



U.S. GOVERNMENT PRINTING OFFICE

GPO FY 2008

STRATEGIC RESULTS





I. STRATEGIC LANDSCAPE



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Public Printer of the United States

The U.S. Government Printing Office (GPO) FY 2008 Strategic Results document highlights GPO's progress toward achieving the goals and objectives established in the December 2004 strategic vision. This document also describes the future of GPO and supports budgetary and programmatic initiatives necessary to achieve our strategic goals. Our FY 2008 Strategic Results document further solidifies our efforts and helps ensure we will continue our mission of *Keeping America Informed* for generations to come.

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II. AGENCY FOUNDATION



GPO is founded on values of integrity, teamwork, commitment, and dependability. To strengthen our services to Congress and Federal agencies, we are introducing practices similar to those mandated by the Government Performance and Results Act (GPRA) into our operations. Building on our strategic vision, we are implementing an agency-wide balanced scorecard. The balanced scorecard will dovetail with our GPRA practices and will link strategic goals to annual performance reviews, allowing the agency to measure success as an organization with verifiable data and outcomes.

Vision

To meet our customers' needs for print and electronic services through a digital-based factory.

Mission Statement

Keeping America Informed by providing excellent publishing and dissemination services for official and authentic government publications to Congress, Federal agencies, Judiciary, Federal Depository Libraries, and the American public.

Core Values

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

Integrity We have the courage to do what's right and to follow through on what we say we are going to do. We believe that honesty and the highest ethics form the cornerstone of our organization and create an environment of trust.

Teamwork We treat one another with respect and we communicate openly. We foster collaboration and innovation while maintaining individual accountability. We partner with the government and the private sector to provide the best value to our customers.

Commitment We have had the privilege of keeping America informed for almost 200 years. We will continue that long tradition by continuing an uncompromised dedication to authentic, fast, and reliable service.

Dependability We keep our promises. We are a trusted source of Federal information. We deliver quality goods and services on time.

Diversity GPO is dedicated to diversity in every aspect of our business. Our commitment to diversity helps us serve our customers better and provide a positive work environment for our employees. We are committed to promoting and supporting an inclusive environment that provides to all employees the chance to work to their full potential in the pursuit of GPO's mission.

Spirit of GPRA

GPRA's central focus is to make the Executive Branch of the Federal Government more accountable to the American people for the tax dollars it spends and the results it achieves. Although GPO is not subject to GPRA requirements, we have introduced GPRA-like practices to make GPO compliant with the spirit of the GPRA. These include performance measurements, metrics, output analysis, and outcome reporting.

Balanced Scorecard

One of the hallmarks of leading-edge organizations is the successful application of performance measurement to gain insight into the effectiveness and efficiency of its programs, processes, and people.

Leading organizations do not stop at gathering and analyzing performance data. Rather, they translate strategy into action by using performance measurements to manage themselves. To this end, GPO is taking steps to implement a balanced scorecard.

The balanced scorecard is a management and performance system that focuses on four business perspectives, including customer service, internal business processes, learning and growth, and financial perspectives. The balanced scorecard monitors progress in these areas in pursuit of the organization's strategic goals by providing feedback regarding outcomes. Implementing a balanced scorecard will require GPO to develop metrics and to collect and analyze data related to each of these perspectives.

Each major organizational unit within GPO will establish its own scorecard, which will be integrated to generate the agency-wide scorecard.

III. AGENCY MISSION

Keeping America Informed dates back to 1813 when Congress recognized the need to make information regarding the work of the three branches of Federal government available to all Americans. GPO is the Federal government's primary centralized resource for collecting, cataloging, producing, disseminating, and preserving published information in all its forms.



Collecting GPO gathers Federal publications and publication information directly from all branches of the Federal government.

Cataloging GPO catalogs and indexes all non-confidential publications issued by the Federal government for ease of use by the American public through Federal depository libraries nationwide.

Producing GPO produces documents that are printed and bound by its manufacturing operations and made available on the Internet.

Disseminating GPO provides access to these documents through the Federal Depository Library Program (FDLP), the Publication and Information Sales program, and Internet portals such as *GPO Access* (www.gpoaccess.gov).

