



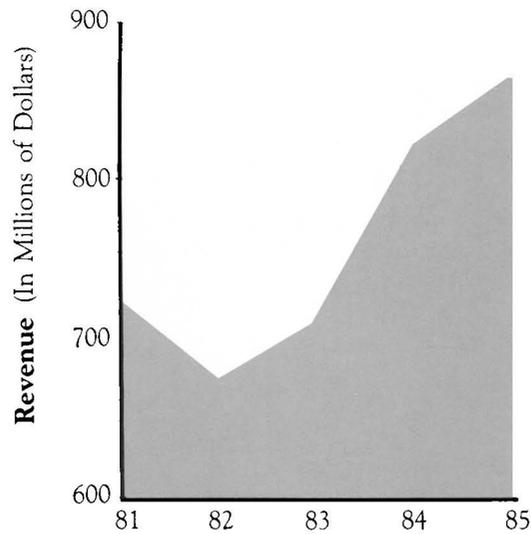
Beyond Tomorrow

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## GPO—Improving Efficiency

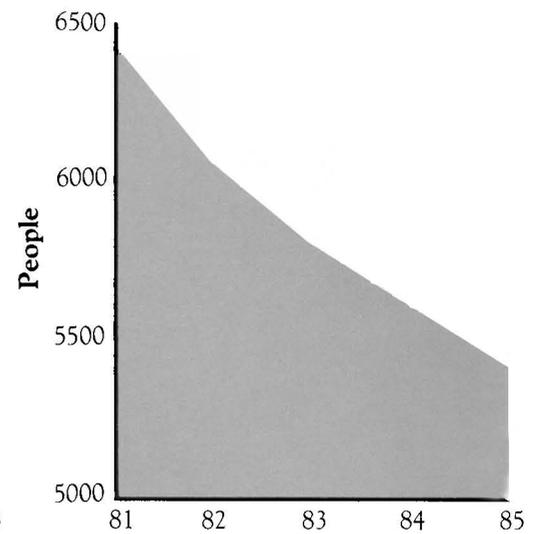
### Total GPO Revenue

Fiscal Year 1981 through 1985



### Total GPO On-Board Strength

Fiscal Year 1981 through 1985



### About Our Cover

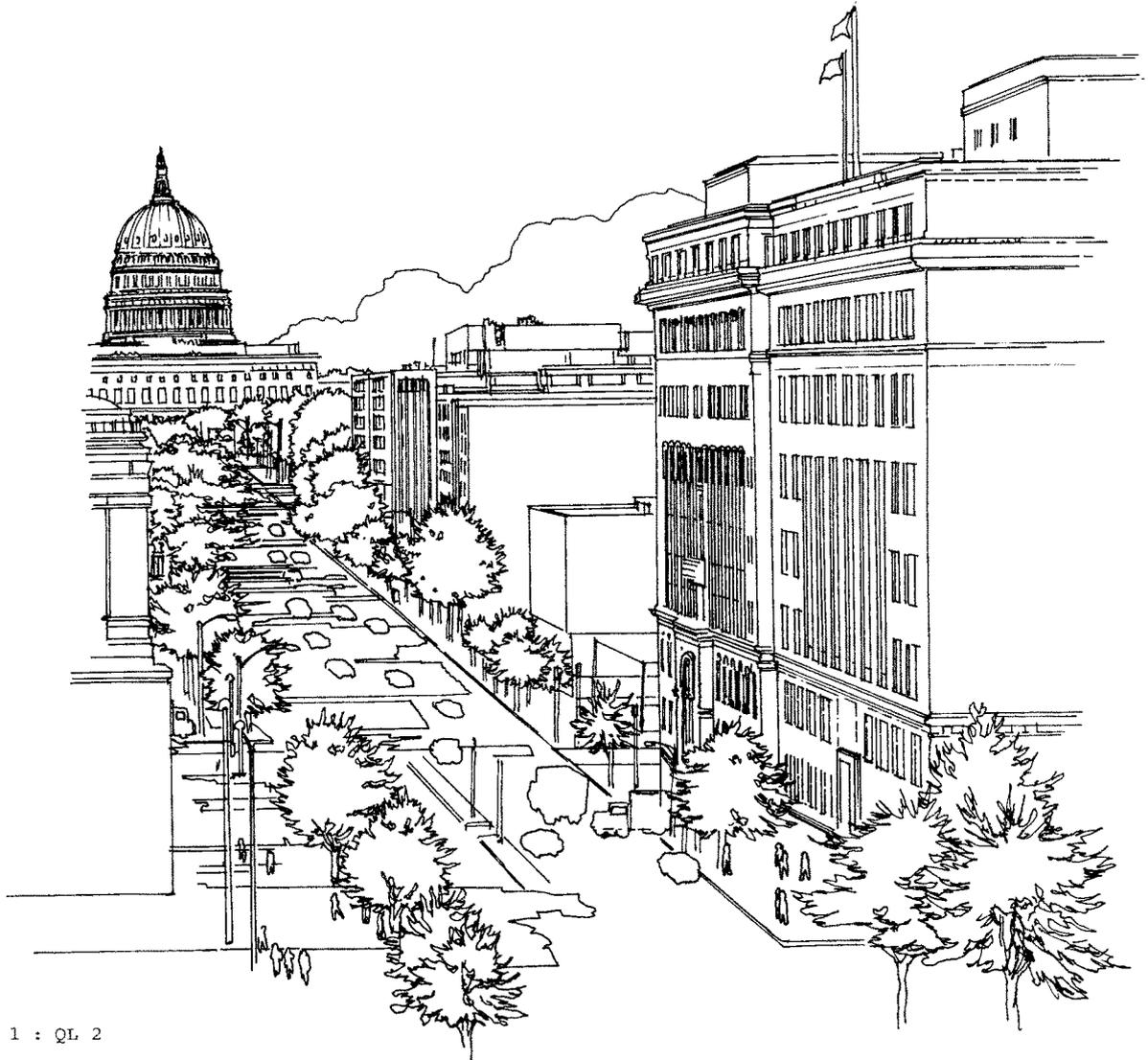
*As GPO prepares to meet and respond to the challenges of the rapidly changing world of information reproduction and dissemination, we must look beyond tomorrow. The cover graphic represents GPO's commitment to being a focal point for future technological advancements and new and improved methods.*

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# GPO Today

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**On March 4, 1861, there were two inaugurations in Washington, DC—that of Abraham Lincoln as the 16th President of the United States and that of the U.S. Government Printing Office (GPO) as official printer to the Nation.**

**Created primarily to meet the printing needs of Congress, GPO today serves the printing and binding needs of the entire Federal community.**

On March 4, 1861, there were two inaugurations in Washington, DC—that of Abraham Lincoln as the 16th President of the United States and that of the U.S. Government Printing Office (GPO) as official printer to the Nation. At the time of its founding, the new agency had about 350 employees and was headed by a Superintendent of Public Printing. It was located, as it is today, on North Capitol Street, a stone's throw from the U.S. Capitol itself.

Today, as one of the largest job printing shops in the world, GPO employs approximately 5,400 employees nationwide. Most are based at the central office facility, making GPO the largest industrial employer in the District of Columbia. Also located in the Washington metropolitan area are two warehouse units and a Rapid Response Center designed to handle fast turnaround printing needs. Across the country, 5 field printing offices, 13 regional procurement offices, a major distribution facility, and 24 bookstores complete the overall GPO structure.

Unlike the vast majority of Federal agencies, GPO is a part of the legislative rather than the executive branch of the Federal Government. Congressional oversight authority comes from the Joint Committee on Printing, which was established in 1846. GPO is headed by the Public Printer, who is nominated by the President and confirmed by the Senate.

Created primarily to meet the printing needs of Congress, GPO today serves the printing and binding needs of the entire Federal community. Approximately 135 customer agencies and departments, in addition to the Congress, rely on GPO's production and procurement services, generating annual printing and binding revenues of more than \$800 million. About 76

percent of these revenues cover printing and binding services which GPO procures from commercial firms throughout the country, while 24 percent represents the dollar volume of work actually produced in GPO's central office printing plant and field printing facilities. An average of 1,500 orders are processed daily either for internal production or commercial procurement.

GPO's best-known product is the Congressional Record, the printed compilation of each daily session of Congress. Copy is received at GPO's central office each day until midnight with delivery of the printed Record back to the Congress by 8 a.m. the following morning. More than 27,000 copies are produced each day. Another important daily publication of the central office is the Federal Register, a compilation of Presidential proclamations, Executive Orders, and Federal agency regulations. About 33,000 copies are printed daily. At GPO's Chicago plant, more than 50,000 copies of the Commerce Business Daily are produced each day.

With an emphasis on state-of-the-art technology, GPO's Electronic Photo-composition Division has more than 160 video display terminals and 14 text editing systems. Forty-one offset presses and 30 letterpresses are in operation within GPO, supported by nearly 157 bindery machines including cutters, feeders, sewing machines, gatherers, and stitchers. More than 100 million pounds of paper are utilized by GPO each year—enough to circle the earth 12 times if each sheet (44 inches wide) were to be laid end to end.

GPO is a highly versatile printing facility, producing cut forms, perfect-bound books and beautiful leather-bound volumes. Many people think money, bonds, and postage stamps are also produced at GPO. However, that

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**Today, GPO's Superintendent of Documents area serves as the largest single disseminator of U.S. Government information to the public.**

work is done at the Bureau of Engraving and Printing, which is a part of the Department of the Treasury. GPO does, however, produce more than 6 million passports and over 400 million postal cards each year.

