



U.S. GOVERNMENT PRINTING OFFICE

BUDGET JUSTIFICATION

FISCAL YEAR 2001



United States Government Printing Office
Washington, DC 20401

OFFICE OF THE PUBLIC PRINTER

December 15, 1999

The Honorable Charles Taylor
Chairman, Subcommittee on Legislative Appropriations
Committee on Appropriations
U. S. House of Representatives
Room H-148, The Capitol
Washington, DC 20515

Dear Chairman Taylor:

Enclosed is the Fiscal Year 2001 budget for the Government Printing Office, as well as our current status report on the recommendations from the management audit conducted during FY 98. We are currently compiling a strategic plan for the next five years, and we will forward it to you when completed. However, this budget supports our strategic goals for the coming year: to utilize information technology to provide a full range of support to Congress in the most efficient, effective manner, and to provide the public with expanding access to Government information in electronic formats.

Our appropriations request for FY 2001 totals \$121,251,000. This is an increase of \$18,082,000, or 17.5 percent, from FY 2000. The increase is required by the following factors:

- Workload requirements to support the Congress, including a new edition of the U.S. Code, which is done every six years.
- A one-time requirement to replace air conditioning equipment.
- Making available an increasing volume of government information electronically through the Federal Depository Library Program Electronic Collection.
- Mandatory cost of living increases for GPO employees and vendor price increases for services and supplies.

I have also enclosed two proposed administrative provisions. The first deals with the pay levels of the Public Printer and the Deputy Public Printer, the rationale for which was explained in my letter to you, dated November 23, 1999. The second is intended to

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provide GPO with more flexibility in management of the Sales of Publications Program and to encourage potential commercial interest in the sale of Government documents.

I look forward to working with you and the Appropriations Committee in your review and consideration of this request.

Sincerely,


MICHAEL F. DiMARIO
Public Printer

Enclosures (3)

ADMINISTRATIVE PROVISIONS

Section 303 of title 44, U.S.C., is amended to read as follows:

"The annual rate of pay for the Public Printer shall be a rate which is equal to the rate for level II of the Executive Schedule of subchapter II of chapter 53 of Title 5. The annual rate of pay for the Deputy Public Printer shall be a rate which is equal to the rate for level III of such Executive Schedule."

Section 1708 of title 44, U.S.C., is amended to read as follows:

"Section 1708. Prices for sales copies of Government information products; resale by dealers; sales agents

"(a) Sales prices for Government information products will be established by the Public Printer to cover the costs of production, dissemination, and other appropriate costs associated with this service, including the offering of sales discounts and any other costs associated with the Sales Program.

"(b) The Superintendent of Documents may prescribe terms and conditions under which he authorizes the resale of Government information products by book dealers, and he may designate any Government officer his agent for the sale of Government information products under regulations agreed upon by the Superintendent of Documents and the head of the respective department or establishment of the Government."



United States Government Printing Office
Washington, DC 20401

OFFICE OF THE PUBLIC PRINTER

**STATUS REPORT TO CONGRESS ON THE IMPLEMENTATION
OF RECOMMENDATIONS CONTAINED IN THE**

***"MANAGEMENT AUDIT OF THE
GOVERNMENT PRINTING OFFICE"***

**BY BOOZ-ALLEN & HAMILTON,
FINAL REPORT (MAY 21, 1998)**

**SUBMITTED IN COMPLIANCE WITH THE REPORTING
REQUIREMENT CONTAINED IN H. RPT. 105-734**

DECEMBER 15, 1999

EXECUTIVE SUMMARY

Management Audit. House Report 105-254, accompanying H.R. 2209, the Legislative Branch Appropriations Act for Fiscal Year 1998, directed the General Accounting Office (GAO) to produce an "objective evaluation" of GPO's documents sales program, printing procurement program, in-house production operations, personnel management activities, financial systems, and information technology programs (H. Rpt. 105-254, p. 33). GAO contracted with Booz-Allen & Hamilton, Inc., to perform this review. The review was conducted between December 1997 and April 1998.

Overall Findings. In response to the specific direction contained in House Report 105-254 that the management audit "should not be encumbered by presupposing that GPO's current operations...cannot be changed" (H. Rpt. 105-254, p. 34), Booz-Allen found strong support in Congress for GPO's in-house production operations for congressional printing, stating that GPO's production area "consistently meets a demanding congressional production schedule" (Booz-Allen & Hamilton, Inc., Management Audit of the Government Printing Office, Final Report, May 21, 1998, p. 4-17). The report stated that "GPO effectively satisfies its priority congressional customers and meets the variable demands and outputs requested by Congress" (p. ES-8). The report further states that GPO's "production functions are geared toward rapid and consistent turnout of congressional products" and are "flexible and responsive to changing congressional needs" (p. 4-18). In addition, it states that GPO has "developed strong and cordial relationships with their contacts within congressional organizations and offices" and that GPO's "communication with the congressional customer is frequent and regular" (p. 4-17). These are highly positive indicators of GPO's performance in service of Congress, GPO's primary mission.

With respect to GPO's statutory mission to provide printing for executive branch agencies, the auditors found "universal support" (p. 1-7) among the agencies for our printing procurement program. The report says "these agencies viewed this service that GPO provides as an example of 'government at its best,' and none of them felt that they wanted or could do this function better than GPO" (p. 1-7).

Concerning GPO's mission to disseminate Government information, the report says GPO's depository library program "is well managed, provides a valuable public service, and is respected by the library community" (p. 2-52). Booz-Allen found strong support for GPO to make an increasing amount of Government information available electronically, free of charge, over the Internet and praised the success of GPO Access (p. 2-32, pp. 1-7,8). The report says GPO Access is "one of the Federal Government's largest and most active web sites" (p. ES-15) and suggests that GPO seek additional funds from Congress to expand this program (p. 2-32).

The final report notes other positive aspects of GPO. It says "GPO has successfully implemented new I/T [information technology] capabilities in many parts of the organization" (p. 7-2). In GPO's production area, it says "production has established important information access and dissemination systems and capabilities" (p. 4-14) and observes that "the Production Department is implementing state-of-the-art printing technology, computer-to-plate (CTP) to improve quality and throughput and reduce operating costs" (p. 4-16). In GPO's financial management area, the report says that "GPO has been a leader in providing Congress accrual-

based accounting and financial statements” (p. 6-3). This service, which GPO has been providing since 1951, was required of all other Federal agencies only by the Chief Financial Officers Act of 1990. The final report also notes “the high level of subject matter expertise” in GPO’s budget and accounting areas (pp. 6-7, 6-18).

Overall, these comments signify a continued need for GPO operations and affirm GPO’s performance of mission-critical responsibilities.

Final Report Recommendations. In addition to its overall findings, the final Booz-Allen management audit contained 95 recommendations for action affecting 7 GPO areas: Overall (3); Marketing, Sales, and Distribution (27); Procured Printing Services (8); In-Plant Production (13); Human Resources (24); Financial Management (12); and Information Technology (8). House Report 105-734, accompanying H.R. 4112, the Legislative Branch Appropriations Act for Fiscal Year 1999, required the Public Printer to “implement the recommendations of the...management audit conducted by Booz-Allen and Hamilton, Inc., *as appropriate*, and submit an annual report” (H. Rpt. 105-734, p. 42; emphasis added). The first such report was submitted along with GPO’s appropriations submission for FY 2000, on December 15, 1999. This constitutes the second annual report submitted in compliance with the House reporting requirement.

As in last year’s status report, implementation action in the various affected GPO areas has been classified according to “action planned,” “action ongoing,” “action completed,” “action deferred,” “action taken as needed,” or “no action currently planned.”

For this reporting period, of the 95 recommendations included in the final Booz-Allen report, action is being taken in a total of 72 cases: action is either planned (4 cases), ongoing (66 cases), or completed (2 cases). Last year’s report showed that action was being taken in a total of 71 cases: action was either planned (8 cases), ongoing (60 cases), or completed (3 cases). For this reporting period, one action reported as “completed” last year has been reported as “action ongoing” this year: GPO developed an incentive program to recognize outstanding performance with time off, but the program has not been implemented due to a break in discussions with employee representatives on this matter.

As with last year’s report, the data show that *GPO either plans to act, is currently acting, or has acted affirmatively on more than 75 percent of the recommendations contained in the Booz-Allen & Hamilton, Inc., final report.* These include recommendations on planning, program modernization, ensuring financial stability, promoting intra-agency communications, and improving information technology capabilities as well as ensuring preparedness for the Year 2000. Many of the recommendations for which action is “ongoing” are essentially open-ended and would not be expected to reach a formal “completion” stage.

On the remaining recommendations for this reporting period, action has been deferred in 3 cases; in 14 cases action will be taken as necessary; and in 7 cases no action is currently planned (on one recommendation under Sales, Marketing, and Distribution there have been two actions). The recommendations for which no action is currently planned include those to which the Public Printer objected in his formal comments. Last year, action was reported as deferred in 3 cases; in 15 cases action was to be taken as necessary; and in 7 cases no action was planned.

OVERALL RECOMMENDATIONS

Recommendation 1: GPO should focus its energy on creating an organizational structure that is future oriented, and on developing and adopting new plans and business procedures that focus more on where GPO and its customers want it to be and less on where it has been.

Status: Action ongoing. As reported last year, GPO will continue to focus on technology transition, downsizing, and orientation to changing customer demands, within continuing funding constraints and the requirements of applicable Federal laws and regulations. This approach has already contributed to the success of *GPO Access*, significant downsizing and cost reduction, and transitioning of GPO's product lines to include CD-ROM and online products as well as traditional print products. It has also contributed to continuing modernization plans, including online dissemination, computer-to-plate systems, migration to server-based technologies, etc.

Recommendation 2: GPO should institutionalize the strategic planning process and link annual budgets to a published strategic plan (+ recommends specific strategic planning process).

Status: Action ongoing. GPO is drafting a strategic plan to be submitted to the Joint Committee on Printing. The target submission date is the end of December 1999.

Recommendation 3: GPO should adopt an organizational model that reduces the number of senior executives reporting directly to the Public Printer, empowers senior managers to make decisions, and provides easy and effective communication across functional areas (+ recommends specific organizational chart).

Status: Action ongoing. As reported last year, communication across functional lines has improved with the implementation of weekly senior staff meetings. Alterations in the extent of decision-making empowerment among GPO's managers will be undertaken on an as-needed basis.

MARKETING, SALES, AND DISTRIBUTION

Recommendation 1: GPO should revitalize customer service and reengineer the approach to customer communications.

Status: *Action ongoing.* GPO's Customer Services organization is continuing to focus its priorities on meeting our customers' needs. Our primary goal is to consistently provide individualized and personal service to each of GPO's Federal agency customers. Decentralization among agency customers continues to require us to provide a more in-depth and hands-on level of service to a growing number of individuals. This increased effort has been required to support a stable and, in some cases, a declining volume of work. Customer Services employees are continuing their training in computer software necessitated by the installation of new computers. Account Representatives have also continued training in new technologies and innovations in desktop publishing in order to better advise their customers. Computer e-mail and the new telephone system with voice mail capability have largely eliminated the need for handwritten telephone messages, and both systems have resulted in improved record keeping and response times to customer inquiries. Since the inception of our new e-mail list for GPO Circular Letters, we have issued 21 letters. This e-mail list allows us to instantly communicate GPO policy and/or procedure changes, and has greatly increased the lead-time available to our customers for "riding" printing orders. This system also allows instant feedback for customers' questions and requests. There are now nearly 600 Federal agency customers located throughout the United States on our electronic mail list. Efforts are continuing for the electronic submission of agency orders. Recruitment to fill vacant positions has included hiring/promoting from GPO's Printing Specialist Roster and from administrative areas throughout GPO.

Recommendation 2: GPO should create a focused marketing and business development group under the leadership of a trained marketing professional.

Status: *Action ongoing.* Customer Services utilizes a wide variety of marketing and promotional materials in its outreach activities that promote GPO's specialized products and services. A brochure titled *Go Right to GPO* was recently designed and produced that promotes GPO as a direct source for over 350 printing, publishing, and electronic publishing materials and services. Made available to agency customers in the Washington, DC, area and nationwide through GPO's Regional Offices, this brochure, which is also accessible on GPO's Web site, has generated an increased awareness of the wide range of products and services available from the GPO. The Institute for Federal Printing and Electronic Publishing performs marketing and promotion through its classes attended by Federal agency employees. Documents transmitted via the electronic mailing list (mentioned above) to nearly 600 customer agency contacts utilize hyperlinks to provide immediate electronic access to GPO's web pages. This promotes GPO's products and services, disseminates information, and markets other customers' products already on the Web. In coordination with the Interagency Council on Printing and Publications Services, GPO continues to host meetings/forums designed to address recent technological advances in the printing/electronic information dissemination fields. Also, the Departmental Account Representative Division continues to maintain a program that, upon a customer's request, furnishes an experienced Senior Account Representative for a period of up to 2 weeks to provide on-site expertise and advice in the efficient and cost-effective administration of their printing

program. In addition, also at a customer's request, a Senior Account Representative may be assigned full-time to a major project through its completion. The Director, Customer Services, and other high-level Customer Services personnel continue to maintain a presence at agency and industry meetings, and explore potential projects and avenues for the promotion of GPO's products and services

Recommendation 3: GPO should continue with steps to modernize its retail sales operation, but Congress should determine the long-term, viable direction for GPO's retail sales operation.

Status: Action to modernize the Sales Program is ongoing. As a cost-recovery, customer-driven service program, Sales is in a continuous improvement mode. Study of the impact of agency printing plans, conversion to electronic formats, and availability of information via the Internet is ongoing in cooperation with the Federal Depository Library Program (FDLP) and the Office of Electronic Information Dissemination Services (EIDS). Sales is modernizing and revitalizing all of its functions through implementation of a new Integrated Processing System (IPS). Sales contracts out specific functions when such an option is the most economical alternative. Existing examples of this kind of contracting include such long-term efforts as the successful order keying and remittance processing through Mellon Bank and the use of a contractor to handle some mailing at the Laurel Warehouse.

No action currently planned to change the statutory mission of the Sales Program. As stated last year, the specialized nature of Government publications, the low volume of sales for most titles, and the narrow margin inherent in maintaining reasonable prices for the public means that there is little commercial interest in selling all but a few popular Sales titles, or in taking over the entire program. Contracting out the program would require a Government subsidy or a burdensome and possibly self-defeating increase in prices for the public. Although there is a declining volume of sales of printed Government publications, there is a continuing need by the public to purchase such publications.

Recommendation 4: The retail sales operations should evolve a strategy from a planning process directly linked to the overall GPO plan.

Status: Action ongoing. In furtherance of overall GPO plans as delineated in its budget proposals, the Sales Program is focusing on its mission to provide a broad cross-section of Federal Government information products for sale to the public while recovering costs.

Recommendation 5: The Superintendent of Documents organization should be streamlined more efficiently to accomplish its stated mission and goals.

Status: Action ongoing. The forthcoming implementation of IPS has resulted in extensive study of the Sales organizational structure and staffing plans. For the past few years, in anticipation of IPS, Sales staffing has been reduced through attrition. Once IPS is operational and its impact on the organizational structure can be more fully assessed, the Superintendent of Documents will be able to make further changes to achieve the most efficient and cost-effective organizational structure.

Recommendation 6: GPO should proceed as planned with the implementation of the Integrated Processing System software system, but it should also institute a rigorous customer service performance measurement program and develop and execute a new streamlined staffing plan for the Central Order Division.

Status: Action ongoing. Sales is proceeding as planned with IPS implementation, which will include developing new performance standards and staffing plans. As in the past, Sales continues to benchmark through the study of industry performance standards. Extensive customer service training has been provided to staff, and additional IPS training will be provided prior to implementation. Sales continues to use SIMPROCESS to prepare staffing plans.

Recommendation 7: GPO should proceed with Integrated Processing System implementation but develop and implement a new staffing plan to capitalize on the productivity improvement potential inherent in IPS.

Status: Action ongoing. Work continues on staffing plans based on the anticipated impact of IPS. These plans were developed based on an analysis of IPS functions and processes, resulting in the development of draft revised position descriptions. Training plans for all areas affected by IPS have also been developed. Once IPS has been operational for three to six months, it will be possible accurately to assess the impact of procedures, productivity, and required skills on staffing.

Recommendation 8: GPO should be more proactive in seeking cooperative ventures to package, promote, and sell its publications.

Status: Action ongoing. Sales has expanded its efforts to conclude cooperative ventures to obtain, promote and sell products. Sales has received permission from the Joint Committee on Printing to sell Government publications not printed or procured by GPO, as well as Government publications produced by Federal agencies in cooperation with other parties. Ongoing special projects with the Department of Commerce's Bureau of Export Administration and the National Technical Information Service, the Central Intelligence Agency, the Defense Acquisition Agency, the Department of State, and the Department of Justice's Antitrust Division are continuing. Ventures under development include new partnerships with the Library of Congress, the Federal Aviation Administration, and the Bureau of the Census. Sales titles are now added to the web sites of Amazon.com, barnesandnoble.com, and Books in Print on an ongoing basis.

Recommendation 9: GPO should revamp the process for selecting, pricing, and promoting products.

