



U.S. GOVERNMENT PRINTING OFFICE | **FY 2014 Mid-Year**

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## **Strategic Plan Progress Report**

June 2014

## I. Satisfying Our Stakeholders

### A. It's all About the Customer

Create an internal organizational culture in which exceptional service, delivery, and customer satisfaction are encouraged and rewarded as the foundation of a reputation for world-class customer service.

#### Objective

- Develop internal processes and procedures that support an internal organizational culture in which exceptional service, delivery, and customer satisfaction are encouraged and rewarded.
- GPO will work to understand, anticipate, and meet the needs of customers. GPO will provide world-class customer service together with product innovation through a wide range of print and technology vehicles.
- GPO is dedicated to providing products that deliver results and will recognize employees who exceed customer expectations.
- GPO will continue to utilize our expertise in printing and information technologies to educate our customers so that they can take advantage of GPO products and services.

#### Accomplishments

**1. Administrative Service Unit** – Interviews have been conducted with GPO unit representatives in order to prepare recommendations for establishing an administrative service unit.

#### 2. Customer Surveys

- GPOExpress Survey- This survey is scheduled for the third quarter of FY14.
- Customer Satisfaction Survey- GPO received 500 responses to the survey and the data is being sorted and compiled.
- Customer Survey Tool- Results have been analyzed and a plan has been developed for implementation of the findings.

**3. Digital Public Library of America (DPLA)** – GPO has completed the MARC mapping to the DPLA metadata application profile and the Integrated Library System records are being setup to be harvested by DPLA.

**4. Federal Digital System (FDsys)** – PST continues work to increase content available on FDsys, make enhancements to current collections, and provide management, support, and maintenance for the system.

- In FY14 to date, more than several hundred thousand documents have been made available on FDsys including key content such as the Warren Commission Report, the Patient Protection and Affordable Care Act, the President's FY15 Budget for the U.S. Government (including the mobile app), and opinions from additional U.S. Courts. Also, an audio book was made available on FDsys for the first time. The audio book was published by the Central Intelligence Agency and titled, "Getting to Know the President: Intelligence Briefings of Presidential Candidates, 1952-2004."
- Key enhancements made in FY14 to date include the capability to provide House Bill Summaries in XML format through the FDsys Bulk Data repository in support of the Legislative Branch Bulk Data Task Force and in collaboration with the Library of Congress, a feature to automate key preservation processes, and an update to make XML available for the Privacy Act Issuances collection. FDsys support activities in FY14 have included an initiative to upgrade FDsys hardware components and exercises of the FDsys Continuity of Operations instance.
- Concurrently, PST is working on development of the Next Generation FDsys public website and user interface.

**5. Integrated Library System (ILS)** – The "As Is" project phase was completed in February and a final report has been delivered to Library Services and Content Management leadership. An evaluation of the final report and planning for the next phase was also conducted during the second quarter of FY14.

**6. Interagency Council on Printing and Publications Services (ICPPS)** – GPO is gathering back history of the ICPPS in order to review the charter going forward and discussions have begun with various customers.

#### 7. Library Conferences and Educational Opportunities

- Depository Library Council (DLC) Meeting and Federal Depository Library (FDL) Conference- Onsite and virtual registrations for the DLC Meeting and FDL Conference were made available. The preliminary schedule and agenda have been posted to [fdlp.gov](http://fdlp.gov), all speakers have been confirmed, and final logistical arrangements have begun.

- Interagency Depository Seminar- The Interagency Depository Seminar has been replaced with the New Depository Librarian's Institute, which will be held at GPO the day before the start of the DLC Meeting & FDL Conference. Registration has been opened and the schedule has been developed and posted.
- Preservation Week - Preservation Week is being combined with the DLC Meeting & FDL Conference. The conference includes a preservation session, dealing with preservation of web harvested material.

**8. Marketing Initiatives** – A series of marketing webinars have been developed and launched.

**9. National Bibliographic Records Inventory Plan** – Library Services and Content Management (LSCM) continued efforts to increase the number of bibliographic records available through the Catalog of U.S. Government Publications (CGP) through numerous projects that make up this effort. During the second quarter of the fiscal year, LSCM successfully concluded projects to check-in over 41,000 serial issues from the legacy system and to transcribe entries from the 1895 and 1898 volumes of the Monthly Catalog.