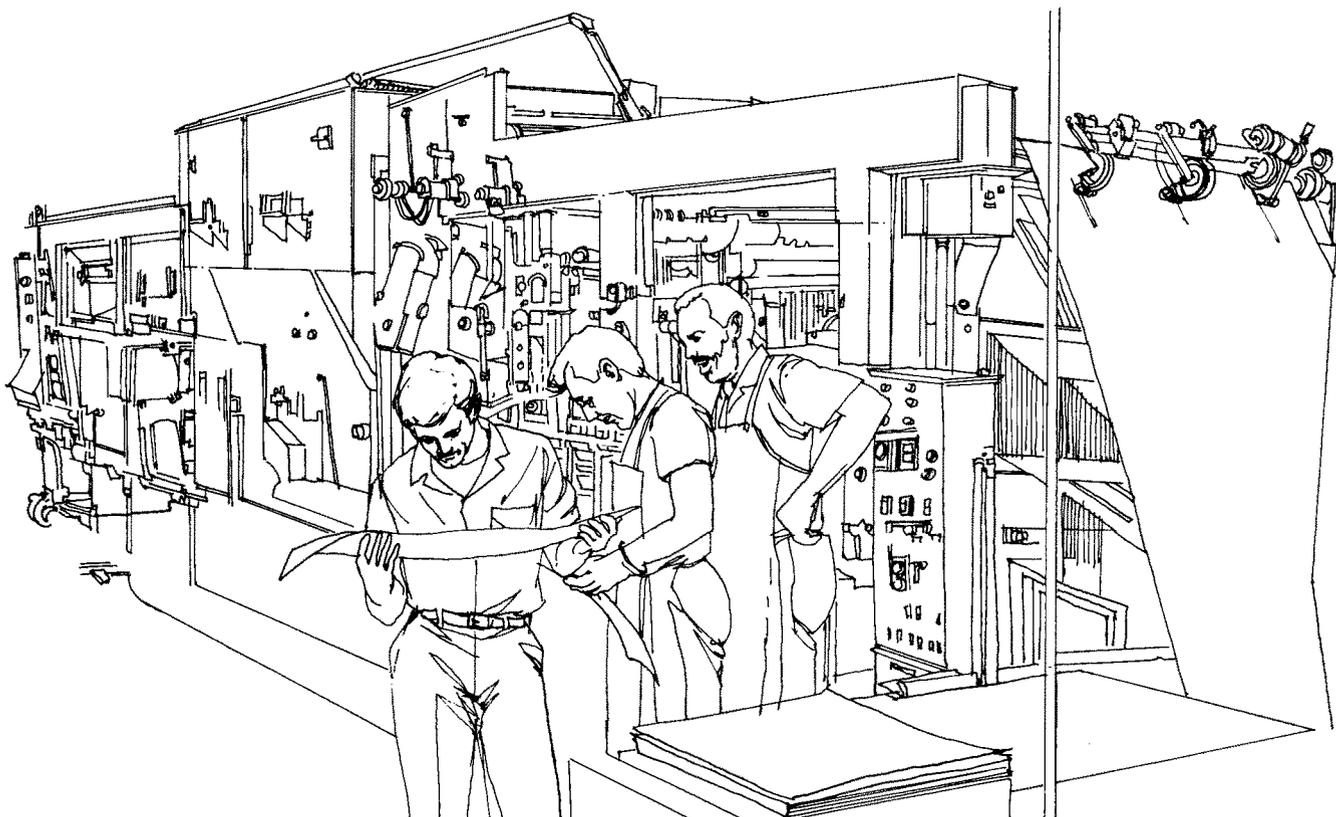
While the original job of GPO was to handle printing, responsibility for the sale and distribution of Government documents was added in 1895 when Congress passed a comprehensive printing act which became Title 44 of the U.S. Code. Today, GPO's Superintendent of Documents area serves as the largest single disseminator of U.S. Government information to the public.

The Superintendent of Documents offers approximately 17,200 titles for sale to the public at any given time. These are sold principally by mail order and through a series of bookstores across the country. Yearly sales exceeding \$59 million cover more than 26

million publications. On the average, more than 6,500 mail orders are handled each day.

Most of the publications produced by GPO are also freely available to the American public for reference through 1,390 depository libraries located in the United States and its possessions. These libraries are designated by Members of Congress or by law as official depositories.

"U.S. Government Books" and "New Books" are catalogs that list recent and popular publications for sale. These catalogs are free and provide complete ordering information, prices, stock numbers, and annotations. To find out about these and other services of GPO's documents operation, write the Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402.



# Public Printer's Message



Ralph E. Kennickell, Jr.  
Public Printer

**This year we pledged to become the demand-driven, service-oriented agency that we truly are capable of becoming . . .**

**A new employee spirit is at work at GPO today. Its presence is almost palpable, and its effect is seen in the exemplary performance turned in daily by the men and women who work here.**

Fiscal year 1985 marked GPO's emergence as an institution dedicated to the pursuit of excellence in the fulfillment of its statutory mission. This year we pledged to become the demand-driven, service-oriented agency that we truly are capable of becoming, providing the best possible products and services at the lowest possible cost to the taxpayer. The results of our new dedication are already evident. GPO completed fiscal year 1985 in a healthy financial position, recording net income in every major operation. We have had a dramatic, positive response to our restructured customer service program, and for the second year in a row we registered an increase in sales of Government publications, again upsetting the declining trend of the previous decade. I am especially pleased to report that the net income accrued by our Sales of Publications Program has permitted us to return substantial funds to the U.S. Treasury for the first time in several years.

From the standpoint of the bottom line, the record of fiscal year 1985 is very impressive. Yet this record alone is inadequate testimony to a more fundamental development that is taking place at GPO, a development which unquestionably is responsible for this year's gains, and which holds immeasurable promise for the GPO of tomorrow and beyond. A new employee spirit is at work at GPO today. Its presence is almost palpable, and its effect is seen in the exemplary performance turned in daily by the men and women who work here. What are the elements of this new spirit? Nothing more nor less than the resurging strength of the same basic values that have driven GPO employees for the last 125 years—a sense of pride in craftsmanship that is second to none; a quiet confidence in our ability to meet any challenge; a willingness to work

together, fortified by a strong sense of family; and an unyielding commitment to public service. Since 1861 these values have carried GPO employees through the strains of wartime printing demand, the conflict between labor and management, the dislocations caused by new technology, and the changes wrought by successive administrations. I am happy to report that these basic values are alive and well at GPO today.

It has been said that wherever there is exceptional employee performance, sustained financial performance is sure to follow. There is no firmer proof of that adage than the financial results of fiscal year 1985, results which represent a solid record of achievement. GPO generated a consolidated net income of \$10.4 million, including \$1.4 million from central plant printing operations (excluding materials operations), \$7.1 million from procured printing operations, and \$4.4 million from sales of Government publications. GPO's regional printing operations resulted in a combined net loss. However, major actions have been taken to eliminate this loss in 1986.

GPO's financial condition once again has allowed us to pass on significant cost savings to the taxpayer. Last year I reported that GPO had broken ranks with tradition by submitting an appropriations request which called for a 1.4-percent decrease from the amount approved the previous year. This year GPO again submitted a request calling for a reduction in new budget authority. Although these reductions have been small, they are the beginnings of what I hope to establish as a new GPO tradition of passing on to the taxpayer the benefits of improved operating systems. Other savings were achieved in 1985. Last June I took great pride in presenting the Secretary of the Treasury with a check for \$8.2 million,

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**This year GPO's determination to become the most service-oriented agency in the Federal Government resulted in a new approach to meeting our customers' needs . . .**

**In 1985 we continued to upgrade GPO's production capabilities to provide our customers with the broadest possible range of product and service options.**

returning a surplus of funds accumulated by our Sales of Publications Program as the result of skilled marketing and improved sales management techniques. This event marked the first time since 1978 that such funds could be returned to the Treasury, as required by law, and was made possible without a significant increase in the price of Government publications.

This year GPO's determination to become the most service-oriented agency in the Federal Government resulted in a new approach to meeting our customers' needs, an approach that has customer satisfaction as its bottom line. Reflecting the practice of America's best-run companies, we created a new Departmental Account Representative Division to provide individualized attention to customer printing and publishing needs, and instituted an aggressive agency visitation program. During the year, GPO account representatives met over 350 times with agency printing and publishing officials to convey GPO's willingness and ability to meet virtually any kind of graphic arts challenge imaginable. We also established a new Interagency Training Program for Printing Assistants which has had an enthusiastic response Governmentwide since its inauguration.

Customer service improvements in our Superintendent of Documents area showed significant results in 1985. This year we initiated a program to move GPO's bookstores into commercial locations to better serve the public's interest in obtaining Government publications. In April, the Kansas City bookstore was reopened in new commercial facilities at the Bannister Mall shopping complex, a far more accessible and attractive site than its previous location in the Kansas City Federal Building. Together with the first full year of operation of our

commercially-located Farragut West bookstore in Washington, DC, the Kansas City bookstore was primarily responsible for the 3.7-percent increase in the number of customers served by GPO bookstores nationwide in 1985, compared to the 2-percent decline I reported last year. Other bookstore relocations are now being studied.

Customer service improvements were also initiated in our Printing Procurement area. This year we began a program to open several satellite procurement offices nationwide to bring GPO's services closer to major customer agencies and expand our access to commercial printing resources. Our first satellite office was opened in July in San Antonio, TX, and preparations for a second opening in Charleston, SC, were underway at the close of the year. Additional satellite offices are under consideration for San Diego, CA; Oklahoma City, OK; New Orleans, LA; Jacksonville, FL; Kansas City, MO; Detroit, MI; and Colorado Springs, CO.

Customer service would be nothing without the equipment and facilities to back up our claim to being the largest and most versatile printing job shop in the world. In 1985 we continued to upgrade GPO's production capabilities to provide our customers with the broadest possible range of product and service options. A new electronic communications system at our central office printing plant now allows printing data to be transmitted in batch form directly to and from GPO on dial-up telephone lines. Late in the year, we started a system for converting floppy disks from word processors into data bases to be used in photocomposition, a capability that will allow us to make significant reductions in the costly prepress work required to prepare the daily Federal Register. Our new electronic job shop was also virtually completed

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this year, equipped with state-of-the-art interactive photocomposition systems. In February we officially closed out GPO's hot metal typesetting operation, successfully culminating nearly two decades of transition to electronic photocomposition and drawing down the final curtain on a technology that has served GPO and the Federal Government admirably since our founding 125 years ago.