Status: Action ongoing. A formally constituted Review Team of senior Sales managers, including the Chief, Promotion and Advertising Branch, continues to meet twice a week to oversee the selection of sales titles and the number of copies to be ordered. The Review Team considers all of the characteristics cited in the audit report before making its decisions, including past sales of similar products, existing and potential markets, external environmental factors, and impact on revenue. Sales defines projected product life cycles based on anticipated demand. These life cycles are reviewed periodically and revised when necessary. More data from IPS

will materially assist the Review Team to refine its selection criteria. Post-IPS plans for the formation of Inventory/Promotion teams will integrate the acquisition and marketing functions more closely. Until the cited limits imposed by Title 44 on pricing and discounts are removed, Sales must continue to operate within them.

Recommendation 10: GPO should continue with its efforts to place more documents on its *GPO Access* web site and, if necessary, seek additional funds from Congress to expand this program.

Status: *Action ongoing.* GPO continues to place more documents on *GPO Access* and is also establishing more links to other Federal Government sites that contain official Federal Government information. Currently, the Federal Depository Library Program (FDLP) Electronic Collection on *GPO Access* contains more than 1,300 separate databases comprising more than 80 applications. There are over 104,000 titles available on *GPO Access* servers, and *GPO Access* links to more than 62,000 additional titles available on other official Federal sites. Additionally, more than 160,000 Web pages have been indexed in the Pathway Indexer application. It is expected that additional funds will be required in the future for permanent access, particularly as the volume of data grows and as GPO is required to refresh and migrate data to prevent degradation or technological obsolescence.

Recommendation 11: GPO should accelerate its product development and marketing efforts in the electronic products area and modify its accounting practices to show how sales of these products have increased.

Status: *Action ongoing.* Additional positions have been allocated to product development, and are now in the process of being populated. Marketing of electronic products is being enhanced in two ways. A U.S. Government Online Bookstore has been added to GPO's web site, and substantial enhancements to this page will be made early in calendar year 2000 to more aggressively market electronic and print products in the Sales Program. The catalog of CD-ROM titles is now being produced from a database that will allow quicker, more timely updates to both the print and the online versions. Accounting practices have been altered along the lines recommended to more accurately reflect sales of electronic products.

Recommendation 12: GPO should explore the possibility of adopting the common practice among mail-order operations of charging an additional standard shipping and handling fee to the customer's invoice.

Status: *No action currently planned.* As reported last year, adding an additional shipping charge when standard postage is already a part of the sales price is not permissible under current law. In addition, the current configuration of IPS reflects the current "bundled" price. If postage were removed from the price and tacked on as an additional charge, Sales would not realize "substantial revenue" over and above the current level. After IPS is implemented, GPO plans to review all aspects of its order process, including pricing.

Recommendation 13: GPO should take action to reduce its supply of paper stock and other materials at the Springbelt warehouse in anticipation of an eventual consolidation of the

warehouses into a single location. GPO should dispose of or sell excess material handling equipment at the Laurel warehouse.

Status: Action ongoing. Sales has reduced the warehouse space leased at Laurel by approximately 23,563 square feet. A substantial amount of excess materials-handling equipment at Laurel has been disposed of or sold through GPO's materials Management Service during the past two years. We will continue to review equipment needs and eliminate excess or obsolete equipment at Laurel.

Recommendation 14: GPO should further adjust staff through reassignment or attrition to levels more in keeping with current and projected workload.

Status: Action ongoing. Sales continues to adjust staffing levels commensurate with workload, using reassignment and attrition to reduce staffing levels as necessary.

Recommendation 15: GPO should reconcile the number of available and assigned storage spaces (pallets and bins), and review and adjust as necessary the storage rates charged to the agencies.

Status: Action ongoing. A Sales study group is currently assessing the rates for reimbursable work, including storage, at Laurel. Any discrepancies in the number of available and assigned storage spaces are reconciled when discovered.

Recommendation 16: GPO needs to institutionalize the process of fostering and sharing innovative, local, market-specific initiatives among staff managing the retail book stores.

Status: Action ongoing. In addition to the information clearinghouse function provided by the Field Operations Division and the Promotion and Advertising Branch, GPO held the first biennial bookstore manager conference in June 1998. To facilitate the development and sharing of marketing and other business techniques among the stores, another conference is tentatively planned for June 2000. We have also developed business plans for the bookstores. These plans take into account local strengths, including customer profiles, and outline general objectives for all of the bookstores.

Recommendation 17: GPO should develop a mechanism to track sales based on the origin of the order and perform a cost/benefit analysis of the bookstores.

Status: Action ongoing. For many years, GPO has had in place a method of determining the origin of both orders and revenue, and conducts an annual performance review of each store. A majority of mail and telephone orders taken by the bookstores are from their respective localities and derive from personal contacts and business relationships developed by their staffs. IPS will materially improve order tracking and assist in performing more accurate cost-benefit analyses.

Recommendation 18: After a thorough review, GPO should close or relocate all stores with unprofitable futures and set up a performance measurement system to closely monitor the performance of all open stores.

Status: Action ongoing. We are in the process of relocating one store and are not filling most vacancies as they arise in the bookstores. We have a performance measurement system and constantly monitor the performances of the stores on a profit and loss basis. We are also examining the accounting measures used to monitor the bookstore program.

Recommendation 19: GPO headquarters should support the bookstores with the necessary resources and guidance to maximize their revenue potential.

Status: Action ongoing. Guidance covering standard practices procedures is provided in a Bookstore Manual that is distributed and in use in all stores. This standardization is reinforced at periodic Bookstore Managers' Conferences. We have ordered an automated inventory system that will be used by all of the bookstores, which will increase the amount of standardization in the stores. Once this system is in place, the stores will all be tied into IPS, allowing customers to have access to stock from all sources, which should lead to increased revenue for the Sales Program.

Recommendation 20: GPO should define the goals of the Federal Depository Library Program (FDLP) to include target dates for completing the transition of the FDLP to a more electronic basis.

Status: Action ongoing. In general it is FDLP policy to move in tandem with the issuing agencies in the transition to electronic products, as the agencies are in the best position to determine the "preferred" format for the public they serve, and to fund the initial costs of conversion to and dissemination of electronic information. The GPO/NCLIS "Assessment of Electronic Government Information Products," published in FY 1999, has provided GPO with additional information concerning agencies' plans for electronic publishing and provision of permanent public access.

During FY 1999, the Library Programs Service (LPS) initiated a dialog with the Depository Council to the Public Printer (DLC), which is expected to result in a timetable establishing milestones and target dates for the completion of the transition of the FDLP to a more electronic basis. A report from the DLC to GPO is scheduled for completion in April 2000.

Recommendation 21: GPO should develop additional depository partnerships with libraries and other government agencies.

Status: Action ongoing. GPO continues to develop and seek additional partnerships with depository libraries, other government agencies, and other institutions. Partnerships currently in place or under development include: distribution of U.S. Geological Survey maps; FDLP/ERIC Digital Library Pilot Project; Department of Energy (DOE)/Office of Scientific and Technical Information (OSTI) Information Bridge and PubScience; National Technical Information Service (NTIS) Pilot Project; Documents Data Miner (collection management tool for depository libraries), a partnership of Wichita State University, the National Institute for Aviation Research, and the FDLP; the National Climatic Data Center (NCDC) for no fee access to the Online Document Library (ODL) for FDLP libraries; Department of State information available from

the University of Illinois at Chicago; various electronic products preserved and accessible from the University of North Texas; the Indiana University Web site featuring the content from FDLP CD-ROMs and diskettes; improved access to the digital and print publications of the U.S. Institute of Peace; and the program to bring the collections of the Nuclear Regulatory Commissions' local public documents reading rooms under the aegis of the FDLP.

Recommendation 22: GPO should expand marketing efforts to all potential stakeholders.

Status: Action ongoing. Such continuing education efforts as the annual Federal Depository Library Conference and the annual Interagency Depository Seminar are specifically targeted to documents librarians.

GPO is undertaking outreach efforts in venues to provide information about GPO's efforts in keeping America informed and to identify potential partners for information dissemination endeavors. Over the past year, Superintendent of Documents staff have participated in, spoken, and exhibited at a variety of conferences and meetings both in the Washington, DC, area and around the country, including: American Association of Law Libraries; American Bar Association Technology Show; American Library Association; Association of College and Research Libraries; Computers in Libraries; Department of Energy Office of Scientific and Technical Information Inforum; Federal Publishers Committee; Government Printing and Information Council, Printing Industries of America; Interagency Council on Printing and Publication Services; Michigan Council of Depository Libraries; Mountain Plains Library Association/Montana Library Association Joint Conference; NASA Information Managers Workshop; National Online Meeting; Online World; Special Libraries Association; and the U.S. Dept. of Agriculture Digital Publications Preservation Steering Committee.

Recommendation 23: GPO should consolidate functions and reduce staff as necessary to address the duplication of efforts in the library program and the retail sales operation.

Status: Action planned. This recommendation addresses three somewhat similar functions of LPS and the retail sales operation. These are the acquisition of publications for the FDLP and the Sales Program; the cataloging and indexing of publications; and the physical distribution of publications to sales customers or depository libraries. There may be some potential for consolidation in the distribution operation, even though the current operations treat individual customer orders and depository library distribution based on standing order profiles quite differently. Once IPS is fully operational, we will perform a detailed analysis of the costs and benefits of performing all LPS and DSS distribution functions being consolidated under IPS, possibly from the Laurel facility. There do not appear to be significant potential gains from consolidating the cataloging and indexing or acquisitions operations of the Sales Program and LPS. The cataloging operations are so dissimilar in terms of data processing, output products, intended audience, and other factors that we do not view these areas as appropriate for consolidation. Perhaps the closest fit in terms of function involves the acquisition of products for the Sales Program and the FDLP, although the skills and knowledge required to serve these two programs are still quite different. When IPS is fully operational, further analysis of this possibility will be feasible. Even if such a consolidation proves possible, staffing reductions are

unlikely, as the FDLP acquisitions function, which is most amenable to consolidation with sales acquisitions, requires only one FTE.

Recommendation 24: GPO should continue to pursue changes to Title 44, which requires government agencies to provide all documents to the FDLP.

Status: Action completed; continuing status under review. No such legislation has been introduced in the 106th Congress.

GPO is acting to assure current and permanent public access to electronic Federal Government information products made available through the FDLP under the mandates in 44 U.S.C., sections 1912 and 4101. To this end, in 1998 we prepared a program plan entitled "Managing the FDLP Electronic Collection: A Policy and Planning Document." This plan, which the FDLP is implementing, articulates LPS' role in developing the FDLP Electronic Collection, the relationship between the Collection and our cataloging and locator services, and a general approach to assuring current and permanent public access to information provided through the FDLP. We also continue to meet and discuss statutory and operational issues with the National Archives and Records Administration (NARA), the national libraries, and other stakeholders to clarify our complementary roles in assuring long-term public access to essential Government information.

Recommendation 25: GPO should hold an information campaign to make agencies aware of their FDLP compliance responsibilities.

Status: Action ongoing. GPO has sent three Circular Letters, dated December 8, 1999, to agency printing and publishing officials. These letters are designed to remind them of their compliance responsibilities and provide guidance on the types of information that is in scope for the FDLP, on the dissemination of electronic information to the public, and on use of the Notification of Intent to Publish (Form 3868). In conjunction with this activity, GPO has created a Web version of Form 3868 that will make it possible for agencies to notify GPO electronically about upcoming information products.

Recommendation 26: GPO should endorse a training plan to manage FDLP participants' changing roles and provide managers with more authority over personnel decisions affecting their areas.

Status: Action ongoing. GPO is continuing with its long-established plan to provide specialized training to FDLP participants in the use of the products and services available through **GPO Access**. Due to budget limitations and the continuing popularity of this training within the depository library community, it is impossible individually to train each member of our constituency. To address this problem, GPO trains trainers in the FDLP community to train others on **GPO Access**, which expands our training capabilities. GPO continues to develop plans for a **GPO Access** training center to provide onsite training for FDLP participants who attend conferences and conventions in Washington, DC. An interactive CD-ROM training module is also under development for use on public access terminals in depository libraries.

A voluntary training and orientation program was developed and implemented during FY 1998 to provide current LPS and EIDS employees with an overview of basic job functions within all work areas of LPS. The ultimate goal of the program is to build a stronger work force that better understands the mission of LPS. By participating in the orientation, staff has gotten an understanding of how each individual position makes a difference in the accomplishment of the LPS mission. The program has fostered positive working relationships among employees in both LPS and EIDS. Managers and supervisors have received feedback and recommendations so that they can continually improve their efforts in serving the depository library community. There have been nine sessions since the program began in January 1998. In FY 1998-99, 45 employees participated with five to six employees from various work areas within LPS and EIDS at the sessions. In addition, network training has been provided for LPS employees.

Recommendation 27: GPO should institute a formalized quality control system to improve FDLDP processing activities.

Status: Action ongoing. LPS has improved the process for identifying and correcting errors, including more timely reporting and customer feedback through our "AskLPS" email service. This assists our ongoing quality control and training efforts. In addition, a quality control verification system is being planned to confirm receipt of depository shipments at participating libraries on a timely basis in compliance with our shipping contract.

PROCURED PRINTING SERVICES

Recommendation 1: PPD must capitalize on opportunities to increase revenue and decrease cost.

Status: *Action ongoing.* Significant FTE reductions have been accomplished through attrition, the closing of regional printing plants, and the downsizing of regional offices. PPD on-board strength has been reduced by 14 positions during the past year. Each vacancy that occurs within the department is being thoroughly reviewed by PPD management with the goal of continuing to reduce FTE's where possible.

A new local-area/wide-area PC network has been installed throughout the department. In conjunction with this deployment, new software that speeds the process of writing small purchases, automates many term contract administration functions, and provides each individual with email, Internet, and an office automation suite, has been deployed. This network will provide the foundation from which many other cost saving initiatives will originate. Several electronic commerce initiatives are currently being developed.

On the revenue side, PPD continues to look for new areas and ways to leverage our expertise and skills. We are continuously on the lookout for new opportunities that are a good fit with our organizational strengths.

As noted under recommendation # 2, below, this past year, the Public Printer initiated a pricing task force in conjunction with our customer agencies to review our pricing mechanisms with the goal of allowing PPD to recover our costs. After receiving recommendations from this task force, the Public Printer has implemented changes to our pricing structure that are expected to allow the department to recover all of its costs in FY 2000.

A simplified purchasing agreement concept has been developed and is being piloted with several of our customer agencies. It is hoped that this new procurement vehicle will bring in additional revenue that is currently bypassing GPO and going directly to quick-copy shops.

Recommendation 2: GPO should establish a pricing structure that more realistically addresses the cost of operations.

Status: *Action ongoing.* The Public Printer initiated a pricing task force in conjunction with our customer agencies during the past year to review our pricing mechanisms with the goal of allowing PPD to recover our costs. After receiving recommendations from this task force, the Public Printer implemented changes to our pricing structure that are expected to allow the department to recover all of its costs in FY 2000. The overall pricing structure will be reviewed on a regular basis to ensure proper recovery of costs.

Recommendation 3: GPO should reorganize the PPD to eliminate current inefficiencies and increase customer focus and communication.

Status: *Action ongoing.* Over the past year, several models of reorganization have been discussed and considered. The keys to customer satisfaction are advocacy and access to

information. Most customers have expressed satisfaction with our current customer service interface providing they are kept apprised of the status of procurement actions. We also feel that many of the current inefficiencies associated with this model will be significantly corrected through electronic interaction. Progress in this area has been slowed by Y2K priorities. This should change within the forthcoming year.

Recommendation 4: The PPD's management should begin now to establish a vision for the PPD and to develop plans to ensure that the PPD can continue to operate as a viable entity.

Status: *Action ongoing.* In addition to our planned emphasis on automation and electronic commerce, we have focused on expert services such as remaining at the forefront of digital printing technology. Our usefulness to agencies hinges on their recognizing GPO as a more desirable alternative for the provision of their information dissemination needs. Coincidental with viability is cost containment. In this regard, we are focusing on adjusting our resources to correlate with demand for our services. In many areas we have reduced costs through attrition and this will continue. We have also virtually eliminated the satellite/primary regional office relationship by requiring all offices to report directly to the Regional Operations Office. This will cause each facility to be evaluated on its own merits.

Recommendation 5: Staffing skills and levels should be reviewed and plans should be prepared to properly manage personnel attrition and workforce transition.

Status: *Action ongoing.* Greater emphasis has been placed on workforce training and skills enhancement. We have established a hands-on desktop training area and prepared a training needs assessment. We have also implemented a successful recruiting project that has attracted several highly skilled college graduates. Other actions, such as recruitment from the crafts and other agencies as well as upward mobility promotions, have contributed to correction of the problems we had been experiencing earlier.

Recommendation 6: Printing procurement regulations and procedures need to be revised to allow quicker, less costly processing of small dollar value orders and to improve overall efficiency and effectiveness within the department.

Status: *Action ongoing.* The Printing Procurement Regulation (PPR) was revised and re-issued in January of 1999. A new PPR Chapter providing for the processing of acquisitions through Simplified Purchase Agreements (SPA) was included. Several pilot agreements with selected agencies have been implemented and are now being evaluated. A statement of work for an automated system under which these procurements will be conducted has been written and initial programming efforts are underway.

Recommendation 7: PPD should make a significant investment in automated tools and processes to more efficiently manage printing procurement actions.

