

# FY20 Annual Performance Plan and FY18 Annual Performance Report

U.S. Government Publishing Office

March 2019

## About GPO

Established in 1861, GPO's mission can be traced to the requirement in Article I of the Constitution that Congress "keep a journal of its proceedings and from time to time publish the same." GPO's Plant Operations and Print Procurement Operations produce the official publications of Congress, the White House, and Federal agencies in digital and print formats. GPO's information dissemination programs provide public access to the official publications and information of the government in both digital and print formats through an official website ([govinfo.gov](http://govinfo.gov)), a partnership with Federal depository libraries nationwide, and both online and bookstore sales. Total GPO employment today is approximately 1,700.

GPO operates on a revolving fund basis, like a business. Just 14 percent of GPO's funding comes from direct appropriations to cover the cost of congressional work, the depository library program and supporting distribution programs, and increases to working capital for specified projects in GPO's Business Operations Revolving Fund. All other revenues to GPO are reimbursements from agencies for work performed or sales of publications to the public.

## What We Do

Congressional publications services are the primary function of GPO's Plant Operations facility in Washington, DC. In addition to the *Congressional Record*, containing the daily proceedings of Congress, GPO produces bills, hearings, reports, and other legislative documents, in digital and print formats, as required by the Senate and House of Representatives and their committees. GPO's Plant Operations facility also produces the daily *Federal Register* and *Code of Federal Regulations*, and the annual *Budget of the U.S. Government*, as well as U.S. passports and other secure Federal credentials. GPO has an additional facility in Mississippi for passport and secure credential production.

GPO provides centralized operations for the procurement of information products for the Federal Government, purchasing approximately \$375 million from private sector vendors nationwide for Federal agency customers in FY18. About 75 percent of all the products ordered annually from GPO (other than essential congressional and Federal agency work produced by Plant Operations, including passports and secure credentials) are procured from the private sector, including Social Security cards, census and tax forms, and Medicaid and Medicare materials. GPO's procurement program provides great economic opportunity for the private sector. The majority of the firms GPO deals with are small businesses of 20 employees or less.

GPO's primary information dissemination program involves a partnership with approximately 1,100 Federal depository libraries nationwide. Today, the partnership is predominantly electronic, but tangible formats are distributed where required. GPO's [govinfo](http://govinfo.gov) website provides public access to more than 2.5 million searchable titles linked through GPO. GPO also provides for public sale of Government publications via its traditional and online bookstores, and offers eBooks through partnerships with multiple vendors.

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

## Mission

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

## Vision

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

## Values

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

**Commitment** - GPO has had the responsibility of *Keeping America Informed* for over 150 years. It continues that long tradition by providing an uncompromised dedication to authentic, fast, and reliable service.

**Customer Service** - GPO has a customer-centric approach and has agency-wide procedures, policies, and activities in place to ensure we are meeting customers' needs and exceeding their expectations.

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

**Diversity** - GPO is dedicated to diversity in every aspect of the business. Our commitment to diversity helps serve customers better and provides a positive work environment for employees. GPO is committed to promoting and supporting an inclusive environment that provides to all employees the chance to work to their full potential.

**Integrity** - GPO's employees believe that honesty and the highest ethics form the cornerstone of the organization and create an environment of trust.

**Teamwork** - GPO employees treat one another with dignity and respect and communicate openly. GPO's environment fosters collaboration and innovation while maintaining individual accountability. The agency partners with the Government and the private sector to provide the best value to customers.

## Strategic Goal 1. Exceed Our Stakeholders' Expectations

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

### Strategies and Performance

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

In an environment dominated by rapidly evolving technology, GPO will work to understand, anticipate, and meet the changing needs of our stakeholders. Technology investments will be in direct relationship with GPO's business goals, resulting in excellent customer service, strong partnerships, secure infrastructures, and cost-effective performance.

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

*Print-on-Demand* – GPO continues to support the migration of products in GPO's Bookstore to print-on-demand, in order to open new market opportunities for Federal publications and create broader exposure to retail customers.

With continued emphasis on print-on-demand and just-in-time printing, GPO converted the Army Corps of Engineers as a new vendor for just-in-time digital printing. GPO also signed an agreement with Kobo for print-on-demand dissemination.

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

GPO plays a critical role in our nation's security by producing Secure Federal Credentials. We have manufactured the U.S. passport for over 90 years. Since the electronic passport program began in 2005, we have made well over 150 million e-Passports for our customer, the Department of State. Since 2005, the U.S. passport has incorporated a digital chip and antenna array capable of carrying biometric identification data. With other security printing features, this document – which we produce in Washington, DC, as well as an additional secure facility in Mississippi – is the most secure identification credential obtainable.

GPO produces and personalizes millions of secure Federal smart card credentials each year for a variety of Federal agency customers. These credentials are used to gain access to our nation's borders, our Federal buildings and facilities, and our most sensitive IT networks and architectures. The success of our secure credential programs proves that we can connect security printing with secure electronics to produce the most trusted credentials in Government.

GPO serves as an integrator of secure identification smart cards to support the credentialing requirements of Federal agencies and other Government entities. GPO can offer secure credential services that include card and secure artwork design, security printing, card manufacturing, card personalization, and fulfillment services.

*ISO 9001:2015 Certification* – GPO has achieved and retained the global standard of excellence for the agency's production of the U.S. passport and secure Federal credentials. Both of GPO's production facilities in Washington, DC, and in Stennis, MS, achieved the ISO 9001:2015 certification. GPO initially attained ISO certification in 2010 and this recertification has been achieved for the past nine years at both production facilities.

This ISO 9001 standard is attained by demonstrating a number of quality management principles including a strong customer focus, the utilization of risk management methodologies, the motivation and full support of top management, the LEAN manufacturing process approach, and the employment of continual process improvement programs. An ISO 9001:2015 environment helps ensure that customers get consistent, good quality products and services, which in turn brings many business benefits.

*Next Generation Passport* – GPO and the Department of State are working on the development of the Next Generation Passport. GPO plays a key role in the development of the final design, construction, and security features found in the Next Generation Passport and will ensure that the right equipment, trained personnel, and processes are in place to support the Department of State's Next Generation Passport goals. In FY18, GPO's Security and Intelligent Documents business unit produced more than 16 million passports and 3.9 million other Federal secure credentials.

The first Official and Diplomatic NextGen Passports are scheduled to be issued in the first quarter of fiscal year 2020. These passports will incorporate new security features including a polycarbonate-based data page and alpha-numeric book numbers, which have required the development and testing of new production processes and techniques at the same time GPO has been producing substantial quantities of its existing secure identification products for Federal clients. In the months ahead, GPO will be working on the roll out of the NextGen Official and Diplomatic Passports and will continue building the capacity for the production of NextGen Tourist Passports.

*Smart Card Products and Services* – In FY18, GPO produced over 4.6 million secure credential cards and acquired additional smart card equipment, facilities, and personnel to support the growing business requirements of this division. In FY18, GPO completed the planning, design work, printing, construction, and integration to support the U. S. House of Representatives with their requirement for a more secure "New House Member Orientation Program" identification credential. Additionally, significant progress was made on the design, construction, testing, and validation of a next generation TSA Transportation Workers Identification Card (TWIC) launched during 2018.

In FY20, GPO will work with the Department of State on their redesigned Emergency Passport booklet and with the Department of Homeland Security on their newly designed Refugee booklet. GPO will continue to support existing secure credential card customers, provide consultations and product

upgrades when requested, and continue to offer our secure credential products and services to new Federal agencies and Government entities.

### 3. Use analytics to improve the customer experience

GPO elicits feedback regularly from customers through multiple channels in order to gauge GPO service levels as well as customer expectations regarding future service needs. Survey results provide specific areas of focus for improvement that result in action plans to effect changes in processes or behaviors. This allows GPO to nurture existing customer loyalty and ensure we are meeting evolving customer requirements.

GPO surveys customers bi-annually with a focus on products, services, and programs; the cost-effectiveness of services; and satisfaction with GPO's website and employee customer service. The findings from this survey are used to develop and implement customer expectations for daily interactions with customers to address desired service enhancements, identify new business opportunities, and develop plans to continuously improve performance.