Preserving GPO preserves information by utilizing FDLP libraries to maintain Federal documents in collections that guarantee free and open access to the American public. GPO also maintains electronic versions of these documents and digitizes printed documents for archiving and preservation.

IV. AGENCY ORGANIZATION

The major organizational units within GPO ensure we meet our mission of *Keeping America Informed*.

Plant Operations

GPO's Plant Operations unit provides conventional and digital printing services in support of Official Journals of Government and Security and Intelligent Documents. We produce and deliver publications that include the *Congressional Record*; Congressional reports, bills, and hearings; the *Federal Register*; the *Code of Federal Regulations*; and the House and Senate calendars. Plant Operations also provides printing for executive agencies, including the Internal Revenue Service, the Department of Homeland Security, and the Environmental Protection Agency.

Agency Accounts & Marketing

GPO Agency Accounts & Marketing unit focuses on understanding our customers' needs through extensive outreach and represents all of GPO's products and services. It consists of our National Account Managers, Marketing Research, Creative Services, Digital Media Services, and the Institute for Federal Printing and Publishing. The institute provides classroom instruction focusing on using information technology to meet program objectives, printing requirements, and electronic dissemination initiatives.

Printing Procurement

Printing Procurement consists of Agency Strategic Teams located in Washington, D.C., and a nationwide network of regional offices designed to meet all of the printing and related information and services needs of GPO's Federal agency customers. The teams and regional offices are comprised of experts in all facets of printing and Federal contracting. They employ a wide range of innovative procurement vehicles to provide access to thousands of printing vendors who are able to fulfill almost any customer requirement. Printing Procurement is dedicated to ensuring that GPO's customers' requirements are met with quality products and solutions provided in a timely, cost-effective, and professional manner. The Printing Procurement professionals work in conjunction with the National Account Managers who keep Federal customers informed about all of GPO's products and services, as well as identifying and educating new customers.



Security and Intelligent Documents

GPO is a trusted leader of identity products including passports, ID cards, secure credentials, and immigration documents. The agency works with the Departments of State, Defense, and Homeland Security, and agencies such as the Federal Bureau of Investigation to overcome security challenges related to credentials and other government documents. By integrating new technologies such as electronics into traditional design and printing processes, GPO is able to produce goods and services that provide more effective identification and that reduce vulnerability to counterfeiting. Security and Intelligent Documents operations are currently committed to development of the following four product areas:

- 1. e-Passport** A hybrid product produced for the Department of State, the electronic passport (e-Passport) combines the security expertise of a traditionally produced passport book with an embedded microprocessor that can hold biometric data. All newly manufactured passports are now e-Passports that provide for wireless access at U.S. entry points and that meet international standards for global interoperability. As of June 2008, GPO manufactured and delivered more than 35 million e-Passports to the Department of State.
- 2. e-ID Smartcard** Using experience and economies of scale derived from GPO's production of e-Passports, the agency is introducing other smart card credentials including the DHS Customs and Border Protection Trusted Traveler Card. The e-ID program is core to GPO's strategy to provide all three branches of the Federal Government with the most secure design, production, and distribution of security credentials available.
- 3. Public Key Infrastructure (PKI) Certificates** GPO is developing a portfolio of PKI services to support its e-ID programs, including capabilities for encryption, document authentication, and digital signing.
- 4. Traditional Security Printing** GPO continues to expand its traditional security printing products and services by using an arsenal of technologies to combat document and identity fraud. By combining features such as expert design, engineered materials, innovative techniques, and the latest technology, GPO creates layered security products to protect against the most sophisticated counterfeiters.

Official Journals of Government

GPO's Official Journals of Government unit serves the U.S. Congress and the Office of the Federal Register. GPO's staff oversees the electronic and print requests for the *Congressional Record* and the *Federal Register* newspapers and process work for Senate and House bills, reports, hearings, documents, laws, and other Congressional publications. They also provide assistance to Members and officials of Congress, its committees, and support staffs regarding the printing, binding, and electronic availability of the numerous products required to carry out the legislative schedule and daily operations. The Official Journals of Government unit also focuses on enhancement of both the traditional and electronic products created by the Office of the Federal Register.