Automation continued to be the watchword for product and service improvements throughout GPO in 1985. Our Printing Procurement area began to install a new, sophisticated communications system that will aid our printing specialists in the online development of one-time bid and term contract specifications. In addition, GPO is now offering commercial procurement of its second comprehensive electronic publishing, printing, and distribution package, due to the unprecedented success of the first such package we offered in 1984. In our Superintendent of Documents area, we installed a lighted bin system for use by our Library Programs Service, substantially improving our productivity in depository publications distribution.

Fiscal year 1985 marked a new role for GPO in the international printing and publishing community. Following discussions with the government printing offices of other nations, GPO launched the first-ever exchange visitor program with foreign government printing departments worldwide. International visitors participating in the program can visit GPO for extended periods to observe the management and administration of government printing operations in the United States. GPO personnel will also be given the opportunity to participate in similar study programs abroad. In another major development, GPO gave

its full support this year to the United States Information Agency's U.S. Books Abroad program, joining in a Reagan administration effort to expand the overseas distribution of U.S. publications. GPO's role in the program is to make available the resources of our Superintendent of Documents area to promote the sale of U.S. Government publications to customer markets in other nations.

The philosopher Alfred North Whitehead once observed that "the art of progress is to preserve order amid change and change amid order." With this thought in mind, we established two new functions at GPO in 1985 to guide us into the future. The Executive Information System (EIS) Staff was created to plan, implement, and maintain an automated information system for the use of all GPO managers. Like the information systems used by top officials in both government and industry, EIS will vastly enhance the timeliness and quality of decision-making at GPO by making available management information and analyses in an easily accessible, comprehensive, computer-based format.

We also created an Office of Innovation and Development (OID) to explore and evaluate new techniques, operations, and processes for their application to GPO. Like the R&D shops resident throughout industry, OID's goal is to apply original and unfettered thinking to the improvement of GPO's product and service options, and to reduce the time span between the emergence of new technologies in the marketplace and their arrival at GPO. In short, OID's job is to take GPO where it has never gone before. Already OID and other GPO areas have done substantial work on the feasibility of applying laser disk and voice synthesis technologies to our operations.

**It is an irrefutable proposition that the degree of value an organization places on its employees will determine the degree of excellence of its operations.**

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**In 1985 we began to ask ourselves what GPO could do for the community in which we work every day.**

It is an irrefutable proposition that the degree of value an organization places on its employees will determine the degree of excellence of its operations. GPO took that proposition to heart in 1985 by recognizing that we can never afford to lose the dedication and the trust of the men and women who bring GPO to life every day and bear the responsibility for our mission. Not too long ago, however, the bond that united GPO employees with GPO's larger purpose was almost broken. Bitterness and suspicion between labor and management, as well as a general feeling that we lay rudderless and motionless, pervaded GPO on my arrival here a year ago as the 21st Public Printer of the United States. It was immediately obvious to me that this was a situation that GPO could no longer endure, and I am happy to say that we have put that period behind us. In 1985 wage negotiations between management and craft employees on a new 3-year contract reached an amicable settlement without the assistance of an outside third party, unlike most recent wage agreements. This development alone is dramatic testimony to the collegial relationship that GPO labor and management now enjoy.

In 1985 we began to ask ourselves what GPO could do for the community in which we work every day. GPO's employees have long been noted for their willingness to lend a helping hand to others who are less fortunate and less blessed with the opportunities

all of us tend to take for granted. This year we tapped that wellspring of community spirit by establishing an unprecedented effort between a Federal agency and the District of Columbia to operate a model community outreach program. Supported by a committee of area civic leaders and GPO officials, the program's first venture placed 15 youths from the District with 15 volunteer employee role models from GPO. Other programs under consideration include a literacy assistance program, a partnering of District families with GPO office "families," involvement with District recreational activities, and job assistance efforts. To date, the out-pouring of support for the program from among GPO employees has been phenomenal.

We made great strides this year and we are optimistic that equally great things are in store for GPO in the days ahead. On March 4, 1986, the 125th anniversary of our founding, there will be much to celebrate—our tradition of employee values, our sound business position today, and our bright prospects for tomorrow. Most important of all, it will be a time to salute the men and women of GPO for our first 125 years of success, and to look forward expectantly to our next 125 years.



RALPH E. KENNICKELL, JR.  
Public Printer

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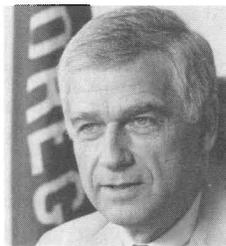
# GPO Management

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## The Joint Committee on Printing



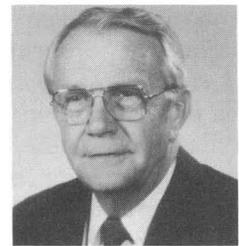
Charles McC. Mathias, Jr.  
*Senator from Maryland*  
*Chairman*



Mark O. Hatfield  
*Senator from Oregon*



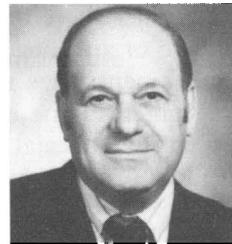
Ted Stevens  
*Senator from Alaska*



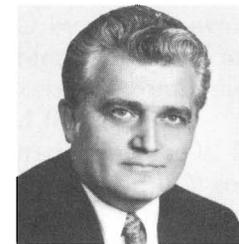
Wendell H. Ford  
*Senator from Kentucky*



Dennis DeConcini  
*Senator from Arizona*



Frank Annunzio  
*Representative from Illinois*  
*Vice Chairman*



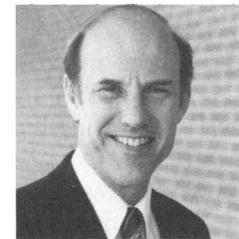
Joseph M. Gaydos  
*Representative from Pennsylvania*



Ed Jones  
*Representative from Tennessee*



Robert E. Badham  
*Representative from California*



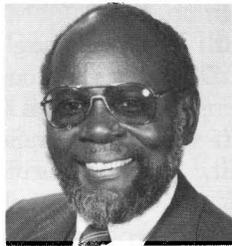
Pat Roberts  
*Representative from Kansas*

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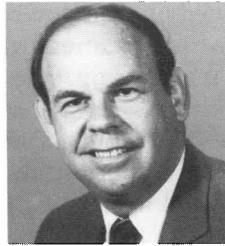
## GPO Senior Staff



Ralph E. Kennickell, Jr.  
*Public Printer*



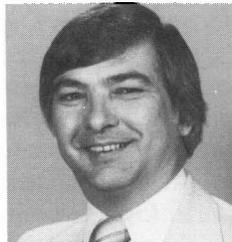
Joseph E. Jenifer  
*Deputy Public Printer*



Stuart M. Foss  
*Assistant Public Printer  
(Human Resources)*



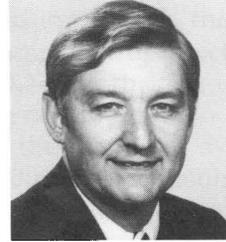
Patricia R. Gardner  
*Acting Assistant  
Public Printer  
(Administration)*



Burkey W. Boggs  
*Assistant Public Printer  
(Operations)*



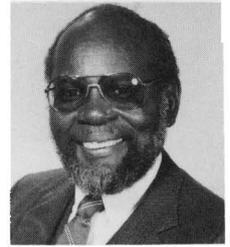
Bruce S. Scaggs  
*Assistant Public Printer  
(Procurement)*



Donald E. Fossedal  
*Assistant Public Printer  
(Superintendent of  
Documents)*

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## Deputy Public Printer's Message



Joseph E. Jenifer  
*Deputy Public Printer*

**Fiscal year 1985 marked the final close-out of GPO's hot metal typesetting operation, a major milestone on our journey into the future.**

For the last several years, GPO has been in the midst of a fundamental transformation from an industrial printing and distribution facility to a high technology, computer-based operation. GPO, of course, has not been unique in this regard, reflecting rather than anticipating the problems and opportunities that now face American industry. In many businesses today the new information technology has led to economic and occupational dislocation. At GPO, the potential for such disruptions has challenged us to reassess both the manner in which we conduct our operations and the resources we need to fulfill our mission. Happily, GPO has met this challenge head-on and overcome it without sacrificing the institutional excellence that has made it the successful agency we report on today.

One of this year's successes deserves special comment. Fiscal year 1985 marked the final closeout of GPO's hot metal typesetting operation, a major milestone on our journey into the future. Significantly, GPO accomplished this feat through the sustained effort and talent of its own staff, demonstrating that acceptance of new and untested challenges is the abiding rule at GPO. Even more significantly, occupational transition to electronic photocomposition at GPO was completed entirely through retraining and with an absolute minimum of job dislocation. Employment reductions at GPO since the introduction of the new technology have come about solely through attrition. Compared to the records of other printing businesses which attempted similar technological changeovers during the last two decades, GPO's own transformation was remarkably pain-free. Our ability to accommodate and embrace the change continues to be a source of intense pride to us.

On this page and on the pages ahead, GPO has documented how it continued its progress into the future during fiscal year 1985. I am particularly pleased to note the broad range of executive initiatives that were implemented during the year, initiatives that played a key role in GPO's emergence as a demand-driven, service-oriented agency and in helping us to meet the challenges of tomorrow and beyond.

### **A New Commitment to Customer Service**

Reflecting our dedication to becoming the most customer-responsive agency in the Federal Government, GPO's Customer Service Staff was elevated to the executive level in 1985 and placed under the charge of a Director who reports to the Public Printer. The staff makes recommendations to the Congress and Federal agencies regarding all aspects of their printing, binding, and distribution needs.

GPO's Departmental Printing Management Division was completely reorganized as the Departmental Account Representative Division in 1985, bringing a full-service, individualized approach to assisting GPO's customers. GPO account representatives initiated an aggressive program of agency visitations to better understand customer needs this year, meeting over 350 times with agency representatives to discuss new and better ways to achieve customer satisfaction.