Status: *Action ongoing.* PPD has completed installation of a local-area/wide-area PC-based network that replaced its obsolete mini-computer based network (with the exception of one section in Central Office scheduled to be completed in December of 1999). Every individual

within the department now has a fully networked PC with e-mail, Internet access, faxing, and a complete office automation suite. In addition, software has been deployed that speeds up the writing of small purchases, automates many of the term contract administration functions, provides for a fully automated worklog, and eliminates the majority of duplicate keying of data. This system will provide the foundation for future automation efforts and will be the backbone of PPD's electronic commerce initiatives. Several electronic commerce initiatives are currently in development.

Recommendation 8: GPO should maximize the online availability and impact of using past performance data.

Status: *Action ongoing.* PPD currently maintains an exhaustive listing of past performance data on both quality and delivery for all of the vendors in our database. This information is available online to every individual within the department. The data is available in both detailed and summary formats. Comment fields that allow narrative descriptions of performance or non-performance are attached. This data is being used on daily basis to make numerous non-responsibility determinations on both small purchases and sealed bids. Best value negotiated procurements utilizing past performance criteria will be conducted where beneficial or requested by our customers. PPD, in its automation efforts, is continuously evaluating and looking at ways to improve the format and usability of this valuable data.

IN-PLANT PRODUCTION

Recommendation 1: GPO should leverage knowledge gained through internal I/T accomplishments in the development of an in-plant information technology plan.

Status: Action deferred. This will be a component of the in-plant strategic manufacturing plan, as included under recommendation #6, below.

Recommendation 2: GPO should use the experience gained in computer-to-plate (CTP) implementation to guide other technology acquisition and process improvement initiatives.

Status: Action ongoing. Knowledge gained from computer-to-plate implementation has led to current initiatives to procure other digital devices such as roll-fed high volume print engines. These devices will further reduce the need for traditional, labor-intensive ink-on-paper machinery.

Recommendation 3: GPO should combine lessons learned from the Congressional Printing Management Division with customer-focused marketing strategies to continuously improve overall customer service.

Status: Action ongoing. As reported last year, the Production Department works directly with Congressional Printing Management Division in meeting congressional printing requirements (as demonstrated recently in the production of the Independent Counsel reports and related materials). Customer service, however, is provided directly by GPO's Customer Services, outside the Production Department.

Recommendation 4: The Production Department must break down functional stovepipes to establish cross-functional, process-focused operations.

Status: Action will be taken as needed. Cross-functional and process-focused operations have been and will continue to be initiated as necessary. In many cases, agreements must first be reached with labor unions.

Recommendation 5: GPO should realign the organizational structure to integrate production-related services, and streamline Production Department divisions to improve in-plant operations.

Status: Action ongoing. The Copy Preparation, Negative, and Plate sections have been consolidated into a single Digital Prepress section along with the acquisition of computer-to-plate technology. As reported last year, we have previously considered and rejected recommendations to consolidate Engineering Service, Materials Management Service, and Quality Control and Technical Department functions with the Production Department. These organizations, which provide services GPO-wide, function more effectively as separate organizations providing services on a charge-back basis to recipient organizations.

Recommendation 6: GPO should develop an in-plant strategic manufacturing plan.

Status: Action ongoing. The Production Department is in the process of familiarizing key managers with component parts of the planning process with a view to submitting a strategic manufacturing plan.

Recommendation 7: GPO should improve in-plant performance by combining existing craft-based knowledge with systematic manufacturing methods.

Status: Action ongoing. As part of GPO's waste reduction initiative, scales are in place in the Locator Unit, Stitching Unit, and Record Room Unit of the Binding Division. There has been a reduction of waste and over-run on the Postal Bulletin since weighing started on this publication. The weighing of all jobs that are delivered, over-runs, and waste will begin as soon as the scales are in place in all Binding Division units.

Recommendation 8: The Production Department needs to improve information management capabilities in next-generation systems.

Status: Action ongoing. Software provided with GPO's computer-to-plate system is being enhanced to provide incremental platemaking job status information to all involved managers via GPO's Intranet system. The enhanced system will be "event driven" rather than imposing additional data entry requirements on Production personnel. The software will watch for activity on each step in the process, and as intermediate steps are completed, report that progress to management using web browser clients. In addition to its management information capabilities, the system will also manage and prioritize the individual process queues with the computer-to-plate system such as file storage, imposition, proofing, RIPing, platemaking, and archiving.

The newly-implemented GPO Intranet is being widely used throughout the Production Department.

Recommendation 9: GPO should evaluate information needs and ensure that consistent and accurate information reaches the right users at the right time and facilitate proactive management of the production process.

Status: Action ongoing. (see recommendation #8, above.)

Recommendation 10: Production must take aggressive action to adequately recruit, train, and retain staff in critical skill areas.

Status: Action ongoing. GPO has activated internal apprentice programs in critical skill areas and is currently hiring from external sources in other critical areas.

Recommendation 11: GPO should improve inventory management practices by reducing ordering and carrying costs.

Status: No action currently planned. GPO has no plans to implement a just-in-time (JIT) inventory system.

Recommendation 12: GPO should improve financial performance by reducing costs and improving operating performance.

Status: Action ongoing. The Binding Division is consolidating and relocating part of its Blank Section to be more efficient. The Locator Storage Unit has been relocated to reduce movement of materials between the Press and Binding Divisions and within the Binding Division itself. This move also reduces the space occupied by both the Press and Binding Divisions.

Recommendation 13: GPO should conduct an outsourcing study to more accurately assess the feasibility of outsourcing the *Congressional Record*.

Status: No action currently planned. The conferees on H.R. 4112, the Legislative Branch Appropriations Act for FY 1999, agreed with language in the House report directing the Clerk of the House, in consultation with the Secretary of the Senate and the Public Printer, to evaluate ways to improve the cost-effectiveness of printing Congressional documents and to make appropriate recommendations. GPO continues its involvement with both Houses to improve the service and delivery of congressional information products.

HUMAN RESOURCES

Recommendation 1: GPO should implement a human resource strategic plan and partner with line managers.

Status: Action will be taken as needed. Any action will follow the development of the strategic plan discussed in item #2 under **OVERALL RECOMMENDATIONS**.

Recommendation 2: GPO should review existing personnel instructions and implement policies and programs that address the goals and priorities outlined in the new strategic plan for human resources.

Status: Action will be taken as needed. We believe our Personnel Instructions are consistent and reflect current GPO policies. In 1999, we updated two key Instructions: No. 615.2B, "Federal Merit Promotion Program," and No. 640.7C, "Pay Administration."

Recommendation 3: GPO should implement an automated human resources information system that integrates personnel-related functions and provides improved functionality.

Status: Action planned. Personnel information that has been posted on GPO's Intranet includes a training site (including a class catalog), vacancy announcements, and GPO Instructions. We are also working on providing information on employee benefits.

Recommendation 4: GPO should implement strategies and tools to ensure sufficient inter- and intra-organizational communication throughout GPO.

Status: Action ongoing. As reported last year, communication has been increased with weekly Public Printer staff meetings. The *Tyeline* includes more news about GPO and has been redesigned to increase its appeal to readers.

Recommendation 5: GPO should implement a system for transferring organizational knowledge to help ensure a smooth and effective succession planning process.

Status: Action will be taken as needed.

Recommendation 6: GPO should prioritize proactive activities in the Position Management Branch and increase the accountability of supervisors and managers to ensure effective position management.

Status: Action will be taken as needed.

Recommendation 7: GPO should conduct formal workload and staffing studies and promote cross-training opportunities to ensure appropriate distribution of work across GPO.

Status: Action will be taken as needed.

Recommendation 8: GPO should increase the authority of managers and supervisors to make critical and timely personnel-related decisions.

Status: Action will be taken as needed. As reported last year, we believe that supervisors and managers have the authority to make such decisions as evidenced by training requests and hiring decisions. No legitimate training request is disapproved and to the best of our knowledge there has never been a training incident that was not approved as a result of untimely processing.

Recommendation 9: GPO should capitalize on successes realized from past team efforts and seize opportunities to implement team-based work units to improve communication and agency effectiveness.

Status: Action will be taken as needed.

Recommendation 10: GPO should standardize recruitment and selection processes and ensure consistent application through communication and training.

Status: Action will be taken as needed. However, as reported last year, GPO recruitment and selection processes are already standardized. They are not identical and should not be. All our selection procedures are based on job-related factors.

Recommendation 11: GPO should conduct ongoing assessments of the role and effectiveness of rating panels.

Status: Action ongoing. We are continuing a review of the effectiveness of rating panels to see if any changes are warranted.

Recommendation 12: GPO should develop a long-term strategy for recruiting and staffing, including a succession plan.

Status: Action will be taken as needed. As reported last year, the Office of Personnel is involved in all major staffing decisions. Our current strategies mainly involve planning how to downsize the agency based on congressional mandates.

Recommendation 13: GPO should consider implementing a pay-for-performance compensation plan with a variable component to reward and recognize employee performance.

Status: No action currently planned As reported last year, OPM's Pay-for-Performance Labor – Management Committee found in their report of November 1991, "Strengthening the Link between Pay and Performance," that "there is insufficient empirical evidence that pay-for-performance programs are uniformly effective. Further, there is no empirical evidence that merit pay programs are effective. In fact, programs which focus on the adjustment of base pay are particularly costly." Our planned time-off for outstanding performance program has been temporarily withdrawn pending further discussions with GPO's employee representatives.

Recommendation 14: GPO should conduct a formal benchmarking for best practices study regarding the compensation practices of other manufacturing organizations in a unionized environment.

Status: Action will be taken as needed.

Recommendation 15: GPO should clearly define performance objectives and corresponding standards for all work areas and departments/services.

Status: Action will be taken as needed. As reported last year, there are clear and measurable performance objectives and standards for almost all of the employees in the GPO. They are job related. Managers have performance objectives related to mission. We do not believe that these are as meaningful to supervisors, or anyone lower in the organization.

Recommendation 16: GPO should provide incentives to reward and recognize outstanding performance. GPO should reinstitute performance awards and the Incentives and Awards Recognition System.

Status: Action ongoing. GPO planned for an incentive program to recognize outstanding performance with time off. However, implementation has not taken place, as was reported last year, due to break in discussions with employee representatives.

Recommendation 17: GPO should improve the performance appraisal process to make it a better indicator and motivator of high performance.

Status: Action ongoing. The incentive awards program to provide time off for outstanding performance has been designed to help motivate better performance.

Recommendation 18: GPO should reinstitute a strategic training needs assessment with an annual review to identify current competencies of staff, needed competencies, and appropriate training interventions.

Status: Action planned. Our new Career Development Branch Chief has almost concluded interviews with all our managers and next he will perform such an assessment.

Recommendation 19: GPO should reinstitute mandatory training for supervisors, managers, and executives, including guidance on employee relations and equal employment opportunity issues.

Status: Action ongoing. Mandatory training of supervisors, Course: GPO III, Introduction to Personnel Management and Supervision, has been reinstituted and we have completed our second session. We are also looking at additional training, GPO II, Supervisory Development, that will be available for new supervisors.

Recommendation 20: GPO should allocate the resources and personnel that the Training and Career Development Branch must have to play a major role in developing needed skills among GPO's workforce and be positioned to meet the challenges of developing future capabilities.

Status: Action planned. As mentioned above, we have filled the position of Chief, Career Development and Training Branch. However, due to budgetary restrictions, we will probably be unable to fill any more positions in that Branch.

Recommendation 21: GPO should increase access to training by updating course offerings and delegating approval authority to managers.

Status: Action will be taken as needed. Course offerings continue to be reviewed yearly and revised as needed. We will continue to do so but see no business-related advantage to having line managers approve training requests.

Recommendation 22: GPO should reinstitute the employee relations training for supervisors.

Status: Action ongoing. As stated above, we have reinstated the GPO III Training sessions for supervisors of which one module deals with employee relations training.

Recommendation 23: GPO should develop systematic ways to increase communication between labor and management.

Status: Action will be taken as needed. However, regular and routine communication already exists between labor and management through a variety of processes.

Recommendation 24: GPO should adopt a proactive Labor and Employee Relations stance to address repetitive disciplinary issues.

Status: Action ongoing. As reported last year, GPO's major disciplinary problem is attendance. The Labor and Employee Relations Office receives reports listing employees absent without leave. Supervisors are then contacted and advised that they should take corrective action. Refresher training for supervisors will address this problem area. Substance abuse is still a significant problem and needs to be addressed by supervisors.

FINANCIAL MANAGEMENT

Recommendation 1: (No recommendation)

Recommendation 2: GPO should implement a systematic strategic planning process that provides the basis for current year operating and capital investment budget requests.

Status: *Action ongoing.* See recommendation #2, under **OVERALL RECOMMENDATIONS**, above.

Recommendation 3: GPO should implement an executive information system that provides disciplined reporting and variance analysis response accountability.

Status: *Action deferred.* This would require substantial contract funds in addition to internal support. Due to the need to give priority to Y2K projects, this system should be deferred. Several systems under development will set the stage for this enhancement, such as the Oracle General Ledger.

Recommendation 4: GPO should evaluate costs and benefits of data precision relative to actions that can be taken.

Status: *Action ongoing.* As reported last year, this is being addressed through the increased use of firm prices. GPO has developed and issued set rates for congressional publications to make it easier for agencies to order copies. We have taken other actions to simplify procedures. Several cost codes were merged and the dollar limit for capitalization was increased from \$5,000 to \$25,000. The new PROBE system under development will simplify time reporting.

Recommendation 5: GPO should evaluate data used for standard price calculations and incorporate periodic work measurement studies.

Status: *Action deferred.* As reported last year, this recommendation would require periodic work measurement studies and revised standard price calculations. Implementation would require substantial contract funds and internal resources for a revised cost accounting system. Due to the need to give priority to Y2K projects this system is being deferred.

Recommendation 6: GPO should evaluate more quantifiable processes to measure actual costs that will produce more accurate and auditable results.

Status: *Action ongoing.* This recommendation will be partially addressed by the PROBE replacement project.

Recommendation 7: GPO should implement an integrated online accounting and financial reporting system.

Status: *Action ongoing.* In 1999, GPO installed and placed into production Oracle Corporation's client server General Ledger. GPO is currently installing Oracle's Accounts

Receivable client server software package. This package will be installed in two phases: Phase 1 will replace GPO's current Accounts Receivable System. The Phase 1 go-live date is the first quarter of calendar year 2000. Phase 2 will replace the current billing system which functions on the mainframe. This will require modifications to several systems supported by the billing system's address file, so this phase is scheduled to go live later in calendar year 2000.

Recommendation 8: (No recommendation)

Recommendation 9: GPO should create a Director of Finance position to provide unitary accountability for the spectrum of planning, financial management, and pricing functions.

Status: No action currently planned. The current financial management structure is consistent with GPO's current needs and capabilities.

Recommendation 10: GPO should replace the PROBE system with focused systems that address time and attendance tracking, print job activity tracking, and machine usage.

Status: Action ongoing. In a letter dated September 21, 1998, the Joint Committee on Printing approved GPO's request to replace the 20-year-old data collection devices currently being used by the PROBE system. The new terminals will be state-of-the-art data collection devices that will significantly improve the controls over data being entered into the system by GPO employees. The new devices have been acquired. A total of 99 new devices are being installed: 55 of the devices are transmitting data and the other 44 are in the process of being connected to the network. We plan to have them in operation by December 31, 1999.

Recommendation 11: GPO should strengthen internal controls and implement a quality control program for billing.

Status: Action completed. As reported last year, GPO is firm pricing many printing and binding requests from our customer agencies. This process allows the customer to know the billed amount in advance of the actual invoice being issued. The section chiefs in the Office of the Comptroller sample the billings and check them for accuracy of computations and completeness.

Recommendation 12: GPO should revise cost allocation methodologies to more closely reflect present-day operating conditions.

Status: No action currently planned. However, this is a recommendation that could be reviewed for implementation at a later date. GPO could hire a contractor to perform an activity based costing (ABC) study which would become the basis for distributing indirect overhead cost. Additional costs would also be required to procure and install a commercial ABC system to implement this recommendation.

Recommendation 13: GPO should implement an integrated online accounting and financial reporting system.

Status: Action ongoing. (See response to recommendation #7, above.)

Recommendation 14: GPO should complete the documentation of financial systems and update documentation where appropriate.

Status: Action ongoing. GPO has examined every computer system to identify and correct the year 2000 problem. The documentation of financial systems and updating of documentation is an on-going process. Recently, GPO's Office of Information Resources Management and the Office of the Comptroller coordinated to update several financial-related systems including: Maintenance Accounting System, General Ledger, and PROBE. The Comptroller issued a draft Property Management Instruction, performed vulnerability assessments (which yield valuable documentation), and issued other accounting procedures, as necessary.

Recommendation 15: (No recommendation)

INFORMATION TECHNOLOGY

Recommendation 1: GPO needs to leverage its I/T strengths as it prepares for the future.

Status: *Action ongoing.* OIRM has migrated a number of GPO's mission-critical systems from mainframe to the NT client server environment.