Superintendent of Documents

GPO's Superintendent of Documents leads the agency in providing public access to government information published by the U.S. Congress, Federal agencies, and the Federal courts. The Superintendent of Documents is responsible for supporting and administering the Federal Depository Library Program in consultation with Congress and GPO's library partners. The Superintendent of Documents has statutory authority over GPO's information dissemination programs and serves as the agency's public face for those programs, including the FDLP, the Cataloging and Indexing Program, and Publication Sales.

Additionally, the Superintendent of Documents is responsible for distributing Government publications for the International Exchange Service, the By-Law Program, and to other customers that receive publications pursuant to statutory obligations. GPO's Publication Sales program provides the public with the opportunity to purchase government publications, subscriptions, videos, posters, and electronic information via the Internet at GPO's Online Bookstore, by telephone, by mail, or in person at the bookstore located at the GPO building in Washington, D.C.

Library Services and Content Management

Library Services and Content Management (LSCM) works to ensure equitable, secure, convenient, and permanent public access to tangible and electronic Government information.

GPO is responsible for the current and future access to published U.S. Government information, and partially

operates under an appropriation which provides funds for four major programs, of which LSCM oversees: (1) the Federal Depository Library Program; (2) cataloging and indexing Government publications; (3) distribution of Government publications to the International Exchange Service; and (4) distribution of certain Government publications to Members of Congress and other Government agencies, as mandated by law.

LSCM is responsible for ensuring the preservation of and access to all Government content that is in-scope of the FDLP program and coordinating, implementing, and evaluating joint efforts between depository libraries, other Federal agencies, and GPO, in projects and processes impacting long-term public access to Federal information products and services.

Providing metadata for publications and distributing publications to approximately 1,250 depositories across the country for no-fee public access are also key functions of LSCM, along with distributing Federal Government publications to foreign countries through the International Exchange Service and to members of Congress and Government agencies through the By-Law Program.

Through LSCM, GPO archives and links Federal agency online publications through cataloging records and partners with Federal agencies in continuing GPO's tradition of upholding permanent public access to Federal Government documents.

Also in LSCM, planning and implementing new and existing initiatives for tangible, electronic, and Web collections and for the strategic planning of GPO responsibilities under Title 44 of the U.S. Code occurs, in addition to managing and developing many of the online services provided by GPO, including the U.S. Government Online Bookstore, Ben's Guide to U.S. Government, the FDLP Desktop, and *GPO Access*.

Maintaining and providing access to the Catalog of U.S. Government Publications (CGP), a search and retrieval service providing authoritative bibliographic records of information products from the legislative, executive, and judicial branches of the U.S. Government is another function of LSCM. Additionally, LSCM works to acquire and create bibliographic and metadata records for a complete range of U.S. Government content and provides long-term access to and distributes electronic data, tangible Government information products, and related electronic services.

Publication and Information Sales

GPO increases public access to U.S. Government information through its sales of government information products. The public may purchase copies of government publications via GPO's Online Bookstore (bookstore.gpo.gov), as well as by e-mail, phone, fax, and postal mail. GPO also works with commercial sales channels, including major bookstore chains and leading book distributors nationwide to enhance the distribution of the publications it sells. In addition to its traditional sales activities, GPO now provides government agencies with expert advice on how to make their publications more user-friendly and commercially viable.

GPO also manages the Reimbursable Services Program, which provides a variety of global order fulfillment, inventory, and list management services to Federal agencies through two distribution centers located in Pueblo, Colorado, and Laurel, Maryland.

Creative and Digital Media Services

GPO provides Congress and Federal customers with many products and services to assist in the creation and dissemination of information. Our Creative Services team of professional designers is experienced in providing branding and identity design, Web graphics, and multimedia presentations. The team consults with customers to develop appropriate solutions based on audience, budget, and schedule requirements. Their work includes designing annual reports, magazines, brochures, books, posters, and Web layout and pages. They also create specialized security designs for passports, credentials, and other secure documents.

