead, GPO will be working on the roll out of the NextGen Official and Diplomatic Passports and will continue building the capacity for the production of NextGen Tourist Passports.

Smart Card Products and Services – In FY17, GPO acquired additional smart card equipment, facilities, and personnel to support the growing business requirements of this division. GPO has completed the planning, design work, printing, construction, and integration to support the launch of the Department of Veterans Affairs' Veterans Health Care Identification Card (VHIC). Additionally, significant progress has been made on the design, construction, testing, and validation of a newly generation TSA Transportation Workers Identification Card (TWIC) scheduled for launch during 2018.

In FY19, 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.

3. Use analytics to improve the customer experience

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.

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 develop and implement customer expectations for daily interactions with customers to address desired service enhancements, identify new business opportunities, and develop plans to continuously improve performance.

Customer Satisfaction Survey – In addition to the bi-annual Customer Satisfaction Survey, beginning in FY18 GPO will randomly survey customers after a specific job has delivered in order to ensure that they are receiving satisfactory service during the procurement process. Feedback received will be used to make any necessary improvements in our service.

4. Streamline customer-facing processes to optimize the customer experience

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.

In order to provide quality service to customers, 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. This includes modernization of agency business processes and systems used for conducting and managing print procurement ordering processes, enhancement of customer relationship management, and 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.

Financial Document Repository – GPO expanded the document repository that provides customers with access to digital GPO Form 400 invoices to include ordering documents such as the Standard Form 1, the basic form Federal customers use to requisition printing, binding, and related services from GPO.

GPO.gov Website Redesign – In order to respond to changes in customer needs and usage patterns, including an increase in mobile internet use, in 2017 GPO launched a newly designed, user-friendly agency website for customers, vendors, Federal agencies, libraries, and the public looking for access to Government information, the latest GPO news, and GPO products and services.

The site features a simple, mobile-friendly structure that connects the user in a more streamlined digital manner with GPO. Some of the new features include an improved internal site search, improved user experience, easy access to GPO products and services, easy access to events and training, easy access to GPO social media platforms, and locating Federal Depository Libraries.

GPO

Customer Relationship Management (CRM) Tool – After completing market research, Library Services and Content Management (LSCM) determined that SalesForce would be the best CRM tool to design and implement for use in managing and servicing our Federal Depository Library Program (FDLP) community. Working with other business units in GPO, an acquisition package was developed, including user stories, requirements, and future needs study. The acquisitions blanket purchasing agreement was awarded on September 27, 2017. It is anticipated that the SalesForce tool will be concentrated on LSCM's Outreach and Support unit and also serve as a replacement for the outdated askGPO. This will occur in FY18.

Bookstore Website – In 2017, GPO launched a newly designed, user-friendly U.S. Government Online Bookstore. The site features a simple, mobile-friendly navigation that connects the user to more than 4,000 titles on topics from the Federal Government. GPO started making Government publications available for sale in the 1920s with a retail bookstore and then established an online presence for selling publications in 1999.

The new site provides enhanced security features for online purchases; incorporates enhanced metadata to make product search easier; and includes improved search features by topic, Federal agency, and collection, larger color book cover graphics, and product reviews.

5. Meet the evolving needs of Congress

GPO was originally established to produce congressional products under the close guidance and control of the House of Representatives and the Senate, 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.

GPO facilitates the needs of Members of Congress, congressional committees and staff, and their constituents, and we are an expert resource on GPO products and services, all of which meet the highest standards for accuracy, integrity, fairness, and professionalism.

Hearing Modernization - The goal of this project is to improve and simplify the existing process to reduce the time, labor, and costs associated with composing, editing, and publishing of committee hearings for the committees of the U.S. House of Representatives.

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.

GPO has continued to enhance Mobile Continuity of Operations Plan (COOP) capabilities to support the mission needs of the agency and provide mobile continuity of operations to support Congress in producing essential congressional publications in the event that access to GPO or the National Capital Region is denied.

Mobile COOP has been developed and thoroughly tested, moving the program into a state of sustainment, transitioning to an operational phase. Next, GPO will work to assess whether the various GPO COOP annex plans currently meet the needs of the agency and various business units and support organizations. This entails gathering insight into how COOP annex plans will be executed in the event of an emergency, challenges confronting the business units, and establishing a base line understanding of GPO's overall capabilities that can subsequently be used to inform a revision of the agency's overall COOP Plan.

Commended for Digital Initiatives – In July 2017, the U.S. House of Representatives Committee on Appropriations commended GPO for its use of digital technology in providing public access to congressional information. The Committee cited GPO's digital initiatives in its report accompanying the FY18 appropriations bill for the Legislative Branch.

According to the report, "GPO's skilled use of digital technology has allowed the agency to constrain the costs of its operations while expanding Government information access options to the American people, bringing greater openness and transparency to the operations of Congress and the Government."

For FY18, GPO submitted a flat budget request for its appropriations, which was recommended for approval by the Committee in its report. GPO's appropriations request is flat for the third consecutive year; the agency's request for congressional publishing has been flat since FY14, and for FY18 it has been reduced further.

STRATEGIC GOAL 2

ENHANCE ACCESS TO FEDERAL GOVERNMENT INFORMATION

Overview

In pursuit of our vision of an informed nation, GPO will continue to provide authentic, published government information to the public through a variety of print and digital technology vehicles, both efficiently and securely. Our mission of *Keeping America Informed* has not wavered in our more than 150 years; what has changed is the range of formats and channels through which stakeholders expect to receive information. We further government transparency efforts and continue to evolve our approach to public information dissemination.

Strategies and Performance

1. **Increase the amount of U.S. Government information available for free to the public and enhance access to information to meet evolving user needs**

GPO

GPO provides access to Government information through tangible distribution of U.S. Government publications to Federal depository libraries nationwide, ingest into **govinfo**, and identification and linking through GPO's Catalog of U.S. Government Publications (CGP). 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; Federal websites; and open data. GPO also works to coordinate efforts to increase public access to digitized collections of high value to the American public.