This year services to Congress were improved through the automation of public document accounts, the development of procedures for ordering microfiche, and the improvement of procedures for producing the Congressional Serial Set. Plans were laid for the automation of the Congressional Record mailing list to eliminate duplication of effort and allow the Record to

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**Recognizing the growing dependence of today's managers on information, the Public Printer established the Executive Information Systems [EIS] Staff in 1985 to develop, implement, and maintain information programs of special interest to GPO managers.**

**Fiscal year 1985 was a watershed year for GPO's entrance into the international printing and publishing community.**

be offered on microfiche.

GPO's Planning and Scheduling Committee placed over \$2.2 million worth of work on commercial binding contracts in 1985, recording a 21-percent increase over 1984 in the number of jobs placed. This increase yielded cost savings to GPO's customers while more fully utilizing our in-house press capacity.

GPO's Typography and Design personnel assisted in the production of a number of prestigious publications during 1985, including "The Soldier's Manual of Common Tasks" for the Department of the Army, the "Letters of Delegates to Congress" series for the Library of Congress, and the design of new formats for the Congressional Record, which will be reviewed by the Joint Committee on Printing and the Congress. Enhancements to this area's press inspection program resulted in an overall improvement in printing quality.

In addition to continuing the long-running Editorial Planning for Printing Production and Design Focus interagency training programs, the Customer Service Staff introduced a new training course for printing assistants during the year, an innovation which was received enthusiastically by printing and publishing officials Governmentwide.

### **Managing Information Resources**

Recognizing the growing dependence of today's managers on information, the Public Printer established the Executive Information Systems (EIS) Staff in 1985 to develop, implement, and maintain information programs of special interest to GPO managers. In the first 9 months of its existence, the EIS staff developed an innovative computer-based system to provide GPO managers with over 100 up-to-date management indicators displayed by means of high-quality color graphic charts. Planned system enhancements

will soon permit every GPO manager, from a desk-side terminal, to access vital production, financial, and other information quickly and effectively.

### **Meeting the Future**

To reduce the timespan between the arrival of new technologies in the marketplace and the point at which they are employed by GPO, the Public Printer established the Office of Innovation and Development (OID) in 1985 to complement the activities of GPO's Graphic and Electronic Systems Development Divisions. Staffed by a small corps of professionals and drawing liberally on outside expertise, OID's mission is to evaluate new technological methods and processes for their application to GPO's products, services, and operations. During the year OID developed a profile of GPO's congressional products to help determine how GPO can best utilize state-of-the-art demand printing technology in the production of congressional printing requirements, and investigated the feasibility of using laser disk technology to improve GPO's information storage and retrieval systems. OID also collaborated with the Electronic Systems Development Division in examining the application of the new voice synthesis technology to GPO's operations.

### **A New International Role for GPO**

Fiscal year 1985 was a watershed year for GPO's entrance into the international printing and publishing community. Capping several months of discussions with the government printers of other nations, GPO launched the first-ever international exchange visitor program in the government printing field. Established under the authority of the Mutual Educational and Cultural Exchange Act of 1961 and conducted under the auspices of the United States Information Agen-

**GPO's Office of Legislative and Public Affairs invested its resources in a number of unprecedented initiatives during 1985. Of special note was the opening of GPO's Community Outreach Program . . .**

cy (USIA), the program offers personnel from foreign government printing departments the opportunity to visit the United States for extended periods to study GPO operations. GPO personnel are also given the opportunity to make reciprocal visits abroad. The program has been received enthusiastically by government printing departments worldwide.

As a result of the USIA's Task Force Report on U.S. Books Abroad, GPO pledged its resources this year to the USIA's U.S. Books Abroad program, a joint public and private sector initiative to promote the distribution of U.S. publications in commercial markets overseas. GPO's Superintendent of Documents area worked with USIA throughout the year to identify the problems and opportunities associated with expanding the sale of U.S. Government publications to customer markets in other nations.

**Public Affairs and Community Relations**

GPO's Office of Legislative and Public Affairs invested its resources in a number of unprecedented initiatives during 1985. Of special note was the opening of GPO's Community Outreach Program, the first effort of its kind creating a link between a Federal agency and the community in which it resides. The program draws on the remarkably generous spirit of volunteerism among the GPO workforce and has been widely hailed throughout the District of Columbia and the greater Washington metropolitan area. As the first phase of the program, GPO's Civic Partners Project paired 15 youths drawn from the District with 15 volunteer GPO employee role models. Planned enhancements to the program include a literacy assistance effort, a partnering of District families with GPO office "families," joint GPO/District recrea-

tional activities, and job assistance efforts.

Under the guidance of GPO's Historian/Curator, preparations for the observance of GPO's 125th Anniversary in 1986 were begun during the year. This project, which was kicked off by a GPO Labor Day Picnic in September, will incorporate the activities of many GPO organizations into a unified recognition of 125 years of dedicated service provided by GPO to the Federal Government and the American people. As an adjunct to the program, plans were implemented in 1985 for the creation of a GPO museum, which is scheduled to open next year.

Another innovative concept undertaken during 1985 was the redesign of the GPO newsletter. The "New Typeline," which debuted in July, promotes employee morale and recognizes many of the accomplishments of the GPO workforce.

**Combating Waste, Fraud, and Abuse**

During 1985 the Office of the Inspector General (OIG) pursued numerous audits and investigations to determine compliance with laws and regulations and to reduce the incidence of waste, fraud, and abuse in the conduct of GPO business. Recommendations resulting from these actions this year generated potential cost savings totaling more than \$900,000.

The OIG's Office of Audits issued 23 reports containing recommendations which led to cost savings, better internal controls, improved customer service, and increased management control during the year. The OIG also targeted commercial printing contractors involved in fraudulent activities against GPO, leading to the referral of 14 cases for prosecution or appropriate administrative action.

# Financial Highlights

**GPO achieved a consolidated net income for fiscal year 1985 of \$10.4 million.**

**During the year, GPO produced or procured 1.4 billion publications on 377,000 printing orders, an average of nearly 1,500 orders per day.**

Title 44 of the U.S. Code requires the U.S. Government Printing Office (GPO) to fulfill the printing and binding needs of the Federal Government and distribute Government publications to the general public. GPO's printing and binding operations consist of a central printing plant, 6 smaller regional printing plants, and the procurement of printing and binding from private sector contractors through the central office and 13 regional offices. Superintendent of Documents operations include the sale of publications, distribution to depository libraries, reimbursable distribution, statutory distribution, and the cataloging and indexing of all Government documents.

All GPO activities are financed through a revolving fund, which is reimbursed by payments from customer agencies, sales made to the general public, and transfers from various appropriations. GPO's consolidated financial statements also include the activities and fund balances of the Congressional Printing and Binding and the Printing and Binding appropriations. These annual appropriations are used to reimburse GPO for costs incurred in performing printing and binding for

the Congress, and for the printing, binding, and distribution of Government publications authorized to be distributed without charge to recipients designated by law. Reimbursements from these appropriations are included in GPO's total printing and binding revenue.

## Results of GPO Operations

GPO achieved a consolidated net income for fiscal year 1985 of \$10.4 million, compared to \$21.9 million for fiscal year 1984. This decrease can be attributed to a substantially lighter workload during the first quarter of the fiscal year. Total consolidated revenue increased by \$34 million in 1985 to \$859 million, while total expenses increased by \$45 million to a balance of \$848 million. The majority of the increase in expenses was generated by the increased cost of procured printing. A significant portion of the revenue increase came from the higher dollar amount of work which GPO procured for customer agencies. For the fourth consecutive year, GPO's Sales of Publications Program continued to produce a healthy net income.



**GPO's printing procurement operations experienced substantial increases in procured printing during 1985, both in revenue and volume.**

### Consolidated Printing and Binding Operations

In fiscal year 1985 GPO's in-house and commercially procured products and services generated a revenue of \$803 million, which is 90 percent of total GPO revenue. Revenue from commercially procured printing alone was \$597 million, which represents about 76 percent of the total dollar volume for printing and binding work. During the year, GPO produced or procured 1.4 billion publications on 377,000 printing orders, an average of nearly 1,500 orders per day. The average value of an order produced in the central plant was \$940, while for regional plants it was \$478. The average revenue generated from a commercially-procured job was higher at nearly \$1,900. GPO is truly one of the Nation's largest small-job printing shops.

GPO used or sold in excess of 101 million pounds of paper in 1985. Of this paper, 36 percent was sold to agencies and 64 percent was used for in-house printing.

### Central Plant Printing Operations

GPO's central plant printing operations (excluding materials operations) earned \$1.4 million in net income this year compared to a net income of \$4.3 million for 1984. Total revenue for 1985 was \$141 million, a decrease of

\$7 million or 4.7 percent from 1984. Expenses amounted to \$139.5 million in 1985, a decrease of \$4.3 million or 3 percent from the previous year. The reduction in net income was due primarily to a decrease of \$10.6 million in billings for congressional printing work compared to the previous year.

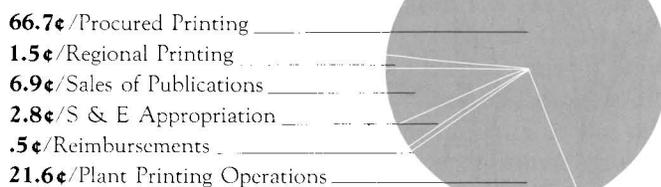
Materials operations experienced a net loss of \$2.3 million this year compared to a net income of \$2.2 million in 1984, due to an 11-percent decrease in paper issued to production and a 20-percent decrease in paper prices. Other operations, including the sale of waste and scrap, generated a net income of \$1.1 million, compared to \$1.2 million in 1984.

### Regional Printing Operations

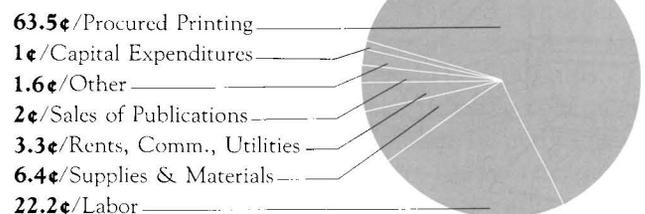
GPO's regional printing operations experienced a combined net loss of \$1.3 million in fiscal year 1985, compared to a \$1.1 million loss the previous year. Approximately half of the loss can be attributed to the Rapid Response Center, located at the Washington, DC, Navy Yard. In spite of rate increases that were made effective during the year, losses were also experienced by other regional printing plants. The Denver Regional Printing Plant, however, recorded a net income of \$28,000.