The Digital Media team creates complex Web applications and rich media. They support Web site hosting and Web site maintenance services for other Federal agencies, including content management, Web statistics reporting, database management, and administration. In addition, they offer Web application development and digital consulting services to ensure compliance with Federal mandates.

Quality Assurance

Quality Assurance serves as GPO's focal point to ensure quality is at the forefront of every stage of the development, publishing, information dissemination, manufacturing, sales, and distribution within all GPO processes. Quality Assurance coordinates GPO's GPRA, tracks performance measures, and provides aggressive business intelligence.

GPO's goals and objectives represent a roadmap culminating in performance and outcomes based strategy.

V. STRATEGIC POSTURE: GOALS, OBJECTIVES, AND MEASURES

GPO's primary goal: To understand the requirements and needs of how the Federal Government communicates to the American Public and deliver that content through appropriate channels in a safe and environmentally sustainable methodology. This is supported by the following five strategic goals and supporting objectives and performance measures that were established in FY 2007. Overall, the agency succeeded in achieving its goals in 2008.

Goal 1 Develop a flexible digital information content system for Federal documents.

Objective 1.1	Develop a single digital source for the official authenticated version of all published Federal information.
Objective 1.2	Configure this system to generate copies in print or electronic formats to meet the information needs of Congress, Federal agencies, and the public.
Objective 1.3	To maintain a technologically flexible system to accommodate continuing changes in Government information requirements and capabilities.
Performance	GPO achieved all three objectives using corresponding performance measurements.
Outcome	The American public is provided with a robust flexible digital information content system for Federal documents.

Goal 2 Prepare and equip GPO to provide the services and products required by its Federal customers.

Objective 2.1	Invest in the appropriate equipment, systems, and technologies to provide the information products and services required by Congress, Federal agencies, and the public.
Objective 2.2	Maintain the levels of staffing required to support the Government information product and service requirements of Congress, Federal agencies, and the public.
Objective 2.3	Streamline GPO's production and procurement systems to make it easier and less expensive for Congress and Federal agencies to use GPO's services, and to expand communications with our customers.
Objective 2.4	Train GPO employees in the information technology skills that are needed and recruit new employees with specialized skills as necessary.
Objective 2.5	Maintain an organizational structure and culture that focuses on customer service at every level to assist Congress, Federal agencies, and the public in obtaining the government information product and services that best meet their needs.
Objective 2.6	Ensure GPO has the appropriate facilities to support its mission requirements, including a capability for essential continuity of operations requirements.
Objective 2.7	Develop a plan for right-sized facilities for the future to maximize effectiveness and efficiencies.
Objective 2.8	Develop, align, and train the workforce to achieve effective business results.
Objective 2.9	Analyze title 44 (U.S.C.) and recommend changes where needed.
Objective 2.10	Engage in a system process to develop, implement, and maintain services and product families in order to develop an effective product portfolio for customers.
Performance	GPO achieved all ten objectives and corresponding performance measurements.
Outcome	GPO is postured to successfully accomplish its mandated mission.

Goal 3 Continue the transition of the Federal Depository Library Program (FDLP).

Objective 3.1	Develop and maintain the most comprehensive collection of Federal publications possible for access by the public through Federal depository libraries.
Objective 3.2	Adopt and employ the technologies necessary to support and expand public access to Government information.
Objective 3.3	Work cooperatively with the Library of Congress, the National Archives and Records Administration, the Federal depository library community and other organizations as necessary to expand public access to digital records of retrospective Federal documents published in print or other analog formats.
Objective 3.4	Provide specialized Web search tools and training to depository libraries to enable them to better service their clients on location and using Federal information.

Objective 3.5 Make Federal publications available in the formats most useful to depository libraries and their clients while continuing to make progress toward a predominately electronic FDLP.

Objective 3.6 Train FDLP librarians to obtain maximum benefits of partnership with GPO.

Performance GPO achieved all six objectives and corresponding performance measurements.

Outcome The FDLP program continues to be a vibrant service program.

Goal 4 To serve the public's needs by increasing access to Federal information through GPO's sales program.

Objective 4.1 Maintain an inventory of sales products that meets published requirements.