- Cooperative Cataloging Projects: Forest Service publication (University of Montana) - 825 records added to the CGP; U.S. Government Posters (University of Iowa)- 1,498 records added to the CGP.
- National Recovery Administration (University of Florida) - 1,653 records for the digitized publications added to the CGP.
- Internal Records Conversion/Migration from Legacy Systems: data migration (serial issues only) - 41,500 serial issue checked in to the CGP; data migration (monographs)- 300 records added to the CGP (start dependent on contract award).
- Historic Monthly Catalog Transcription - 2 Volumes (1895 & 1898) transcribed.
- Historic Shipping Lists - 24 boxes scanned.
- Historic Shelflist Transcription - 14 drawers transcribed and added to the CGP.

**10. National Plan for the Future of the Federal Depository Library Program (FDLP)** – During the second quarter of FY14, strategic directions for the future of the FDLP were identified, and a new structure that incorporates the preservation plan was developed. Six programs relating to the Forecast Study, the National Plan, and a report by the National Academy of Public Administra-

tion were planned for the Depository Library Council Meeting & Federal Depository Library Conference. Forecast Study goals and objectives and the proposed structure have been incorporated into the conference schedule. Council sessions have been scheduled to encourage discussion and feedback on projects undertaken as a result of Forecast Study responses.

**11. Reforming Congressional Billing and Reporting** – Recommendations for improving the Congressional billing process have been developed based on a business process analysis.

**12. Security** – Security Services completed three of six facility safety and security assessments and published four of ten informational safety and security articles through internal employee communication channels. The Uniformed Police Branch continues to conduct Random Antiterrorism Measures and implement operation "Twilight Overwatch" to ensure employees are provided a visibly safe and secure environment during low or no light conditions.

**13. Training Initiatives**

- Webinars and Training Portal- During the second quarter of FY14, Library Services and Content Management (LSCM) significantly expanded the number and variety of educational offerings that are being presented to the Federal Depository Library Program (FDLP) community each month. The training program includes sessions based on four tracks: training from GPO on FDLP-related topics, from GPO on FDsys, from agencies, and from depositories. LSCM is presenting about eight sessions per month. A prototype for the Training Resource Portal has been developed and scheduled for comment and discussion at the Depository Library Council Meeting & Federal Depository Library Conference.
- GPO Institute- Online courses have been made available and added to the GPO Institute training calendar.

**14. Web Development Services** – The term contract for the provision of these services has been put on hold temporarily.

## B. Open and Transparent

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### Objective

- Build on GPO's ongoing commitment to an open and transparent government.
- GPO will continue to provide authentic information to the American public through a variety of print and technology vehicles efficiently and securely.
- GPO will become a key innovator and leader in the Presidential mandate of transparency (White House Open Government Initiative). Realizing that participation and collaboration form the cornerstone of an open government, GPO will utilize all available technologies to assist Federal agencies in disseminating information about their operations in a fast, secure, and permanent manner.

### Accomplishments

- 1. Customer Ordering** – The design phase of this initiative has been launched and the acquisition of required software has been completed.
- 2. ISO 9001** – The Washington D.C. facility was re-certified in early FY14 and the Stennis, Mississippi facility is scheduled for an audit in late FY14.
- 3. Next Generation Federal Digital System (NextGen FDsys)** – Programs, Strategy, and Technology worked on internal design and development for a number of base portions for NextGen FDsys, including the homepage, search results, and more information pages for a subset of collections. A foundational ontology has been established for the publication linking feature and prototyping work has occurred to bring this functionality to the user interface. PST released a user roles survey on FDsys that will be used to inform the usability testing initiative and is conducting iterative development on NextGen FDsys features based on the FDsys release schedule.

## C. Enhance Strategic Partnerships

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### Objective

- Enhance strategic partnerships to gain flexibility, build effective networks, and manage processes to meet customer demands and expectations.
- GPO will develop the agency-wide synergies and flexibilities to continuously strive for quality, availability, and efficiency in the delivery of products

and services. GPO will also work to improve its internal culture and business processes to ensure mutual support and growth to customers and employees.