## GPO's 1985 Revenue Dollar

### Where It Came From



### Where It Went



**GPO's bookstores, an integral part of the Sales of Publications Program, finished 1985 in an improved financial position.**

**Central Office and Regional Printing Procurement Operations**

GPO's printing procurement operations experienced substantial increases in procured printing during 1985, both in revenue and volume. Total revenue was \$596.8 million, an increase of \$48.9 million or 9 percent over 1984, resulting in a net income of \$7.1 million. Approximately 314,000 orders were procured during the year, an increase of 7,000 over the recordsetting number procured in 1984.

**Sales of Publications**

Revenue from GPO's Sales of Publications Program in 1985 was \$59.3 million, a decrease of \$130,000 from fiscal year 1984. Expenses increased by \$1.6 million to \$54.9 million, resulting in a net income of \$4.4 million as compared to \$6.1 million in 1984. The total number of publications sold increased in 1985, due primarily to increased customer traffic in the GPO bookstores and the continued success of GPO's Low Priced Publications Project.

GPO's bookstores, an integral part of the Sales of Publications Program, finished 1985 in an improved financial position. The bookstores recorded \$9.4 million in sales compared to \$8.6 million in 1984, resulting in

bookstore net income of \$1.1 million for 1985. Due primarily to startup and related costs associated with the relocation of the Kansas City bookstore and the remodeling of the Dallas bookstore, net bookstore income decreased by \$48,000 from the previous year.

**Salaries and Expenses**

Salaries and expenses associated with the operation of the Statutory Distribution Program, the Reimbursable Distribution Program, the Depository Library Program, and the Cataloging and Indexing Program increased by \$1.1 million over 1984 to a total of \$28.9 million in 1985, due primarily to the cost of increased printing for the Depository Library Program and the move of the Library Programs Service from commercial space in Virginia to space located in GPO's central office complex.

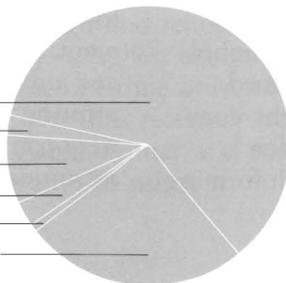
**Capital Expenditures**

Capital expenditures this year totaled \$8.8 million compared to \$3.4 million in 1984. Major acquisitions included a processor for GPO's Data Systems Service for \$2.2 million, land adjoining our central office complex for \$1 million, and a lighted bin system for the Superintendent of Documents' Library Programs Service for \$470,000.

**GPO's 1984 Revenue Dollar**

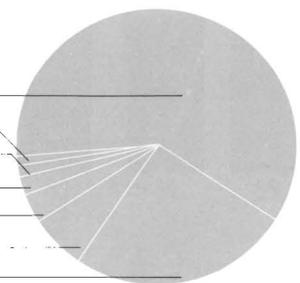
**Where It Came From**

- 62.5¢/Procured Printing
- 1.6¢/Regional Printing
- 7.2¢/Sales of Publications
- 2.9¢/S & E Appropriation
- 0.4¢/Reimbursements
- 25.4¢/Plant Printing Operations



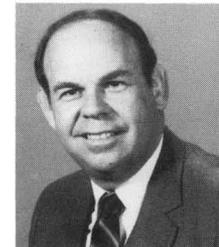
**Where It Went**

- 62.2¢/Procured Printing
- 0.4¢/Capital Expenditures
- 1.4¢/Other
- 2.1¢/Sales of Publications
- 3.3¢/Rents, Comm., Utilities
- 7.3¢/Supplies & Materials
- 23.3¢/Labor



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# Human Resources



Stuart M. Foss  
Assistant Public Printer  
(Human Resources)

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## **Fiscal year 1985 opened a new era of labor-management relations at GPO.**

The Assistant Public Printer (Human Resources) is responsible for all personnel, labor-management relations, equal employment opportunity, and employee safety matters at GPO. Previously distributed throughout GPO, these functions were combined into a single organizational entity in 1985 to provide a more businesslike arrangement for employee-related matters, and to demonstrate GPO's commitment to serving its employees in the most effective manner possible.

### **Improved Labor-Management Relations**

Fiscal year 1985 opened a new era of labor-management relations at GPO. This year a new 3-year wage agreement was negotiated which covers approximately 3,000 employees represented by the Joint Bargaining Committee of GPO Unions. As approved by the Joint Committee on Printing, the agreement provides that craft and craft-related employees will receive cost-of-living increases of not more than 5 percent on the agreement's anniversary date. The parties also negotiated an 8-hour work day, including a half-hour paid lunch period, to begin in June 1986 for employees covered by the contract. This provision was incorporated into the agreement to increase productivity through a more efficient and effective scheduling of manpower. The parties also agreed to establish a Joint Labor-Management Study Group to review GPO's wage-setting practices.

In order to address one of GPO's problem areas, a Joint Labor-Management Committee on Alcohol and Substance Abuse was formed during 1985. As a first step, the committee developed a brochure for distribution to all employees informing

them of the extensive counseling services available at GPO.

### **Focus On Personnel Services**

Occupational and other development programs received major attention from GPO's Personnel Service in 1985. During the year, the number of GPO personnel receiving craft training reached a total of 107 as 40 additional employees began training in the Press Division. In addition, 433 GPO managers were trained to ensure the confidentiality, integrity, and security of vital records and other information entrusted to them.

GPO's interest in providing its employees with the best possible occupational health program prompted a request to the Public Health Service to audit GPO's in-house medical unit in 1985. A comprehensive study was conducted and recommendations were made to enhance GPO's medical services. In addition, GPO's new hearing conservation program was fully implemented during the year.

In an effort to provide assistance for employees who suffer from emotional or psychological problems that might interfere with their ability to perform their duties, GPO created a new Employee and Organizational Assistance Branch. This branch provides a variety of health maintenance services as well as professional psychological assistance.

GPO undertook an extensive personnel recruitment effort during the year to seek out talented college graduates for placement in its Printing Procurement area. Approximately 40 colleges and universities offering degrees in printing management and technology were contacted, and on-campus recruiting was conducted at 7 colleges.

## **Occupational and other development programs received major attention from GPO's Personnel Service in 1985.**

**A noteworthy EEO initiative during the year concerned the establishment of a children's day care facility at GPO.**

### **A Commitment To Equal Employment Opportunity**

During 1985 GPO's Office of Equal Employment Opportunity (EEO) expanded its efforts to assist employees seeking to enhance their career advancement. Career planning seminars were conducted for employees interested in moving onward and upward at GPO, either in their present or different career fields. Special workshops were conducted for women employees, secretaries, clerical employees, and others.

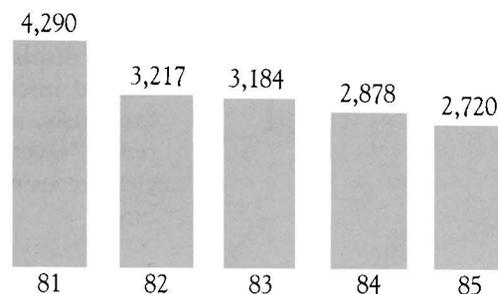
EEO's Affirmative Programs Division continued to spearhead GPO's participation in the Adopt-A-School Program with Dunbar High School and the Lemuel Penn Career Center of Washington, DC. Foremost in this program was the Career Awareness Fair, which provided students of the DC public schools with indepth exposure to post-high school careers. Six GPO employees, representing various organizational areas of the GPO, served as role models at the fair. EEO also participated in the Mayor's Summer Youth Employment Program by placing 49 high school students in 28 worksites in GPO. Following completion of the program, two summer employees were retained as GPO employees.

A noteworthy EEO initiative during the year concerned the establishment of a children's day care facility at GPO. Preliminary plans call for the facility to be operated as a nonprofit, tax-exempt corporation. GPO will allocate space, pay design and renovation costs, and provide supplies, equipment, and a modest one-time only start-up grant. The plan has received the support of the Public Printer and the Joint Committee on Printing.

### **Promoting Employee Safety**

Ensuring the safety of GPO's employees in the workplace received careful attention during 1985. The Safety Office conducted inspections of all GPO facilities in the Washington, DC, metropolitan area, and in GPO's midwest and far western regional facilities. At the central office complex, the Safety Office worked to identify the presence of hazardous asbestos and develop asbestos abatement options. As a result, numerous asbestos surveys, tests, and abatement actions were undertaken during the year. New rules also were implemented regarding the continued use of PCB's (polychlorinated biphenyls) within transformers at GPO to minimize any potential safety hazards. In addition, the Safety Office purchased and installed several electronic message boards throughout the central office complex to encourage safety consciousness among GPO employees.

### **GPO Workdays Lost From On-The-Job Injuries**



# Administration



Patricia R. Gardner  
Acting Assistant  
Public Printer  
(Administration)

The Assistant Public Printer (Administration) is responsible for a full range of data processing, financial management, security, and support services which provide complete administrative assistance to the operations of the GPO.

## Providing Data Systems Assistance

Essentially all GPO operations and programs were assisted by GPO's Data Systems Service in 1985. A new system was installed to automatically process the billing of congressional hearing riders, thereby eliminating the manual recordkeeping previously required to bill ordering agencies. In our Materials Management area, we implemented a new Materials Management Procurement Control System (MMPCS), consisting of over 100 online programs. MMPCS has a computerized locator system and includes a built-in quality control feature for the monitoring and acceptance of paper stock. The Superintendent of Documents area implemented a new lighted bin system which automates the depository library distribution functions of our Library Programs Service. GPO's Printing Procurement systems also were expanded to include the Rapid Response Center in Washington, DC, and GPO's new satellite procurement offices.

Full-text, online retrieval capability for the Congressional Record Index became operational at GPO during 1985. This system provides up-to-date video display and hard copy of the desired information accurately, instantaneously, and at the user's site. Currently, several legislative branch agencies are using the system on a test basis.

