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## MESSAGE FROM THE PUBLIC PRINTER

**G**PO began the fiscal year with its second consecutive annual designation as the Nation's leading in-plant printing operation, a tribute to the continuing efforts and dedication of its skilled workforce. Noting that 2000 marked GPO's 139<sup>th</sup> year, the December 1999 issue of *In-Plant Graphics* magazine reported that "GPO has drastically changed itself over the past few years from a strictly ink-on-paper provider to a high-tech digital data delivery organization." Throughout FY 2000, GPO engaged in a number of high-tech online and print activities that supported Congress and Federal agencies, and which helped keep America informed.

Improving public access to electronic Government information was a major focus of our activities in FY 2000. Early in the year, having successfully met the challenge of the Y2K transition, GPO released *Ben's Guide to U.S. Government for Kids* on **GPO Access**—a kids' guide to Federal Government information on the Web—drawing praise from parents, educators, and the library community. By arrangement with the U.S. District Court for the District of Columbia, GPO was the outlet for all documents issued by the Court during the Microsoft case in both online and print formats. GPO provided technical support and hosting technology for the Supreme Court's new Web site, which later in the year was the focus of intense public scrutiny with the release of the Court's decisions in the Florida election case.

GPO also launched new partnerships with the Department of Energy and the National Library of Medicine to create new online links to scientific and technical as well as medical information, and continued talks with legislative, executive, judicial branch agencies toward the development of effective strategies for ensuring permanent public access in this electronic age. Technology improvements included installing a new T3 fiber optic Internet connection to handle the increased demand for public access to Government information on **GPO Access**, and investigation of public key infrastructure (PKI) technology to enhance security. By the end of the year, **GPO Access** was being used by the public to retrieve more than 26 million Government documents published by all three branches of the Government each month—the equivalent of about 637 million typewritten pages of information.

GPO's printing functions also had a strong year in FY 2000. Our printing procurement program was a major participant in Census 2000, placing more than 80 contracts worth more than \$65 million with dozens of private sector printing contractors across 17 states for the forms and other materials needed in the

conduct of the Nation's decennial headcount. We continued to support Congress with the daily production of the *Congressional Record* as well as the copies of bills, reports, hearings, and other documents needed by the legislative process. Daily production of essential executive publications such as the *Federal Register*, *Code of Federal Regulations*, passports, and other items continued as well.

During the year, we worked closely with the Joint Congressional Committee on the Inauguration to prepare the programs, tickets, and other materials needed for the inaugural ceremony in January 2001, and on behalf of the Senate Committee on Governmental Affairs produced the 2000 edition of *U.S. Government Policy and Supporting Positions*—the so-called "Plum Book"—that draws a great deal of attention with the change of Administrations. We also revised and published a new edition of the *GPO Style Manual*, meeting public demand for this widely-used document.

GPO received an "unqualified opinion" on its financial statements for FY 2000 following a comprehensive, independent audit of its financial operations by KPMG LLP. This is the highest level of assurance that an audit firm can give on an organization's financial statements. FY 2000 was the fourth consecutive year that we have received such an opinion since an annual audit requirement for GPO was enacted by Congress in 1996.

The financial statements reflect that GPO completed FY 2000 with a consolidated under-recovery of \$115,000 on total revenues of \$807.5 million, a margin of about one one-hundredth of 1 percent. This is a significant improvement over the previous year. GPO undertook a major cost-reduction effort in FY 2000 with the consolidation of warehouse facilities for publications and paper, a move that will save more than \$5 million over the next 5 years. Staffing levels also continued to decline through attrition, falling by 121 FTE's during the year. In action on the FY 2001 Legislative Branch Appropriations bill, GPO received strong direction from Congress to reduce costs by accelerating the transition of the Federal Depository Library Program to an increasingly online basis—a transition that has been underway since 1996.

After eight years of service as Public Printer, I am pleased to report that GPO has come a long way over the past decade, successfully transitioning itself from a conventional printing and hard-copy distribution facility staffed by nearly 5,000 employees to a "high-tech digital data delivery organization" with 3,100 staff serving Congress, Federal agencies, the courts, and the public. Along the way, we developed one of the

Government's early online dissemination efforts, **GPO Access**, into a comprehensive service that today links millions of Americans in their offices, homes, schools, and libraries with information provided by all three branches of their Government.

GPO's operations have changed, too. An independent management review by Booz-Allen & Hamilton, Inc., in 1998 found that GPO "effectively satisfies its priority congressional customers and meets the variable demands and outputs requested by Congress," provides a printing procurement service that customer agencies view as "an example of 'government at its best,'" and successfully meets Government and public expectations for electronic information dissemination. The scope of the transition at GPO over the past ten years has marked the 1990's as perhaps the single most dramatic decade of change in this agency's history.

However, the successes of the past decade have come at a price. There has been an ongoing decline in GPO's sales of publications, due principally to the increasing availability of titles on the Internet. GPO proposed a consolidation of the Government's publications dissemination functions in 1999 for economy purposes, but in the absence of any action on that proposal we have been compelled to begin downsizing actions for our sales program. At the same time, decade-long employment reductions have forced GPO's employees in other programs to do more with less, and many critical areas are now operating understaffed. Increased recruitment, training, and associated measures will be necessary in the coming years to ensure the continued strength of GPO's workforce.

Finally, while the drive to make more Government publications available electronically has benefited millions, it has also raised new issues with respect to security, authenticity, permanence, and equity that have yet to be effectively resolved. Addressing

these will require the effective use of technology, the development of innovative partnerships with both Government and non-governmental organizations, and broad consultation and cooperation with Congress, Federal agencies, the courts, and the public.

I am proud of what GPO accomplished during FY 2000, and what it has achieved over the past several years. New technology has enabled GPO to perform its mission more effectively and efficiently than ever, while expanding our capability to keep America informed. More important than technology, however, have been the skilled and dedicated efforts of the men and women who work here, who have made the new technology work for Congress, Federal agencies, the courts, and the public. To them belongs the real credit for the achievements GPO has made and will continue to make in the years to come.



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