- GPO will continuously work on strengthening purposeful collaboration with internal and external customers that will create more efficient and effective programs and processes.

### Accomplishments

- 1. Acquisition Planning** – Acquisitions has engaged each of the major business units, started discussion on FY15 requirements, and incorporated this as an agenda item in biweekly meetings.
- 2. Communication and Marketing Plan** – A joint marketing plan was developed and the Publications and Information Sales unit will continue to work with Creative Services, Internal Design, and the National Account Managers to promote GPO products and services to Federal agency customers.
- 3. Leasing Agreements** – Multiple tours of available space have been given to potential tenants and GPO continues to support and work with existing tenants to meet their requirements.
- 4. New Library Services and Content Management (LSCM) Strategic Partners** – LSCM continues its efforts to increase access to digitized content and bibliographic records through partnerships. During the second quarter of FY14, LSCM began discussions with two depository libraries for cooperative cataloging partnerships and began the signing process for an agreement to provide access to a large digital collection. Currently the opinions of 84 lower Federal courts are accessible from the U.S. Courts Opinions collection in FDsys: 11 appellate, 33 district, and 40 bankruptcy. More courts are in-process. In March, a milestone was reached- the number of opinions accessible via FDsys reached and surpassed 1,000,000. In the second quarter, development took place in FDsys to accept opinions from the Court of International Trade. Processing of the CIT opinions into FDsys will begin in April. Administrative Office of the U.S. Courts Partnership- Continue submission of and release of remaining court content- FY14.

Additional Strategic Partnerships for increasing public access to digitized and electronic content — Conduct outreach efforts to interested parties — throughout FY14; Letter of Agreement- prior to partnership implementation- Renewed partnership with St. Mary's Univer-

sity for access to their Government Information on the Web Subject Index. Additional Strategic Partnerships for increasing public access to bibliographic records- Conduct outreach efforts to interested parties — throughout FY14 Colorado School of Mines, University of Colorado; Letter of Agreement — prior to partnership implementation; Extended partnership agreement with the University of Iowa to allow for the exchange of Dublin Core records for the government poster collection that GPO will convert to MARC records.

**5. Next Generation Passport Plan – Security and Intelligent Documents** has continued to partner with the Department of State on the Next Generation Passport Program.

**6. Online Ordering System – Publications and Information Sales** worked to finalize implementation of the online Database Order Tracking System (DOTS) at GPO's Laurel, Maryland facility and secured its first customer.

**7. Online Paper Store – Plant Operations** has continued to maintain GPO's Online Paper Store.

**8. Print On Demand (POD) – Publications and Information Sales** has actively used Print on Demand and Just in Time Printing to reduce inventory and extend publication lifecycles. A POD agreement was signed with OnDemand Books.

**9. Treasury Account Symbol (TAS) and Business Event Type Code (BETC) – TAS/BETC** went live in January and efforts began to train staff and update customers on the process.

## II. Strengthening Our Organizational Foundation

### A. Right Tools

#### Objective

Anticipate, plan and equip GPO to provide products and services to customers.

- In order to provide quality service to customers, GPO must invest in employees and technology. 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.

- 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.

### Accomplishments

#### 1. Advanced Manufacturing

- Manufacturing Workflow System: Software was selected and development began on a plan for implementation.
- ZMR Press: Templates were created for the ZMR press and efforts began on the floor modification.
- Bindery Equipment: New equipment was installed and plans were initiated for the sewer to be installed.

**2. Arrival Tracking System – GPO** continued to work with the U.S. Senate to deploy a workstation in the Hart Building.

**3. Automated Procurement System – Acquisitions** worked with Customer Services on finalizing the acquisition documentation to solicit for the automated procurement system. In addition, Acquisitions began preparation to obtain an independent assessment of GPO's requirement.

**4. Data Center Consolidation and Modernization – The Alternate Computing Facility (ACF) infrastructure work** was completed and FDsys new servers were set up at the ACF. The headquarters data center renovation work commenced, asbestos was removed, and work began to move network equipment and fiber to accommodate facilities work. The network setup site survey will be performed with new layout requirements.