## Improved Financial Management

GPO's Financial Management Service utilized a number of new automation techniques in performing its mission in

1985. GPO's accounting system was upgraded with new, advanced software which will improve financial and budgetary reporting. Automation was extended to the daily control of accounts payable and to the execution of journal entries for monthly and year-end closing. An improved interface was achieved in transmitting work-in-process transactions and special attention was paid to developing reliable accruals of commercial printing obligations. In addition, timely reports became available for the status of congressional appropriations and obligations.

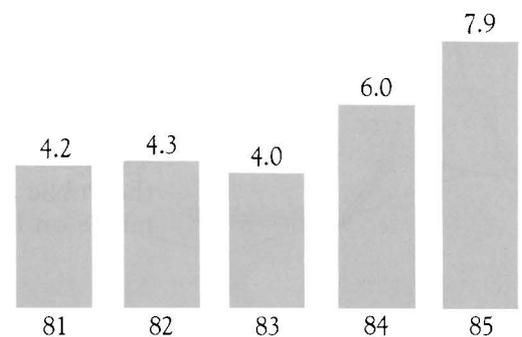
GPO received additional benefits from its computerized Voucher Order Processing and Payment System (VOPPS) in 1985. This year GPO took prompt payment discounts of \$7.9 million, a 32-percent increase over the previous year. Other significant projects included the development of networking links that will bring all financial management personal computer terminals into a single system, the implementation of subsystems to keep a record of GPO travel activities and contractor bankruptcy transactions, and the design and production of computerized financial analysis reports for various GPO activities.

**Full-text, online retrieval capability for the Congressional Record Index became operational at GPO during 1985.**

**This year GPO took prompt payment discounts of \$7.9 million, a 32-percent increase over the previous year.**

## Discounts Taken On Commercial Printing

(In Millions of Dollars)



**In spite of divestiture and greater service requirements, GPO's telecommunications needs were fully met during 1985 . . .**

In an action that was last performed in 1978, in June the GPO Disbursing Officer prepared a check for \$8,238,000, returning to the U.S. Treasury a surplus of funds from GPO's Sales of Publications Program through the end of fiscal year 1984.

### **Personnel and Facilities Protection**

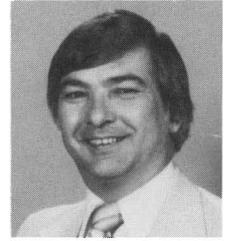
Enhancing the security of GPO's personnel and property received major attention during fiscal year 1985. This year GPO's Security Service conducted a physical security survey of the entire central office complex. A second survey of GPO's facilities was conducted by a commercial security contractor. Both surveys, which focused on the development of effective antiterrorist measures and the general enhancement of GPO's security posture, developed a total of 98 recommendations. All recommendations either were fully implemented or in various stages of progress by the end of the year.

### **Support Services**

Fiscal year 1985 marked a number of other significant achievements in the administration area. During the year GPO's internal subscription program was automated, achieving an improvement in service and response time and leading to future reductions in subscriptions costs. GPO's mail management program achieved cost savings of \$389,000 in presort discounts in large second-class mailings during the year. In spite of divestiture and greater service requirements, GPO's telecommunications needs were fully met during 1985, and year end telecommunications expenses were reduced by approximately 8 percent from actual 1984 costs. As a preventive security measure to reduce possible intelligence threats, a survey was conducted during the year to identify unnecessary personnel security clearances. The number of clearances at GPO subsequently was reduced by 33 percent.



# Central Office Printing Operations



Burkey W. Boggs  
Assistant Public Printer  
(Operations)

**As part of GPO's continuing effort to provide its customers with a broader range of effective and economical products and services, several significant technological improvements were implemented in 1985.**

**On October 3, 1984, GPO printed the largest single edition of the Congressional Record ever, consisting of 512 pages.**

The Assistant Public Printer (Operations) is responsible for all pre-press, press, and binding operations at GPO's central office printing plant, as well as the provision of quality control and related technical assistance to all GPO production and procurement operations. In addition, the Assistant Public Printer (Operations) provides complete facilities maintenance and support services to all GPO functions housed in the central office complex.

GPO's central office printing plant, located four blocks north of the U.S. Capitol, employs nearly 2,300 production personnel to provide a full line of printing, binding, and related products and services for the Federal Government. The plant operates on three shifts, with almost 1,200 employees serving on the intermediate and night shifts. In fiscal year 1985, the plant produced nearly \$172 million in revenue, representing 19 percent of GPO's total revenue.

GPO's central office printing plant primarily serves the short-turnaround printing requirements of the U.S. Congress. Major congressional products include the Congressional Record, bills, resolutions, amendments, reports, and hearings.

On October 3, 1984, GPO printed the largest single edition of the Congressional Record ever, consisting of 512 pages. This eclipsed the previous record of 464 pages established in the previous fiscal year. In all, 31 daily editions of the Congressional Record totaled more than 300 pages each in 1985. GPO produced a total of 31,001 Congressional Record pages in 1985, 6,163 fewer than in 1984.

The Federal Register, GPO's other major daily product, contains proposed and final regulations and announcements by Federal agencies. It comprised 53,303 total pages in 1985, virtually the same number as in 1984. Approxi-

mately 33,000 copies of the Register were printed each day.

In addition to congressional work and the Federal Register, the central office plant this year produced over 6.2 million passports for the State Department and over 409 million postcards for the U.S. Postal Service.

## **Expanding Product and Service Options**

As part of GPO's continuing effort to provide its customers with a broader range of effective and economical products and services, several significant technological improvements were implemented in 1985.

GPO's Graphic Systems Development Division completed a networking system that allows several of our automated composition systems to communicate with each other, facilitating production control and file maintenance. In addition, a communication system installed by the Electronic Systems Development Division allows data in batch form to be transferred to and from GPO on dial-up telephone lines. A 70mm camera was installed on GPO's automated composition system, allowing direct production of film for our projection platemaker.

A system for converting floppy disks from word processors into data bases for photocomposition became operational in the Electronic Photocomposition Division in September. The system presently has the capability to read and translate either 5- or 8-inch flexible magnetic disks from 18 different word processing systems. This capability is expected to impact on the media used for agency submissions to the Federal Register. GPO also neared the completion of its new Electronic Job Section, which has been equipped with state-of-the-art interactive composition systems. Concurrently, February 1985 marked

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**Cost savings keynoted the Press Division's operations in 1985.**

**Substantial cost savings are projected as the result of technical studies and recommendations conducted by Quality Control technicians in 1985.**

**GPO's Facilities Division saved over \$150,000 this year by manufacturing or repairing machine parts and electrical components instead of purchasing new items.**

the official closeout of GPO's hot metal typesetting operation, successfully culminating nearly two decades of transition to automated electronic photocomposition.

Cost savings keynoted the Press Division's operations in 1985. Instead of purchasing five much-needed replacement presses at \$70,000 each, four surplus units were located at other agencies and overhauled, saving about \$290,000. A new policy on the control of offset press blankets saved \$45,000 in the first 6 months of operation. Of special note is the expected delivery in early 1986 of a new five-color sheetfed press for production of passports and postal cards.

New technology played an important role in efforts this year to make the Binding Division's work less labor-intensive. Six new folding machines were installed in 1985. In addition, contracts were awarded for automated passport and postal card systems, a microprocessor-controlled cutting machine, and a heavy-duty inserting line, all for delivery in 1986.

### **Controlling Quality**

GPO's Quality Control and Technical Department develops, coordinates, and monitors quality systems for products produced and procured by GPO. These systems encompass specifications and standards, inspection and sampling, process controls, quality audits, mathematical studies and analyses, and management reports.

A major achievement for this area during 1985 was the publication of the critically-acclaimed "Quality Attributes for Microfiche Production and Companion Guidelines" as part of GPO's Quality Assurance Through Attributes Program (QATAP). Significant progress also was made on the development of photocomposition attributes.

Substantial cost savings are projected

as the result of technical studies and recommendations conducted by Quality Control technicians in 1985. By far the largest is \$2.5 million in annual savings expected from the use by the U.S. Patent Office of QATAP-controlled xerography for ledger copies of patents. Other projected annual savings include \$124,000 from the adoption of an automated count control system and \$100,000 from the use of bar code labeling. This year, Quality Control also developed security inks and paper and binding material specifications for passports as well as several new paper specifications for the Joint Committee on Printing.

### **Facilities Support**

GPO's Industrial Services Department is responsible for maintaining and cleaning GPO buildings; constructing new areas; installing, repairing, and servicing production and office equipment; and providing around-the-clock utilities service.

One of the Department's major accomplishments in 1985 was the complete renovation of more than 1.4 acres of floor space in GPO's central office complex. The renovation included 46,800 square feet for relocating the Library Programs Service from rented space in Virginia and 14,500 square feet for the Printing Procurement area and the Copy Preparation, Photohand, and Electronic Job Sections. GPO's Data Systems Service computer room also was expanded and a new computer was installed in the renovated space.

GPO's Facilities Division saved over \$150,000 this year by manufacturing or repairing machine parts and electrical components instead of purchasing new items. Our engineers also developed specifications for a five-color sheetfed offset press and postal card cut-pack system to be delivered in 1986, and a new web press for the Rapid Response Center.

# Commercially Procured Printing



Bruce S. Scaggs  
Assistant Public Printer  
(Procurement)

**GPO adheres to the Governmentwide policy of utilizing private sector contractors to the maximum extent possible to obtain goods and services at the most competitive price.**

**This year, GPO's Printing Procurement Department processed over 314,000 jobs valued at \$597 million, exceeding the record-setting number of jobs procured in 1984.**

The Assistant Public Printer (Procurement) is responsible for the procurement of the Government's printing and binding requirements from commercial contractors, as well as all materials, supplies, paper, and equipment used by GPO's in-plant production and other office areas.

In fulfilling the printing and binding needs of the Federal Government, GPO adheres to the Governmentwide policy of utilizing private sector contractors to the maximum extent possible to obtain goods and services at the most competitive price. As a result, GPO generated about 76 percent of its total printing and binding revenue from jobs contracted out to commercial printers in fiscal year 1985.