OIRM has successfully deployed the following server systems/applications with others underway or planned for the near future:

Operational Systems:

- Server-based Microsoft Access solutions on NT for Procurement applications in the Printing Procurement Regional Offices.
- Server-based Microsoft Access and Oracle Solutions on NT for Customer Services' requisitions providing synchronization with the PICS on the mainframe.
- Relational Tables in Oracle for Payroll and Personnel data with "Impromptu" from Cognos providing user-friendly query and reporting capability for Payroll and Personnel.
- Server-based Macrosoft on NT provides Windows menu-driven access to mainframe batch reports with user-friendly search, notes, fax, and some editing capability within each report. With over 100 users on the system, this represents thousands of dollars of savings in paper, distribution, and search and retrieval time for the agency.
- Server-based and web-enabled Opal on NT, which provides an intuitive Windows front-end for CICS mainframe applications. Status tracking under PICS and print job estimating with PCCS are operational for Customer Services. Data from several mainframe systems, as well as ODBC compliant server databases, can be displayed on one screen in response to a user's inquiry.
- OIRM's Intranet web server running under Microsoft's IIS offers the GPO phone directory, and GPO directives with user-friendly key word search capability, training, and employment information.
- Imaging system for purchase orders and vouchers. The system, using an Oracle database and Unix, has been upgraded to web technology, thereby rendering them accessible to other GPO organizations through the Intranet.
- Web enabled management system for FMS's VOPS/Billing.
- General Ledger in Oracle.
- Maintenance Job Order Tracking for Engineering requests with DPSI on NT.
- PROBE replacement interface utilizing an Oracle database on NT.
- A web version of Macrosoft reports for the Regional Offices.
- Oracle Accounts Receivable.
- Web enabled Microsoft Access/SQL server database for Customer Services rider requests.
- Standard forms with fill, fax, and mail capability have been added to the Intranet.

Systems Under Development/Migration:

- SQL server database on NT for the Central Printing Procurement office includes a fully integrated purchase order system. The application is an automated process from the request for quotes to contract award (similar to that already deployed in the Regional offices).

- E-Business Solutions
 1. A web enabled Printer Order (2511) application for customer agencies to enter and send orders directly over the web. Active server pages on NT developed by OIRM will enable customer agencies to check the status of their requests as well. Electronic requisitioning will reduce errors and eliminate the re-keying of requisitions for printing when they reach the GPO.
 2. Web enabled screens for publication rider selection and ordering.
 3. Standard file formats for electronic communication and document transfer between existing systems at other agencies and the GPO. Standard FTP file formats and databases have been developed.
 4. SPA – Simplified Purchase Agreements. A new way to do business with GPO over the web, enabling customers and vendors to register on-line and communicate directly for small purchases of less than \$2,500.
- Workflow for SF-1's, Print Orders, and vouchers.
- IPS

Recommendation 2: GPO should strengthen the centralized component of its I/T organization by following Government and commercial best practices.

Status: Action ongoing. OIRM is coordinating and facilitating the needs of multiple GPO organizations as it moves forward with new server based technology and administrative systems that effect not just one, but many operational entities within the agency. E-business solutions and workflow are priority items.

Recommendation 3: GPO needs to apply a more rigorous project management approach to its Year 2000 efforts.

Status: Action ongoing. Year 2000 remediation has been successfully completed for all GPO mission-critical systems.

GPO's Y2K Business Continuity and Contingency Plan (BCCP) was issued on May 7, 1999. This document contains the GPO-wide contingency planning at the business process level and includes the mission-critical information systems as well as the major infrastructure systems such as utilities and telecommunications. The document also served as a guide for the preparation of the component level BCCP's that have been prepared by the major business areas within the GPO.

A GPO-wide Year 2000 Change Moratorium was issued on September 28, 1999. The moratorium applies to all systems development and enhancement activities that are not required to meet the Year 2000 deadline.

To ensure that GPO is able and ready to provide critical products and services to its vital customer base, a Day-One Planning Guide has been prepared and will be issued shortly to all Department/Service/Office/Staff heads. This document deals with the monitoring and testing of GPO's critical information and infrastructure systems on the weekend beginning on December 31, 1999.

Recognizing the impact of external influences on its information systems, GPO has conducted extensive testing with its major data exchange business partners. Recently, GPO conducted a four-way testing with the Senate, the House, and the Library of Congress to ensure that the criteria used in testing the data received from and/or passed on to these organizations is processed correctly by all affected systems and meets Y2K compliance requirements.

Recommendation 4: GPO should reengineer key I/T management processes, drawing on Government and commercial best practices.

Status: *Action ongoing.* GPO's strategic approach for modernizing our administrative information systems reflects a long-range plan, not crisis management. The migration from legacy to server-based open database technology with browser access for all, with a need to know, is being coordinated across organizational lines as is electronic commerce and workflow. Our administrative systems are standardized along the lines of NT for the network and application servers with Oracle or SQL server databases for newly deployed major applications. Access is the standard for the smaller systems and prototyping. Many applications are being web enabled using state-of-the-art web servers, tools, and e-business solutions.

Recommendation 5: GPO needs to improve information management capabilities in its next generation systems.

Status: *Action ongoing.* For several years, OIRM has been transitioning its legacy systems to relational database management systems (RDBMS). Oracle, SQL Server, and Microsoft Access tables have been in place for some time for personnel data, printing procurement information, and financial data. The Oracle Financial Package provides for a multitude of existing financial reports. The databases themselves lend themselves to user-friendly query and reporting. Tools such as Impromptu from Cognos are being used to access the data. A new module called IQ Soft is in use, which populates Microsoft's SQL Server database of relational tables and will be used first by Financial Management and Budget for their MIS needs. Transitioning from legacy systems to RDBMS for all of the GPO's administrative systems is a priority for all of us, but Year 2000 conversion requirements came first.

Recommendation 6: GPO should continue working closely with congressional SGML and electronic document management initiatives while beginning to develop its own SGML capabilities.

Status: *Action ongoing.* Action in this area was underway prior to the Booz-Allen Hamilton report and will continue.

Recommendation 7: GPO should plan on outsourcing a significant portion of its I/T operations to ensure a more reliable supply of modern technical skills.

Status: *Action ongoing.* Some I/T outsourcing is already taking place. The imaging system for Financial Management was designed and is being maintained with contractor assistance. IPS is a contractor designed and implemented system and will be maintained with contractor assistance.

Oracle has been retained under a GSA consulting agreement to implement the General Ledger and their services were used to implement Accounts Receivable as well. The PROBE replacement effort utilized an outside contractor to program the Data Collection Devices and map to the Oracle Database for data collection and processing. An outside firm has been retained for Workflow analysis and for assistance with our E-Business solutions.

Recommendation 8: GPO needs to strengthen its information systems security program.

Status: *Action ongoing.* A contingency plan for backup to the OIRM mainframe will once again be put in place once we are past the Y2K date. The Public Printer has established an Information Security Committee to be chaired by the Office of Administrative Support.

U.S. GOVERNMENT PRINTING OFFICE
BUDGET JUSTIFICATION
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**U.S. GOVERNMENT PRINTING OFFICE
SUMMARY OF APPROPRIATION ESTIMATES**

Appropriation	FY 2000		FY 2001 Estimates
	Requested	Approved	
Congressional Printing and Binding	\$82,214,000	\$ 73,577,000	\$ 80,800,000
Rescission.....	---	-280,000	---
Net available.....	82,214,000	73,297,000	80,800,000
 Superintendent of Documents, Salaries and Expenses	 31,245,000	 29,986,000	 34,451,000
Rescission.....	---	-114,000	---
Net available.....	31,245,000	29,872,000	34,451,000
 Revolving Fund	 <u>15,000,000</u>	 <u>---¹</u>	 <u>6,000,000</u>
 Total Appropriations.....	 128,459,000	 103,169,000	 121,251,000

¹ \$2.5 million was transferred to GPO during FY 1999 from funds appropriated to the General Accounting Office for Year 2000 compliance.

**SUMMARY OF APPROPRIATION ESTIMATES
CONGRESSIONAL PRINTING AND BINDING
FISCAL YEAR 2001**

The estimates for Congressional Printing and Binding are to provide funds with which to pay for the cost of printing and binding required for the use of Congress; and for printing, binding, and distribution of Government publications authorized by law to be distributed without charge to the recipient.

The appropriation requested for Congressional Printing and Binding for fiscal year 2001 is \$80,800,000. The requirements for the Congressional Printing and Binding Appropriation for fiscal year 2001 are described below by category.

A. Congressional Record Program. The proceedings of the Senate and House of Representatives are printed in the Congressional Record. Approximately 8,800 copies are printed daily. About 4,950 copies are charged to the Congressional Printing and Binding Appropriation, including about 1,830 copies distributed without charge to recipients designated by Senators. The copies which are not charged to the Congressional Printing and Binding Appropriation, are delivered and charged to Government departments on requisitions and to the Superintendent of Documents for sale to subscribers. Each day 880 microfiche are ordered, of which 168 are charged to Congress. On-line access to an electronic Congressional Record database was initiated in 1994. Access to this database is also made available to the public and depository libraries in accordance with the provisions of The Government Printing Office Electronic Information Access Enhancement Act of 1993. After the close of each session, the daily proceedings are consolidated, indexed, and about 291 sets are printed as the bound edition of the Record. About 116 of these sets are for Congressional use and charged to the Congressional Printing and Binding Appropriation. The remaining 175 sets are for public sale, departments, and depository libraries and are charged to the recipient as provided by law. An estimated 28,000 pages will be required in fiscal year 2001 and the cost will be approximately \$17,809,000.

B. Miscellaneous publications. This item includes printed matter such as the Congressional Directory, Senate and House Journals, memorial addresses of Members, nominations, United States Code and supplements, serial sets, and publications not carrying a document or report number, such as laws, treaties, and similar publications. An estimated \$6,820,000 will be required in fiscal year 2001 for approximately 55,000 pages.

C. Miscellaneous printing and binding. This item includes letterheads, envelopes, blank paper, wall calendars, miscellaneous services, blank forms, and binding for both Houses. The estimate for fiscal year 2001 is \$15,778,000 for about 161 million units.

D. Details to Congress. This item includes the cost for GPO employees detailed to Congress. The estimated cost for fiscal year 2001 is \$2,352,000 for 56,000 hours. The GPO is reimbursed from House Committee funds for employees detailed to House Committees.

E. Document envelopes and document franks. Document envelopes are furnished to Senators and Representatives for the mailing of speeches and documents. Franks are printed individually or in sheets with perforations and are furnished to Members for the mailing of documents. An estimated \$1,026,000 will be needed in fiscal year 2001 for approximately 17 million envelopes at a cost of \$969,000, and 1 million franks at a cost of \$57,000.

F. Business and committee calendars. This heading covers the printing of all House and Senate business and committee calendars, which list the actions on pending and completed legislation. An estimated \$1,767,000 will be required in fiscal year 2001 for approximately 19,000 pages.

G. Bills, resolutions, and amendments. This heading covers the printing of bills, resolutions, and amendments in all forms, including the prints as introduced, referred, reported, and finally passed. The estimate for fiscal year 2001 is \$10,260,000 for approximately 90,000 pages.

H. Committee reports. This item covers printed reports of congressional committees on pending legislation which carry a congressional number. An estimated \$4,056,000 will be needed for about 39,000 pages in fiscal year 2001.

I. Documents. This heading includes all classes of Senate and House documents ordered printed by Congress which carry a Congressional number, such as annual reports, engineers' reports, special reports made by Government departments in response to resolutions, supplemental and deficiency estimates of appropriations, etc. The estimate for fiscal year 2001 is \$2,208,000 for about 46,000 pages.

J. Hearings. This item covers all hearings before Congressional committees. The estimate for fiscal year 2001 is \$16,900,000 for approximately 325,000 pages.

K. Committee prints. This item includes publications printed for the internal use of committees on pending legislation. The estimate for fiscal year 2001 is \$1,824,000 for 38,000 pages.

**CONGRESSIONAL PRINTING AND BINDING APPROPRIATION
ESTIMATED REQUIREMENTS BY PRODUCT CATEGORY**

(In thousands)

Category	1999	2000	2001
A. Congressional Record Publications:			
Daily Record:			
Data Preparation.	\$9,794	\$9,380	\$9,464
Printing.	5,251	5,040	5,096
	-----	-----	-----
Subtotal.	15,045	14,420	14,560
Electronic On-Line Record.	135	317	300
Bound Record.	216	210	234
Record Index.	1,647	1,406	1,425
Record Indexers.	1,428	1,248	1,272
Microfiche-Record.	27	16	18
	-----	-----	-----
Subtotal.	18,498	17,617	17,809
B. Miscellaneous publications.	4,551	3,720	6,820
C. Miscellaneous printing and binding.	14,973	14,250	15,778
D. Details to Congress.	2,378	2,214	2,352
E. Document envelopes & franks.	800	880	1,026
F. Business and committee calendars.	1,548	2,160	1,767
G. Bills, resolutions, and amendments.	9,350	9,130	10,260
H. Committee reports.	3,861	3,876	4,056
I. Documents.	2,150	1,794	2,208
J. Hearings.	14,640	16,000	16,900
K. Committee prints.	1,716	1,656	1,824
	-----	-----	-----
Total Requirements.	74,465	73,297	80,800

**CONGRESSIONAL PRINTING AND BINDING APPROPRIATION
ESTIMATED COST PER UNIT BY CATEGORY**

Category	Unit 1/	1999	2000	2001
A. Congressional Record Program:				
Daily Record:				
Data Preparation	Page	\$332.00	\$335.00	\$338.00
Printing do	178.00	180.00	182.00
Subtotal		510.00	515.00	520.00
Bound Record do	7.20	7.50	7.80
Record Index do	366.00	370.00	375.00
Record Indexers	Hours	51.00	52.00	53.00
Microfiche-Record	Sets	0.50	0.40	0.40
B. Miscellaneous publications	Page	111.00	120.00	124.00
C. Misc. printing and binding	1,000 items	93.00	95.00	98.00
D. Details to Congress	Hours	41.00	41.00	42.00
E. Document envelopes & franks	1,000 items	50.00	55.00	57.00
F. Business and comm. Calendars	Page	86.00	90.00	93.00
G. Bills, resolutions, & amdts do	110.00	110.00	114.00
H. Committee reports do	99.00	102.00	104.00
I. Documents do	43.00	46.00	48.00
J. Hearings do	48.00	50.00	52.00
K. Committee prints do	44.00	46.00	48.00

1/ The per page cost count is the number of original pages and the cost includes all Congressional copies of each category of work. For example, the per page cost for data preparation for the Daily Congressional Record includes all composition (including file up-date and maintenance for the permanent edition) and prepress costs per original page. The cost for printing includes binding and mailing all of the copies charged to Congress. Based on an average press run of 8,800 copies, the total production cost is 6.1 cents per copypage, including copies ordered by agencies, depository libraries, and for sale to the public. The rider rate for printing additional copies is 0.80 of a cent per copypage.

CONGRESSIONAL PRINTING AND BINDING APPROPRIATION - VOLUME INCREASE OR DECREASE

Category	Unit	1999 Total	Increase/ (Decrease)		2000 Total	Increase/ (Decrease)		2001 Total
			Quantity	Percent		Quantity	Percent	
A. Congressional Record Program:								
Daily Record:								
Data Preparation	Page	29,500	(1,500)	(5.1)	28,000	0	0.0	28,000
Printing	do	29,500	(1,500)	(5.1)	28,000	0	0.0	28,000
Bound Record	do	30,000	(2,000)	(6.7)	28,000	2,000	7.1	30,000
Record Index	do	4,500	(700)	(15.6)	3,800	0	0.0	3,800
Record Indexers	Hours	28,000	(4,000)	(14.3)	24,000	0	0.0	24,000
Microfiche-Record	Sets	54,000	(14,000)	(25.9)	40,000	5,000	12.5	45,000
B. Miscellaneous publications	Page	41,000	(10,000)	(24.4)	31,000	24,000	77.4	55,000
C. Misc. printing and binding	1,000 items	161,000	(11,000)	(6.8)	150,000	11,000	7.3	161,000
D. Details to Congress	Hours	58,000	(4,000)	(6.9)	54,000	2,000	3.7	56,000
E. Document envelopes and franks	1,000 items	16,000	0	0.0	16,000	2,000	12.5	18,000
F. Business and comm. Calendars	Page	18,000	6,000	33.3	24,000	(5,000)	(20.8)	19,000
G. Bills, resolutions, & amdots	do	85,000	(2,000)	(2.4)	83,000	7,000	8.4	90,000
H. Committee reports	do	39,000	(1,000)	(2.6)	38,000	1,000	2.6	39,000
I. Documents	do	50,000	(11,000)	(22.0)	39,000	7,000	17.9	46,000
J. Hearings	do	305,000	15,000	4.9	320,000	5,000	1.6	325,000
K. Committee prints	do	39,000	(3,000)	(7.7)	36,000	2,000	5.6	38,000

Schedule A

Congressional Printing And Binding Appropriation
By Object Class
(In thousands)

Object Class	1999 Actual	2000 Actual	2001 Estimate	Net Change 2000/2001
24 Printing & Reproduction	\$74,465	\$73,297	\$80,800	\$7,503

Schedule B

Congressional Printing And Binding Appropriation
Analysis Of Change to Budget Base
(In thousands)

Object Class	Price Level Changes	Program Type Changes	Total Changes
24 Printing & Reproduction	\$2,283	\$5,220	\$7,503

Schedule C Congressional Printing And Binding Appropriation
Detailed Analysis Of Change

CALCULATION OF BASE	
STAFF	AMOUNT (\$000)
Base, 2000	73,297
I. Adjustments To Base	
2001 REQUEST	
STAFF	AMOUNT (\$000)
A. Price Level Changes	2,283
1. Daily Congressional Record:	
1a. Data Preparation	84
1b. Printing	56
Subtotal	140
2. Bound Record	9
3. Congressional Record Index	19
4. Congressional Record Indexers	24
5. Electronic On-Line Record	(17)
6. Miscellaneous Publications	220
7. Miscellaneous Printing and Binding	483
8. Details to Congress	56
9. Documents Envelopes & Doc. Franks	36
10. Business & Committee Calendars	57
11. Bills, Res., & Amdts.	360
12. Committee Reports	78
13. Documents	92
14. Hearings	650
15. Committee Prints	76

Schedule C Congressional Printing And Binding Appropriation - Continued
Detailed Analysis Of Change - Continued

CALCULATION OF BASE	
STAFF	AMOUNT (\$000)
B. Program Type Changes	
1. Workload	5,220
a. Bound Record	15
b. Congressional Record Microfiche	2
c. Miscellaneous Publications	2,880
d. Miscellaneous Printing & Binding	1,045
e. Details to Congress	82
f. Documents Envelopes & Doc. Franks	110
g. Business and Committee Calendars	(450)
h. Bills, Res., & Amdts.	770
i. Committee Reports	102
j. Documents	322
k. Hearings	250
l. Committee Prints	92
II. Net Increase Requested	7,503
III. Appropriation, 2001	80,800

CONGRESSIONAL PRINTING AND BINDING

EXPLANATION OF CHANGES SHOWN ON SCHEDULE C		
	Staff	Amount (\$000)
A. PRICE LEVEL CHANGES (RATES)		
1. Daily Congressional Record:		
1a. Data Preparation	---	84
This 0.9-percent increase is due to input cost increases.		
1b. Printing	---	56
This 1.1-percent increase is due to input cost increases in the printing operations.		
2. Bound Record	---	9
This 4.0-percent increase is due to input cost increases in the printing operation.		
3. Congressional Record Index	---	19
This 1.4-percent increase is due to input cost increases in the printing operation.		
4. Congressional Record Indexers	---	24
This 1.9-percent increase is necessary to provide for cost recovery of current services.		
5. Electronic Record	---	(17)
This 5.4-percent decrease is due to efficiencies of scale and experience.		
6. Miscellaneous Publications	---	220
This 3.3-percent increase is necessary to provide for cost recovery of current services.		