**5. eBook Program for Libraries and Public – GPO** expanded the agency's eBook program through the Federal Depository Library Program by providing free public access to eBook titles using GPO's Catalog of Government Publications. Users can search and browse for Federal titles on popular topics. The first release included approximately 100 titles and GPO will continue work with Federal agencies to make new titles available each month.

**6. Enhanced Access and Content – The eBook project** was completed and the program officially launched during the second quarter of FY14. A Standard Operating Procedure for eBook processing was implemented, and new titles are continually added on a routine basis.

**7. Federal Depository Library Program (FDLP) Website** – The [fdlp.gov](http://fdlp.gov) site was fully migrated and officially taken out of beta development phase. In addition, contract work needed to complete the development of the new Ben’s Guide site was started and completed. The site is scheduled for a beta release in mid-FY14.

**8. Full Deployment of XML Publication** – Two Printing Specialists were hired, development of requirements was initiated, and development work began.

**9. Industry Certifications** – All GPO plant certifications were kept current. GPO’s G7 professionals passed recertification exams in early FY14 and the G7 Master Printer Qualification has been met for 2014 [GRACoL Proof, Digital Offset and Sheet-fed Offset Printing.] Graphic Arts Industry Color Viewing Standard certification has been passed for 2014 and Library Binding Institute certification has been kept current.

**10. Infrastructure Management** – Engineering Services in Plant Operations has continued efforts to meet evolving agency and customer needs.

**11. Lean Manufacturing** – GPO has worked to consolidate and reduce inventory, reduce unnecessary transportation, reduce motion, reduce waiting, and make improvements to the Edition Section to reduce motion and over-processing. GPO has upgraded the mail-line to reduce overproduction and waiting, eliminated defects in Prepress Offices; renovated the PostScript and Bound Record sections to reduce unnecessary transportation, motion, inventory, and defects; moved the Supply Room and Storage Room to improve inventory and reduce defects; and made improvements to the IT Text Processing section to reduce unnecessary transportation and motion.

**12. Modernization of Legacy Applications** – IT&S has developed plans to migrate the mainframe applications and business logic “as-is” to a more modern platform. Once that goal is achieved, IT&S will work with the business communities to determine requirements for updating or fixing concerns that have existed for many years. Once the legacy mainframe applications have been migrated, IT&S can focus on the customer’s needs and plans for each of the applications and make further changes to the business logic services.

**13. Performance Metrics** – Plant Operations is on target with all performance metrics.

**14. Program Management Support** – PST continues to provide program and project management support to agency internal and external initiatives and ensure that staff receive training on an ongoing basis to support needed skill sets. In FY14, PST has provided support for numerous key agency projects including an upgrade to GPO’s time and attendance system, GPO’s employee idea program, development of a manager self service module for a Human Capital system, and the modernization of several internal legacy systems.

**15. Smart Card Operations** – SID has continued to work with agencies to meet their secure credential requirements.

**16. Strategic Planning** – PST has continued to coordinate agency strategic planning and performance reporting including facilitating the release of GPO’s five year strategic plan and compiling status information for quarterly performance reports. In addition, PST coordinates internal strategic and scenario planning efforts and provides recommendations regarding GPO’s strategic planning process based on government-wide best practices.

**17. Training for FDLP Coordinators** – A plan for implementation and a schedule of webinars has been developed; and a review of Web pages for depository coordinators has also begun.

**18. Vehicle Fleet Tracking** – Plant Operations has used the Fleet Management System to manage workflow, optimize delivery routes, and maximize reduced workforce to ensure delivery requirements are met daily for Federal customers.

## B. Maintain Fiscal Responsibility

### Objective

Utilize 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.

### Accomplishments

**1. Cost Reduction** – GPO has continued to implement projects identified for process improvement and operational efficiency.