GPO launched **govinfo**, available at **www.govinfo.gov**, as a public beta website in February 2016 to replace its predecessor site, the Federal Digital System (FDsys). govinfo provides free public access to official publications from all three branches of the Federal Government. In addition to providing an advanced, metadata-powered search experience, **govinfo** also includes a content management system and a standards-compliant preservation repository. These three components comprise GPO's world-class system for the comprehensive management of electronic information. Continuing to add to the collections currently available on **govinfo** is of the highest priority, with a goal of offering complete and historic holdings.

govinfo Development and Support – govinfo is a redesign of the FDsys public website, with a focus on implementing feedback from users and improving overall search and access to electronic Federal Government information. 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.

GPO worked throughout the **govinfo** beta period to build functionality on **govinfo** equivalent to FDsys; implement user and stakeholder feedback; optimize URLs; migrate metadata, bulk data, sitemaps, and help content; resolve bug reports; build new features requested by our user community; and much more that can be accessed in the **govinfo** Release Notes at **www.govinfo.gov/features/release-notes**.

Highlights of the work performed during the beta period include:

- Completed building out of Browse and Details pages (including Document in Context tabs) for the remaining collections. (While all content files have been available from govinfo throughout the beta period, at the time of beta launch only 10 collections were fully built with equivalent access points as are available on FDsys.)
- Migrated from FDsys the Browse by Government Author feature, CFR Parts Affected tool, thumbnails in search results, related resources on Browse pages, the Bulk Data Repository, sitemaps, MODS and PREMIS metadata files, and link service.
- Migrated help content and drafted and featured more than 100 articles on the homepage.
- Data tools: Bulk Data Repository, sitemaps to make it easy for search engines to crawl and index govinfo pages and content, migrated MODS and PREMIS metadata files, and link service where for 13 collections you can use a pattern to construct reliable links to pages and content.
- Optimized URLs to be more user-friendly, shareable, and consistent.
- Gathered and implemented user feedback such as adding sort options for certain search filters (e.g., option to sort the date filter from new to old instead of by number of results), building pagination for very long lists in Browse pages, switching to pagination for navigating search results, and updates to the search widget.
- Linked more related documents together on Details pages for Congressional Reports and the *Congressional Record*.

Many activities required to transition from FDsys to **govinfo** involved work on the back end of the site, and while not being immediately apparent on the front end, all of these efforts contribute to providing the best user experience while ensuring GPO remains the trusted custodian of official Federal information from all three branches throughout the transition.

In addition to tasks required to support the transition to **govinfo**, GPO regularly performs maintenance on the infrastructure, software, databases, source code, and other components required to support the content management system, search engine, and preservation and authentication processes and practices that make **govinfo** unique among government websites, databases, and repositories.

A few highlights of the new content added to **govinfo** in FY 2017 are:

- In December 2016, GPO made available the *United States Policy and Supporting Positions*, or the "The Plum Book," on **govinfo**.
- In January 2017, GPO released the 2016 edition of the *GPO Style Manual*.
- In March 2017, GPO released *Picturing the Big Shop: Photos of the U.S. Government Publishing Office, 1900-1980*.
- *Women in Congress, 1917-2017* is the first publication in EPUB format available on **govinfo**.
- *Code of Federal Regulations Index and Findings Aids* is available on **govinfo** for the first time beginning with the 2017 edition.
- Opinions from seven district courts and one bankruptcy court were added to the U.S. Courts Opinions collection.
- GPO is continuing to add historical titles to the FDLP Related Publications page on **govinfo**.

GPO

Digitized Historical Content – In FY17, GPO, in partnership with the Library of Congress (LC), worked toward the objective of digitizing and making available on **govinfo** all historical issues of versions of the *Congressional Record* (Bound Edition) back to the first appearance of the publication on March 5, 1873. This effort involved digitization, metadata creation, and ingest into govinfo of 75 volumes dating 1873 to 2007.

In FY17, GPO also continued work to digitize historical *Federal Register* material (1936-1994) and provide permanent public access to the volumes on **govinfo**. This project is digitizing a total of 14,587 individual issues, dating back to the first Federal Register in 1936. Nearly 2 million pages are being digitized. Volumes back to 1970 are digitized and available on **govinfo**.

Collection Development – In early FY17, GPO released GPO's System of Online Access Collection Development Plan, which set ingest priorities for fiscal years 2017-2022. Building the system's collection to make it the most comprehensive information repository serving the information needs of Congress, Federal agencies, depository libraries, and the public entails the ingest of current and historical content.

Ben's Guide to the U.S. Government – Ben's Guide is an interactive, mobile-friendly site on the workings of the U.S. Government and history. In September 2016, Ben's Guide was selected as one of the American Library Association's (ALA) Great Websites for Kids. Available at **https://bensguide.gpo.gov**, the site is a popular education resource for children, adults and educators.

In FY17, several enhancements were implemented including a new mobile menu that gives easy access to all information on the website, adjustments to the main menu to enhance access to Learning Adventures, and code cleanup in the back-end of the site.

2. Support access and discoverability through the Federal Depository Library Program and the Cataloging and Indexing Program

As part of its publishing programs, GPO, through the Federal Depository Library Program (FDLP), distributes certain Government documents free of cost to designated libraries throughout the United States and its territories. These libraries are known as Federal depository libraries. GPO's primary information dissemination program involves a partnership with approximately 1,100 of these libraries nationwide.

The Cataloging & Indexing Program (C&I), U.S.C. Title 44, Sections 1710 and 1711, aims to provide a comprehensive index of every document issued or published by a department, bureau, or office not confidential in character. GPO administers this program and provides public access to this index through the online bibliographic records contained in GPO's Catalog of U.S. Government Publications (CGP). The CGP is available at **https://catalog.gpo.gov** as a finding tool for Government publications, containing records with information about publications in many different file formats.