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

*GPO 2017 Biennial Survey of Federal Depository Libraries* – The 2017 Biennial Survey of Federal Depository Libraries was launched in October 2017 for completion by all Federal depository libraries. The survey is the mechanism by which depositories fulfill their legal obligation to report to the Superintendent of Documents at least every two years concerning their condition (44 USC §1909). It is administered in odd-numbered years. Data from the survey is used to administer the FDLP, to identify new trends, and to assist in the assessments of the conditions and services of Federal depository libraries. The Biennial Survey questions are developed in consultation with the Depository Library Council (DLC) and comments from the Federal depository library community. A report with analysis of survey results, survey data, survey region reports, and survey questions is available in the Biennial Survey area of the File Repository on [FDLP.gov](http://FDLP.gov). An interactive map of Federal depository libraries and their 2017 Biennial Survey data is also available. Users can search the map by Federal depository library number or browse the map and click on individual libraries to see results.

*GPO On-the-Go* – Beginning in FY 2016, GPO has prioritized in-person visits to Federal Depository Libraries throughout the country in order to strengthen our partnerships while providing individual consultation, training, and support services. This initiative is known as GPO On-the-Go. These visits have been extremely influential in strengthening the ties between GPO and its partner libraries and in helping GPO identify current trends and issues in libraries and more rapidly respond with outreach, one-on-one consultation, and updated and new tools to better serve the library communities. GPO staff at all levels have participated in this initiative and are now implementing targeted follow up projects to benefit the FDLP and its participants. In FY18, GPO staff visited 166 depository libraries in 25 states.

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

GPO is working to optimize the customer experience by enhancing external facing systems, streamlining access points for customer contact with GPO, and ensuring internal processes reflect a customer-centric approach. Our goal is to ensure our customers and stakeholders have a seamless experience from initial contact to ordering, billing, and payment.

In order to provide quality service to customers, GPO will focus on the creation of first-rate, system-wide solutions that meet customer requirements and exceed customer expectations. GPO will improve processes and technologies to ensure that solutions are scalable, available, cost-effective, and secure. This includes modernization of agency business processes and systems used for conducting and managing print procurement ordering processes, enhancement of customer relationship management, and focus on developing informational resources on billing and payment processes, assisting in timely resolution of customer billing inquiries, and improving internal processes to facilitate ease of financial transactions.

*Customer Relationship Management (CRM) Tool* – After completing market research, GPO selected Salesforce as the CRM tool for use in managing and servicing our Federal Depository Library Program (FDLP) community. Implementation will start in FY19.

*Library Services System* – Work continued in FY18 to establish a modern technology platform to support the FDLP and Cataloging and Indexing Program, known as the Library Services System (LSS). The goals of this effort have been to develop deep knowledge of the program user and enhance service delivery and design with this knowledge.

*FDLP eXchange* – The application launched in June 2018, creating an automated process to support the exchange of depository publications nationwide and facilitate communication among Federal depository libraries. GPO provides access to a variety of training and informational resources about this new service. At the close of FY18, 117 libraries were offering in 24 regions, and 41 libraries had posted needs in the FDLP eXchange.

*FDLP.gov Redesign* – Throughout FY18, GPO has been working toward a redesign of FDLP.gov. A team has been brainstorming new content organization and developed a new requirements document for how the next generation of FDLP.gov should look and operate. In addition, in FY18, GPO worked on numerous fixes that have improved the usability of the current FDLP.gov site, such as side menus on pages with significant content for easier navigation and the login / logout interface. A new navigation tab for Preservation was also added to the site. Fixes to WEBTech Notes have been implemented, such as improvements to the Advanced Search feature and the addition of a Category Key for reference. The team also optimized the website experience for mobile users. Visits to the site increased in FY18 by 28 percent.

*Web Archiving* – The FDLP Web Archive provides point-in-time captures of U.S. Federal agency websites, while preserving the functionality of the sites to the extent possible. The aim is to provide permanent public access to Federal agency web content. GPO harvests and archives the websites with Archive-It, a subscription-based web harvesting and archiving service offered by the Internet Archive. GPO continues to harvest digital publications and websites, thereby advancing FDLP collection development efforts. In FY18, GPO:

- Increased the size of the FDLP Web Archive collection to 17.3 TB with over 141 million URLs crawled.

- Increased website collections available on the FDLP Web Archive on Archive-It to 165 with 214 records available through the CGP.
- Continued to increase usage of Google analytics to evaluate user activity in more detail, evaluating where users are coming in, at what they are looking, and for how long.
- Continued participation in the Federal Web Archiving Working Group.

FY19 will continue to see more new collections added to the FDLP Web Archive, as well as regular frequency of crawls of existing collections.

*Ben's Guide to the U.S. Government* – In FY18, Ben's Guide was optimized for mobile users by adding improved functionality, making it easier to access article content, as well as navigate between the various level learning adventures. The site remains a popular destination with more than one million sessions in FY18. GPO also added three new, interactive quizzes focused on the Branches of Government. There is one quiz for each age-range: 4–8, 9–13, and 14+. Also in FY18, GPO published a new Learning Adventure that explains the unique relationship that the Federally-recognized tribes have with the U.S. Government. The Adventure is available in all three learning levels.

*Web Access to Bibliographic Data and Federated Search Resource* – GPO is committed to enhancing access to our bibliographic data and Federated search resources through the deployment of a new user interface with additional services beyond the current functionality of the Catalog of U.S. Government Publications.

## 5. Meet the evolving needs of Congress

GPO was originally established to produce congressional products under the close guidance and control of the House of Representatives and the Senate, and this work continues as the agency's primary mission. GPO is currently operating with the smallest workforce of any time in the past century, yet output for Congress has expanded to include both print and multiple digital formats, with a vastly superior ability to reach a larger portion of the public than ever before. Congress relies on GPO to prepare and post congressional publications increasingly online as demand for printed copies declines. GPO facilitates the needs of Members of Congress, congressional committees and staff, and their constituents, and we are an expert resource on GPO products and services, all of which meet the highest standards for accuracy, integrity, fairness, and professionalism.

*Continuity of Operations (COOP) Planning* – Comprehensive planning is an essential element to an effective COOP operation, and GPO will continue to develop appropriate plans to provide for the continuation of essential functions and operations during a wide range of all-hazards emergencies. GPO has continued to enhance Mobile Continuity of Operations Plan (COOP) capabilities to support the mission needs of the agency and provide mobile continuity of operations to support Congress in producing essential congressional publications in the event that access to GPO or the National Capital Region is denied.

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

COOP Plan. GPO deployed a new mobile data center during 2018 to support congressional COOP requirements.

*Commended for Digital Initiatives* – In May 2018, the U.S. House of Representatives Committee on Appropriations commended GPO in House Report 115-696 to accompany the bill making appropriations for the Legislative Branch for FY19. Excerpt:

*“The Committee commends GPO for its continuing use of digital technology to support the information requirements of Congress, including the ongoing development of a new XML-based composition system, which to date has resulted in the release in beta of a capability for the composition of congressional bills as well as the capability for the composition of the 2018 edition of the U.S. Code; a project to convert a subset of enrolled bills; public laws, and the Statutes at Large into USLM format, which is expected to be completed in 2018; the planned retirement of GPO’s Federal Digital System (FDsys) by the end of 2018 and its replacement by GPO’s new website, govinfo, which provides permanent public access to more than 2.2 million Government titles including congressional information; and the agency’s completion of work to digitize all issues of the Congressional Record dating back to its introduction in 1873. Additionally, the Committee supports GPO’s investments in newer, more cost-effective equipment for publishing congressional documents. Together, these efforts have helped GPO constrain the costs of its operations while expanding Government information access options to the American people, bringing greater openness and transparency to Congress and the Government.”*

*“Statutes at Large: The Committee continues to support the work of the Legislative Branch Bulk Data Task Force, particularly in its efforts to convert Statutes at Large into United States Legislative Markup XML (USLM) format. Currently the Government Publishing Office (GPO) is in the process of converting all Statutes at Large from the 108th Congress forward into USLM XML format. Also available online in searchable PDF format are all Statutes at Large from 1951-2002.”*

## Strategic Goal 2. Enhance Access to Federal Government Information

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

### Strategies and Performance

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

GPO provides access to Government information through tangible distribution of U.S. Government publications to Federal depository libraries nationwide, ingest into **govinfo**, and identification and linking through GPO's Catalog of U.S. Government Publications (CGP). Federal content is increasingly born-digital, living online, and never printed or preserved. As part of the agency's core and historic mission of *Keeping America Informed*, GPO continuously works to capture the ever growing amounts of this content to ensure its availability to the American public in perpetuity by increasing the amount of content managed, preserved, and made publicly and freely available in many different formats. This includes print, digitized, and born-digital content in formats ranging from PDF and HTML to MP3, XML, and EPUB; Federal websites; and open data. GPO also works to coordinate efforts to increase public access to digitized collections of high value to the American public.