## 2. Financial Management

- Annual Report - GPO submitted the FY13 Annual Report to Congress. The FY13 audit was completed with an unqualified, or clean, opinion.
- Appropriations Request - For the first time since FY10, GPO's appropriations request (for FY15) was approved by the House with an increase over previous year appropriations.
- Capital Plan - Finance issued the 2014 five-year capital plan in early FY14, which addresses GPO's mission and strategic objectives as prioritized at the report date. Finance has also planned to begin meetings for discussion on updating the five-year capital plan in mid-FY14.
- Cash Flow - Finance has continued to closely monitor operating expenses and revenues. Cash flow has been reported twice a week and long term cash flow projections have been made on a monthly basis.
- Overhead Costs - Finance has continued to closely monitor overhead expenses. Analysis, including current actuals and projections has been reported on a monthly basis.
- Sequestration - Sequestration has not been pursued this fiscal year.

**3. Implementation of National Academy of Public Administration (NAPA) Recommendations** – The Office of the Chief of Staff has periodically requested updates from GPO units regarding progress toward implementing the NAPA recommendations.

**4. Printing Performance Ratios** – Plant Operations has continued publishing the printing performance ratios on a monthly basis.

## C. Environmental Stewardship

### Objective

- Continue to integrate the application of environmental values into GPO processes and support environmental stewardship through effective implementation of "green initiatives."
- 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 will remain committed to creating a sustainable environment that prioritizes agency actions based on return on investment. GPO will continue with initiatives regarding paper consumption, petroleum products utilization, energy expenditures, emissions, and other areas that have reduced its footprint on the environment. GPO is developing additional plans to incorporate this direction well into the future.

### Accomplishments

**1. Environmental Programs** – Security Services conducted two of five environmental compliance assessments, forwarded findings for corrective actions and began drafting new policies and procedures covering recycling and asbestos to improve GPO's compliance process with Federal and local environmental regulations. Security Services also drafted two environmental awareness articles for internal GPO communication channels.

**2. Green Initiatives** – An audit was performed as part of an annual requirement and committee meetings were held. Plant Operations began preparing for the Sustainable Green Printer audit and engaged in the certification renewal process.

## D. Continuity of Operations (COOP)

### Objective

- Develop appropriate plans to provide for the continuation of GPO's essential functions and operations during a wide range of all-hazards emergencies.
- At GPO, COOP enables continuation of essential functions of government printing and passport production operations for Congress, government agencies and the State Department in the event of a national security or isolated emergency affecting GPO facilities in Washington, D.C. GPO's business continuity plan ensures the ability for GPO to publish Congressional Documents, the Congressional Record, the Federal Register and produce U.S. Passports and Smart Cards.

### Accomplishments

**1. COOP Efforts-** – Official Journals of Government has drafted a mobile COOP plan, submitted to management

for review, and begun preparation for a mobile COOP exercise.

**2. COOP Support** – Plant Operations has acquired equipment for use in the scheduled COOP exercise, has begun rewriting programs to update files on the mobile COOP laptops, and has provided support for connectivity testing with satellite trucks at the Alternate Computing Facility.

### III. Offering Products and Services

#### A. Statutory Foundation

##### Objective

The mission of the GPO is rooted in legislation codified in Title 44 U.S.C. We will continue to use technology and best practices to ensure the most efficient and effective provision of mission-critical products and services for Congress, Federal agencies, and the public.

- Determine and pursue eligible work not being handled by GPO.
- Aggressively market GPO goods and services.
- Pursue changing the agency name to better reflect the work done today.

##### Accomplishments

**1. Agency Name** – Legislation was introduced to change GPO’s agency name to Government Publishing Office.

**2. FDsys Electronic Content Services** – PST has developed documentation for prospective customers including a content submission information form and preliminary cost models. PST plans to continually revise and update documentation based on interactions with customers. PST has continued working with GPO’s National Account Managers to provide outreach to potential Federal agency customers and continues to offer FDsys capabilities to meet current customer requirements.

**3. Social Media** – GPO has continued outreach efforts through various social media platforms.

**4. Plant Certifications** – Plant Operations has begun efforts to acquire an additional certification.

#### B. Secure Federal Credentials

##### Objective

Provide the capability to meet the secure Federal credential requirements of Federal agencies.