The identification and creation of online bibliographic records for new U.S. Federal Government documents, in all published formats, is accomplished through daily operations at GPO. However, a separate effort is necessary to incorporate missing records and enhance existing bibliographic records for historic materials. This effort is known as the National Bibliographic Records Inventory Initiative (NBRII). The NBRII endeavors to provide online bibliographic records or serial holding records for those historic materials that are not currently captured in the CGP.

GPO

Federal Depository Library Program (FDLP) Regional Discard Policy – In 2015, GPO received approval from its congressional oversight committee, the Joint Committee on Printing (JCP), to implement the Superintendent of Documents Regional Discard public policy. The discard policy states that if a regional has retained materials for seven years, the materials are available on **govinfo** with a digital signature, and there are four tangible copies geographically distributed within the FDLP, they will be able to discard those materials, with permission of the Superintendent of Documents. This policy allows regional depository library coordinators to request permission to discard eligible materials for the first time within the FDLP's history.

FDLP eXchange – This new congressional mandate has essentially increased the overall scope of the FDLP eXchange system/application. The FDLP eXchange application development project (Phase-1) is viewed as an 'early implementation' effort, focused on the delivery of requested system functionality. Since inception, FDLP eXchange is being positioned as the core system/application to be used by participating libraries to manage the preservation and parsing of tangible materials from their individual depository collections.

In September 2017, GPO issued a contract for a Federal Risk and Authorization Management Program (FEDRAMP) compliant host site to ensure the application is hosted in an environment that meets Federal security guidelines. Work continues to establish the production site in the new environment. GPO closed out FY 2017 by putting the final touches on a training site version of the application which was scheduled for release in October 2017.

Cataloging Record Distribution Program (CRDP) – The CRDP provides GPO-produced catalog records to participating Federal depository libraries at no cost to the libraries through a contract with MARCIVE, Inc. The CRDP started in 2009 and has expanded each year. In FY17, LSCM enrolled 165 libraries in the program. This was an increase

of 30 libraries over FY16. Because of the additional libraries, a webcast "Completing the Cataloging Record Distribution Program (CRDP) Profile" was made available to help address questions about the process of joining the CRDP. On September 7, 2017, LSCM presented a webinar on "Cataloging Record Distribution Program Workflows." This webinar featured a MARCIVE presenter and librarians from three participating CRDP libraries.

Electronic Cataloging in Publication Program (ECIP) Program – GPO is a member of the Library of Congress ECIP Cataloging Partnership Program. This program catalogs records for books in advance of publication. Through the ECIP Program, GPO is creating pre-publication bibliographic records for publications from Federal agency publishers. In FY17, 40 CIP records were created for GPO, the Combat Studies Institute, the Air Force Research Institute, the Smithsonian Institution Scholarly Press, the U.S. Geological Survey, and the National Gallery of Art.

Catalog of U.S. Government Publications (CGP) – In FY17, the following functionality enhancements were made to the CGP and its related services:

- New search feature was added allowing users to search by "Exact Title keyword(s)" from the Basic, Advanced, and all Catalog to Search pages
- Several new enhancements to the CGP were implemented to improve site security and performance
- New Electronic Titles (NET) was updated
- FDLP Web Archive added a second PURL listed in the CGP providing users with a second point of access to archived version of the web resource

GPO

3. Ensure security, authenticity, and accessibility of the nation's publications for future generations

In order to provide continual access to information, GPO must also ensure tangible and digital long-term preservation, cybersecurity, authenticity, and accessibility and provide for the Continuity of Operations.

It is necessary to preserve the official publications and information products of the U.S. Government in all formats. These publications document the fundamental rights of the public, the actions of Federal officials in all three branches of our Government, and the characteristics of our national experience. This information asset is vulnerable to decay, technical obsolescence, malicious cyber-attacks, and neglect. Safeguarding access to Government information for everyone, now and for the future, is best achieved through programmatic preservation.

GPO and Federal depository libraries have a long-standing tradition of supporting permanent public access to all forms of Government information. Working with its partners, GPO is committed to ensuring that future generations have free and permanent public access to Government publications and information dissemination products that are within the scope of the Federal Depository Library Program, the Cataloging & Indexing Program, and GPO's System of Online Access (**govinfo**).

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

govinfo Certification as a Trustworthy Digital Repository – GPO is working to become the first Federal agency to be named as a Trustworthy Digital Repository (TDR) for Government information through certification of **govinfo** under ISO 16363:2012. Certification of **govinfo** from an accredited certifying body will serve to validate GPO's commitment to standards-based digital preservation practices and activities across 109 criteria in the areas of Organizational Governance, Digital Object Management, and Infrastructure and Security Management.

Certification under ISO 16363 will provide GPO stakeholders, including the FDLP community, that **govinfo** is a standards-compliant digital archive in which Government information shall be preserved, accessible, and usable well into the long-term future. To prepare for external certification, GPO has participated in the National Digital Stewardship Residency program, sponsored by Library of Congress and the Institute of Museum and Library Services, in order to have a Resident perform an internal assessment against the 109 criteria of the ISO 16363 standard. In August 2016, GPO released a Request for Information to elicit information and to better understand the auditing processes and certification opportunities for **govinfo** under ISO 16363:2012 accredited certification organizations and to identify organizations that could perform the audit. In October 2017, GPO released a solicitation in order to procure an external certification body to perform the formal audit.

GPO

Cyber Security Initiatives – GPO's comprehensive IT security posture helps address the challenges with information security, network security, disaster recovery, and compliance issues. In FY17, GPO continued to educate the GPO community about information security issues through various IT Security Awareness training modalities and opportunities and completed Phishing exercise. The CyberArk Privileged Account Management system has been implemented to protect, monitor, detect, alert, and respond to privileged account activity. The Malicious Domain Blocking System/DNS Firewall Project is complete which inspects DNS traffic and blocks known malicious domains and helps discover malicious domains. The Legislative Branch Threat Intelligence Platform (L-TIP) & Threat Sharing System was implemented 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.