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

**govinfo Development and Support** – Throughout FY18, in addition to providing ongoing system development and support, GPO worked toward retiring the FDsys website and replacing it with the **govinfo** website. This work included implementation of redirects from FDsys to **govinfo** resources; building new features and enhancements requested by our user community; offering developer tools, and additional updates documented in **govinfo** Release Notes at [govinfo.gov/features/release-notes](http://govinfo.gov/features/release-notes). The following are highlights of FY18 accomplishments.

- *Transition from FDsys to govinfo* – In FY18, the primary activities in preparation for the retirement of FDsys included building, testing, and implementing redirects from FDsys to **govinfo** resources, migrating and updating help content, and working with data users on their transition from using FDsys data to **govinfo** data for their systems and processes.
- *New API* – The **govinfo** API can be used to request lists of new and updated **govinfo** content within several collections. The API provides machine-readable summaries and direct access to

content and metadata. This initial release of the **govinfo** API includes a collections service that lists documents that have been added or updated and a packages service that provides access to package level summary information, content files, and metadata.

- *Easy Access to Related Documents* – Using the publication linking feature, Code of Federal Regulations (CFR) documents were linked to related Federal Register rulemaking documents from CFR Details pages in **govinfo**. GPO also added links to Details pages for certain publications in a series that are linked by an ILS number that corresponds to a record in GPO's Catalog of U.S. Government Publications (CGP). Learn more about finding related documents on **govinfo**.
- *Display of Multiple CFR Volumes for Download* – Some Code of Federal Regulations (CFR) titles and subtitles are so large they are divided into multiple volumes for download of the full title (you can also download parts, chapters, and sections). On the CFR browse landing page on **govinfo**, when a title is comprised of multiple volumes, a "Download Volumes" button provides access to the available formats, Details, and Share links for each volume. Now, clicking the "Download Volumes" button results in a new, user-friendly window to provide improved access to these options.
- *Links in the Congressional Record Index* – For text files from 2012 forward, references to bills and pages in the Congressional Record are hyperlinked to the corresponding document in **govinfo**. For ease of navigation, bill references link to the most recent bill version.
- *Features and Finding Aids for Enhanced Access:*
  - *Articles* – GPO featured 47 articles in FY18 including “A Tribute to Senator John McCain,” “Anniversary of the First American Woman to Fly in Space,” “Human Rights Day,” and more available at [govinfo.gov/features](http://govinfo.gov/features). Each article includes links to content on **govinfo** that relate to the selected topic. Articles also include information about newly added content and quarterly system release notes.
  - *New and Updated Finding Aids* – Updates were made to several finding aids in the govinfo help including Congressional Record Index Corrections, which lists corrections made to the online Congressional Record, and the Numerical List of Documents and Reports and Schedule of Set of Volumes, which is a finding aid for the Congressional Serial Set. GPO recently made available the Numerical List of Documents and Reports and Schedule of Set of Volumes for the 113th Congress.
  - *New Senate Journal Landing Page* – A new page was made available for easier access to editions of the *Journal of the Senate of the United States*, published pursuant to the *Constitution of the United States* (Art. I, Sec. 5) under the direction of the Secretary of the Senate. The new landing page is linked from the category browse page and the A to Z browse list.

In addition to tasks required to support the transition to **govinfo**, GPO regularly performs maintenance on the infrastructure, software, source code, databases, and other technologies that are part of the content management system, public access website, preservation repository, and processes which make **govinfo** unique among government websites, databases, and repositories.

**govinfo Content** – In FY18, GPO updated *GPO's System of Online Access | Collection Development Plan*, which sets ingest priorities for fiscal years 2017-2022. Building the system's collection to make it the most comprehensive information repository serving the information needs of Congress, Federal agencies, depository libraries, and the public entails the ingest of current and historic content. The

Collection Development Plan is reviewed and revised annually. Continuing to add to the collections currently available on **govinfo** is of the highest priority, with a goal of offering complete and historic holdings. Here are a few highlights of the new content added in FY18:

- *Digitized Bound Congressional Record* – GPO, in cooperation with the Library of Congress, completed the digitization of all the historical issues of the Bound Congressional Record dating back to 1873. The final release, which covered 1873-1890, was completed and made available on January 3, 2018.
- *Digitized Federal Register* – GPO, in cooperation with the National Archives’ Office of the Federal Register (OFR), completed the release of the digitized issues of the Federal Register. The final release, which covered 1936-present, was made available on April 11, 2018.
- *Statute Compilations* – In collaboration with the Office of the Legislative Counsel of the U.S. House of Representatives, the Office of the Legislative Counsel of the U.S. Senate, the Clerk of the House, and the Secretary of the Senate, GPO made PDF files for select Statute Compilations available as a pilot on **govinfo**. These publications are compilations of public laws that either do not appear in the *United States Code* or that have been classified to a title of the *United States Code* that has not been enacted into positive law. Each Statute Compilation incorporates the amendments made to the underlying statute since it was originally enacted. An initial set of compilations is available and additional Statute Compilations will be added to this collection over time.
- *New Series of Precedents of the U.S. House of Representatives* – H. Doc. 115-62 - *Precedents of the U.S. House of Representatives* (2017 series), Volume 1, Chapters 1 – 4.
- *Indian Affairs: Laws and Treaties* (completed and edited by Charles J. Kappler) – This is a compilation containing U.S. treaties, laws, and executive orders pertaining to Native American Indian tribes. The volumes cover U.S. Government treaties with Native Americans from 1778-1883 (Volume II) and U.S. laws and executive orders concerning Native Americans from 1871-1970 (Volumes I, III-VII). A supplement compiling Code of Federal Regulations related to Native Americans was published in 1975. The volumes were digitized by the Edmon Low Library at the Oklahoma State University.
- *Panama Canal Related Publications* – In FY18, GPO completed the collection of Panama Canal related publications from our partner, the University of Florida. In this ingest, over 670 packages were added.
- *Asian and Pacific Islander Americans in Congress* – H. Doc. 108-226 - *Asian and Pacific Islander Americans in Congress, 1900-2017*, was made available in PDF and ePub formats.
- *CFR Index and Finding Aids* – This resource is published annually in January by the Office of the Federal Register, National Archives and Records Administration, as a Special Edition of the Federal Register. Volumes 2017 and 2018 were made available on **govinfo**.

*Federal Agency Digital Publishing Case Studies* – In November 2016, GPO entered into an interagency agreement with the Federal Research Division (FRD) of the Library of Congress (LC) to conduct research on the Federal digital publishing landscape and to develop and pilot a methodology for identifying Government publishing workflows. This was the first step in evaluating the scope, volume, and diversity of digital content within Federal agencies.