CONGRESSIONAL PRINTING AND BINDING - Continued

EXPLANATION OF CHANGES SHOWN ON SCHEDULE C - Continued		
	Staff	Amount (\$000)
A. PRICE LEVEL CHANGES (RATES) - Continued		
7. Miscellaneous Printing and Binding	--	483
This 3.2-percent increase is necessary to provide for cost recovery of current services.		
8. Details to Congress	--	56
This 2.4-percent increase is necessary to provide for cost recovery of current services.		
9. Document Envelopes & Doc. Franks	--	36
This 3.6-percent increase is necessary to provide for cost recovery of current services.		
10. Business & Committee Calendars	--	57
This 3.3-percent increase is necessary to provide for cost recovery of current services.		
11. Bills, Res., & Amdts	--	360
This 3.6-percent increase is necessary to provide for cost recovery of current services.	--	
12. Committee Reports	--	78
This 2.0-percent increase is necessary to provide for cost recovery of current services.	--	
13. Documents	--	92
This 4.3-percent increase is necessary to provide for cost recovery of current services.		

CONGRESSIONAL PRINTING AND BINDING - Continued

EXPLANATION OF CHANGES SHOWN ON SCHEDULE C - Continued		
	Staff	Amount (\$000)
A. PRICE LEVEL CHANGES (RATES) - Continued		
14. Hearings	---	650
This 4.0-percent increase is necessary to provide for cost recovery of current services.		
15. Committee Prints	---	76
This 4.3-percent increase is necessary to provide for cost recovery of current services.		

CONGRESSIONAL PRINTING AND BINDING - Continued

EXPLANATION OF CHANGES SHOWN ON SCHEDULE C - Continued		
	Staff	Amount (\$000)
B. PROGRAM TYPE CHANGES		
1. Workload (Volume)		
1a. Bound Record	--	15
This 7.1-percent increase is computed based on historical data.		
1b. Congressional Record Microfiche	--	2
This 33.3-percent increase is computed based on historical data.		
1c. Miscellaneous Publications	--	2,880
This 74.2-percent increase provides for the printing of the Congressional Directory and 2000 Edition of the U.S. Code.		
1d. Miscellaneous Printing & Binding	--	1,045
This 7.3-percent increase provides for the printing and binding, and miscellaneous services for both Houses of Congress.		
1e. Details to Congress	--	82
This 7.8-percent increase is computed based on historical data on requirements.		
1f. Documents Envelopes & Doc. Franks	--	110
This 12.5-percent increase provides for the printing demands of the new Congress.		
1g. Business & Committee Calendars	--	(450)
This 20.8-percent decrease is computed based on historical data for the Congressional first session year. The information is cumulative.		
1h. Bills, Resolutions, and Amendments	--	770
This 8.4-percent increase is computed based on historical data.		

CONGRESSIONAL PRINTING AND BINDING - Continued

EXPLANATION OF CHANGES SHOWN ON SCHEDULE C - Continued		
	Staff	Amount (\$000)
B. PROGRAM TYPE CHANGES - Continued		
1. Workload (Volume) - Continued		
1i. Committee Reports	---	102
This 2.6-percent increase is computed based on historical data.		
1j. Documents	---	322
This 17.9-percent increase is computed based on historical data.		
1k. Hearings	---	250
This 1.6-percent increase is computed based on historical data.		
1l. Committee Prints	---	92
This 5.6-percent increase is computed based on historical data.		

Schedule D Congressional Printing And Binding Appropriation
Summary of Agency Request
FY 2000 Budget Request

	CALCULATION OF BASE	
	STAFF	AMOUNT (\$000)
Base, 2000	---	73,297
Proposed Changes for FY 2001		
Price Level Changes	---	2,283
Program Type Changes		
Workload	---	5,220
Total Proposed Changes	---	7,503
FY 2001 Appropriation	---	80,800

SUMMARY OF PUBLICATIONS BOUND FOR THE SENATE AND HOUSE
FISCAL YEAR 1997, 1998, and 1999

	Number of Volumes Bound			Amount Billed to Congressional Printing and Binding Appropriation		
	1997	1998	1999	1997	1998	1999
Senate Committees						
Appropriations.....	130	0	86	\$43,269	\$0	\$ 29,214
Armed Services.....	46	36	2	19,635	14,275	675
Budget.....	3	0	0	1,013	0	0
Commerce, Science, & Transportation.....	0	0	0	0	0	0
Democratic Policy.....	0	0	3	0	0	1,097
Energy & Natural Resources.....	18	0	14	10,098	0	9,586
Environment & Public Works.....	0	29	0	0	12,729	0
Finance.....	10	0	0	3,173	0	0
Foreign Relations.....	0	21	0	0	5,379	0
Governmental Affairs.....	0	267	0	0	93,020	0
Indian Affairs.....	0	22	16	0	8,490	7,444
Judiciary.....	0	4	28	0	1,672	7,847
Labor & Human Resources.....	21	0	0	7,692	0	0
Republican Policy.....	2	2	2	640	767	884
Rules & Administration.....	6	0	0	4,534	0	0
Select Committee on Ethics.....	0	0	0	0	0	0
Small Business.....	25	15	10	5,581	4,367	3,157
Special Committee on Aging.....	0	14	0	0	4,528	0
	0	9	0	0	2,276	0
Total for Senate Committees.....	261	410	161	95,635	145,227	59,904
Total Senate Members.....	68	0	0	20,556	0	0
Total Senate.....	329	410	161	\$116,191	\$145,227	\$59,904
House Committees						
Agriculture.....	27	19	17	8,040	4,932	5,598
Appropriations.....	229	219	139	70,725	85,245	47,442
Banking and Financial Services.....	0	0	124	0	0	21,595
Budget.....	40	0	32	6,532	0	10,325
Economic & Educational Opportunities.....	18	0	0	4,485	0	0
Energy & Commerce.....	66	0	38	15,815	0	16,025
Government Reform.....	98	127	57	26,405	39,318	12,746
International Relations.....	0	0	132	0	0	24,938
Judiciary.....	17	0	0	6,615	0	0
National Security.....	0	19	4	0	7,489	1,794
Resources.....	44	0	24	11,862	0	12,951
Rules.....	24	0	24	5,018	0	4,673
Science.....	148	0	0	29,398	0	0
Small Business.....	60	0	0	11,927	0	0
Transportation & Infrastructure.....	0	28	19	0	7,370	5,659
Veterans' Affairs.....	50	0	23	9,211	0	8,286
Ways & Means.....	189	28	82	76,954	12,102	28,844
	0	2	0	0	1,044	0
Total for House Committees.....	1,010	440	715	282,987	156,456	200,876
Total House Members.....	4	0	0	658	0	0
Total House of Representatives....	1,014	440	715	\$283,645	\$156,456	\$200,876
TOTAL, CONGRESS.....	1,343	850	876	\$399,836	\$301,683	\$260,780

Congressional Billings For Committees By Category
FY 1999, as of September 30, 1999

House Committees	Daily Cong. Rec.	Record Index	Record Indexers	Misc. Pubs.	Misc. P&B	Details	Doc. Env.	Doc. Franks	Calendars	Bills	Reports	Documents	Hearings	Committee Prints	TOTALS
House	7,112,320	782,946	---	78	11,853	60,757	---	---	---	42,965	266,169	2,353	---	---	8,279,441
Clerk of House	---	---	---	53,002	282,047	52,596	---	---	214,546	---	43,180	13,154	3,295	9	661,829
House Members	---	---	---	2,751	1,912,224	---	795,189	34,775	---	---	---	9,407	---	---	2,754,346
H. Agriculture	---	---	---	5,509	9,740	---	---	---	---	---	---	---	239,552	19,011	273,812
H. Appropriations	---	---	---	31,727	43,104	---	---	---	---	46,491	170,506	---	3,649,578	140,265	4,081,671
H. Armed Services	---	---	---	---	10,825	---	---	---	16,327	---	---	---	578,159	86,724	692,035
H. Banking	---	---	---	---	5,641	---	---	---	---	---	---	---	185,443	68,547	259,631
H. Economic & Ed.	---	---	---	---	440	---	---	---	---	---	---	---	776,585	104,277	881,302
H. International Rel.	---	---	---	221	30,318	---	---	---	23,533	---	---	---	324,129	22,099	400,300
H. Gov't. Reform	---	---	---	---	19,970	---	---	---	---	---	554	---	440,619	40,002	501,145
H. Administration	---	---	---	19,523	2,824	---	---	---	---	---	---	---	5,625	---	27,972
H. Resources	---	---	---	7,842	150,264	---	---	---	---	---	---	---	188,585	---	346,691
H. Commerce	---	---	---	---	26,387	---	---	---	---	---	---	---	363,780	59,033	449,200
H. Judiciary	---	---	---	6,635	11,342	---	---	---	---	---	---	18,330	242,498	221,249	500,054
H. Transportation	---	---	---	1,322	8,974	---	---	---	---	---	---	---	184,847	91,949	287,092
H. Rules	---	---	---	---	12,692	---	---	---	12,458	---	---	---	67,121	68,111	160,382
H. Science	---	---	---	---	19,141	---	---	---	---	---	---	---	292,255	17,700	329,096
H. Veteran's Affairs	---	---	---	---	5,380	---	---	---	---	---	---	---	101,297	3,064	109,741
H. Ways & Means	---	---	---	18	42,424	---	---	---	---	---	---	536	215,442	27,331	285,751
H. Small Business	---	---	---	---	4,236	---	---	---	4,773	---	---	---	19,500	4,155	32,664
H. Helsinki Commission	---	---	---	93,746	2,207	55,936	---	---	---	---	---	---	14,263	---	166,152
H. Official Conduct	---	---	---	57,399	---	---	---	---	---	---	---	---	---	5,645	63,044
H. Admin. Officer	---	---	---	90,658	24,825	---	---	---	---	---	---	77,582	---	---	193,065
H. Budget	---	---	---	1,906	10,953	---	---	---	---	---	---	1,500	14,335	9,104	37,798
H. Bipartisan Comm.	---	---	---	---	67,311	61,975	---	---	---	---	---	---	---	---	129,286
H. Legislative Counsel	---	---	---	---	32,383	154,683	---	---	---	---	---	---	---	---	187,066
H. Intelligence	---	---	---	---	---	---	---	---	---	---	---	---	---	22,245	22,245
Total House	7,112,320	782,946	0	372,337	2,747,505	385,947	795,189	34,775	271,637	89,456	480,409	122,862	7,906,908	1,010,520	22,112,811

Congressional Billings For Committees By Category
FY 1999, as of September 30,1999

Senate Committees	Daily Cong. Rec.	Record Index	Record Indexers	Misc. Pubs.	Misc. P&B	Details	Doc. Env.	Doc. Franks	Calendars	Bills	Reports	Documents	Hearings	Committee Prints	TOTALS
Senate	6,497,710	764,136	---	28,876	235,298	56,565	---	---	131,884	4,300	191,037	47,463	1,307	1,404	7,959,980
Secretary of Senate	---	---	---	42,096	260,232	24,108	---	---	---	---	---	27,197	---	---	353,633
Senate Members	---	---	---	32,893	1,672,095	---	3,866	---	---	---	---	---	---	---	1,708,854
S. Agriculture	---	---	---	---	369	61,537	---	---	---	---	---	---	143,636	---	205,542
S. Appropriations	---	---	---	2,430	42,305	290,812	---	---	---	6,300	8,336	429	87,379	27,735	465,726
S. Armed Services	---	---	---	1,246	13,678	56,721	---	---	---	---	---	---	143,003	564	215,212
S. Banking	---	---	---	2,481	3,152	149,517	---	---	---	---	---	---	107,979	8,658	271,787
S. Commerce	---	---	---	---	8,963	73,840	---	---	---	---	---	---	78,281	297	161,381
S. Finance	---	---	---	---	10,531	76,265	---	---	---	---	---	---	228,051	9,106	323,953
S. Foreign Relations	---	---	---	---	8,609	105,698	---	---	---	---	---	---	62,685	34,711	211,703
S. Gov't Affairs	---	---	---	---	13,080	55,945	---	---	---	---	---	---	161,401	10,369	240,795
S. Energy	---	---	---	---	18,764	58,760	---	---	13,481	---	---	---	144,776	5,476	241,257
S. Judiciary	---	---	---	---	5,315	169,161	---	---	---	---	---	---	612,592	---	787,068
S. Labor	---	---	---	---	7,101	61,532	---	---	10,454	---	---	---	104,343	16,603	200,033
S. Environment	---	---	---	---	9,422	---	---	---	---	---	2,816	---	155,651	2,653	170,542
S. Rules	---	---	---	4,815	7,890	---	---	---	---	---	---	1,150	7,696	3,695	25,246
S. Democratic Policy	---	---	---	29,532	4,267	---	---	---	---	---	---	---	---	73,400	107,199
Republican Policy	---	---	---	38,536	2,157	40,573	---	---	---	---	---	---	---	---	81,266
S. Small Business	---	---	---	---	4,148	---	---	---	---	---	---	---	64,267	---	68,415
S. Aging	---	---	---	---	2,293	58,579	---	---	---	---	---	---	77,145	---	138,017
S. Ethics	---	---	---	116,676	626	---	---	---	---	---	---	---	---	8,679	125,981
S. Year 2000	---	---	---	---	10,110	---	---	---	---	---	---	---	42,428	34,362	86,900
S. Veterans Affairs	---	---	---	---	1,114	---	---	---	---	---	---	---	20,322	---	21,436
S. Legislative Counsel	---	---	---	---	66,011	247,741	---	---	---	---	---	---	---	---	313,752
S. Sergeant at Arms	---	---	---	72,537	499,082	---	---	---	---	---	---	---	---	---	571,619
S. Budget	---	---	---	54	623	58,108	---	---	---	---	---	1,604	38,099	23,526	122,014
S. Legal Counsel	---	---	---	1,822	1,511	---	---	---	---	---	---	---	---	---	3,333
S. Intelligence	---	---	---	---	87	---	---	---	---	---	---	---	28,394	12,101	40,582
S. Indian Affairs	---	---	---	---	12,688	71,276	---	---	10,484	---	---	---	188,815	---	283,263
S. Census Moni-Cong.	---	---	---	25,393	171,862	---	---	---	---	---	---	---	---	8,044	205,299
S. Census Moni-Pres.	---	---	---	9,310	101,730	---	---	---	---	---	---	---	---	4,007	115,047
S. Census Moni-Joint	---	---	---	290	---	---	---	---	---	---	---	---	---	---	290
Total Senate	6,497,710	764,136	0	408,987	3,195,113	1,716,738	3,866	0	166,303	10,600	202,189	77,843	2,498,250	285,390	15,827,125

Congressional Billings For Committees By Category
FY 1999, as of September 30, 1999