Cybersecurity projects to be initiated:

- **Enterprise Vulnerability Assessment System –** Implement an Enterprise Vulnerability Assessment system to modernize and replace the existing system at GPO, which will include advanced web application scanning capability, internet and on premise based scanning capability, vulnerability reporting and tracking, and both credentialed and non-credentialed scanning capability.
- **Network Traffic Visibility Technology Enhancement Project –** Implement Network Traffic Visibility Tap Technology to greatly enhance the number of network segments sending network traffic to the IT security continuous monitoring system for analysis and to enhance advanced threat protection at GPO.
- **Enhanced Intrusion Protection System (IPS) Implementation Project –** Implement a new, enhanced enterprise IPS system at both GPO datacenter sites to improve advanced threat protection at GPO and reduce risks to GPO.

- **Cloud Security Access Broker (CSAB) System Implementation Project –** Implement a Cloud Security Access Broker system to enhance the capability to control and track cloud system usage at GPO.
- **Network Diagram and Data Flow Automation System Implementation Project –** Implement a network diagram and data flow automation tool to enhance protections and controls for GPO internet facing systems and the GPO network.

GPO

STRATEGIC GOAL 3

STRENGTHEN OUR POSITION AS THE GOVERNMENT-WIDE AUTHORITY ON PUBLISHING

Overview

GPO is an authority on printing through more than a century of the experience and now seeks to strengthen and expand our expertise in all areas of publishing to reflect the transformation to a content-centric provider of information. GPO is a primary source, a central hub.

Strategies and Performance

1. **Provide best practices, standards, and training to support evolving Federal agency publishing needs**

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, working groups, and collaboration with publishing standards organizations. 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 Federal Depository Library Program (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.

GPO

GPO offers educational opportunities for Federal publishing and printing professionals through the Institute at GPO (**www.gpo.gov/how-to-work-with-us/agency/services-for-agencies/training-opportunities**) with courses that reflect the changing face of agency needs to communicate effectively with a broad range of audiences using a variety of channels.

GPO also provides the Federal Depository Library Program (FDLP) Academy (**https://www.fdlp.gov/about-the-fdlp/fdlp-academy**) as a resource for training opportunities and tools for Federal Depository Libraries. The FDLP Academy enhances Federal Government information knowledge through events and conferences coordinated by GPO, and webinars and webcasts on a wide variety of Government information topics, presented by GPO, other Federal agencies, or from the FDLP community.

GPO Style Manual – In January 2016, GPO released the 31st edition of the *GPO Style Manual*. This is the first revision since 2008 and the first to be issued under GPO's new name. Since 1894, the *GPO Style Manual* has served as a guide to the style and form of Federal Government printing and publishing. The Manual has come to be widely recognized by writers and editors both within and outside the Federal Government as an important editorial tool.

The *GPO Style Manual* is prepared under the authority of section 1105 of Title 44, U.S.C., which requires the Director to "determine the form and style" of Government printing. The Manual is prepared by the GPO Style Board, composed of proofreading, printing, and Government documents specialists from within GPO, where all major congressional as well as executive agency publications are produced.

Besides a thorough revision throughout, new features in this edition include:

- GPO's most recent digital initiatives
- Updates to foreign nation information
- Updates to State demonyms
- Treatment of words related to native entities recognized by the Federal Government
- Clarification of punctuation rules
- Updates to capitalization, abbreviations, and computer terms
- Inclusion of many suggestions from users

Integrated Digital Marketing – GPO utilizes an integrated marketing approach for fostering greater awareness of GPO's products and services. By leveraging all available digital tools in a coordinated effort with traditional channels, this generates a meaningful body of experience to gauge the relative effectiveness of various elements of the outreach program.

Federal Depository Library Program (FDLP) Academy – The FDLP Academy is a resource for training opportunities and tools for Federal Depository Libraries (FDLs).

GPO

During FY17, more than 113 virtual events were developed and/or facilitated. These events include pre-recorded training developed for specific needs for the FDL's, informational sessions from other Federal agencies, and virtual meetings. Total attendance for all virtual meetings exceeded 4,906 and more than 3,927 viewed virtual archived sessions.

Also in 2017, GPO presented the FDLP Coordinator Certificate Program (CCP) through the FDLP Academy for the first time since the 2015 pilot. This program presents an opportunity for GPO to directly inform FDL coordinators of what they need to know to ensure their depository library is in compliance with the Legal Requirements & Program Regulations of the FDLP. Learn more about the FDLP Academy at **www.fdlp.gov/about-the-fdlp/fdlp-academy**.

GPO also facilitates both the annual Fall Depository Library Council (DLC) Meeting and Federal Depository Library (FDL) Conference and the annual Spring DLC Virtual Conference. More information is available at **www.fdlp.gov/about-the-fdlp/events-and-conferences**.

Joint Promotions – In FY17, GPO worked with the Armed Forces Radio and TV networks to run two public service announcements encouraging military personnel and their families to visit the U.S. Government Online Bookstore. The audience is approximately 300,000 service members, civilians, and family members. The spots each aired 30 times per week for 8 weeks on each DMA radio service and 49 times per week on Armed Forces TV - in total 300 spots on radio and 350 spots on TV. GPO also promoted products and services to an audience of 1,500 Federal agency attendees as part of an outreach presentation at Granicus Digital Communications Summit on April 13, 2017.

In FY19, GPO will explore partnering opportunities with other Federal agencies, colleges and universities, and libraries to promote Federal content into those markets and will work with several Federal agencies to launch their publications via multiple promotional channels.

2. Provide products and services at every stage of the publishing lifecycle

GPO aims to offer customers products and services to support the entire publishing lifecycle of both tangible and digital information products from concept generation, planning, and creative design, to production, publication, document conversion, dissemination, and storage.

