



March 26, 2012

The Honorable Gregg Harper  
Chairman  
Joint Committee on Printing  
1309 Longworth House Office Building  
Washington, DC 20515

Dear Mr. Chairman:

I am writing to request the approval of the Joint Committee on Printing (JCP) to establish a center for the production, printing, and personalization of secure card credentials at GPO's Secure Production Facility (SPF) in Stennis, MS. This center will create a continuity of operations (COOP) capability for GPO's secure card products and services that support national security programs; provide the production capacity needed to support existing and anticipated card personalization and production projects; and prevent the loss of smart card business opportunities by fulfilling customer requirements for an alternate secure card center site

**Background** In 2008, GPO established a Secure Credential Center (SCC) at our Washington, DC, headquarters to design, print, manufacture, personalize, and deliver secure credentials in smart card formats for Federal agencies. Among the first secure card credentials we produced were the Department of Homeland Security, Customs and Border Protection's (DHS/CBP) Trusted Traveler Program card, the U.S. Capitol Police's secure card credential to support the Inauguration 2009 Presidential inauguration, and the Department of Health and Human Services (HHS) Medicare card issued to citizens of Puerto Rico.

Our secure card credential business has grown rapidly. GPO now produces, personalizes, or processes more than 25 card versions for a variety of customers including the Department of State's Office of Foreign Missions, the Department of Homeland Security's headquarters, the DC Government, the Federal Bureau of Investigation, and the Department of Defense's Force Protection Agency. Annual revenues from smart card activities have grown from \$1.2 million in FY 08 to a projected \$12 million in FY 12. Potential revenues for the 5-year period beginning in FY 13 could grow from \$22.4 million to \$78.5 million, depending on GPO's ability to secure upcoming business opportunities.

**Justification** GPO's current SCC is the only place where tens of thousands of secure card credentials are printed and personalized each month. A fire/flood or other natural



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disaster, or an accident, civil disturbance, or other malicious activity could impair or halt program activity, preventing the issuance of these important credentials for several months as new systems, equipment, and secure processes are recovered and re-established. This single point of failure scenario will be mitigated by an alternate credential center in a geographically different location.

In view of the current rate of growth for the GPO's secure card products and services, we project that the volume of work could exceed the current SCC's capacity during the next fiscal year. Establishing an alternate secure card credential facility will enable GPO to provide additional capacity as the volume of business grows.

Finally, we have encountered several potential agency customers who are requiring the provider of their secure card products and services to have an established COOP capability in order to reduce and mitigate their exposure to the risk of a program shutdown. Although GPO is the only accredited government provider of secure card credentials, without being able to meet the requirement for a COOP capability we have not been able to secure agreements with several customer agencies that could generate an estimated \$7.2 million in revenues annually.

**Alternate Secure Credential Center Proposal** We propose to use approximately 2,400 square feet of available space at the Stennis SPF for an alternate secure credential center. The capital investment for this project will be \$2.2 million dollars, to include \$1.5 million for a card printer and installation, \$450,000 for the required IT infrastructure, \$175,000 for necessary space renovations and security upgrades, and an estimated \$75,000 in support and travel costs. All costs will be funded through GPO's revolving fund. Specifications for this project are outlined in the enclosed plan.

The estimated timeline to complete the project renovations, equipment procurement, and installation of secure IT systems is 6 months from approval date. Because of their background in SID operations, GPO will train existing SPF staff to operate the alternate card facility. At this time there is no requirement to hire additional employees at the onset of this COOP capability. Any additional hires would be accomplished as the volumes of work grow and a supporting business case exists.

All card operating costs (labor, raw materials, depreciation, utilities, equipment service and maintenance, etc.) will be tracked, apportioned, and transparently managed separately from the e-passport costs. This will ensure that the usual annual determination of the e-passport pricing done with Department of State is independent of the separate costs to operate the Stennis alternate secure credential center. The establishment of the alternate facility at the Stennis SPF will not interfere with or impair the production of e-passports for the State Department.



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In summary, GPO's establishment of an alternate secure credential center at the Stennis SPF will provide a critical and redundant capability to serve our Federal customers and their card programs. This proposal reduces the risks to important national security programs, provides a foundation to the continued growth in the GPO's secure credential business, and will meet customer agency requirements for an established COOP site.

Accordingly, under the JCP resolutions of May 11, 1982, and April 9, 1987, I respectfully request the Committee's approval to proceed with this proposal, and we are prepared to brief you and/or the JCP staff, upon request. In the meantime, if you need additional information, please do not hesitate to contact GPO's Congressional Relations Officer, Mr. Andrew Sherman, on 202-512-1191, or by email at [asherman@gpo.gov](mailto:asherman@gpo.gov).