Joint Committees	Daily Cong. Rec.	Record Index	Record Indexers	Misc. Pubs.	Misc. P&B	Details	Doc. Env.	Doc. Franks	Calendars	Bills	Reports	Documents	Hearings	Committee Prints	TOTALS
Joint Committee On Printing	---	---	---	---	5	---	---	---	---	---	---	---	---	922	927
Joint Economic	---	---	---	49,133	3,869	---	---	---	---	---	---	858	11,753	20,496	86,109
Joint Taxation	---	---	---	36	16,055	---	---	---	---	---	---	1,071	---	134,800	151,962
Total Joint Committees	0	0	0	49,169	19,929	0	0	0	0	0	0	1,929	11,753	156,218	238,998
Miscellaneous	Electronic Record	Microfiche Record													
Bylaw	134,751	7,596	1,314,900	335,866	6,724,197	60,026	---	---	398	7,977,459	2,783,198	1,483,335	3,137	4,235	20,829,098
Architect of the Capitol	---	---	---	10,495	46,013	---	---	---	---	---	---	168	---	---	56,676
S. Caucus on International	---	---	---	---	---	---	---	---	---	---	---	---	20,153	3,326	23,479
Total Miscellaneous	134,751	7,596	1,314,900	346,361	6,770,210	60,026	0	0	398	7,977,459	2,783,198	1,483,503	23,290	7,561	20,909,253
TOTALS	13,744,781	1,554,678	1,314,900	1,176,854	12,732,757	2,162,711	799,055	34,775	438,338	8,077,515	3,465,796	1,686,137	10,440,201	1,459,689	59,088,187

Summary Status of FY 1999 Appropriation

Appropriation 74,465,000

Payments for current year 59,088,187

Payments for prior years 0

Total Disbursements 59,088,187

15,376,813

DETAILS TO CONGRESS, AS OF SEPTEMBER 30

	1998	1999

HOUSE COMMITTEES		
Banking & Financial Services.....	1	1
Commerce.....	2	1
Government Reform.....	1	1
International Relations.....	1	1
Judiciary.....	1	0
National Security.....	2	2
Resources.....	1	0
Science.....	1	0
Small Business.....	1	0
Transportation & Infrastructure.....	1	0
Ways and Means.....	4	4
Commission on Security & Cooperation in Europe.....	1	1
	---	---
Total House Committees.....	17	11
	==	==
MISCELLANEOUS		
Clerk of the House.....	1	0
House Chief Administrative Officer.....	0	0
House Legislative Counsel.....	3	2
Congressional Service Center (CRS).....	1	1
Senate Legislative Counsel.....	4	4
Speaker of the House.....	1	2
	---	---
Total Miscellaneous.....	10	9
	==	==

DETAILS TO CONGRESS - CONTINUED

	1998	1999	
SENATE COMMITTEES			
Agriculture, Nutrition, & Forestry.....	1	1	
Appropriations.....	4	3	
Armed Services.....	1	1	
Banking, Housing, & Urban Affairs.....	2	2	
Budget.....	1	1	
Commerce, Science, & Transportation.....	1	2	
Energy.....	1	1	
Finance.....	1	1	
Foreign Relations.....	2	2	
Government Affairs.....	1	1	
Indian Affairs.....	1	1	
Judiciary.....	3	3	
Labor & Human Relations.....	1	1	
Republican Policy.....	1	0	
Special Committee on Aging.....	1	1	
	---	---	
Total Senate Committees.....	22	21	
	==	==	
SUMMARY			
House Committees.....	17	11	
Miscellaneous.....	10	9	
Senate Committees.....	22	21	
	---	---	
Total.....	49	41	
	==	==	
<hr/>			
	1999	2000 (est.)	2001 (est.)
Full-time equivalents (FTE's).....	28	24	27
Total billings (millions)	\$2.4	\$2.0	\$2.4

**SUMMARY OF APPROPRIATIONS ESTIMATES
SALARIES AND EXPENSES
FISCAL YEAR 2001**

The Office of the Superintendent of Documents operates an appropriation which provides funds for: (1) the compilation of catalogs and indexes of Government publications; (2) the mailing for Members of Congress and other Government agencies of certain Government publications, as authorized by law; (3) the distribution of Government publications to designated depository libraries; and (4) the distribution of Government publications to the International Exchange Program. These four functions are related to the publication activity of other agencies and to the demands of the public, Members of Congress, and depository libraries. Consequently, the Office of the Superintendent of Documents can exercise little control over the volume of work which it may be called upon to perform. A description of these four functions follows:

Cataloging and indexing. The Office of the Superintendent of Documents is charged with preparing catalogs and indexes of all publications issued by the Federal Government. The principal publication is the "Monthly Catalog of U.S. Government Publications."

Bylaw Distribution for other Government agencies and Members of Congress. The Office of the Superintendent of Documents maintains mailing lists and mails, at the request of Government agencies and Members of Congress, certain publications specified by public law.

Depository Library Distribution. As required, Government publications are supplied to libraries which are designated as depositories for Government information. The Federal Depository Library Program (FDLP) includes tangible Government information products disseminated to depository libraries, online access, and locator services provided via the Internet from GPO Access. Since 1994, there has been increased utilization of the GPO Access on-line service as the principal delivery vehicle for online Government information to depository libraries. In FY 99, more than half of the new titles made available to depositories and the public were online. As the transition to a more electronic FDLP continues, the costs of the FDLP are increasingly related to identifying, linking to, and providing permanent public access to Internet resources. These changes have greatly expanded public use of the FDLP content. The Superintendent of Documents is taking the necessary steps to build and manage the FDLP Electronic Collection. These steps involve GPO in a broad range of information life-cycle activities, including the identification and evaluation of Internet-based products for the FDLP, assuring the reliability of official information, providing cataloging and locator services, and preserving and managing electronic files for future public access and use.

International exchange. The Office of the Superintendent of Documents distributes Government publications to foreign governments which agree, as indicated by the Library of Congress, to send to the United States similar publications of their governments for delivery to the Library of Congress.

Schedule A

Office of Superintendent of Documents
Salaries and Expenses
Summary
By Program and By Object Class

CATEGORIES	FY 1999 ACTUAL		FY 2000 ESTIMATE		FY 2001 ESTIMATE		TOTAL CHANGES 2000/2001	
	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)
1. Breakdown by Program:								
By-Law Distribution	3	403	3	498	3	509	0	11
Cataloging and Indexing	25	2,846	26	3,097	30	3,276	4	179
Depository Library Distribution	103	25,398	105	25,532	110	29,781	5	4,249
International Exchange	3	617	4	745	4	885	0	140
Appropriation	134	29,264	138	29,872	147	34,451	9	4,579
	=====	=====	=====	=====	=====	=====	=====	=====
2. Breakdown by Object Class:								
11 Personnel Compensation	134	5,655	138	6,151	147	6,962	9	811
12 Personnel Benefits	---	983	---	1,318	---	1,492	---	174
21 Travel	---	142	---	175	---	175	---	0
22 Transportation of Things	---	2,202	---	1,892	---	1,892	---	0
23 Rent, Communications, and Util	---	577	---	572	---	572	---	0
24 Printing and Reproduction	---	12,648	---	13,733	---	15,073	---	1,340
25 Other Services	---	6,478	---	5,407	---	7,427	---	2,020
26 Supplies and Materials	---	579	---	624	---	858	---	234
Total	134	29,264	138	29,872	147	34,451	9	4,579
	=====	=====	=====	=====	=====	=====	=====	=====

Schedule B

Office of Superintendent of Documents
Salaries and Expenses
Analysis of Change to Budget Base
By Program and By Object Class

FY 2000/2001 CATEGORIES	MANDATORY PAY AND RELATED COSTS		PRICE LEVEL CHANGES		PROGRAM TYPE CHANGES						TOTAL CHANGES	
					LEGISLATION		WORKLOAD		EQUIP., ALTS., MAINT., REPAIR			
	DOLLARS		DOLLARS		DOLLARS		DOLLARS		DOLLARS		DOLLARS	
	STAFF	(\$000)	STAFF	(\$000)	STAFF	(\$000)	STAFF	(\$000)	STAFF	(\$000)	STAFF	(\$000)
1. Breakdown by Program:												
By-Law Distribution	---	6	---	3	---	0	---	0	---	2	---	11
Cataloging and Indexing	---	92	---	27	---	0	---	47	---	13	---	179
Depository Library Distribution	---	296	---	474	---	0	5	3,254	---	225	---	4,249
International Exchange	---	9	---	19	---	0	---	108	---	4	---	140
Total	---	403	---	523	---	0	5	3,409	---	244	0	4,579
2. Breakdown By Object Class:												
11 Personnel Compensation	---	331	---	0	---	0	---	480	---	0	---	811
12 Personnel Benefits	---	72	---	0	---	0	---	102	---	0	---	174
21 Travel	---	0	---	2	---	0	---	(2)	---	0	---	0
22 Transportation of Things	---	0	---	38	---	0	---	(38)	---	0	---	0
23 Rent, Communications, & Util.	---	0	---	0	---	0	---	0	---	0	---	0
24 Printing and Reproduction	---	0	---	311	---	0	---	1,029	---	0	---	1,340
25 Other Services	---	0	---	152	---	0	---	1,624	---	244	---	2,020
26 Supplies and Materials	---	0	---	20	---	0	---	214	---	0	---	234
Total	---	403	---	523	---	0	0	3,409	---	244	---	4,579

Schedule C

Office of Superintendent of Documents
Salaries and Expenses
Summary
Detailed Analysis of Changes

CALCULATION OF BASE	
STAFF	AMOUNT (\$000)
Base, 2000	138 29,872
2001 REQUEST	
I. Adjustments to Base	STAFF AMOUNT (\$000)
A. Mandatory Pay and Related Costs	--- 403
1. Current Services Increases	--- 331
2. Step Increases/Promotions	--- 72
B. Price Level Changes	--- 523
1. Travel	--- 2
2. Transportation of Things	--- 38
3. Catalog Printing	--- 2
4. Depository Printing	--- 299
5. Int'l Exchange Printing	--- 10
6. Computer Service Charges	--- 10
7. Other ADP Services	--- 4
8. Administrative Services	--- 94
9. Miscellaneous Services	--- 44
10. Supplies and Materials	--- 20
C. Program Type Changes	
1. Legislation	--- 0
2. Workload	9 3,409
a. Pers Comp & Benef	9 582
b. Travel	--- (2)
c. Transportation of Things	--- (38)
d. Depository Printing	--- 917
e. Int'l Exchange Printing	--- 112
f. Miscellaneous Services	--- 1,624
g. Supplies and Materials	--- 214
3. Equipment, Alterations, Repairs, Etc.	--- 244
a. Depreciation	--- 244
II. Increase From 2000 Appropriation	--- 4,579
III. Total Appropriation, 2001	147 34,451

SALARIES AND EXPENSES APPROPRIATION

EXPLANATION OF CHANGES SHOWN ON SCHEDULE C		
	Staff	Amount (\$000)
A. MANDATORY CHANGES	---	403
1. Annualized effect of current services increase for FY 2001.	---	331
2. Merit Increases/Promotions to be granted during FY 2001.	---	72
B. PRICE LEVEL CHANGES		
1. Items 1-10 An overall 2.1 % increase is projected.	---	523
C. PROGRAM TYPE CHANGES		
1. Legislation	---	0
2. Workload		3,409
2a. Pers Comp and Benefits The increase is for 1 inspector, 4 catalogers and 4 additional personnel engaged in promoting electronic dissemination.	---	582
2a. Travel Price level increases will be absorbed with a decline in usage.	---	(2)
2b. Transportation of Things Price level increases will be absorbed with a decline in usage.	---	(38)
2c. Depository & IES Printing The increase is due to the Printing of the U.S. Code for dissemination to the Libraries. This is done once every six years.		1,029
2d. Miscellaneous Services The increase is for additional associated with the transformation to electronic dissemination.	---	1,624
2e. Supplies and Materials The increase is primarily attributable to additional materials required to disseminate electronic products during FY 2001.	---	214
3. Equipment, Alterations, Repairs, Etc.		244
3a. Depreciation An increase in asset acquisitions is projected during FY 2000 and FY 2001.	---	244

Schedule D

Office of Superintendent of Documents
Salaries and Expenses
Summary of Request
FY 2001 Budget Request

	CALCULATION OF BASE	
	Staff	AMOUNT (\$000)
Base, 2000	138	29,872
Proposed Changes for FY 2001		
Mandatory Pay and Related Costs	---	403
Price Level Changes	---	523
Program Type Changes		
Legislation	---	0
Workload	9	3,409
Equipment, Alterations, Repairs,	---	244
Total Proposed Changes	9	4,579
FY 2001 Appropriation	147	34,451

Schedule A

Office of Superintendent of Documents
Salaries and Expenses
By-Law Distribution
By Object Class

CATEGORIES	FY 1999 ACTUAL		FY 2000 ESTIMATE		FY 2001 ESTIMATE		TOTAL CHANGES 2000/2001	
	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)
1. Program:								
By-Law Distribution	3	403	3	498	3	509	0	11
	=====	=====	=====	=====	=====	=====	=====	=====
2. Breakdown by Object Class:								
11 Personnel Compensation	3	106	3	104	3	109	0	5
12 Personnel Benefits	---	22	---	18	---	19	---	1
21 Travel	---	0	---	0	---	0	---	0
22 Transportation of Things	---	26	---	81	---	81	---	0
23 Rent, Communications, and Util	---	149	---	159	---	159	---	0
24 Printing and Reproduction	---	0	---	0	---	0	---	0
25 Other Services	---	84	---	115	---	120	---	5
26 Supplies and Materials	---	16	---	21	---	21	---	0
	-----	-----	-----	-----	-----	-----	-----	-----
Total	3	403	3	498	3	509	0	11
	=====	=====	=====	=====	=====	=====	=====	=====

Schedule B

Office of Superintendent of Documents
By-Law Distribution
Analysis of Change to Budget Base
By Program and By Object Class

FY 2000/2001 CATEGORIES	MANDATORY PAY AND RELATED COSTS		PRICE LEVEL CHANGES		PROGRAM TYPE CHANGES						TOTAL CHANGES	
					LEGISLATION		WORKLOAD		EQUIP., ALTS MAINT, REPAIRS			
	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)
1. Breakdown by Program:												
By-Law Distribution	--	6	--	3	--	---	0	0	--	2	0	11
2. Breakdown By Object Class:												
11 Personnel Compensation	--	5	--	0	--	0	--	0	--	0	--	5
12 Personnel Benefits	--	1	--	0	--	0	--	0	--	0	--	1
21 Travel	--	0	--	0	--	0	--	0	--	0	--	0
22 Transportation of Things	--	0	--	0	--	0	--	0	--	0	--	0
23 Rent, Communications, & Util	--	0	--	0	--	0	--	0	--	0	--	0
24 Printing and Reproduction	--	0	--	0	--	0	--	0	--	0	--	0
25 Other Services	--	0	--	3	--	0	--	0	--	2	--	5
26 Supplies and Materials	--	0	--	0	--	0	--	0	--	0	--	0
Total	--	6	--	3	--	---	0	0	--	2	0	11

Schedule C

Office of Superintendent of Documents
Salaries and Expenses
By-Law Distribution
Detailed Analysis of Changes

CALCULATION OF BASE	
STAFF	AMOUNT (\$000)
Available Resources, 2000	3 498
2001 REQUEST	
STAFF	AMOUNT (\$000)
I. Adjustments to Base	
A. Mandatory Pay and Related Costs	6
1. Current Services Increases	5
2. Step Increases/Promotions	1
B. Price Level Changes	3
1. Miscellaneous Services	3
C. Program Type Changes	
1. Legislation	0
2. Workload	
3. Equipment, Alterations, Repairs, Etc.	2
a. Depreciation	2
II. Net Increase From 2000 Obligations	11
III. Total Obligations, 2001	3 509

Schedule A

Office of Superintendent of Documents
Salaries and Expenses
Cataloging and Indexing
By Object Class

CATEGORIES	FY 1999 ACTUAL		FY 2000 ESTIMATE		FY 2001 ESTIMATE		TOTAL CHANGES 2000/2001	
	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)
1. Program:								
Cataloging and Indexing	25	2,846	26	3,097	30	3,276	4	179
	=====	=====	=====	=====	=====	=====	=====	=====
2. Breakdown by Object Class:								
11 Personnel Compensation	25	1,226	26	1,288	30	1,574	4	286
12 Personnel Benefits	---	190	---	288	---	349	---	61
21 Travel	---	6	---	7	---	5	---	(2)
22 Transportation of Things	---	0	---	0	---	0	---	0
23 Rent, Communications, and Util	---	4	---	2	---	2	---	0
24 Printing and Reproduction	---	156	---	120	---	122	---	2
25 Other Services	---	1,133	---	1,273	---	1,107	---	(166)
26 Supplies and Materials	---	131	---	119	---	117	---	(2)
	-----	-----	-----	-----	-----	-----	-----	-----
Total	25	2,846	26	3,097	30	3,276	4	179
	=====	=====	=====	=====	=====	=====	=====	=====

Schedule B

Office of Superintendent of Documents
Cataloging and Indexing
Analysis of Change to Budget Base
By Program and By Object Class