Two major deliverables were incorporated into the final report as appendices — an interview discussion guide and a preliminary study of the Federal digital publishing landscape. Invited agencies participated in structured interviews that followed an agreed upon interview discussion guide, which addressed five major topics:

- Agency Publishing/Dissemination Activities
- Open Access Policies
- Product Formats and Dissemination Channels
- Preservation Activities and Policies
- Awareness of GPO’s Statutory Public Information Programs

In the development of the landscape study:

- Statistics on web-based publishing across the U.S. Government were reviewed.
- Key publishing statutes and directives were identified in order to develop an understanding of the mandates that govern Federal information dissemination and open Government policies.
- Examples of internal agency guidance on how to comply with GPO’s Title 44 requirements were obtained.
- Agency web archives were reviewed to document examples of agency-led digital preservation efforts.

As a result of this study:

- GPO will have a better understanding of the information dissemination policies, strategies, and practices of Federal agencies.
- The discussion guide and baseline information will support the development of a proactive agency liaison program.

Working with our partners throughout the library community, GPO is continuously working to increase the amount of government information available to our Federal Depository Libraries (FDLs) and their communities. In FY18, additional efforts included:

- Through its partnership in the Civics Renewal Network (CRN), a consortium of organizations committed to strengthening civic life in the United States by increasing the quality of civics education in our Nation’s schools, Superintendent of Documents makes available, through the CRN website, K-12 resources that support civics education.
- GPO continues to be heavily involved in cooperative cataloging and metadata activities with members of the library community. GPO is an active participant in all components of the Program for Cooperative Cataloging (PCC), which is managed by LC, including BIBCO (Bibliographic Record Cooperative), CONSER (Cooperative Online Serials), NACO (Name Authority Cooperative), and SACO (Subject Authority Cooperative).

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

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

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

*National Bibliographic Records Initiative II* – The identification and creation of online bibliographic catalog records for new U.S. Government publications, in all published formats, is accomplished through daily operations. A separate retrospective effort is necessary to build online bibliographic records for historical and fugitive (uncataloged but relevant) materials. This effort is known as the National Bibliographic Records Inventory Initiative (NBR II).

The NBR II endeavors to provide online bibliographic records or serial holding records for historical records not currently captured in the Catalog of U.S. Government Publications (CGP). These records include:

- Fugitive materials, with a focus on publications issued prior to 1976.
- Older publications where bibliographic records exist only in a non-electronically available resource, i.e., catalog card, or other paper bibliographic record, such as the Monthly Catalog.
- Materials that were previously cataloged with such minimal information that they require critical record enhancement to reach a full-level bibliographic record.

In FY18, through GPO’s partnerships, the public gained access to Government information through this program with the following bibliographic records:

- Bureau of Mine’s Reports of Investigations from the University of Colorado
- Over 12 classes of records were added from the University of Montana
- Electronic versions of the U.S. Geological Survey (USGS) series from the Colorado School of Mines including 1,430 Professional Papers, 680 Water Supply Papers, and 223 USGS Circulars.
- 183 records from the Works Progress Administration (WPA) from the University of Kentucky
- 6,556 records for FRASER (partnership with the Federal Reserve Bank of St. Louis)

In FY18, GPO collaborated with various groups to support the Federal Depository Library Program (FDLP) and the congressionally mandated Cataloging and Indexing Program.

- Working with the Library of Congress (LC) GPO completed the project to make every issue of the Congressional Record available, dating back to the first issue in 1873
- Through a collaboration with the National Archives and Records Administration 14,587 individual issues of the Federal Register are now available
- Continuing the partnership with Technical Report Archive & Image Library (TRAIL), GPO worked with TRAIL members to catalog and make accessible U.S. Government scientific and technical information
- The Digital Public Library of America (DPLA) and GPO worked to broaden public access to information through GPO produced Catalog of U.S. Government Publications (CPG). Over 182,000 records from GPO’s CGP are now available to the public via the DPLA website. This

includes the Federal Budget, laws, Federal regulations and congressional hearings, reports and documents. In FY18, this partnership was expanded to include Government eBooks.

- GPO continues to work with the Online Computer Library Center (OCLC) to ingest U.S. Government information and make it available to the international database.

*Catalog Records on GitHub* – GPO launched a new service in October 2017 to provide sets of bibliographic records from the CGP free of charge on a monthly basis via the GPO’s CGP on GitHub repository site. This program replaced the GPO Cataloging Data Subscription Service. The CGP on GitHub datasets contain records produced by GPO staff according to national standards such as Resource Description & Access (RDA) and Anglo-American Cataloging Rules (AACR2). The repository includes GPO Historic Shelflist project brief bibliographic records and other retrospective records. The MARC records are available in both UTF-8 character-set (Unicode compliant) and MARC-8 character-set.

*Preservation Stewards Program* – Through GPOs focus on partnering as an integral component of *Keeping America Informed*, GPO collaborated with over 50 organizations to further its mission and ensure permanent public access to the wealth of tangible information products, both current and historic that have been produced by the U.S. Government. In FY18, 20 libraries became Preservation Stewards.

*Cataloging Record Distribution Program (CRDP)* – The Cataloging Record Distribution Program (CRDP) provides GPO-produced catalog records to participating Federal depository libraries at no cost to the libraries, through a contract with MARCIVE, Inc. The CRDP started in 2009 and has expanded each year. In FY18, GPO served 185 Federal depository libraries (or 16 percent of all depositories) through the CRDP. This is an increase of 20 libraries over FY 2017.

*Superintendent of Documents Classification Guidelines* – These guidelines are used to classify U.S. Government publications in both tangible and electronic formats. The system was originally developed in the late 1890s to classify and organize U.S. Government publications by Government author.

In FY18, the Superintendent of Documents Classification Guidelines project issued a revision of the printed 1993 GPO Classification Manual. The 1993 Manual was the guide to the Superintendent of Documents (SuDocs) scheme and the established reference tool for classification of U.S. Government publications, but much has changed since its publication.

Newly-revised Classification Guidelines for the SuDocs classification system were made available in August 2018. The Classification Guidelines are born digital, allowing for expanded access and facilitation of subsequent updates.

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

In order to provide continual access to information, GPO must also ensure tangible and digital long-term preservation, cybersecurity, authenticity, and accessibility and provide for the Continuity of Operations. It is necessary to preserve the official publications and information products of the U.S. Government in all formats. These publications document the fundamental rights of the public, the actions of Federal officials in all three branches of our Government, and the characteristics of our national experience. This information asset is vulnerable to decay, technical obsolescence, malicious cyber-attacks, and neglect.

Safeguarding access to Government information for everyone, now and for the future, is best achieved through programmatic preservation.

**govinfo Certification as a Trustworthy Digital Repository** – During FY18, the **govinfo** repository underwent an audit for certification as a Trustworthy Digital Repository in compliance with International Organization for Standardization (ISO) 16363. In December 2018, GPO made history by becoming the first organization in the United States and second organization in the world to achieve the highest global standard of excellence for digital repositories. GPO's **govinfo** was evaluated against 109 criteria covering all aspects of a digital repository including organizational infrastructure, digital A-11 object management, and infrastructure and security risk management. Certification provides assurance to GPO stakeholders that **govinfo** is a standards-compliant digital archive in which Government information is preserved, accessible, and usable now and into the future.

ISO is the International Organization for Standardization and the world's largest developer of international standards used by Government, business, and new information technology companies. The standard achieved by GPO outlines the expectations for digital repositories to be certified as "trustworthy," meaning that they are implementing digital preservation practices to ensure long-term preservation and access. Certification under ISO 16363 will provide assurance to the public that **govinfo** is a standards-compliant digital archive in which Government information will be preserved, accessible, and usable into the long-term future. The certification demonstrates that not only the documents themselves, but also the organizational structures and systems around those documents, maintain integrity.

**Disaster Preparedness & Response** – GPO and Federal depository libraries have a long-standing tradition of supporting permanent public access to all forms of Government information. GPO has been developing and refining processes for assisting libraries affected by disasters, both in preparing for disasters and recovering from them. During FY18, GPO created and implemented a Disaster Response Plan. It includes monitoring the country for natural and manmade disasters; outreach to Federal depository libraries in affected areas; assistance with suspending and resuming shipments; and consultation for water, fire, and mold damage.

Additionally, GPO hosted four webinars featuring members of the depository community who have dealt with disasters. Topics covered the effects of fires, floods, weather disasters, and theft, as well as planning and preparation to mitigate disasters. The recordings from these webinars are accessible via the FDLP Academy Training Repository.