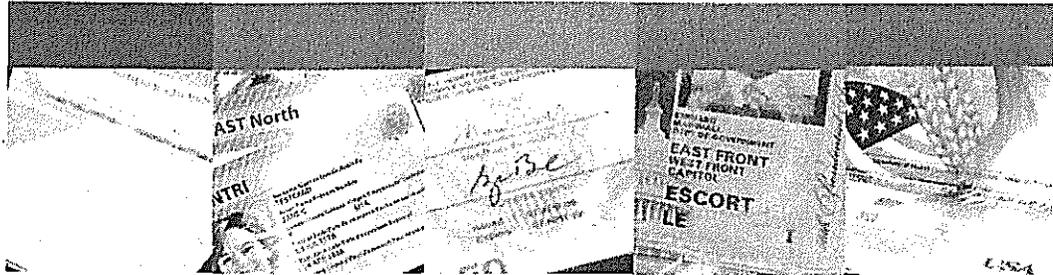
Sincerely,

Approved: Gregg Harper  
Gregg Harper, Chairman

Davita Vance-Cooks  Date:  4-11-12

DAVITA VANCE-COOKS  
Acting Public Printer

Enclosure



# Continuity of Operations

DHS TTP COOP | Stennis Space Center

March 2012



## PROFILE: DHS COOP AT STENNIS

### Purpose

Ensure continuity of operations for border protection programs critical to national security

### Facility utilization

- Currently 100% Passport Production
- Phase 1: Cards produced one day per week

### Impact

- Production capacity increased
- No incremental personnel required
- No impact on Washington operations
- No impact on Washington staffing

### Requirements

- Cost: \$2.2 million
- Standup time: 6 months

THE DEPARTMENT OF HOMELAND SECURITY, Customs and Border Protection (DHS/CBP), endorses the use of the U.S. Government Printing Office (GPO) Secure Production facility to provide continuity of operations (COOP) for the production and personalization of Trusted Traveler cards.

GPO has worked in concert with DHS/CBP to establish and operate a secure facility producing over 400,000 Trusted Traveler program (TTP) cards each year. Four types of Trusted Traveler cards are issued to pre-approved travelers through this program, which streamlines the border crossing process. NEXUS and SENTRI cards are used at land border crossings and ports of entry at U.S. borders with Canada and Mexico. FAST cards are used by commercial truck drivers who cross borders frequently in the course of business. And Global Entry cards extend the same privileges as other Trusted Traveler cards, adding expedited customs processing for international air passengers returning to the United States.

TTP cards have become critical tools for border protection officers, freeing them to focus their attention on those travelers who deserve greater scrutiny.

The task of personalizing TTP cards is technical and specialized. GPO has proven itself highly capable at personalizing hundreds of thousands of cards, with an admirable track record for consistency and quality of output.

DHS/CBP has identified GPO as its provider of choice to enable COOP for TTP. The GPO Secure Production Facility in Stennis, Mississippi, is ideally suited to satisfy this critical need. In the Washington facility, DHS has already entrusted GPO with responsibilities that can affect the security of our borders. Now, DHS wants to build on that trust by selecting GPO as the lowest-risk and most reasoned choice to provide TTP COOP.

## COOP Construction Plan

The SPF has an existing wing set-aside for secure card production. The Secure Card Room is a completely walled-in space measuring 27 x 92' --- approximately 2400 sf. This space has full HVAC, two exits, a drop ceiling and high-efficiency fluorescent lighting.

### Modifications Summary:

- Wall to separate server room from production area
- HVAC to meet unique server room needs
- Security vestibule at entry
- Biometric security access compliant with NISPOM
- Added electrical circuitry to support new equipment
- IT and telephone infrastructure upgrades