- **Project Planning –** Design consultation and marketability
- **Creative Design/Preflight –** Development of comps for digital and tangible products, editorial and preflight services and a variety of design services including publication design, branding and identity, exhibit graphics, video, multimedia, photography, and security design.
- **Production –** Nationwide print and print-related procurement program for tangible and digital products, print-on-demand solutions, in-house printing, eBook conversion and creation
- **Dissemination –** Channels include the U.S. Government Online Bookstore, Federal Depository Library Program, **govinfo** online repository
- **Storage and Distribution –** Storage/Inventory Management/Distribution, Customized Online Ordering Solutions, Contracted Services

3. Communicate our unique value and evolved portfolio of products and services

GPO

Known for more than 100 years as the Government Printing Office, and since 2014 as the Government Publishing Office, 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.

GPO's outreach efforts 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.

STRATEGIC GOAL 4

PROMOTE COLLABORATION AND INNOVATION WITHIN GOVERNMENT

Overview

GPO is perfectly positioned based on our existing relationships across all three branches of the Federal Government to leverage the collective expertise of the government in pursuit of interoperability of information with an outcome of better access to information. GPO collaborates with a number of other Federal agencies on solutions that enable both agencies to better fulfill their missions.

Strategies and Performance

1. Provide shared services across government and connect Federal agencies with private sector businesses through procurement program

GPO utilizes our collective expertise in printing, publishing, and information technologies to provide shared services that save Federal agency customers time and money, and help them accomplish their missions. GPO operates a variety of procurement vehicles that simplify, streamline, and lower costs of the procurement process for Federal agencies. GPO'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.

GPO

GPO provides the technical expertise and flexible procurement processes for agencies to cost effectively obtain a wide range of products and services to meet their mission.

GPO*Express* – GPO provides Federal agencies discounts on copying, binding, signs, and other products and services through 1,800 FedEx Office locations nationwide through the GPOExpress program.

Learn more about GPOExpress at **https://www.gpo.gov/how-to-work-with-us/agency/services-for-agencies/gpoexpress**.

On-Site Document Solutions – GPO solutions include assessment and consulting, document conversion, and in-house production support. These services are designed specifically for Federal agency professionals responsible for printing resources, document management, and in-house copying. Learn more about GPO's on-site document solutions at **https://www.gpo.gov/how-to-work-with-us/agency/services-for-agencies/onsite-document-solutions**.

GPO Online Paper Store – The GPO Online Paper Store is a one-stop solution for ordering cut-sheet paper for use in office copiers and printers. Learn more at **https://www.gpo.gov/how-to-work-with-us/agency/services-for-agencies/gpo-online-paper-store**.

Creative Services – GPO's Creative Services Department offers Federal agencies a variety of design services: publication design, branding and identity, exhibit graphics, video, multimedia, photography, and security design.

In 2017, GPO received four American Graphic Design Awards from Graphic Design USA magazine. This is the second year in a row GPO has been honored for its design services, receiving six awards in 2016.

Learn more about GPO's Creative Services at **https://www.gpo.gov/how-to-work-with-us/agency/services-for-agencies/graphic-design-and-digital-media**.

2. Form strategic partnerships where collaboration and innovation can flourish

GPO will continuously work on strengthening purposeful collaboration with internal and external customers that will create more efficient and effective programs and processes. Since 1997, GPO has developed strategic partnerships with Federal depository libraries, Federal agencies, and other institutions to increase public access to electronic U.S. Government information. Partnering is an integral part of how GPO is Keeping America Informed, and over the past two decades, these partnerships have grown and evolved. Today, GPO collaborates with a number of organizations to further its mission and ensure permanent public access to the wealth of information products, both current and historic, that are produced by the U.S. Government.

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.

GPO established the Federal Publishing Council (FPC) (**https://www.gpo.gov/how-to-work-with-us/agency/federal-publishing-council**) to advise GPO on the latest publishing and printing trends as the scope of Federal publishing has expanded far beyond strictly tangible printed content. The FPC replaced the Inter-agency Council on Printing Publications Services (ICPPS), established in 1976, and will continue to focus and build upon the established goals of the ICPPS. This advisory council is made up of Federal employee professionals involved in all facets of the Federal printing and publishing community. In addition to tangible printed content, the council will focus on digital publishing concepts, web content management, and graphic design.

Federal Publishing Council (FPC) – The goals of the Federal Publishing Council include:

- Develop recommendations to enhance the combined efforts of Federal organizations and the GPO to provide the most efficient, effective, and economical publishing services possible
- Propose new printing and publishing policy
- Provide a forum for the exchange of ideas and the examination of mutual concerns among Federal printing and publishing representatives
- Foster knowledge-sharing opportunities and disseminate information relating to training, new technologies, and best practices in Federal publishing

Learn more about the FPC at **https://www.gpo.gov/how-to-work-with-us/agency/federal-publishing-council**.

FDLP Preservation Steward Program – In late 2016, LSCM began implementation of a new GPO Partnership category, Preservation Stewards. Preservation Stewards are Federal depository libraries that make a commitment to retain specified depository resources for the length of the agreement. They also take on additional responsibilities for preserving depository materials that are preservation copies of record. This includes preventive preservation or activities that prevent (or delay) materials from degrading or becoming damaged. Responsibilities also include conservation or retrospective preservation, which

reverses degradation or damage to materials. Information on Preservation Stewards, including the template MOA, FAQ, list of Preservation Stewards, and the titles they are preserving, is available at **https://www.fdlp.gov/about-the-fdlp/partnerships**.

GPO on the Go – In FY17, GPO visited 171 Federal Depository Libraries (FDLs) in 34 states, with more visits in the planning stages. During these visits, FDLP libraries are provided with training and consultation services. In addition to visiting FDLs, GPO is also working to incorporate state library meetings and conferences into library visits.

3. Support government-wide innovation and interoperability

GPO has incorporated a range of strategies in order to support our transformation from print-centric to content-centric and will offer our expertise in these areas to the rest of the Federal Government where technology evolves at such a rapid pace that institutions must incorporate flexibility and agility into everyday operations to meet their missions in this digital era. 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.