## Strategic Goal 3. Strengthen Our Position as the Government-Wide Authority on Publishing

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

### Strategies and Performance

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

GPO seeks to increase efficiencies across government through knowledge sharing and exchange of ideas and best practices with the community through white papers, panel discussions, working groups, and collaboration with publishing standards organizations. GPO's outreach efforts will reflect the agency's transformation from a print-centric to a content-centric operation, highlight our innovations and achievements, and equip our customers with the knowledge and tools that meet their information needs. GPO aims to develop educational opportunities and provide informational resources for Federal agencies, vendors, and the Federal Depository Library Program (FDLP) community as an integral partner in helping these stakeholders accomplish their missions. GPO's outreach initiatives will integrate traditional channels with a range of digital communication channels to increase awareness of GPO programs and services.

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

*FDLP Academy* – The FDLP Academy was launched by GPO in FY 2014 to support the FDLP community's education and training needs and to advance U.S. Government information literacy. The FDLP Academy enhances U.S. Government information knowledge through events and conferences coordinated by GPO and webinars and webcasts on a variety of Government information topics. Many sessions are presented by GPO staff, while others are presented by staff from other Federal agencies and from members of the FDLP community, as recruited and hosted by GPO.

In FY18, the FDLP Academy hosted 85 webinars, with more than 10,214 combined registrants. Training topics covered countless Government information resources, websites, and tools; cataloging; collection management; library marketing; and many more. A continued focus of the Academy in FY18 was to continue and enhance training and education on GPO's **govinfo** website. Numerous webinars and webcasts were presented, as well as continued onsite training through GPO On-the-Go visits. Also, in FY18, GPO staff migrated the FDLP Academy webinar archive to a new platform, the FDLP Academy Training Repository, in order to improve the user interface and allow for greater searching and browsing capability.

*FDLP Coordinator Certificate Program* – The FDLP Coordinator Certificate Program presents in-depth virtual classes for Federal Depository Coordinators on managing depository collections in compliance with the *Legal Requirements & Program Regulations of the Federal Depository Library Program*. The

program is free to participants and is conducted virtually through the FDLP Academy. The series of eight online classes (over a 9-week period) that make up the program is led by GPO personnel from GPO's Office of Outreach and Support. Class size is limited to 25 participants to a cohort in order to facilitate discussion and interaction throughout the program. The fall 2017 and spring 2018 series each had two cohorts, for a total of four cohorts in FY18. The program includes required weekly readings and writing assignments, discussions, polls, webinars, and assessments/quizzes.

A total of 89 participants—41 participants in the spring 2018 cohort and 47 participants in the fall 2017 cohort— received a certificate of completion from the FDLP Coordinator Certificate Program in FY18. Since its inception in 2015, 170 FDLP community members have completed the program.

*FDLP LibGuides* – This is a service provided by GPO for depository libraries and the public. Guides are created on a variety of topics, including those requested by the FDLP community. All guides are available for free use. Libraries and agencies can also submit their own guides for inclusion on the FDLP LibGuides Community page. In FY17, GPO conducted a pilot project to assess the value of offering a LibGuides page with research guides related to FDLP documents. After reviewing the results and the positive feedback received, GPO decided to move forward with a year-long implementation of the program. The LibGuides page went live in October 2017.

In FY18, FDLP LibGuides had more than 4,900 views to the 19 guides offered, and 40 Community Guides were submitted in 10 Subject areas.

*FDLP Events* – GPO hosted two FDLP special events in FY18:

- *2017 Depository Library Council (DLC) Meeting & Federal Depository Library Conference* – Three-hundred onsite attendees, plus 300 virtual attendees participated in the largest annual gathering of Federal depository librarians and colleagues in the country, the DLC Meeting and Federal Depository Library Conference. The event, themed “Safeguarding Government Information Access for All” took place October 16–18, 2017, in Arlington, VA, with numerous sessions broadcast virtually.
- *2018 Depository Library Council Virtual Meeting* – More than 400 registrants from all 50 states, plus DC and Puerto Rico, participated in the Spring 2018 DLC Virtual Meeting. The event took place April 18–20, 2018, and was broadcast from Arlington, Virginia. The members of the DLC were present with the GPO staff, and guest speakers broadcasted from their local areas.

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

During FY18, GPO launched a series of webinars titled “30 minutes with GPO.” Federal customers across the country sign on to learn more about the various GPO products and services offered in order to get their message out to the public.

*GPO Contract Terms* – In January 2018, GPO released the revision of *GPO Contract Terms - Publication 310.2*. This publication had not been updated since 2001. It contains solicitation provisions, supplemental specifications, and contract clauses that vendors must adhere to when producing a product. These terms are an integral part of every contract written in our Print Procurement program in

order to protect the rights of the Government and vendor community in the performance of the contract.

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

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

- *Project Planning* – Design consultation and marketability.
- *Creative Design/Preflight* – Development of comps for digital and tangible products; editorial and preflight services; and a variety of design services including publication design, branding and identity, exhibit graphics, video, multimedia, photography, and security design.
- *Production* – Nationwide print and print-related procurement program for tangible and digital products, print-on-demand solutions, in-house printing, eBook conversion and creation, scanning, and 508 compliance services.
- *Dissemination* – Channels include the U.S. Government Online Bookstore, Federal Depository Library Program, and **govinfo** online repository.
- *Storage and Distribution* – Storage/Inventory Management/Distribution, Customized Online Ordering Solutions, and Contracted Services.

*Standards for Digital Proofs* – In FY18, GPO developed and released new Government standards for submitting high-resolution inkjet digital proofs. As technology has advanced, the current high-resolution proofing option on the market is being discontinued. GPO conducted market research, which included gathering input from print vendors, and determined that the best solution going forward to replace the high-resolution laminated proofs is a high-resolution inkjet proofing method that conforms to G7 technical standards. The new proofing standards will allow vendors to match press sheets for detail and color. In addition, this solution will allow GPO to increase competition and decrease costs.

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

Known for more than 100 years as the Government *Printing* Office, and since 2014 as the Government *Publishing* Office, GPO is positioned to effectively bring about a new level of visibility to the agency's expanding array of products and services that meet the changing information needs of Congress, Federal agencies, and the American public in the digital age.

With a name that aptly reflects GPO's transformation, the agency will continue to build and market this new, relevant brand and live up to the brand promise as the "Official, Digital, and Secure" source for producing, protecting, preserving, and distributing the official publications and information products of the Federal Government.

GPO's outreach efforts reflect the agency's transformation from a print-centric to a content-centric operation, highlight our innovations and achievements, and equip our customers with the knowledge and tools that meet their information needs.

*Open House* – One effort in FY18 was GPO held an Open House for Federal employees with the theme “Explore the Possibilities.” Various panel discussions included: GPO Working for You – Customer Services; Finance Toolbox; Maximize your Outreach – GPO Dissemination Services; and Enhancing the Government Experience – Technology Advancements.

*Joint Promotions* – In FY18, GPO explored partnership opportunities for GPO products and services. These included:

- Exhibited at U.S. Army Conference and Exhibit; AUSA Conference
- Joint promotion Project with Army Center of Military History Covering Vietnam and WWI titles published by GPO and to support launch of titles in conjunction with National Military holidays
- Participated in FDLP conference to promote academic titles and presentation on the Online Bookstore features and benefits
- Outreach to non-FDLs through emails, electronic catalogs, and Online Bookstore promotions
- Conducted seminar with NASA print specialists to review GPO services and joint efforts to distribute titles

*FDLP Connection* – The FDLP Connection newsletter was retired in August 2018 after 7 years and 46 issues. As times change, resources and priorities do as well. FDLP Connection was originally created to provide more information about GPO projects, feature spotlight libraries, or introduce new GPO partners, to name a few. Official announcements, depository management information, and calls to action are all communicated via FDLP.gov and the FDLP News & Events email service. For these reasons, GPO decided to cease publication of the newsletter, bring the FDLP community special features via FDLP.gov, and reallocate the resources that were devoted to the Connection to new projects and initiatives for the FDLP. An archive containing the entire run of FDLP Connection issues is available on FDLP.gov for reference. Moving forward, the Depository Spotlight and Partnership Showcase articles will live on via FDLP.gov, and the staff in GPO look forward to continuing to bring those popular features to the community. Six issues of the FDLP Connection newsletter were published in FY18, which are all archived.