GPO plays a vital role in the security programs of our customers and our nation. GPO produces the latest-generation electronic passports for the Department of State (DOS). Proven Passport capabilities are built into a family of secure credential products for our agency customers. They acquire secure credential design, printing, manufacturing, personalization, and delivery—all from GPO. Work is performed in Government facilities by Government employees with proper clearances. Our portfolio of secure credentials includes Trusted Traveler cards for Customs and Border Protection, HSPD-12 cards for the Department of Homeland Security, contractor IDs for the Pentagon, badges for visitors to the White House, and the next generation passport.

##### Accomplishments

**1. Smart Card Products** – SID has continued to develop products and services to fulfill Federal agency requirements for secure credentials. This includes development of the Border Crossing Card at the request of the State Department.

**2. Secure Credential Acquisitions** – Acquisitions has begun planning efforts to obtain raw materials more strategically.

### IV. Engaging Our Workforce

#### A. Employer of Choice

##### Objective

Transform GPO into an employer of choice through proactive workforce planning that focuses on diversity and through fostering work life programs to meet the changing needs of today’s and tomorrow’s employees.

- 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 will work to maintain an environment that is fair, unbiased, and family-friendly, that promotes and values opportunity and inclusiveness. This includes a focus on reducing the incidents of EEO complaints.

- Attracting and keeping high-caliber employees and cultivating a talented, diverse workforce will allow GPO to tackle the challenges posed by an increasingly complex, ever-changing external environment. GPO is committed to treating all employees fairly, respecting their diversity, and valuing their contributions.

## Accomplishments

### 1. Human Capital (HC)

- Strategic Partnerships - HC held meetings with GPO business units to discuss their current organization chart and proposed organization chart. The meetings focused on creating strategies to attract and retain the best and brightest individuals for GPO's positions. The workforce planning template was sent for completion and the plans will be reviewed against proposed organization charts. Staffing plans will be created once the workforce plans are finalized and approved.
- Leverage Technology - Onboarding Manager- HC has begun development of an implementation plan for the USA Staffing Application.
- Manager Self Service - HC has begun the process of testing and planning for release of this application to business units in mid to late FY14.
- MRR - A kick-off meeting was held with the National Finance Center.
- Scanning Processes - An application was created to help track performance plans and ratings as they are scanned and indexed to the National Finance Center.
- Performance Management Assessment Tool - HC has begun implementation of this assessment tool which will assist HC in determining if GPO's appraisal program meets regulatory, system and program requirements.

**2. Internal Training** – The agency is in the process of developing its five year training and development strategic plan that will address current job training needs and establish a plan to build the specialty skills needed in the future. The first step in this process is to conduct an agency wide training needs assessment, which began in mid FY14. Using the data from the training needs assessment a five year training and development strategic plan and goals will be developed. The last step is to develop performance measures to track progress and success. This initiative is scheduled to be completed in late FY14.

**3. Knowledge Database** – Additional tabs have been added to the knowledge database to enhance user satisfaction and new information continues to be ingested. Content is being analyzed to improve organization and ease of finding information.

### 4. Model EEO Program

- EEO developed the Public Printer's annual EEO policy statement to communicate to the workforce her personal commitment to the principles of EEO. This policy aligns with the strategic goal of achieving and maintaining a Model EEO Program.
- EEO developed and initiated the delivery of the ABCs of EEO to provide employees with fundamental knowledge of EEO and to reinforce that all employees have a responsibility to ensure that GPO maintains a discrimination and harassment free workplace and fosters a culture that welcomes diversity and inclusion.
- EEO encouraged the use of mediation as an alternative to the traditional EEO counseling process to resolve employee concerns at the lowest possible level.
- EEO sponsored programs for national special emphasis observances proclaimed by the President. We have reached out to involve the community in these cultural programs, particularly the elementary school with whom we have partnered. Where appropriate, photos, videos and highlights were put on social media to share with employees and the public.
- EEO prepared quarterly reports on the bases and issues raised in complaints to assist in identifying and addressing any trends, patterns, and practices that may exist.
- EEO prepared and submitted to the EEOC in a timely manner, the annual statistical report on complaints of discrimination.
- EEO ensured the effective implementation of reasonable accommodation procedures.
- A Memorandum of Understanding was executed to allow for the tracking of applicant flow data to permit analyses of recruitment efforts and the examination of potential barriers to equality of opportunity.



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