GPO is a member of the Legislative Branch Bulk Data Task Force, which was mandated in a committee report accompanying the House's Legislative Branch Appropriations Bill for FY 2013. As a member of the Task Force, GPO works with our Legislative data partners to make congressional information available to the public as XML bulk data. Bulk data reduces the burden on the provider of information while maximizing the possible ways information can be used or repurposed.

GPO

GPO is also migrating to new XML workflows in order to take advantage of the flexibility and robustness that is provided by XML. These efforts include modernization of GPO's composition system as well as conversion of online documents into United States Legislative Markup (USLM), an XML schema specifically for documents in the Federal Legislative process. Standardization of these publications into XML promotes interoperability of the documents.

United States Legislative Markup (USLM) Projects – GPO launched two parallel projects in 2017 to convert a subset of online documents into USLM with goals of promoting interoperability of documents and validating the existing schema for expanded use. These projects originated with GPO's participation in the Legislative Branch Bulk Data Task Force. With the Office of the Clerk of the House, the Office of the Secretary of the Senate, and the Office of the Federal Register, GPO is finalizing United States Legislative Markup (USLM) XML data models for enrolled bills, public laws, the Statutes at Large, the Federal Register, and the Code of Federal Regulations.

This work, which is targeted for completion by the final quarter of FY 2018, includes generating sample USLM XML files for House, Senate, and OFR stakeholder review and incorporating feedback into development sprints, as well as updating the USLM schema, developing the multistage converters, and integrating with **govinfo**. For the next USLM project, GPO plans to coordinate with the Office of the Clerk of the House and the offices of the House and Senate Legislative Counsels to convert Statute Compilations into USLM. That project is targeted for completion in FY 2019.

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 and has been branded XPub. XPub matches the typographical style and page layout of current printed publications and also supports enhanced search, retrieval, data formats, and repurposing of data. The system includes 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 the printing and access of select congressional and Federal agency publications.

GPO is nearing a beta release of the CSR project for the composition of congressional bills, resolutions, and amendments in close coordination with the staff of the Secretary of the Senate and the Clerk of the House. In addition, we are developing the capability to compose the 2018 main edition of the United States Code, as well as the daily House and Senate Calendars, through the CSR system. We are also pursuing the establishment of a fully operational lab to bring GPO's prepress staff into the development process and train them to help move GPO to an all XML-based workflow.

STRATEGIC GOAL 5

ENGAGE EMPLOYEES AND ENHANCE INTERNAL OPERATIONS

Overview

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 is committed to treating all employees fairly, respecting their diversity, and valuing their contributions. GPO also utilizes 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 and Performance

1. Build and retain a workforce that is talented, diverse, motivated and committed

Through the use of strategic human capital management, GPO aims to attract and keep high-caliber employees with the skills necessary to support GPO's transformation and cultivate a talented, diverse workforce that will allow GPO to tackle the challenges posed by an increasingly complex, ever-changing external environment. GPO will encourage a diverse, high performing, results-oriented workforce by managing effective performance management systems, implementing effective training and development programs, and fostering work life programs.

GPO

GPO conducts proactive workforce planning that focuses on diversity and fostering work life programs to meet the changing needs of today's and tomorrow's employees. Since 1980, GPO has reduced its workforce by over 74 percent as a result of using new technologies, a rate of change unparalleled elsewhere among other Legislative Branch agencies. Furthermore, 44percent of GPO's workforce will be eligible to retire in FY 2021 and if not carefully managed, anticipated retirements could cause skill gaps to develop (particularly when considering the loss of GPO institutional knowledge). For this reason, talent management and effective workforce planning and knowledge management are vital to the success of GPO. GPO will identify and address gaps and implement and maintain programs to capture knowledge and promote learning.

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 and continuing efforts to create and maintain a model Equal Employment Opportunity program using the Equal Employment Opportunity Commission's Management Directive 715 as a guide.

Development of a Model Equal Employment Opportunity (EEO) Program – 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.

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. 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.

Alternative Dispute Resolution (ADR) Utilization – As a priority initiative, key objectives of using ADR include reducing the negative impact of the conflict on the relationship between a supervisor and an employee; reducing time to resolution, thereby improving efficiency and productivity; allowing parties to control the process and the solution by negotiation; reducing the cost of complaints, both in agency staff resources and actual cost of investigations. Implementation includes development of an "ADR Benefits" Communication Plan to educate the workforce on negotiation rather than adjudication, forming a group of 'seasoned' personnel that employees can utilize to understand the ADR process (soliciting participation from all Business Units) as well as a cadre of trained GPO mediators which enables GPO to reciprocate with other agencies that provide GPO with Shared Neutrals or mediate EEO disputes, and providing employees with "ADR Benefits" training and EEO staff with crucial conversation and mediation training to better support employees utilizing the ADR process.

Diversity and Inclusion Initiatives – GPO is cultivating a collaborative and inclusive work environment where diversity is valued and respected. Efforts in this area in FY17 included 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.

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.

In September 2017, GPO was honored with a W. Edwards Deming Award in the employee engagement category by the Graduate School USA. This award goes to a Federal agency for exemplifying excellence with an initiative that demonstrates innovation resulting in improved engagement, internal communication, and team-building. GPO is recognized for creating the Leadership Evaluation and Development (LEAD) program, which for the past six years has empowered the next generation of GPO leaders by developing leadership skills and the tools to lead themselves, individuals, and teams. The LEAD program is open to all GPO employees and more than 300 have graduated.

Safety and Security – GPO's FY17 accomplishments in the areas of safety and security include:

- Completed 16 Supply Chain Risk Management (SCRM) Assessments of Passport and Secure Credentials.
- Provided security and oversight for the Inaugural Tickets and provided law enforcement support to the Presidential Inauguration.
- 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.