This year, GPO's Printing Procurement Department processed over 314,000 jobs valued at \$597 million, exceeding the recordsetting number of jobs procured in 1984. Approximately 70 percent of these jobs were procured by GPO's regional procurement offices.

During fiscal year 1985, the Printing Procurement Department began the installation of a state-of-the-art electronic system which will provide department-wide communication including regional procurement offices. In addition to providing word processing, spreadsheet

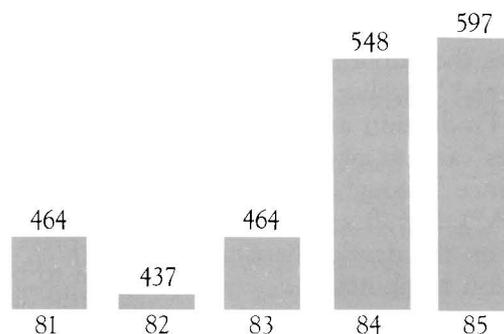
analyses, and a variety of office functions, the system will aid the department's printing specialists in the online development of one-time bid and term contract specifications. The system will interface with GPO's current automated data processing equipment and provide access to the Voucher Order Processing and Payment System (VOPPS), Automated Bid List System (ABLS), Printing Cost Calculating System (PCCS), and electronic mail systems. In a related development, GPO made its Procurement Information Control System (PICS) and PCCS system accessible to customer agencies at 14 locations.

GPO upgraded its contractor compliance reporting capability in 1985 by implementing a computer link between the PICS and VOPPS systems. Weekly shipping status reports are now generated which provide a cross reference guide for verifying shipping information.

This year GPO responded to the Department of the Interior's request for the procurement of a comprehensive, electronically computed Personal Benefits Statement Package. Representing a new departure in GPO's procurement capabilities, this commercially-based program will provide the employee and his/her dependents with the employee's financial status represented by entitlements under health and life insurance plans, computations for leave and annuities, early retirement or separation, and survivor's benefits—all of which will be computed, formatted, printed, and distributed by the contractor. The contract is initially valued at \$50,000, and GPO anticipates a growing market among Federal agencies for this service.

Fiscal year 1985 marked a significant expansion of GPO's regional procurement services when we received authorization to open several satellite

## Purchased Printing Revenue (In Millions of Dollars)



**Fiscal year 1985 marked a significant expansion of GPO's regional procurement services when we received authorization to open several satellite procurement offices.**

**GPO continued to respond to customer agency requests for the procurement of comprehensive electronic publishing, printing, binding, and distribution packages in 1985.**

procurement offices. These offices have been geographically located to bring GPO's services closer major agency facilities and to provide greater access to printing industry resources. In July the first satellite procurement office was opened in San Antonio, TX. Additional satellite offices are planned for Charleston, SC; San Diego, CA; Oklahoma City, OK; New Orleans, LA; Jacksonville, FL; Kansas City, MO; Detroit, MI; and Colorado Springs, CO.

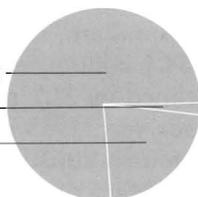
The workload handled by GPO's existing regional printing procurement offices increased by more than 7 percent this year. In order to effectively respond to agency requirements, the Boston, New York, Hampton, Columbus, and Los Angeles regional offices were moved to larger quarters. GPO's Rapid Response Center, located at the Washington, DC, Navy Yard, greatly enhanced GPO's operations by responding to agency requirements with a quick turnaround, 21-days-or-less production schedule.

GPO continued to respond to customer agency requests for the procurement of comprehensive electronic publishing, printing, binding, and distribution packages in 1985. The first contract of this type, titled Program 400-S, was written for the Department of the Army in fiscal year 1984. The contract received such favorable reviews that Army requested a second contract of similar scope, to be titled Program 600-S. Like its predecessor, this contract will be written to provide data capture, data base maintenance, photocomposition with the digitization of graphics, the leasing of editorial device terminals at scattered locations, electronic mail, printing and binding of multiple publications, and packing and distribution. Program 600-S, consisting of local area networks in 244 cities distributed throughout 9 countries worldwide, will be a multiyear contract with an estimated total value of \$500 million. The contract for Program 600-S is expected to be awarded in early 1986.

### **Procured Printing vs. In-House Work**

Fiscal Year 1985  
(Dollars in Millions)

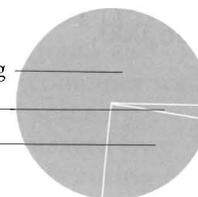
**\$596.8/Procured Printing**  
**\$13.2/Regional Printing**  
**\$171.8/Plant Printing**



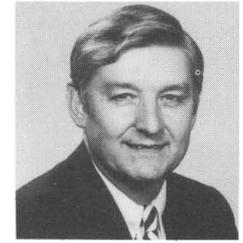
### **Procured Printing vs. In-House Work**

Fiscal Year 1984  
(Dollars in Millions)

**\$547.9/Procured Printing**  
**\$13.1/Regional Printing**  
**\$183.5/Plant Printing**



# Superintendent of Documents



Donald E. Fossedal  
Assistant Public Printer  
(Superintendent of Documents)

**GPO's 1985 sales inventory comprised over 17,200 titles, including publications and subscriptions.**

The Assistant Public Printer (Superintendent of Documents) is responsible for a broad range of Government information dissemination programs and services through the sale of Government publications, the compilation of catalogs and indexes of Government publications, the distribution of Government publications to depository libraries, the distribution of Government publications as required by law, and reimbursable mailings. Funding for these programs in fiscal year 1985 included \$59.3 million in revenue from the sale of publications, \$24.7 million from the Superintendent of Documents salaries and expenses appropriation, and \$4.2 million in reimbursements from other Government agencies for distribution services. Staffing for Superintendent of Documents operations was reduced from 993 to 957 in 1985, a 3.6-percent decrease in personnel.

## Sales of Publications

GPO's Sales of Publications Program operates primarily by mail order, but publications also are distributed through 24 GPO bookstores nationwide and by consigned agents in other Federal agencies. GPO's 1985 sales inventory comprised over 17,200 titles, including publications and subscriptions.

In 1985 the Sales of Publications Program produced revenue of \$59.3 million at a cost of \$54.9 million, resulting in a net income of \$4.4 million. Although net income declined by \$1.7 million from the previous year, 1985 nevertheless was the fourth consecutive year in which sales program revenues exceeded costs.

While order volume decreased in 1985, the number of copies sold increased for the second consecutive year. The number of publication orders declined to 951,000 compared with 970,000 orders in 1984. However, 26.7

million sales copies were sold in 1985, compared to 24.8 million the previous year. Subscription orders decreased, falling from 555,000 in 1984 to 499,000 in 1985. In addition to improved marketing and sales program techniques, a significant factor leading to the increased business in single-copy sales was the continuation of the Low Priced Publications Project at GPO's Pueblo, CO, Distribution Center. The project makes small, consumer-oriented publications available to the general public, all at a price of 50 cents each. The response to the project has been dramatic. Overall, the project sold 432,000 copies in 1985, compared to 290,000 copies during 1984.

During 1985 work continued on the Integrated Customer Information System (ICIS), a system intended to integrate the capture, storage, and processing of all customer-related data, automate the decisionmaking process in order processing, and provide financial, marketing, and management information.

Total sales revenue for all GPO bookstores in 1985 was \$9.4 million, an 9.8-percent increase over the previous year. The number of customers served by the bookstores was up 3.7 percent to approximately 336,000. To improve the availability and accessibility of GPO's bookstores to the public, a program was initiated in 1985 to relocate the bookstores, where feasible, to commercial sites. During the year the GPO bookstore in Kansas City was relocated from the Federal Building into the Bannister Mall shopping complex. Other possible relocations are being reviewed on a case-by-case basis.

GPO's consigned agent sales program includes 64 consigned agents in other Government agencies who sell certain publications on GPO's behalf. Sales from this program were approximately \$1.8 million during 1985.

**Total sales revenue for all GPO bookstores in 1985 was \$9.4 million, an 9.8-percent increase over the previous year. The number of customers served by the bookstores was up 3.7 percent to approximately 336,000.**

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**GPO's marketing specialists continued to increase public awareness of Government information available through the Sales of Publications Program during 1985.**

**During 1985, GPO distributed approximately 24.7 million copies of 55,000 different titles in both hard copy and microfiche formats to depository libraries nationwide.**

GPO's marketing specialists continued to increase public awareness of Government information available through the Sales of Publications Program during 1985. A total of 410,000 copies of the U.S. Government Books catalog of new and popular sales publications were distributed during the year. On the average, 60,000 copies of each bimonthly New Books list were distributed to a mailing list of professional users. Marketing's Product Publicity Release initiative generated 92 releases which were distributed to selected periodicals catering to audiences with specific interests. The "Books for Professionals" series of direct mail flyers continued to penetrate selected professional markets, with 8 flyers mailed to a total of 734,000 potential customers. Marketing also improved its documents notification program for announcing new publications to customers who have specific fields of interest. A redesigned "Priority Announcement" letter conveying the new product information resulted in a more customer-oriented approach to maintaining these in-house mailing lists.

GPO also expanded its efforts to involve publishing agencies in the marketing of their products. Meetings with agency representatives allowed GPO's marketing specialists to provide advice, evaluate existing products, plan new marketing campaigns, and share experiences involving various marketing techniques. Six major cooperative efforts resulted in the mailing of 100,000 agency catalogs and flyers promoting specific publications. Another cooperative endeavor concentrated on renewals for 4 subscriptions, resulting in the mailing of 17,169 special renewal notices to subscribers. Marketing also worked to create greater public awareness of GPO's bookstores. A new bookstore announcement card enabling the stores to notify their customers of the availability of new publications on

request was developed and distributed, as well as new bookstore bookmarks and locator cards for individual stores.