Objective 4.2 Increase public awareness of government information products for sale via improved marketing, cooperation with private sector vendors, and other means.

Objective 4.3 Implement and improve the use of digital technology in online ordering, on-demand printing, and other strategies to reduce costs and increase the efficiency of sales program operations.

Objective 4.4 Develop and implement wholesale distribution channels.

Performance GPO achieved all four objectives and corresponding performance measurements.

Outcome The American public is provided with increased access to Federal information.

Goal 5 Develop an integrated enterprise approach to managing GPO's business systems and ensure continued financial stability of GPO operations.

Objective 5.1 Improve customer satisfaction by providing more accurate and timely job status and billing information.

Objective 5.2 Provide GPO managers more timely and accurate information for decision making.

Objective 5.3 Improve employee satisfaction by providing timely and integrated personnel information.

Objective 5.4 Maintain the financial resources necessary to accomplish GPO's mission requirements, and to take the management actions necessary to ensure the financial stability of GPO's operations.

Objective 5.5 Become a customer focused organization that maximizes customer satisfaction.

Objective 5.6 Analyze business line viability.

Objective 5.7 Improve management accountability by identifying metrics by business and product line.

Objective 5.8 Improve operational efficiency.

Performance GPO achieved all eight objectives and corresponding performance measurements.

Outcome Congress, Federal Agencies, Federal Depository Libraries, and the American public are provided service at the best value.

Goal 6 Continue to establish diversity at GPO and to create an environment in which all its employees can contribute to achieving the mission of the agency.

Objective 6.1 Foster an environment that encourages inclusiveness and respects differences.

Objective 6.2 Increase recruitment, retention and representation of diverse employees that reflect the civilian labor force.

Objective 6.3 Build and enhance partnerships with diverse organization, businesses and educational institutions to support diversity at GPO.

Objective 6.4 Develop and execute a comprehensive communication plan for diversity.

Performance GPO made significant progress on all four objectives.

Outcome GPO promotes and supports an inclusive environment that provides all employees the chance to work to their full potential in the pursuit of GPO's mission.

VI. KEY AGENCY INITIATIVES

Successfully converting GPO's vision into supporting outcomes and achievements requires developing new initiatives. Five examples of these include GPO's Federal Digital System (FDsys), GPOExpressSM, Sustainable Environmental Stewardship, process improvement evaluation methodology, and International Organization for Standardization 9001 certification.



GPO's Federal Digital System (FDsys)

A key agency initiative is the development of FDsys - GPO's digital content system for managing the publications of all three branches of the Federal Government. FDsys will form the core of GPO's future operation and will include all known Federal Government documents within the scope of GPO's FDLP. This content will be entered into the system, authenticated, and cataloged according to GPO metadata standards and best practices in document creation and management. Content may include text and associated graphics, video and sound, and other forms of content. This content will be available for Web searching and viewing, downloading, and printing. To support FDsys, the Chief Information Officer has developed relationships with more than 200 Innovation Associates consisting of leading-edge companies, Federal agencies, organizations, and academic institutions.

GPOExpressSM Program

GPOExpressSM (<http://www.gpo.gov/gpoexpress>) provides convenient printing and related services to Federal customers. GPOExpressSM allows Federal government personnel to order from any FedEx OfficeSM (formerly FedEx Kinko'sSM) print center, day or night, at any of the more than 1,800 locations throughout the United States and around the world. Agencies receive significant discounts on printing and finishing needs at any store location when they use the new GPOExpressSM card. GPOExpressSM continues to be used by more Federal customers, with program sales nearly doubling over the last fiscal year.

Sustainable Environmental Stewardship

GPO has implemented several initiatives over the years regarding paper consumption, petroleum products utilization, energy expenditures, emissions, and other areas that have reduced our footprint on the environment, and we are developing additional plans to continue this direction well into the future. This year GPO appointed an Associate Chief of Staff for its Strategic Environmental Programs. This officer develops and expands programs that include recycling, reducing energy consumption, reducing GPO's carbon footprint, and providing Federal customers with environmental printing alternatives.