*Depository Library Spotlights* – In each issue of the FDLP Connection newsletter, GPO highlighted a Federal depository library and described the unique services it offers. The feature also appears on gpo.gov. Following the sunset of FDLP Connection, the Depository Spotlight was transferred to FDLP.gov’s homepage.

## Strategic Goal 4. Promote Collaboration and Innovation Within Government

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

### Strategies and Performance

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

GPO utilizes our collective expertise in printing, publishing, and information technologies to provide shared services that save Federal agency customers time and money, and help them accomplish their missions. GPO operates a variety of procurement vehicles that simplify, streamline, and lower costs of the procurement process for Federal agencies. GPO's demonstrated expertise in this area for print products and services is continually being expanded to include a wider array of digital solutions to help Federal agencies cost effectively meet their publishing and information dissemination needs. GPO is also leveraging existing in-house capabilities, developed for GPO's own information dissemination functions, but now offered as shared services for other Federal agencies.

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

*GPOExpress* – GPO provides Federal agencies discounts on copying, binding, signs, and other products and services through 1,800 FedEx Office locations nationwide through the *GPOExpress* program. Learn more about *GPOExpress* at [gpo.gov/how-to-work-with-us/agency/services-for-agencies/gpoexpress](https://gpo.gov/how-to-work-with-us/agency/services-for-agencies/gpoexpress).

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

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

*Simplified Purchase Agreements (SPA)* – In order to control their purchase of printing, publishing, and digital services at competitive prices from hundreds of certified, tested, and reliable vendors, Federal agencies can participate in this program. Backed by GPO administrative and technical assistance, the Simplified Purchase Agreement (SPA) ensures vendor compliance with GPO Contract Terms Quality Assurance Through Attributes Program for Printing and Binding and Government Paper Specification Standards—while offering the best value for purchases up to \$10,000. Learn more at [gpo.gov/how-to-work-with-us/agency/services-for-agencies/simplified-purchase-agreement](https://gpo.gov/how-to-work-with-us/agency/services-for-agencies/simplified-purchase-agreement).

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

In 2018, GPO received four American Graphic Design Awards from Graphic Design USA magazine and one from the 2018 Washington Publishers Design. This is the third year in a row GPO has been honored for its design services, receiving four awards in 2017 and six awards in 2016.

*Collaboration in Support of FDLP and Cataloging and Indexing Program* – In FY18, GPO participated in and collaborated with groups in support of the FDLP and Cataloging and Indexing Program. These included:

- In January 2018, GPO completed its collaboration with the Library of Congress (LC) on a project to make freely-available every issue of the Congressional Record, dating back to its first issue in 1873.
- In April 2018, GPO completed its collaboration with the National Archives and Records Administration’s Office of the Federal Register on a project to make freely-available 14,587 individual issues of the Federal Register, dating back to the first in 1936.
- Through an agreement with LC, GPO began cataloging Congressional Research Service (CRS) reports released publicly.

## 2. Form strategic partnerships where collaboration and innovation can flourish

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

GPO will continue developing new strategic partnerships with Federal agencies, Federal depository libraries, and other entities to increase access to Federal publications and services, reduce duplication of digital initiatives, safeguard historical Government documents, and preserve print collections. These partnerships may include cataloging, digitizing, and preserving tangible copies of Government publications. GPO will support efforts to increase public access to digitized collections of high value to the American public.

*Federal Publishing Council (FPC)* – GPO works with the Federal Publishing Council (FPC), formerly the Inter-agency Council on Printing Publications Services (ICPPS) which was established in 1976. Over the years the scope of Federal publishing has expanded far beyond strictly tangible printed content. The FPC is a forum to discuss the changes in the industry including trends in publishing and printing. This advisory council to the Director of GPO is made up of Federal employee professionals involved in all facets of the Federal printing and publishing community. In addition to tangible printed content, the council will focus on digital publishing concepts, web content management, and graphic design.

The goals of the Federal Publishing Council include:

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

*Federal Depository Library Program (FDLP) Partnerships* – Since 1997, GPO has developed strategic partnerships with Federal depository libraries, Federal agencies, and other institutions to increase public access to electronic U.S. Government information products. Through GPO’s partnerships, free public access to Government information was enhanced during FY18. GPO:

- Completed adding bibliographic records for print versions of the Bureau of Mine’s Reports of Investigations from the University of Colorado
- Added 4,492 bibliographic records
- Completed work to add bibliographic records from the University of Montana for 12 Superintendent of Documents (SuDocs) classes
- Added bibliographic records for electronic versions of the U.S. Geological Survey (USGS) series from the Colorado School of Mines
- Added 183 bibliographic records for publications from the WPA from the University of Kentucky
- Added 6,556 records for FRASER (partnership with the Federal Reserve Bank of St. Louis)
- Twenty libraries became Preservation Stewards
- Two libraries became Digital Content Contributors
- One library became a Digital Access Partner

*Agency Distribution Services (ADS) marketing distribution facilities/capabilities* – After identifying and targeting pertinent agencies, the ADS unit conducted agency presentations to more than 10 agencies. GPO also:

- Conducted two webinars on GPO Warehousing and Distribution Services to 93 potential new customers among Federal agencies.
- Hosted an open house on May 22 for six state ARNG.
- Conducted facility tours for DOJ-JMD and Air Force Departmental Publishing Office.
- Signed five Interagency Agreements with FEMA, DOD/DHA, DOD/SBA, DOD/ARNG and DOD/Tricare.

### 3. Support government-wide innovation and interoperability

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

everyday operations to meet their missions in this digital era. GPO is working to increasingly utilize shared-service and open-source technologies which enable increased sharing of data across government in an effort to make content more accessible.

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

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

*United States Legislative Markup (USLM) Projects* – In support of the Legislative Branch Bulk Data Task Force, throughout FY18, GPO worked with the Clerk of the House and the Secretary of the Senate on initiatives to convert legacy file formats into United States Legislative Markup (USLM) XML. In early FY 2019, the first project was completed with the release of a subset of enrolled bills, Public and Private Laws, and Statutes at Large in Beta USLM XML on **govinfo**. USLM offers a standard XML schema to promote interoperability among documents as they flow through the legislative and regulatory processes. USLM also promotes international interoperability with documents produced by governments world-wide.

*508 Compliance Standards* – In January 2018, updates were made to the Section 508 of the Rehabilitation Act. Like the original 508 standards, the updated standards apply to electronic documents and other electronic content created by Federal employees or contractors. GPO is poised to assist our Federal customers with their Section 508 compliance through procured contracts or in-house production of legacy documents.

## Strategic Goal 5. Engage Employees and Enhance Internal Operations

### Overview:

GPO's ability to be viewed as an employer of choice depends on the agency's ability to develop and attract quality employees and to motivate them to perform at high levels. GPO is committed to treating all employees fairly, respecting their diversity, and valuing their contributions. GPO also utilizes a cost effective and collaborative approach in managing GPO's business processes to help the agency achieve its strategic initiatives and ensure continued financial stability.

### Strategies and Performance

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

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

GPO conducts proactive workforce planning that focuses on diversity and fostering work life programs to meet the changing needs of today's and tomorrow's employees. Since 1980, GPO has reduced its workforce by over 74 percent as a result of using new technologies, a rate of change unparalleled elsewhere among other Legislative Branch agencies. Furthermore, 34 percent of GPO's workforce will be eligible to retire in FY 2021, and if not carefully managed, anticipated retirements could cause skill gaps to develop (particularly when considering the loss of GPO institutional knowledge). For this reason, talent management and effective workforce planning and knowledge management are vital to the success of GPO. GPO will identify and address gaps and implement and maintain programs to capture knowledge and promote learning.