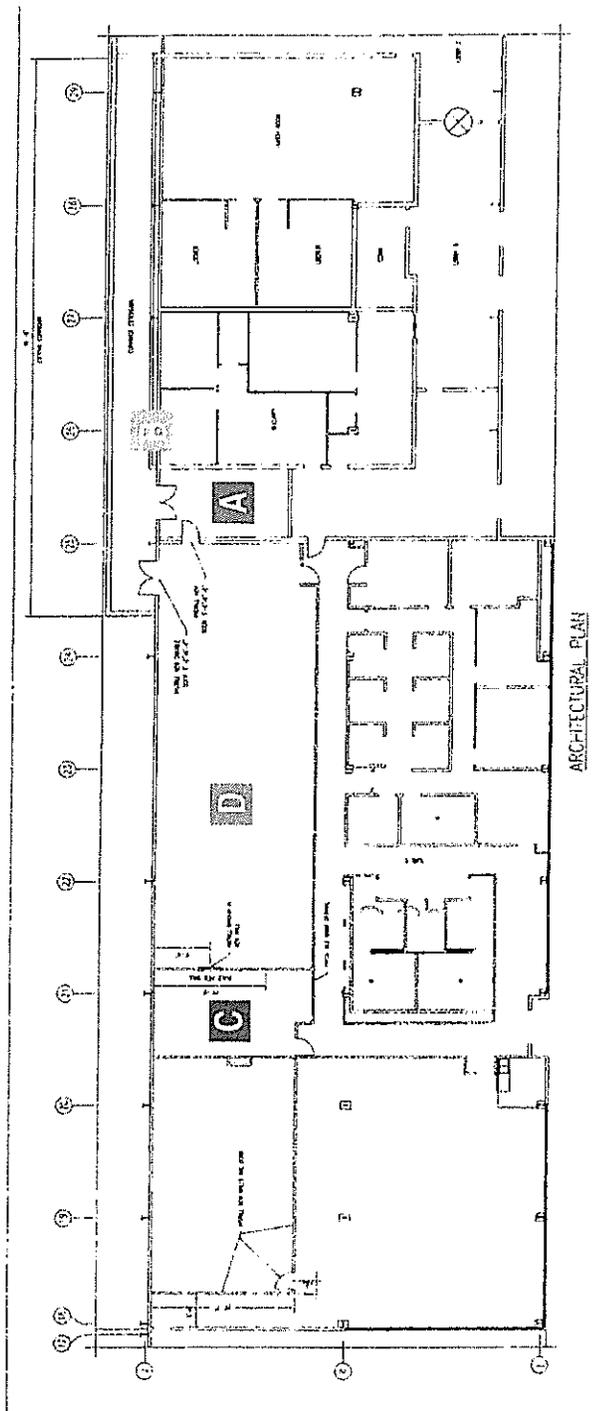
### Construction Highlights:

-  Card Room Vault
-  Security Entrance
-  Server Room
-  Secure Card Production

## COOP Equipment Plan

Secure card personalization is a highly automated, IT-intensive process. A printed card already contains a myriad of security features before it is personalized. The personalization process starts with secure transmission of personally identifiable information (PII) of each cardholder. Once the data is received, it is processed and downloaded to production equipment for card personalization. The equipment then affixes the card to a pre-printed or demand-printed letter. Finally, the equipment completes the process by sealing the envelopes. GPO makes the completed envelopes ready for shipment to bulk distribution points or mails them directly to end-users.

The Stennis COOP site will replicate the secure card personalization system used at the principal GPO facility in Washington, DC. This system is SECAPS—the Secure Card Personalization System. SECAPS data processing and bureau management applications work in concert with specialized hardware to support increased volume.



## TTP COOP Program Timeline

## TTP COOP Expenses

**ESTIMATED PROJECT COMPLETION** is six months from the time of approval to successful live production of cards.

The critical path work element is the procurement, installation, and debugging of the General Dynamics equipment. All other work elements will be planned around this one. The second most critical is the selection and training of appropriate personnel.

The program consists of five distinct major elements:

- Procuring, installing, and proving out the equipment
- Constructing and modifying the SPF physical plant
- Creating the IT infrastructure links
- Training employees
- Test, ensure quality control, and go live

### CAPITAL REQUIREMENTS

General Dynamics Card Printer & Revalidation	\$ 1,500,000
IT Infrastructure, Hardware & Software	450,000
DC Personnel: Support & Travel	75,000
SPF Renovations & Security Upgrades	175,000
<b>ESTIMATED TOTAL</b>	<b>\$ 2,200,000</b>

### OPERATING EXPENSES

<b>ESTIMATED ANNUAL EXPENSES</b>	<b>\$ 260,000</b>
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### TTP COOP Timeline

	MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6
<b>Equipment</b>						
	PROCUREMENT					
	SECURITY					
	INSTALLATION					
	TESTING					
<b>IT Infrastructure</b>						
	PROCUREMENT					
	DEVELOPMENT					
	INSTALLATION					
	TESTING					
<b>Facilities Modification &amp; Construction</b>						
	SEPARATE BUNKER ROOM					
	INSTALLATION OF THE SECURITY					
	DELETED ROLE					
<b>Personnel, Training &amp; Support</b>						
	TESTING FOR SECURITY					
	ADAPTATION PLAN TO PERSONNEL					
	SECURITY TRAINING & DEBRIEFING					
<b>Launch Live Production</b>						



**U.S. Government Printing Office**

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**202.512.2010**

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