Process Improvement Methodology

It is essential that GPO employ process improvement methodologies. Process improvement is driven by demand for greater effectiveness and efficiency throughout our agency. Re-engineering our programs and processes to be less costly, faster, and more effective helps us meet our goals and exceed our performance thresholds.

Process redesign forces us to evaluate end-to-end business processes and establish organizational accountability for compliance and management outcomes. Implementing process improvement will require GPO to:

- Analyze the key characteristics and capabilities of high-performing organizations and identify steps GPO can take to become a higher performing organization;
- Develop tools and methodologies and identify best practices to assess organizational transformation, design, structure, and management; and
- Conduct targeted reviews and assessments of management practices in industry and apply best practices and lessons learned.

Several external factors could significantly affect achievement of strategic goals and objectives by altering underlying planning assumptions. Some of these factors include partnering with our stakeholders, leveraging technology, and building a new facility.

International Organization for Standardization (ISO) 9001 Certification

GPO is aggressively pursuing ISO 9001 certification. Obtaining certification provides a framework and systematic approach to managing our business processes to produce products and services that conform to customer expectations. For our customers, the certification of suppliers to ISO standards means they can be assured the development of their products and services are compliant to reference documents that are globally accepted. We believe becoming registered will improve our processes and save resources, increase business process efficiencies, reduce waste, and improve our product quality.

VII. KEY AGENCY ACHIEVEMENTS

Implementation of GPO's strategic vision is supported by several key agency achievements, including the release of authenticated online content, a new FDLP desktop, Integrated Library System enhancements, a GPO Plant portfolio, new passport and smart card production capabilities, reduction of hazardous waste materials, Green Information Technology, formation of GPO's Environmental Steering Committee, and an online guide to Senate and House Members.



Authenticated Content Through GPO Access

To help meet the challenge of the digital age, GPO began implementing digital signatures to certain electronic documents on *GPO Access* that not only establish GPO as the trusted information disseminator, but also provide the reassurance that an electronic document has not been altered since GPO disseminated it.

An Automated PDF Signing System (APS) was implemented in late January 2008. This system allows GPO to authenticate documents in bulk while continuing to ensure the integrity and authenticity of those documents.

In February 2008, for the first time, the electronic version of the Mid-Session Review, Budget of the United States Government, Fiscal Year 2009 on *GPO Access* was digitally signed and certified.

Additionally, in March 2008, GPO's beta Public and Private Laws authenticated database (110th Congress) was launched as a permanent online application on *GPO Access*. The unsigned PDF files in the previously existing database for Public and Private Laws for the 110th Congress were replaced with the authenticated PDF files previously in the beta application.

These applications demonstrate GPO's continued commitment to providing greater assurance that files electronically disseminated through *GPO Access* remain in their original form.

Launched New FDLP Desktop

The FDLP Desktop Web site represents GPO's public face for sharing information with its FDLP library partners. The FDLP Desktop disseminates program information and provides a community venue to facilitate interaction between the agency and colleagues. The site also provides tools that assist our library partners with managing their Federal depository collections. GPO recently redesigned the FDLP Desktop with a complete content, graphics, and technical infrastructure overhaul so that the site conforms to open standards and user expectations.

Integrated Library System (ILS)

GPO continues to enhance the capabilities and functionality of the ILS and its public face, the Catalog of U.S. Government Publications (CGP). Enhancements include the release of the Federal Depository Library Directory through a searchable public interface, free access to the

CGP so depository libraries can download records and upload them into their catalogs, improvements to the CGP that enhance user experience, and upgrade of the Aleph ILS software for its increased capabilities and functionality.

Brief bibliographic records for newly acquired items now appear in the CGP and are available before complete cataloging records are available. Many have links to the online version of these documents. This new service provides more timely access to newly-released Government documents. Planning is underway to provide a separate CGP login page for depository libraries to access additional services and for implementation of the MetaLib federated searching product, allowing users to search across databases and resources beyond the CGP.

GPO Plant Portfolio of Products and Services

The customer liaison for Plant Operations developed the first portfolio and brochures of GPO Plant products and services. These materials have allowed the agency to more effectively market its capabilities to Federal agencies, including the Department of Homeland Security, the Department of Transportation, the Environmental Protection Agency, and the Peace Corps.