- Completed the Lautenberg Certification on all armed Security Services personnel.
- Established GPO Top 10 Safety Priorities and shared the priorities at Business Operations Meetings.
- Conducted annual Physical Security and Safety Assessments and shared reports with management and union leadership.
- Performed risk assessments of all key security materials suppliers supporting GPO's Secure Credential product lines.
- Collected 50 pounds of Universal Waste Batteries for recycling.
- Installed readers and cameras in new secure area at the Laurel warehouse.

GPO's upcoming initiatives in the areas of safety and security include:

- Continue to develop, implement, and maintain the SCRM assessment schedule which is resourced and focused on the protection of critical information through a logical, structured, and consistent approach to assessing risk.
- Develop automated payment for parking and visitor programs.
- 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.
- Upgrade security equipment at the Laurel Warehouse.
- Continue to participate in the Federal Protective Service (FPS) Operations Mega Shield, a comprehensive operation that combines physical security expertise and law enforcement authority into enhanced security teams using Federal, State and local law enforcement agencies.
- Maintain and increase venues to improve the efficiency of operations in executing Security Services' mission through the process of using well considered tactics to communicate the vision. GPO will preserve activities to set priorities, focus energy and resources, strengthen operations, and ensure employees are working toward common goals. GPO will establish practices to ensure understanding through development sessions with measurable results.

GPO's Historical Program - American Printing History Association (APHA) Institutional Award – At its annual meeting in New York City on January 28, 2017, the APHA bestowed its Institutional Award for 2017 on GPO, citing the agency's work in "preserving and documenting the agency's history and making its resources available to the public through presentations and exhibitions." The award was accepted by GPO Historian George Barnum.

Drawing on historical work from previous years, since its 150th anniversary in 2011, GPO has carried out a robust historical program, beginning with the opening of a permanent public exhibit of the agency's history at its headquarters in Washington and the publication of a new official history, *Keeping America Informed*. Since then, GPO has mounted several special temporary displays, conducted a series of talks on historical GPO subjects, published papers on historical subjects, and issued a revised edition of Keeping America Informed which includes new findings on specific aspects of GPO's history. In early February 2017, GPO released *Picturing the Big Shop*, a collection of GPO photographs spanning 1900-1980, many of which have never been published before.

GPO's official history, *Keeping America Informed / The U.S. Government Publishing Office / A Legacy of Service to the Nation 1861-2016* was chosen as a Notable Document for 2016. The selection was made by the Notable Documents Panel of the American Library Association's Government Documents Round Table, which selects documents issued at the state, Federal, and international levels to "recognize excellence in government publications, identify documents of distinction, and commend individual works of superlative nature." The selection was announced in the May 17, 2017, issue of Library Journal. The original edition, *Keeping America Informed / The U.S. Government Printing Office / 150 Years of Service to the Nation* (Washington: GPO, 2011), was previously chosen as a Notable Document in 2011.

2. Reduce our environmental footprint

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 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.

Sustainable Green Printer – GPO's plant maintains certification as a Sustainable Green Printer by the Sustainable Green Printing Partnership (SGP) and integrates environmentally friendly values into processes and supports environmental stewardship through fiscally responsible and effective implementation of green initiatives. These efforts include sourcing of raw materials with low volatile organic compounds, using papers with appropriate post-consumer content, and reducing our electrical consumption (new more efficient press and binding equipment, roof replacement, new cooling systems). Built on three pillars, economic, societal, and environmental, SGP's certification attests to GPO's commitment to sustainability and environmental, health, and safety compliance.

In September 2017, GPO was re-certified for meeting sustainable environmental standards by the Sustainable Green Printing Partnership, a non-profit organization. This is the GPO's third certification since 2012. SGP certified printers are held to rigorous standards and go through a month's-long process where each aspect of their business is evaluated. Certification shows the printer is achieving energy savings, waste reduction, emission reduction, and reduced resource consumption.

Secure Waste Destruction – GPO implemented a secure waste destruction system in FY17 that addresses environmental and quality concerns caused by the previous system of balers and compactors that did not allow for dust collection. The new system meets NSA destruction requirements for classified material, meaning all production waste can now be disposed of through normal waste removal processes instead of having to be transported to a secure waste incinerator.

Window Replacement Project – In FY17, GPO began a multi-phased window replacement effort. There are approximately 1,000 windows at GPO, and it is estimated that up to 30 percent of GPO's heating and cooling energy is lost through air leaks around windows. The goal of this project is to install windows that will require little to no maintenance, last 60 plus years, provide more natural light, and yield a cost savings on the agency's utility costs.

Reduce Paper Waste – In FY15, GPO implemented a zero make ready (ZMR) press that led to approximately a 10 percent reduction in annual paper waste. In FY18, GPO plans to implement a digital ink jet solution that will allow for even greater reductions in paper waste, as well as allowing for other improvements to support GPO's dedication to sustainable and environmentally friendly operations.

3. Modernize and streamline internal processes and systems

The modernization of GPO's legacy systems is a long-term effort 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, modernization of printing procurement systems, implementation of an effective and comprehensive workflow integrated with the acquisition life cycle, and improvements to the in-house manufacturing process areas of estimating, scheduling, tracking, data collection, and analysis. Moving away from outdated technologies will ensure continuity and improve system capabilities.

GPO

Printing Procurement Systems Modernization – The goals of this project are to:

- Conduct a full lifecycle assisted acquisition and pilot project for order entry.
- Use knowledge gained from assisted acquisition to develop and release a solicitation to modernize agency business processes and systems used for conducting and managing print procurement ordering processes.
- Establish and train a Customer Services (CS) project team to successfully manage the development and implementation process long term once contracts are in place.

A Request for Quotations (RFQ) and Quality Assurance Surveillance Plan (QASP) have been reviewed for the first phase of this project. Some final changes remain to be completed in order to finalize these documents, which will then be posted online as a draft for vendor comments and questions. Subsequently, GPO will post the final RFQ and QASP online in order to receive quotes from the vendor community. This project will continue into FY 2019.