FY 2000/2001 CATEGORIES	MANDATORY PAY AND RELATED COSTS		PRICE LEVEL CHANGES		PROGRAM TYPE CHANGES						TOTAL CHANGES	
					LEGISLATION		WORKLOAD		EQUIP., ALTS MAINT, REPAIRS			
	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)
1. Breakdown by Program:												
Cataloging and Indexing	--	92	--	27	--	0	4	47	--	13	4	179
2. Breakdown By Object Class:												
11 Personnel Compensation	--	75	--	0	--	0	4	211	--	0	4	286
12 Personnel Benefits	--	17	--	0	--	0	--	44	--	0	--	61
21 Travel	--	0	--	0	--	0	--	(2)	--	0	--	(2)
22 Transportation of Things	--	0	--	0	--	0	--	0	--	0	--	0
23 Rent, Communications, & Util	--	0	--	0	--	0	--	0	--	0	--	0
24 Printing and Reproduction	--	0	--	2	--	0	--	0	--	0	--	2
25 Other Services	--	0	--	23	--	0	--	(202)	--	13	--	(166)
26 Supplies and Materials	--	0	--	2	--	0	--	(4)	--	0	--	(2)
Total	--	92	--	27	--	0	4	47	--	13	4	179

Schedule C

Office of Superintendent of Documents
Salaries and Expenses
Cataloging And Indexing
Detailed Analysis of Changes

CALCULATION OF BASE	
STAFF	AMOUNT (\$000)
Available Resources, 2000	26
2001	REQUEST
STAFF	AMOUNT (\$000)
I. Adjustments to Base	
A. Mandatory Pay and Related Costs	92
1. Current Services Increases	75
2. Step Increases/Promotions	17
B. Price Level Changes	27
1. Catalog Printing	2
2. Computer Service Charges	2
3. Other ADP Services	4
4. Administrative Services	12
5. Miscellaneous Services	5
6. Supplies and Materials	2
C. Program Type Changes	
1. Legislation	0
2. Workload	47
a. Pers Comp and Benefits	255
b. Travel	(2)
c. Miscellaneous Services	(202)
d. Supplies and Materials	(4)
3. Equipment, Alterations, Repairs, Etc.	13
a. Depreciation	13
II. Net increase From 2000 Obligations	179
III. Total Obligations, 2001	3,276

Schedule A

Office of Superintendent of Documents
Salaries and Expenses
Depository Library Distribution
By Object Class

CATEGORIES	FY 1999 ACTUAL		FY 2000 ESTIMATE		FY 2001 ESTIMATE		TOTAL CHANGES 2000/2001	
	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)
1. Program:								
Depository Library Distribution	103	25,398	105	25,532	110	29,781	5	4,249
	=====	=====	=====	=====	=====	=====	=====	=====
2. Breakdown by Object Class:								
11 Personnel Compensation	103	4,229	105	4,608	110	5,121	5	513
12 Personnel Benefits	---	753	---	982	---	1,092	---	110
21 Travel	---	136	---	168	---	170	---	2
22 Transportation of Things	---	2,170	---	1,811	---	1,811	---	0
23 Rent, Communications, and Util	---	349	---	346	---	346	---	0
24 Printing and Reproduction	---	12,169	---	13,273	---	14,489	---	1,216
25 Other Services	---	5,171	---	3,873	---	6,048	---	2,175
26 Supplies and Materials	---	421	---	471	---	704	---	233
	-----	-----	-----	-----	-----	-----	-----	-----
Total	103	25,398	105	25,532	110	29,781	5	4,249
	=====	=====	=====	=====	=====	=====	=====	=====

Schedule B

Office of Superintendent of Documents
 Depository Library Distribution
 Analysis of Change to Budget Base
 By Program and By Object Class

FY 2000/2001 CATEGORIES	MANDATORY PAY AND RELATED COSTS		PRICE LEVEL CHANGES		PROGRAM TYPE CHANGES						TOTAL CHANGES	
					LEGISLATION		WORKLOAD		EQUIP., ALTS MAINT, REPAIRS			
	DOLLARS		DOLLARS		DOLLARS		DOLLARS		DOLLARS		DOLLARS	
	STAFF	(\$000)	STAFF	(\$000)	STAFF	(\$000)	STAFF	(\$000)	STAFF	(\$000)	STAFF	(\$000)
1. Breakdown by Program:												
Depository Library	--	296	--	474	--	0	5	3,254	--	225	5	4,249
2. Breakdown By Object Class:												
11 Personnel Compensation	--	244	--	0	--	0	5	269	--	0	5	513
12 Personnel Benefits	--	52	--	0	--	0	--	58	--	0	--	110
21 Travel	--	0	--	2	--	0	--	0	--	0	--	2
22 Transportation of Things	--	0	--	38	--	0	--	(38)	--	0	--	0
23 Rent, Communications, & Util	--	0	--	0	--	0	--	0	--	0	--	0
24 Printing and Reproduction	--	0	--	299	--	0	--	917	--	0	--	1,216
25 Other Services	--	0	--	120	--	0	--	1,830	--	225	--	2,175
26 Supplies and Materials	--	0	--	15	--	0	--	218	--	0	--	233
Total	--	296	--	474	--	0	5	3,254	--	225	5	4,249

Schedule C

Office of Superintendent of Documents
Salaries and Expenses
Depository Library Distribution
Detailed Analysis of Changes

CALCULATION OF BASE	
STAFF	AMOUNT (\$000)
Available Resources, 2000	106 25,532
=====	
2001 REQUEST	

STAFF	AMOUNT (\$000)
I. Adjustments to Base	
A. Mandatory Pay and Related Costs	296
1. Current Services Increases	244
2. Step Increases/Promotions	52
B. Price Level Changes	474
1. Travel	2
2. Transportation of Things	38
3. Depository Printing	299
4. Computer Service Charges	8
5. Administrative Services	82
6. Miscellaneous Services	30
7. Supplies and Materials	15
C. Program Type Changes	
1. Legislation	0
2. Workload	3,254
a. Pers Comp & Benef	327
a. Transportation of Things	(38)
b. Depository Printing	917
c. Miscellaneous Services	1,830
d. Supplies and Materials	218
3. Equipment, Alterations, Repairs, Etc.	225
a. Depreciation	225
II. Increase From 2000 Obligations	4,249
III. Total Obligations, 2001	111 29,781
=====	

Schedule A

Office of Superintendent of Documents
Salaries and Expenses
International Exchange
By Object Class

CATEGORIES	FY 1999 ACTUAL		FY 2000 ESTIMATE		FY 2001 ESTIMATE		TOTAL CHANGES 2000/2001	
	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)
1. Program:								
International Exchange	3	617	4	745	4	885	0	140
	=====	=====	=====	=====	=====	=====	=====	=====
2. Breakdown by Object Class:								
11 Personnel Compensation	3	94	4	151	4	158	0	7
12 Personnel Benefits	---	18	---	30	---	32	---	2
21 Travel	---	0	---	0	---	0	---	0
22 Transportation of Things	---	6	---	0	---	0	---	0
23 Rent, Communications, and Util	---	75	---	65	---	65	---	0
24 Printing and Reproduction	---	323	---	340	---	462	---	122
25 Other Services	---	90	---	146	---	152	---	6
26 Supplies and Materials	---	11	---	13	---	16	---	3
	-----	-----	-----	-----	-----	-----	-----	-----
Total	3	617	4	745	4	885	0	140
	=====	=====	=====	=====	=====	=====	=====	=====

Schedule B

International Exchange
Analysis of Change to Budget Base
By Program and By Object Class

FY 2000/2001 CATEGORIES	MANDATORY PAY AND RELATED COSTS		PRICE LEVEL CHANGES		PROGRAM TYPE CHANGES						TOTAL CHANGES	
					LEGISLATION		WORKLOAD		EQUIP., ALTS MAINT, REPAIRS			
	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)
1. Breakdown by Program:												
International Exchange	--	9	--	19	---	0	---	108	---	4	--	140
2. Breakdown By Object Class:												
11 Personnel Compensation	--	7	--	0	--	0	--	0	--	0	--	7
12 Personnel Benefits	--	2	--	0	--	0	--	0	--	0	--	2
21 Travel	--	0	--	0	--	0	--	0	--	0	--	0
22 Transportation of Things	--	0	--	0	--	0	--	0	--	0	--	0
23 Rent, Comm, & Utilities	--	0	--	0	--	0	--	0	--	0	--	0
24 Printing and Reproduction	--	0	--	10	--	0	--	112	--	0	--	122
25 Other Services	--	0	--	6	--	0	--	(4)	--	4	--	6
26 Supplies and Materials	--	0	--	3	--	0	--	0	--	0	--	3
Total	--	9	--	19	--	0	--	108	--	4	0	140

Schedule C

Salaries and Expenses
International Exchange
Detailed Analysis of Changes

CALCULATION OF BASE	
STAFF	AMOUNT (\$000)
Available Resources, 2000	3 745
2001 REQUEST	
STAFF	AMOUNT (\$000)
I. Adjustments to Base	
A. Mandatory Pay and Related Costs	9
1. Current Services Increases	7
2. Step Increases/Promotions	2
B. Price Level Changes	19
1. Int'l Exchange Printing	10
2. Miscellaneous Services	6
3. Supplies and Materials	3
C. Program Type Changes	
1. Legislation	0
2. Workload	108
a. Int'l Exchange Printing	112
b. Miscellaneous Services	(4)
3. Equipment, Alterations, Repairs, Etc.	4
a. Depreciation	4
II. Net Increase From 2000 Obligations	140
III. Total Obligations, 2001	885

REVOLVING FUND OPERATIONS

The three major revolving fund operations are:

- **Printing and Binding Operations**
- **Sales of Publications Operations**
- **Agency Distribution Services**

Printing and Binding Operations encompasses the preparation of electronic databases of government publications, the procurement and production of printing, CD-ROM's and electronic formats. About 75 percent of the value of these services is commercially procured and about 25 percent is produced in-house. Sales of Publications provides for the public sale of government publications through the Superintendent of Documents. Through the Agency Distribution Services Program, the Superintendent of Documents distributes publications to the public on behalf of Government agencies on a reimbursable basis.

APPROPRIATION ESTIMATE

For fiscal year 2001, an appropriation of \$6,000,000 is requested to replace air conditioning equipment. This equipment is being operated well beyond its point of obsolescence. It presents an environmental hazard and is at risk of failure. Replacement equipment would be more economical to operate. The present equipment was installed in 1974 and was funded by a direct appropriation to the revolving fund, and we request that this extraordinary replacement cost be funded similarly.

Schedule A

Revolving Fund
Printing and Binding Operations
By Object Class

CATEGORIES	FY 1999 ACTUAL		FY 2000 ESTIMATE		FY 2001 ESTIMATE		TOTAL CHANGES 2000/2001	
	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)
1. Program:								
Printing and Binding Operations	2,620	701,398	2,710	751,736	2,733	721,434	23	(30,302)
	=====	=====	=====	=====	=====	=====	=====	=====
2. Breakdown by Object Class:								
11 Personnel Compensation	2,620	142,486	2,710	150,177	2,733	156,752	23	6,575
12 Personnel Benefits	---	35,253	---	35,577	---	36,915	---	1,338
21 Travel	---	717	---	762	---	780	---	18
22 Transportation of Things	---	2,871	---	3,646	---	3,711	---	65
23 Rent, Comm., and Utilities	---	13,373	---	15,154	---	15,282	---	128
24 Printing and Reproduction	---	457,057	---	495,293	---	457,215	---	(38,078)
25 Other Services	---	13,761	---	14,139	---	14,368	---	229
26 Supplies and Materials	---	35,880	---	36,988	---	36,411	---	(577)
	-----	-----	-----	-----	-----	-----	-----	-----
Total Expenses	2,620	701,398	2,710	751,736	2,733	721,434	23	(30,302)
	=====	=====	=====	=====	=====	=====	=====	=====

Schedule B

Revolving Fund
Printing and Binding Operations
Analysis of Change to Budget Base
By Object Class

FY 2000/2001 CATEGORIES	MANDATORY PAY AND RELATED COSTS		PRICE LEVEL CHANGES		PROGRAM TYPE CHANGES						TOTAL CHANGES	
	DOLLARS		DOLLARS		LEGISLATION		WORKLOAD		EQUIP., ALTS., MAINT., REPAIRS		DOLLARS	
	STAFF	(\$000)	STAFF	(\$000)	STAFF	(\$000)	STAFF	(\$000)	STAFF	(\$000)	STAFF	(\$000)
1. Program:												
Printing and Binding Operatic	---	6,379	---	10,507	---	0	23	(48,374)	---	1,186	23	(30,302)
2. Breakdown by Object Class:												
11 Personnel Compensation	---	5,301	---	0	---	0	23	1,274	---	0	23	6,575
12 Personnel Benefits	---	1,078	---	0	---	0	---	260	---	0	---	1,338
21 Travel	---	0	---	18	---	0	---	0	---	0	---	18
22 Transportation of Things	---	0	---	76	---	0	---	(11)	---	0	---	65
23 Rent Communications, & Util	---	0	---	128	---	0	---	0	---	0	---	128
24 Printing and Reproduction	---	0	---	9,404	---	0	---	(47,482)	---	0	---	(38,078)
25 Other Services	---	0	---	132	---	0	---	(1,089)	---	1,186	---	229
26 Supplies and Materials	---	0	---	749	---	0	---	(1,326)	---	0	---	(577)
Total Expenses	---	6379	---	10,507	---	0	23	(48,374)	---	1,186	23	(30,302)

Schedule C

Revolving Fund
 Printing and Binding Operations
 Total Estimated Expenses
 Detailed Analysis of Changes

		CALCULATION OF BASE	
		STAFF	AMOUNT (\$000)
Estimated Expenses, 2000		2,710	751,736
		2001 Estimate	
		STAFF	AMOUNT (\$000)
I. Adjustments to Base			
A. Mandatory Pay and Related Costs		---	6,379
1. Current Services Increase		---	5,104
2. Step Increases/Promotions		---	1,275
B. Price Level Changes		---	10,507
1. Travel		---	18
2. Transportation of Things		---	76
3. Rent, Comm., and Utilities		---	128
4. Printing and Reproduction		---	9,404
5. Other Services		---	132
6. Supplies and Materials		---	749
C. Program Type Changes			
1. Legislation		---	0
2. Workload	23		(48,374)
a. Pers Comp and Benefits	23		1,534
b. Transportation of Things	---		(11)
c. Printing and Reproduction	---		(47,482)
d. Other Services	---		(1,089)
e. Supplies and Materials	---		(1,326)
3. Equipment, Alterations, Repairs, Etc	---		1,186
a. Depreciation	---		1,186
II. Net Increase From 2000 Est. Exp.	23		(30,302)
III. Total Estimated Expenses, 2001	2,733		721,434

PRINTING AND BINDING OPERATIONS

EXPLANATION OF CHANGES SHOWN ON SCHEDULE C		
	Staff	Amount (\$000)
A. MANDATORY CHANGES	---	6,379
1. Annualized effect of current services for FY 2001	---	5104
2. Merit Increases/Promotions for FY 2001	---	1,275
B. PRICE LEVEL CHANGES	Staff	Amount (\$000)
1. Items 1-10	---	10,507
A 2.1 % increase is projected.		
C. PROGRAM TYPE CHANGES	Staff	Amount (\$000)
1. Legislation	---	0
2. Workload	---	(48,374)
2a. Pers. Comp and Benefits The increase is for providing additional and higher quality services to our customers.	23	1,534
2b. Transportation of Things A minor reduction is anticipated.	---	(11)
2d. Printing and Reproduction. The reduction is due to Census work occuring in FY 2000 and not in FY 2001. with the Laurel warehouse.	---	(47,482)
2e. Other Services. The reduction is primarily due to a decrease in miscellaneous services.	---	(1,089)
2j. Supplies and Materials The reduction is primarily attributable to gene: supplies and computer related materials.		(1,326)
3. Equipment, Alterations, Repairs, Etc.		1,186
3a. Depreciation To provide for additional purchase of capital equipment.	---	1,186

Schedule D

Revolving Fund
 Printing and Binding Operations
 Summary of Estimated Expenses
 FY 2001 Budget Estimate

	CALCULATION OF BASE	
	STAFF	AMOUNT (\$000)
Estimated Expenses, 2000	2,710	751,736
Proposed Changes for FY 2001		
Mandatory Pay and Related Costs	---	6,379
Price Level Changes	---	10,507
Program Type Changes		
Legislation	---	0
Workload	23	(48,374)
Equipment, Alterations, Repairs, Etc.	---	1,186
Total Proposed Changes	23	(30,302)
FY 2001 Estimated Expenses	2,733	721,434

**VALUE OF IN-HOUSE AND COMMERCIAL PROCUREMENT
OF PRINTING AND BINDING**
(Dollar amounts in thousands)

Fiscal year	In-House ²	Procured ³	Percent Procured	Other Revenue ⁴	Total Printing and Binding Revenue
1987	192,715	591,804	75	20,003	804,522
1988	205,489	648,296	76	21,541	875,326
1989	197,665	726,364	79	28,865	952,894
1990	203,839	634,611	76	25,554	864,004
1991	199,678	623,076	76	25,417	848,171
1992	202,972	629,184	76	20,852	853,008
1993	191,917	530,007	73	19,875	741,792
1994	179,687	526,772	75	20,314	726,773
1995	179,799	574,665	76	23,199	777,663
1996	174,077	559,623	76	22,123	755,823
1997	182,092	488,075	73	18,234	688,401
1998	176,611	467,436	73	17,070	661,117
1999	179,868	526,987	75	14,624	721,479

² Includes Central and Regional in-house printing, including paper used in printing and binding.