GPO will work to maintain an environment that is fair, unbiased, and family-friendly, continuing efforts that ensure there are no findings of discrimination against the Agency through proactive intervention and use of Alternative Dispute Resolution.

*Resolving Complaints* – GPO's FY18 accomplishments in the elements of processing and resolving complaints include:

- In FY18, the number of formal complaints filed was less than half the number filed in FY 2017
- In FY18, almost three times as many complaints were resolved than in FY 2017

*Alternative Dispute Resolution (ADR) Utilization* – As a priority initiative, key objectives of using ADR include reducing the negative impact of the conflict on the relationship between a supervisor and an employee; reducing time to resolution, thereby improving efficiency and productivity; allowing parties to control the process and the solution by negotiation; reducing the cost of complaints, both in agency staff resources and actual cost of investigations.

GPO's FY18 accomplishments in the area of Alternate Dispute Resolution include:

- Implementing a new Facilitation program to give aggrieved individuals another path to resolve both formal and informal complaints
- 53.5 percent of visits (23 out of 43) were facilitated to resolution or withdrawal using ADR

GPO's upcoming initiatives in the area of Alternate Dispute Resolution include:

- Beginning in FY 2019, ADR will be offered in the Acceptance Letter when the Formal Complaint is accepted for processing. EEO staff plans to attend mediation training and become certified Mediators.

*Diversity and Inclusion Initiatives* – GPO is cultivating a collaborative and inclusive work environment where diversity is valued and respected. GPO's FY18 accomplishments in the areas of an Inclusive Work Environment include:

- 66 percent of panel-evaluated Reasonable Accommodation requests were granted
- Re-formation and redirection of agency affinity groups (to focus on employment issues)

*Evaluation of GPO against the Elements of a Model Equal Employment Opportunity (EEO) Program* – A Model EEO Program is comprised of six essential elements: Demonstrated Commitment from Agency Leadership, Making EEO an Integral Part of the Agency's Strategic Plan, Ensuring Management and Program Accountability, Proactive Prevention of Unlawful Discrimination, Efficiency, and Responsiveness and Legal Compliance.

A Model EEO Program assesses how well an agency ensures that all employees and applicants for employment enjoy equality of opportunity in the workplace regardless of race, sex (including sexual orientation, gender identity, pregnancy, or childbirth), color, religion, national origin, age, disability, and genetic information. GPO will engage in activities that demonstrate leadership's commitment to achieve a diverse workplace, free of barriers to equal opportunity, and will continue its measurement and analysis of agency progress towards a Model EEO Program using the six essential elements established by the Equal Employment Opportunity Commission's (EEOC's) Management Directive 715.

GPO's FY18 accomplishments in the elements of a Model EEO Program include:

- Updated all agency EEO policy letters
- EEO performed and continues to perform annual workforce demographic analysis including reporting workforce demographic trends.

GPO's FY 2019 initiative for the Model EEO Program is:

- Obtain access to USA Staffing applicant flow data for both Affirmative Employment Plan (AEP) and Model EEO Program analysis.
- With the cooperation and aid of Human Capital, jointly review and update at least one policy directive that might include barriers to Model EEO Program goals.

*Workforce Development* – It is important to identify skill gaps and attract, develop, and retain employees to ensure GPO's workforce has the critical skills, competencies, and engagement to propel the agency through transformation. To accomplish this, GPO will continue to offer employees the opportunity to develop leadership, management, and digital literacy knowledge and skills to include:

- The award winning Leadership Evaluation and Development (LEAD) program, which for the past six years has empowered the next generation of GPO leaders by developing leadership skills and

the tools to lead themselves, individuals, and teams. The number of LEAD Program graduates is 398 or 23 percent of the agency's employees.

- Business Analysis Development Program with Duke University and IIBA Certification - 44 graduates
- Lean Six Sigma Program with Duke University Certification - 52 graduates
- Project Management Development Program with Duke University and PMP Certification
- Digital Print and Management Courses
- ePublishing Courses and Adobe Training and Professional Certification Programs - 118 graduates
- Microsoft Office Suite Training and Professional Certification Programs - 58 graduates
- Supervisor Behavioral Leadership Program

*Safety and Security* – GPO's FY18 accomplishments in the areas of safety and security include:

- Conducted annual Physical Security and Safety Assessments of all main GPO, Laurel Warehouse, and Stennis facilities. Additionally, three regional offices were assessed. During the assessments, GPO identified hazards and vulnerabilities and recommended prioritized actionable mitigation strategies. GPO will continue to track, trend, and follow up on hazards and vulnerabilities until appropriate risk mitigation or formal risk acceptance occurs.
- Replaced the dust collection system in order to reduce fire and explosive hazards that could potentially migrate from one part of the building to another.
- Taught over 100 safety classes on 15 subjects, to include Hazard Communication; 10-hr OSHA General Industry; Housekeeping, Slips, Trips and Falls; Welding, Cutting and Brazing; Fire Watch; Personal Protective Equipment; Ergonomics; Powered Industrial Trucks; Defensive Driving; Asbestos Awareness; FY18 Accident Review; New Employee Orientation; Blood-borne Pathogens; Respiratory Protection and Fall Protection Equipment.
- Investigated 120 accidents, conducted trend analysis, and briefed results at four quarterly labor-management safety committees.
- Conducted 26 Supply Chain Risk Management (SCRM) Assessments.
- Disseminated 767 Threat Intelligence documents.
- Revised and facilitated Surveillance Detection Training.
- Facilitated 16 leadership sessions with the Uniformed Police Branch.
- Published Supply Chain Risk Management Policy and Security Services Records Management Standard Operating Procedure.
- Revised Security Services Surveillance Detection Plan and Standard Operating Procedure.
- Completed Active Shooter Training for Uniformed Police Branch officers and Special Police Officers.
- Disseminated 19 Training Bulletins and six pamphlets for GPO Employee Safety.
- Coordinated with the U.S. Mint Police as an alternate site for emergency communication during COOP.
- Completed Office of Personnel Management (OPM) program audit.
- Issued 1,374 badges to GPO contractors and employees.
- Issued 3,024 parking permits to GPO contractors and employees.
- Adjudicated 903 cases.
- Initiated 1,153 Personnel Security eQIP cases.
- Revised all Post Orders and Standard Operating Procedures with implementation dates older than 3 years.

- Upgraded and replaced all exterior cameras.
- Completed Official Passports, Visas, and Country Clearances for over 50 personnel trips.

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

- Continue efforts to mitigate GPO's Top 10 Safety Hazards
- Improve GPO environmental compliance
- Conduct localized OPSEC briefings for all Medium or High risk rated suppliers
- Update Uniformed Police Branch Five Year Training Plan
- Conducting inventory of antiquated Panasonic cameras and other equipment
- Continue to work to update Fire Alarm System
- Continue to update background investigations based on OPM Audit

## 2. Reduce our environmental footprint

GPO is committed to working toward a more sustainable future and providing a safer, healthier environment to future generations. GPO will continue to introduce programs that include recycling, reducing energy consumption, and reducing GPO's carbon footprint and will provide Federal customers with environmentally friendly printing alternatives. GPO strives to reduce our environmental footprint from implementation of employee recycling and environmental awareness programs internally to measures taken in our plant to ensure environment-friendly and sustainable operations.

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

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

*Computerized Maintenance Management System* – GPO will implement a Computerized Maintenance Management System that will enable Facilities Management to manage human, finance, and information resources strategically. The system will support emerging policies and procedures outlined in GPO Directive 810.10G *Facilities Management Procedures for Requesting Service*. The system will align with GPO's financial processes which the agency uses to prepare, justify, and administer the program budget. The system will be a tool to monitor expenditures and leverage cost-benefit thinking to set priorities.

*Reduce Paper Waste* – GPO is currently implementing digital ink-jet technologies that will allow for even greater reductions in paper waste, as well as allowing for other improvements to support GPO's dedication to sustainable and environmentally friendly operations.