Our new portfolio has increased demand for GPO's four-color printing capability. GPO recently published more than 1.3 million copies of the *Citizens' Almanac* on our Quality Level II certified four-color press for Citizenship and Immigration Services, resulting in more than \$1 million of new revenue for the agency. Other four-color press projects include *Dad's Play Book*, *Citizens' Almanac*, and *Bomb Threat*.

New Passport Facility

To meet growing demand for passport books, GPO established a second passport production facility that houses an additional passport assembly line. This facility also helps to protect the Nation's vital security interests by providing another production location in the event that operations at the main facility are interrupted.

Trusted Traveler Credential

GPO received approval from the Department of Homeland Security to lead the development and production of their Trusted Traveler credential. GPO's Security and Intelligent Documents unit designed the card and is now producing and personalizing these credentials.

Reduction of Hazardous Waste Materials

Earlier this year, the Environmental Protection Agency downgraded GPO from a "Large Quantity Generator" of hazardous waste to a "Small Quantity Generator." This was accomplished by changing the solvents that we use to clean our presses. In addition, GPO recently installed a Solvent Recovery System that will further reduce the amount of waste solvents by up to 90%.

Green IT

GPO's Information Technology organization has completed a server upgrade to provide faster and improved search results for our government publications on *GPO Access*. This modification eliminated over 20 separate servers and resulted in about a 50% reduction in energy to support this application. All components of the retired servers will be recycled or used for parts within our current operation.

Environmental Steering Committee

GPO's Environmental Steering Committee is responsible for identifying and prioritizing environmental improvement opportunities and allocating resources toward accomplishing them.

Online Guide to House and Senate Members

GPO created the first one-stop online guide to Members of Congress. A simple click will bring the user to a picture and biography of any current Member of the U.S. Senate and U.S. House of Representatives. GPO worked closely with the Joint Committee on Printing, the Secretary of the Senate, and the Clerk of the House on the design and usability of the Web site.

Initial Test Version of FDsys

An initial version of FDsys was completed in 2007 to demonstrate the future functionality of this critical information system. The test version, containing samples of digital Federal publications, was presented to Congress, agency customers, and the library community. Lessons learned from these demonstrations are being incorporated into final system specifications.

VIII. STAKEHOLDERS

Understanding the interests of our partners and stakeholders is critical. Our responsiveness to service delivery and performance is crucial and must remain dependable. To this end, GPO has made a concerted effort to establish open communications via on-site visits, surveys, town hall meetings, and Web forums. These interactions have resulted in customer-focused strategies that are well-designed, satisfy customer requirements, and provide high levels of innovation and performance.

Our ongoing outreach to customers, partners, industry, and the public will be equally critical to GPO's future direction. We will continue to consult, cooperate, and communicate with our colleagues and our customers. We believe that more direct interaction and stronger ties with our stakeholders equate with greater success for our agency.



IX. TECHNOLOGY

Today, many publications are born digitally and no longer require typesetting, printing, or binding. This paradigm shift in the way documents are created and disseminated has provided GPO with an opportunity to improve its way of doing business.

To keep pace with changing technology, GPO is developing the capability to deliver and preserve Federal information products from a flexible digital platform. While technology may change the way GPO products will be created and used, the agency will continue to provide the products and services that our customers require.



X. NEW FACILITIES

GPO is seeking Congressional approval to relocate to a new LEED Platinum certified facility, sized and equipped to meet the future needs of Congress and agency customers in a modern information processing environment.



Relocating to a modern right-sized facility equipped with new technology, communications equipment, enterprise architecture, and printing equipment will allow GPO to operate more efficiently. New technology will also ensure that our future business processes meet the challenges of collecting, managing, and disseminating government information in the years ahead.

XI. WAY FORWARD

The FY 2008 Strategic Results document highlights our progress toward accomplishing GPO's 2004 strategic vision. It also outlines goals, objectives, and outcomes that will better support GPO's critical mission of *Keeping America Informed*.



This report is printed on paper containing recycled post consumer waste paper, fiber sourced from sustainable managed forests, and manufactured using renewable energy.



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