In-plant Innovator Award – In May 2017, GPO received the In-plant Innovator Award for its modernization initiatives at the In-plant Innovators Conference, sponsored by NAPCO and In-plant Graphics magazine. Held at GPO, the conference attracted industry leaders from around the country to discuss emerging trends and opportunities in digital printing and publishing.

GPO was named an innovator for its continued efforts to bring more efficiency to the agency's production operations for Congress and Federal agencies. A newly acquired digital adhesive binding line was installed in GPO's bindery. This high efficiency equipment begins the replacement of three binding lines installed more than 30 years ago, reducing costs, increasing productivity, and freeing up production space for other uses. A second binding line was installed during the last quarter of FY17. Additionally, a zero make ready press was installed in 2015 to support congressional and Federal agency publishing requirements and has resulted in significant cost reductions. The press replaces three outdated presses installed in 1979.

Warehouse Management System (WMS) – 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 the third quarter of FY18. The WMS will add wireless scanner functionality to improve inventory tracking in the Plant. This will be implemented in GBIS.

Digital Offset Printing Press – GPO is investing in a digital offset printing press for producing short-run color congressional and agency work. Plans are for the new press to be operational by the third quarter of FY18.

Digital Binding Lines – During FY17, GPO continued to invest in upgrading its plant equipment. A new digital binding line to run congressional bills and hearings was installed during the first quarter of FY17. A second digital binding line to run the Congressional Record and Federal Register was installed during the fourth quarter of FY17.

Bookflow Auto Casing System – In FY18, 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. Installation of the new bookflow system is planned for the second quarter of FY18.

Transition to smaller, more digital presses – Transitioning to smaller, more digital presses is part of GPO's ongoing effort to make strategic investments to increase operating efficiencies, reduce production costs, and improve returns on presses for the production of the daily Congressional Record, Federal Register, congressional business calendars, and other products. GPO's current press equipment is too large and too costly for continued use. The Record, Register, and calendars are produced on 3 large web offset presses of the kind used for newspaper production. They were acquired in 1994, at a time when the overnight press runs for the Record were 20,000, and 30,000 for the Register. Today, as a result of digital dissemination, press runs for these documents are each below 2,000. The new equipment will be flexible enough to produce additional products and will require less space to operate, further reducing costs. Paper waste generated during press makeready will be reduced, as will the increasing maintenance costs associated with the current equipment. The savings achieved by the new presses will be supplemented by the labor-saving operations of our two new Muller Martini binding lines, installed in 2016 and 2017.

Facilities Changes – During FY 2017, the National Archives and Records Administration (NARA) offices of the Federal Register (OFR) and Government Information Systems (OGIS) moved into 17,000 sq ft of renovated space on the 7 floor of GPO's Building A. Meanwhile, in cooperation with NARA and the offices of the Clerk of the House and the Secretary of the Senate, GPO has provided space parcels of approximately 25,000 sq ft in Building A and 30,000 sq ft in Building D for the construction of facilities to house NARA's congressional legislative archives. Phase 1 of that project, involving the Building A space, is underway with construction designed and financed by NARA and performed by contractors under GPO's supervision. This project will continue into FY 2019.

Expanding Use of Cloud Technologies – In FY17, GPO continued to expand its use of Cloud solutions for collaboration, data storage, and hosting, including the addition of Cloudflare for speed, performance, and protection of applications in the cloud. GPO began preparing to move local SharePoint to SharePoint in Cloud in FY17 with expected completion in FY18/FY19. As part of the Office 365, it can be accessed anywhere with easier version control, patch and security updates, and rolling releases of new features and functions.

Contract Life Cycle Management (CLM) Project – A Contract Life Cycle Module was deployed in the first quarter of FY18 to implement an effective and comprehensive workflow with the integration of the acquisition life cycle. The CLM is a fully integrated procure-to-pay system that will provide automated and auditable processes from purchase requisition generation through solicitation to entitlement to payments.

Data Center Consolidation, Migration, and Modernization – 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 Alternate Computing Facility (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 legacy servers to the primary ACF data center facility. The server migration effort will continue through FY18/FY19 to achieve a migration of all identified applications to production servers being hosted from ACF. The main office headquarters (DC/HQ) data center will be configured as a backup facility to ACF.

Next Generation Firewall (NGFW) – The enterprise firewall is a critical part of the overall GPO security architecture, and our current end-of-life firewall will be upgraded to the Next Generation Firewall. The enterprise NGFW is for both datacenters in the Washington, DC, main office headquarters (DC/HQ) and the Alternate Computing Facility 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 NGFW implementation will be completed in FY18.

Upgrading GPO's Cost Accounting System – Modernization of GPO's cost accounting system is predicated on the successful transition from GPO's legacy Production, Estimating, and Planning System (PEPS), developed in the late 1970s, to a state-of-the-art Manufacturing Workflow System (MWS). The MWS will provide significantly improved job entry, inquiry, scheduling, estimating, analysis, reporting, and tracking functionality for GPO's Plant Operations, Official Journals of Government, and Customer Services business units, and will integrate with existing systems, including Oracle Financials. A key outcome will be improved reports on the cost of producing work for Congress.

GPO has procured EFI Pace to serve as its MWS and has begun testing it against the legacy PEPS system. Later this month, our Plant Operations and Finance staffs are scheduled to begin a four-day working seminar to begin job tracking and workflow configuration of the new MWS, and GPO has prepared a statement of work (SOW) for modifications needed to integrate EFI Pace with Oracle Financials. This project will remain a strategic priority into FY 2019.

U.S. GOVERNMENT PUBLISHING OFFICE
732 North Capitol Street, NW
Washington, DC 20401-0001

Keeping America Informed | OFFICIAL | DIGITAL | SECURE
www.gpo.gov | **facebook.com/USGPO** | **twitter.com/usgpo**