³ Includes commercially procured printing and binding, including paper furnished contractors.

⁴ Includes sales of blank paper, waste, scrap, fixed assets, surplus inventory, employee payments for parking, and interest revenue.

Schedule A

Revolving Fund
Sales of Publications Operations
By Object Class

CATEGORIES	FY 1999 ACTUAL		FY 2000 ESTIMATE		FY 2001 ESTIMATE		TOTAL CHANGES 2000/2001	
	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)
1. Program:								
Sale of Publications Operations	452	58,968	412	58,437	352	57,952	(60)	(485)
2. Breakdown by Object Class:								
11 Personnel Compensation	452	15,972	412	15,744	352	14,161	(60)	(1,583)
12 Personnel Benefits	---	3,332	---	3,099	---	2,794	---	(305)
21 Travel	---	21	---	62	---	40	---	(22)
22 Transportation of Things	---	2,899	---	3,002	---	3,002	---	0
23 Rent, Comm., and Utilities	---	6,167	---	8,173	---	7,304	---	(869)
24 Printing and Reproduction	---	16,274	---	14,293	---	15,014	---	721
25 Other Services	---	13,079	---	12,711	---	14,353	---	1,642
26 Supplies and Materials	---	1,224	---	1,353	---	1,284	---	(69)
Total Expenses	452	58,968	412	58,437	352	57,952	(60)	(485)

Schedule B

Revolving Fund
Sales of Publications Operations
Analysis of Change to Budget Base
By Object Class

FY 2000/2001 CATEGORIES	MANDATORY PAY AND RELATED COSTS		PRICE LEVEL CHANGES		PROGRAM TYPE CHANGES						TOTAL CHANGES	
					LEGISLATION		WORKLOAD		EQUIP., ALTS., MAINT., REPAIRS			
	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)
1. Program:												
Sales of Publications	---	761	---	676	---	---	(60)	(3,061)	---	1,139	0	(485)
2. Breakdown by Object Class:												
11 Personnel Compensation	---	636	---	0	---	0	(60)	(2,219)	---	0	---	(1,583)
12 Personnel Benefits	---	125	---	0	---	0	---	(430)	---	0	---	(305)
21 Travel	---	0	---	1	---	0	---	(23)	---	0	---	(22)
22 Transportation of Things	---	0	---	55	---	0	---	(55)	---	0	---	0
23 Rent, Comm., and Utilities	---	0	---	27	---	0	---	(547)	---	0	---	(520)
24 Printing and Reproduction	---	0	---	309	---	0	---	412	---	0	---	721
25 Other Services	---	0	---	258	---	0	---	(104)	---	1,139	---	1,293
26 Supplies and Materials	---	0	---	26	---	0	---	(95)	---	0	---	(69)
Total Expenses	---	761	---	676	---	0	(60)	(3,061)	---	1,139	0	(485)

Schedule C

Revolving Fund
Sales of Publications Operations
Total Estimated Expenses
Detailed Analysis of Changes

		CALCULATION OF BASE	
		STAFF	AMOUNT (\$000)
Estimated Expenses, 2000		412	58,437
		=====	
		2001 Estimate	
		=====	
		STAFF	AMOUNT (\$000)
		-----	-----
I. Adjustments to Base			
A. Mandatory Pay and Related Costs		---	761
1. Current Services Increase		---	609
2. Step Increases/Promotions		---	152
B. Price Level Changes		---	676
1. Travel		---	1
2. Transportation of Things		---	55
3. Rent, Comm., and Utilities		---	27
4. Cost of Pubs Sold & Surplus Pubs		---	293
5. Administrative Printing		---	16
6. Computer Service Charges		---	28
7. Maintenance ADP Equip		---	50
8. Administrative Services		---	143
9. Miscellaneous Services		---	37
10. Supplies and Materials		---	26
C. Program Type Changes			
1. Legislation		---	0
2. Workload	(60)		(3,061)
a. Pers Comp and Benefits	(60)		(2,649)
b. Travel	---		(23)
c. Transportation of Things	---		(55)
d. Rents	---		(400)
e. Postage	---		(147)
f. Cost of Pubs Sold & Sur Pubs	---		412
g. Buildings Expense	---		(350)
h. Maint of ADP Equipment	---		271
i. Miscellaneous Services	---		(25)
j. Supplies and Materials	---		(95)
3. Equipment, Alterations, Repairs, Etc		---	1,139
a. Depreciation		---	1,139
II. Net Increase From 2000 Est. Exp.	(60)		(485)
III. Total Estimated Expenses, 2001	352		57,952
		=====	

SALES OF PUBLICATIONS OPERATIONS

EXPLANATION OF CHANGES SHOWN ON SCHEDULE C		
	Staff	Amount (\$000)
A. MANDATORY CHANGES	---	761
1. Annualized effect of current services for FY 2001	---	609
2. Merit Increases/Promotions for FY 2001	---	152
B. PRICE LEVEL CHANGES	Staff	Amount (\$000)
1. Items 1-10	---	676
A 2.1 % increase is projected.		
C. PROGRAM TYPE CHANGES	Staff	Amount (\$000)
1. Legislation	---	0
2. Workload	---	(3,061)
2a. Pers. Comp and Benefits		
A reduction is due to declining workload.	(60)	(2649)
2b. Travel	---	(23)
The decline is due to the bookstore manager's conference being held in FY 2000 and not FY 2001		
2c. Transportation of Things	---	(55)
A reduction is due to declining workload.		
2d. Rents.	---	(400)
A reduction is anticipated in FY 2001 because of a consolidation of the paper warehouse with the Laurel warehouse.		
2e. Postage.	---	(147)
A decline is anticipated because of an overall decline in publications distributed.		
2f. Cost of Pubs Sold and Unsalable Pubs.	---	412
The increase is primarily because of increased demand for pubs as a result of NTIS closing.		
2g. Buildings Expense.	---	(350)
The decline is due to the consolidation of office space within the Central Office		
2h. Maintenance of ADP Equipment.		271
The increase is attributable to maintenance for the Integrated Processing System.		
2i. Miscellaneous Services		(25)
A reduction is anticipated in various accounts		
2j. Supplies and Materials		(95)
The reduction is primarily attributable to the expenditure associated with the acquisition of software during FY 2000 and not in FY 2001.		
3. Equipment, Alterations, Repairs, Etc.		408
3a. Depreciation	---	408
This is primarily due to the Integrated Processing Sytem becoming operational in FY 2000		

Schedule D

Revolving Fund
Sales of Publications Operations
Summary of Estimated Expenses
FY 2001 Budget Estimate

	CALCULATION OF BASE	
	STAFF	AMOUNT (\$000)
Estimated Expenses, 2000	412	58,437
Proposed Changes for FY 2001		
Mandatory Pay and Related Costs	---	761
Price Level Changes	---	676
Program Type Changes		
Legislation	---	0
Workload	(60)	(3,061)
Equipment, Alterations, Repairs, Etc.	---	1,139
Total Proposed Changes	(60)	(485)
FY 2001 Estimated Expenses	352	57,952

Schedule A

Revolving Fund
Agency Distribution Service
By Object Class

CATEGORIES	FY 1999 ACTUAL		FY 2000 ESTIMATE		FY 2001 ESTIMATE		TOTAL CHANGES 2000/2001	
	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)
1. Program:								
Agency Distribution Service	54	5,206	53	5,930	53	6,079	0	149
2. Breakdown by Object Class:								
11 Personnel Compensation	54	1,713	53	1,845	53	1,933	0	88
12 Personnel Benefits	---	395	---	386	---	405	---	19
21 Travel	---	5	---	13	---	14	---	1
22 Transportation of Things	---	425	---	557	---	558	---	1
23 Rent, Comm., & Utilities	---	1,620	---	1,451	---	1,446	---	(5)
24 Printing and Reproduction	---	99	---	125	---	127	---	2
25 Other Services	---	818	---	1,346	---	1,388	---	42
26 Supplies and Materials	---	131	---	207	---	208	---	1
Total Expenses	54	5,206	53	5,930	53	6,079	0	149

Schedule B

Revolving Fund
Agency Distribution Service
Analysis of Change to Budget Base
By Object Class

FY 2000/2001 CATEGORIES	MANDATORY PAY AND RELATED COSTS		PRICE LEVEL CHANGES		PROGRAM TYPE CHANGES						TOTAL CHANGES	
					LEGISLATION		WORKLOAD		EQUIP., ALTS., MAINT., REPAIRS			
	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)	STAFF	DOLLARS (\$000)
1. Program:												
Agency Distribution Service	---	107	---	45	---	0	0	(37)	---	34	0	149
2. Breakdown by Object Class:												
11 Personnel Compensation	---	88	---	0	---	0	---	0	---	0	---	88
12 Personnel Benefits	---	19	---	0	---	0	---	0	---	0	---	19
21 Travel	---	0	---	1	---	0	---	0	---	0	---	1
22 Transportation of Things	---	0	---	10	---	0	---	(9)	---	0	---	1
23 Rent Communications, & Util.	---	0	---	0	---	0	---	(5)	---	0	---	(5)
24 Printing and Reproduction	---	0	---	2	---	0	---	0	---	0	---	2
25 Other Services	---	0	---	28	---	0	---	(20)	---	34	---	42
26 Supplies and Materials	---	0	---	4	---	0	---	(3)	---	0	---	1
Total Expenses	---	107	---	45	---	0	0	(37)	---	34	0	149

Schedule C

Revolving Fund
Agency Distribution Service
Total Estimated Expenses
Detailed Analysis of Changes

CALCULATION OF BASE	
STAFF	AMOUNT (\$000)
Estimated Expenses, 2000	53 5,930
2001 Estimate	
STAFF	AMOUNT (\$000)
I. Adjustments to Base	
A. Mandatory Pay and Related Costs	107
1. Current Services Increase	86
2. Step Increases/Promotions	21
B. Price Level Changes	45
1. Travel	1
2. Transportation of Things	10
3. Rent, Communications, and Utilities	0
4. Printing and Reproduction	2
5. Administrative Services	12
6. Computer service Charges	3
7. Miscellaneous Services	13
8. Supplies and Materials	4
C. Program Type Changes	
1. Legislation	0
2. Workload	(37)
a. Transportation of Things	(9)
b. Rents, Communications and Utilities	(5)
c. Consulting Services	(22)
d. Miscellaneous Services	2
e. Supplies and Materials	(3)
3. Equipment, Alterations, Repairs, Etc	34
a. Depreciation	34
II. Net Increase From 2000 Estimated Expenses	0 149
III. Total Estimated Expenses, 2001	53 6,079

AGENCY DISTRIBUTION SERVICE

EXPLANATION OF CHANGES SHOWN ON SCHEDULE C		
	Staff	Amount (\$000)
A. MANDATORY CHANGES	---	107
1. Annualized effect of current services increase for FY 2001	---	86
2. Step Increases/Promotions to be granted during FY2001.	---	21
B. PRICE LEVEL CHANGES	Staff	Amount (\$000)
1. Items 1-8 A 2.1 % increase is projected.	---	45
C. PROGRAM TYPE CHANGES	Staff	Amount (\$000)
1. Legislation	---	0
2. Workload	0	(37)
2a., b., d. & e. Small changes are anticipated for transportation, rents, consulting services miscellaneous services, and supplies and materials.	---	(15)
2b. Consulting Services Consulting services may be required at the Pueblo facility in 2000 and not 2001 to study and develop methods to provide information thorough computer technology.	---	(22)
3. Equipment, Alterations, Repairs, Etc.		34
3a. Depreciation The additional depreciation is primarily attributable to upgrading the LAN and automated processes at the Pueblo Distribution Facility.	---	34

Schedule D

Revolving Fund
Agency Distribution Service
Summary of Estimated Expenses
FY 2001 Budget Estimate

	CALCULATION OF BASE	
	STAFF	AMOUNT (\$000)
Estimated Expenses, 2000	53	5,930
Proposed Changes for FY 2001		
Mandatory Pay and Related Costs	---	107
Price Level Changes	---	45
Program Type Changes		
Legislation	---	0
Workload	0	(37)
Equipment, Alterations, Repairs, Etc.	---	34
Total Proposed Changes	0	149
FY 2001 Estimated Expenses	53	6,079

GOVERNMENT PRINTING OFFICE PERSONNEL STATISTICS

GPO programs are supported by various GPO organizations. Human resources can be viewed from either an organizational structure perspective or from a program perspective. GPO's primary organizational areas are: Executive Offices, Administration, Procurement Services, Production Services, Customer Services, and Superintendent of Documents. GPO's primary programs are Printing and Binding Operations, Sales of Publications, Agency Distribution Services, and programs funded by the Salaries and Expenses (S&E) Appropriation. On-board statistics are relevant only to GPO's organizational structure. Full-time equivalent (FTE) data is prepared for each organization and is distributed by program according to various program distribution allocations in order to calculate FTE data by program. FTE levels are generally below on-board levels because of employees on leave without pay and employees on part-time or intermittent schedules.

Human resources are the most important GPO assets. They represent the largest portion of controllable cost, and are the single most significant factor in generating revenue and providing GPO's products and services to customers. Total FTE levels declined by 1,743, or 35 percent, over the ten-year period from 1989 to 1999. A voluntary separation incentive program was implemented in the first quarter of FY 94, which resulted in 357 separations. An early-out retirement offer was made in the last quarter of FY 95, resulting in 91 retirements. Additional early-out retirement offers were made during FY 96, resulting in 25 retirements, and during FY 99, resulting in 26 retirements.

**GOVERNMENT PRINTING OFFICE
FULL-TIME EQUIVALENT BUDGET**

Program:	Change in FTE's				
	FY 1999	FY 2000	FY 2001	1999-2000	2000-2001
P&B Opns.....	2,620	2,710	2,733	90	23
Sales.....	452	412	352	-40	-60
Agency Dist.....	54	53	53	-1	0
Rev. Fund.....	3,126	3,175	3,138	49	-37
By-Law.....	3	3	3	0	0
Cat. & Ind.....	25	26	30	1	4
Dep. Lib.....	103	105	110	2	5
Int. Exch.....	3	4	4	1	0
S&E.....	134	138	147	4	9
Total GPO.....	3,260	3,313	3,285	53	-28

*Note: In FY 1999 and FY 2000, FTE's were restricted to 3,383 and 3,313, respectively.

**GPO FTE's BY FISCAL YEAR AND
EMPLOYEES ON-BOARD AS OF SEPT. 30**

FY:	Increase/Decrease			
	FTE's	On Board	FTE's	On Board
1989	5,003	5,080		
1990	4,947	5,049	-56	-31
1991	4,848	4,931	-99	-118
1992	4,830	4,965	-18	34
1993	4,761	4,785	-69	-180
1994	4,364	4,325	-397	-460
1995	4,129	4,091	-235	-234
1996	3,820	3,799	-309	-292
1997	3,599	3,603	-221	-196
1998	3,430	3,435	-169	-168
1999	3,260	3,262	-170	-173
Cumulative change			-1,743	-1,818

SUMMARY OF EMPLOYEES BY TYPE OF WORK--AS OF SEPTEMBER 30,

	<u>1996</u>	<u>1,997</u>	<u>1,998</u>	<u>1,999</u>
White collar workers, including administrative, professional, technical, and clerical	1,849	1,755	1,753	1,682
	=====	=====	=====	=====
Blue collar workers:				
Journeyman craftsmen:				
Printers	284	269	239	203
Bookbinders	88	83	76	64
Cylinder pressmen	12	11	10	9
Offset photographers	11	10	7	7
Offset platemaker strippers	35	33	31	30
Offset pressmen	36	34	43	37
Offset strippers	66	63	51	40
	-----	-----	-----	-----
Subtotal.....	532	503	457	390
OIRM Telecom. Install/Repair	--	--	--	--
Engineering service craftsmen	123	117	123	119
	-----	-----	-----	-----
Total journeymen craftsmen.....	655	620	580	509
Trainees.....	90	85	41	46
Printing plant workers.....	834	791	730	705
Bindery workers.....	26	25	24	19
Federal wage system.....	35	33	29	28
Premium rates.....	276	262	246	236
Under journeyman.....	34	32	32	37
	-----	-----	-----	-----
Total blue collar workers.....	1,950	1,848	1,682	1,580
	-----	-----	-----	-----
Total employees.....	3,799	3,603	3,435	3,262
	=====	=====	=====	=====

SUMMARY OF EMPLOYEES BY ORGANIZATION

	<u>1996</u>	<u>1,997</u>	<u>1,998</u>	<u>1,999</u>
Executive Offices.....	102	92	96	95
Office of Administration.....	690	668	655	642
Procurement Services:				
Central Procurement.....	164	159	155	152
Regional Printing and Procurement.....	237	222	211	201
Materials Management Service.....	154	151	138	135
Quality Control and Technical Dept.....	33	29	30	26
Production Services.....	1,500	1,398	1,292	1,208
Customer Services.....	200	190	180	177
Superintendent of Documents.....	719	694	678	626
	-----	-----	-----	-----
Grand total.....	3,799	3,603	3,435	3,262
	=====	=====	=====	=====