*Records Management* – Through this program, GPO accomplished the following:

- Disposed of 103 cubic feet of multiple duplicate copies of tangible files
- Consolidation of files into common area
- Records management training on processes to staff
- Calls for review and specific files to be archived on SharePoint
- Complete transfer of first permanent Superintendent of Documents emails to Administrative Services division (ASD) repository
- On-going review of new SharePoint Records Center as option for managing electronic records
- Started requirements for Document Management System
- Finalized changes for the 287 Records Schedule and submitted to ASD
- Requested changes for records in the 149 Records schedule and submitted to ASD

Carousel Implementation in Distribution Facility with testing complete fourth quarter FY18. Resulted in:

- Cardboard recycle reduce landfill by 90 cubic yards
- 287 cards were reduced during FY18
- Deep Storage and Double Deep Forklift and reduction of carbon footprint

### 3. Modernize and streamline internal processes and systems

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

*Printing Procurement Systems Modernization* – The goal of the Print Procurement Systems Modernization is to create an integrated approach to automating and streamlining the end-to-end print procurement process from online order submission to vendor payment and customer billing. It will include the technology and business practices to enable GPO to replace, enhance, or integrate current systems and processes currently used in support of the Federal Government's printing and publishing needs. It will consolidate print procurement operations within a single modular system, improve work processes, and automate specific functions where applicable.

In FY18, a draft Request for Proposals (RFP) and Quality Assurance Surveillance Plan (QASP) were completed for the first phase of this project. An Industry Day was held to gather additional information from vendors for the final RFP. Subsequently, GPO will post the final RFP and QASP online in order to receive proposals from the vendor community in the second quarter of FY 2019.

*Warehouse Management System (WMS)* – GPO is implementing a digital system to control paper and production materials from end-to-end during manufacturing operations. The new system will reduce costs by replacing an intensively manual process and is expected to be operational in the third quarter of FY19. The WMS will add wireless scanner functionality to improve inventory tracking in the Plant. This will be implemented in the GPO Business Information System.

*Smaller, More Flexible Digital Presses* – As part of an ongoing effort to make strategic investments that will increase operating efficiencies, reduce production costs, and improve returns on Federal

Government expenditures, GPO plans to acquire smaller and more flexible presses for the production of the daily *Congressional Record*, *Federal Register*, congressional business calendars, and other products this year. GPO's current press equipment is too large and too costly for continued use. The *Record*, *Register*, and calendars are produced on three large web offset presses of the kind used for newspaper production. They were acquired in 1994, at a time when the overnight press runs for the *Record* were 20,000, and 30,000 for the *Register*. Today, as a result of digital dissemination, press runs for these documents are each approximately 2,000. The new equipment will be flexible enough to produce additional products and will require fewer personnel and less space to operate, further reducing costs. Paper waste generated during press make-ready will be reduced as will the maintenance costs associated with the current equipment. The new high-efficiency digital inkjet presses and off-line binding solution was awarded and is expected to deliver in April 2019.

*Facilities Changes* – During FY 2017, the National Archives and Records Administration (NARA) offices of the Federal Register (OFR) and Government Information Systems (OGIS) moved into 17,000 sq. ft. of renovated space on the seventh floor of GPO's Building A. Meanwhile, in cooperation with NARA and the offices of the Clerk of the House and the Secretary of the Senate, GPO has provided space parcels of approximately 24,500 sq. ft. in Building A and 24,000 sq. ft. in Building D for the construction of facilities to house NARA's congressional legislative archives. Phase 1 of that project, involving the Building A space is completed. The construction was designed and financed by NARA and the work was performed by contractors under GPO's supervision.

Phase 2 of the project involves 24,000 sq. ft. in Building D. GPO and NARA have worked together on a Statement of Work for the Architectural and Engineering design.

*Information Technology* – The following are the five primary IT strategic objectives that will support GPO's mission:

1. *Cybersecurity* – Sustain a sound cybersecurity posture. Initiatives include:
  - Develop a cybersecurity strategy
  - Develop IT COOP and Business Impact Assessment
  - Implement next generation security monitoring tools
  - Certify and accredit GPO's General Support System
2. *Cloud* – Establish and enhance cloud smart strategy. Initiatives include:
  - Develop GPO IT Cloud Smart Strategy Plan
  - Build a cloud infrastructure in Microsoft Azure
  - **govinfo** third site cloud backup solution
  - AskGPO.gov implementation by Salesforce (First Phase)
  - Implement OneDrive as a desktop backup solution
  - Implement email backup for at least one year
3. *Digital Workplace* – Transform GPO workplace
  - Implement a site recovery manager and load balancer for automatic failover
  - Replace footprint ticketing system with ServiceNow
  - Develop laptop acquisition plan for cost saving
  - Create a paper reduction policy within IT to enable digital signatures
  - Deploy Windows 10 to the agency
4. *Infrastructure* – Modernize IT Infrastructure

- Implement the first phase of Stennis datacenter to serve as a backup for the Alternate Computing Facility (ACF)
  - Upgrade ACF, HQ, Stennis, and Pueblo's routers, switches, and servers
  - Upgrade the Alpha servers for Plant Operations (hardware and software)
  - Upgrade the Official Journals of Government COOP infrastructure and create a test lab
  - Assist in completing the first phase of the Composition System Replacement (CSR) (architecture and acquisition)
  - Implement the second VPN for Security and Intelligent Documents (SID) to connect to the Department of State
  - Develop a mainframe and legacy system modernization plan
  - Work with business units (BUs) to replace, upgrade, or re-write legacy applications
  - Implement a secure file transfer option to meet internal/external stakeholders needs
5. *Smart Government* – Apply Artificial Intelligence, Robotic Process Automation, IoT and Blockchain technologies to increase efficacy and reduce cost for all business units
- Apply Artificial Intelligence tools to assist Library Services and Content Management with 500K unstructured records
  - Test and pilot Robotic Process Automation tool to automate manual processes
  - Test and pilot (if possible) Blockchain solution to assist SID with passport security
  - Test and pilot (if possible) IoT solutions to support Plant Operations with printing automation
  - Test and pilot (if possible) Power Business Intelligence tool for data analytics
  - Install wireless access points and scanners at Pueblo to increase efficiency

*Composition System Replacement (CSR)* – GPO is replacing a 30-year old locator-based composition system known as MicroComp with a state-of-the-art composition tool that is based on the Extensible Markup Language (XML) data standard and has been branded XPub. XPub matches the typographical style and page layout of current printed publications and also supports enhanced search, retrieval, data formats, and repurposing of data. The system includes the necessary technology and business practices to enable GPO to replace or integrate all existing discrete applications, utilities, and processes currently used by GPO and its users to compose and create files optimized for the printing and access of select congressional and Federal agency publications.

In 2017, GPO released a beta version of CSR project for the composition of congressional bills, resolutions, and amendments in close coordination with the staff of the Secretary of the Senate and the Clerk of the House. At the current time, we are nearing completion on developing the capability to compose the 2018 main edition of the United States Code through CSR, which we expect to do in mid-2019. Once that initiative is complete, GPO plans to move CSR into production in the coming years based on publication type, beginning with the U.S. Code and daily House and Senate Calendars, and continuing with Congressional Bills, Resolutions, and Amendments, Public and Private Laws, Statutes at Large, the Congressional Record, and the Federal Register.

*Acquisition Services* – GPO plans to establish a formal Contracting Officer Representative (COR) program to facilitate more effective contractor performance, and provide better contract value to our stakeholders; and establish an advance acquisition planning portfolio, to be updated quarterly, and maintained on the Acquisitions page of GPO.gov.

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

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

GPO upgraded our delivery tracking system during 2018 to a wireless system hosted by our vendor and enabled enhanced reporting capabilities to meet congressional requirements.

*Distribution Facility* – GPO implemented an electronic marketing campaign and reduce/eliminate outdated manual workflow with digital processes.

- Working with customer agencies completed seven email marketing promotions and five direct marketing promotions during FY18
- Eliminated outdated manual workflow with digital process, trained employees, and established SOPs
- P&IS staff worked to cleanup records and develop and implement Retention Plan