### **Distribution to Depository Libraries**

At the end of 1985 there were 1,390 libraries serving as Federal depositories that were required by law to make Government publications available for the free use of the public. Nine new libraries were brought into the system during the year, while 10 relinquished their designations. During 1985, GPO distributed approximately 24.7 million copies of 55,000 different titles in both hard copy and microfiche formats to depository libraries nationwide. Two other agencies made distributions to depository libraries. The Department of Energy (DOE) distributed an additional 10.2 million copies of microfiche to depositories. Distribution of U.S. Geological Survey (USGS) maps to depositories began in 1985, and 1.3 million maps were distributed by the USGS during the year.

Although the distribution of hard copy publications to depository libraries this year increased slightly from 1984, GPO's Library Programs Service (LPS) continued to convert publications for the program to microfiche format whenever practical. Microfiche conversion lowers considerably the printing and binding costs of these publications and helps alleviate the storage problems that confront many depository libraries. In 1985, approximately 13.3 million copies or 54 percent of the publications distributed to depository libraries were in microfiche format.

In 1985 LPS moved from rental space in the Virginia suburbs to the GPO central office complex. The move allows LPS to take advantage of the services provided in main GPO and provides an air-conditioned environment for the Depository Distribution Division workers. The move will save GPO over \$300,000 in annual lease costs.

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**Fiscal year 1985 saw receipts of new publications requiring indexing and classification rise to approximately 150,000, nearly a 30-percent increase over recent years, reflecting the rising amount of material being brought into the program.**

**GPO received and mailed approximately 28.1 million publications for other Government agencies during 1985, a 5-percent increase from the previous year, receiving \$4.2 million in customer agency reimbursements for this service.**

A new lighted bin system was installed in LPS during the move. This system, which identifies receiving libraries by use of a light, has eliminated the need for bulky print-outs. The error rate for distributing publications has dropped from 2.7 per thousand to 0.7 per thousand, substantially improving distribution productivity.

GPO's marketing specialists continued to serve the Depository Library Program. Fifteen print Public Service Announcements (PSA's) concerning the program were produced and distributed to 17,700 newspaper and magazine editors nationwide during 1985. Every depository library also received a set of the PSA's, which were endorsed by the Advertising Council. Efforts to promote the use of broadcast PSA's continued, resulting in commitments to use the PSA's from 78 radio and 63 television stations. Overall, the broadcast PSA's have been accepted by 302 radio stations and 212 television stations since this campaign began in January 1984. Marketing also continued to respond to requests from depository libraries for promotional materials, distributing approximately 1 million depository bookmarks, more than 350,000 depository brochures, and more than 4,500 depository poster sets to participating libraries during the year.

#### **Cataloging and Indexing of Publications**

The Superintendent of Documents indexes and classifies all Government publications and prepares the Monthly Catalog, which is a comprehensive listing of these documents. During 1985, an outside contractor continued to assist the Library Programs Service in cataloging approximately 28,000 documents.

Fiscal year 1985 saw receipts of new publications requiring indexing and

classification rise to approximately 150,000, nearly a 30-percent increase over recent years, reflecting the rising amount of material being brought into the program. The number of documents awaiting classification at yearend stood at 8,829. The program's classification hotline, begun in 1983, was continued as a regular service and provided an excellent channel of communications between librarians and LPS personnel. In a major effort to improve the classification process, "A Practical Guide to the Superintendent of Documents Classification System" was prepared for LPS this year. In-house editing of this publication has been completed and it will be distributed to depository libraries in the near future.

#### **Statutory Distribution and Reimbursable Mailing**

During fiscal year 1985 GPO continued to experience a reduction in the number of copies of free Government publications distributed in accordance with statutory requirements, as 7.3 million copies were distributed compared with 9.7 million copies in 1984. This year's statutory distribution workload remained well below the 17 million copies that were distributed in 1982, due primarily to Governmentwide printing reductions.

GPO received and mailed approximately 28.1 million publications for other Government agencies during 1985, a 5-percent increase from the previous year, receiving \$4.2 million in customer agency reimbursements for this service. In addition, GPO signed interagency agreements with the Nuclear Regulatory Commission and the Peace Corps to perform distribution and inventory services for their publications.

GPO's largest reimbursable operation is the Consumer Information Center

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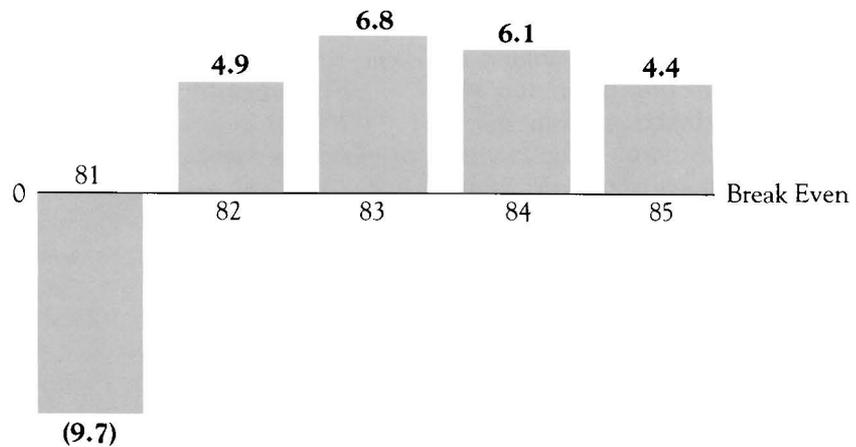
(CIC), which is situated at its Public Documents Distribution Center in Pueblo, CO. In 1985, 21.9 million free and paid consumer publications were distributed on behalf of the General Services Administration through this facility, a 49-percent increase from the previous year. The increase was largely due to the mailing of five Consumer Information catalogs in 1985 compared with three in 1984.

The International Exchange Program, pursuant to international treaty, provides for the distribution of U.S. Government publications to certain libraries in foreign countries around the world. The Library of Congress administers the program and GPO distributes the publications. The number of libraries in the program increased to 67 in 1985 from 64 the previous year.

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### **Net Income/(Loss) from Sales of Publications**

(In Millions of Dollars)



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# GPO— Beyond Tomorrow

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**As the Government's largest single information reproducer and disseminator, GPO must continue to play a leadership role in using modern computers, telecommunications, micrographics, and other advanced information technologies . . .**

In the United States today, the technological revolution is causing a fundamental transformation in our economic structure. Through new technological developments, we are rapidly moving from a society based on manufacturing to a society that is heavily engaged in the production and distribution of information. This transformation has been caused by an awakening to the fact that information itself is a highly valued resource. So crucial has information become to our economy that the efficient and effective management of both public and private sector organizations depends on how well those organizations manage their information resources.

The Federal Government is an

information-intensive enterprise, serving as the largest single producer, consumer, and disseminator of information in the United States. The business of governing depends on accurate and timely information, which in turn depends on effective and efficient information systems. As the Government's largest single information reproducer and disseminator, GPO must continue to play a leadership role in using modern computers, telecommunications, micrographics, and other advanced information technologies to meet the changing information needs of the Congress, our customer agencies, and the American people.

As the preceding pages have demonstrated, fiscal year 1985 saw GPO

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**GPO's mission today,  
tomorrow, and beyond  
is clear.**

take several major steps in fulfilling that leadership role. In a year's time, we made substantial progress in refashioning GPO into a modern, responsive, and cost-effective agency which prizes its ability to change and its willingness to serve. These qualities promise a future of infinite potential for GPO and its customers.

In fiscal year 1985 GPO also began an effort to define its role for tomorrow and beyond. Together with the Joint Committee on Printing, the General Accounting Office, and the Office of Technology Assessment, GPO began the development of a study to assess its long range future and the future of the Government's public information functions. When completed, this indepth

study will indicate the specific directions in which GPO will invest its resources, time, and talents in the years ahead.

GPO's mission today, tomorrow, and beyond is clear. Although the way we perform that mission will evolve as we continue to meet the challenges imposed by the rapidly changing world of information reproduction and dissemination, the basic principles of our demand-driven, service-oriented philosophy will remain unchanged. It was these principles which generated a successful year for GPO in 1985, and which will continue to stand us in good stead in the years to come.

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# Financial Statements

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## Consolidated Balance Sheet

As of September 30, 1985 and 1984 (Notes 1 and 2) (in thousands of dollars)

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Assets	1985	1984
<hr/>		
<b>Current Assets:</b>		
Cash:		
On-hand and in-transit	\$1,260	\$1,769
Revolving fund	57,636	46,486
Appropriations	72,857	80,887
Accounts receivable (Note 3)	229,769	248,492
Inventories:		
Publications for sale, net (Note 4)	10,998	9,585
Paper	12,125	17,214
Materials and supplies	7,956	7,791
	<hr/>	<hr/>
<b>Total Current Assets</b>	<b>392,601</b>	<b>412,224</b>
	<hr/>	<hr/>
<b>Property, Plant, and Equipment</b> (Note 5)		
Land and buildings	18,648	17,638
Equipment and building improvements	94,091	86,934
	<hr/>	<hr/>
	112,739	104,572
Less: accumulated depreciation	60,169	54,673
	<hr/>	<hr/>
Net Property, Plant, and Equipment	52,570	49,899
	<hr/>	<hr/>
<b>Total Assets</b>	<b>\$445,171</b>	<b>\$462,123</b>
	<hr/>	<hr/>

The accompanying notes are an integral part of these financial statements.

Liabilities and Investment	1985	1984
<b>Current Liabilities:</b>		
Accounts payable (Note 6)	\$79,542	\$81,224
Advances from customers (Note 7)	36,343	33,651
Accrued salaries and wages	7,472	6,753
Taxes and other withholdings	819	794
<b>Total Current Liabilities</b>	<b>124,176</b>	<b>122,422</b>
<b>Other Liabilities:</b>		
Accrued annual leave	8,353	8,041
Receipts in excess of costs and expenses from sale of publications due U.S. Treasury (Note 8)	4,379	8,238
<b>Total Other Liabilities</b>	<b>12,732</b>	<b>16,279</b>
<b>Total Liabilities</b>	<b>136,908</b>	<b>138,701</b>
<b>Investment of U.S. Government:</b>		
Appropriations obligated but unexpended (Schedule 1)	59,836	80,758
<b>Revolving fund:</b>		
Contributed capital (Note 9)	110,745	111,000
Retained earnings	137,682	131,664
<b>Total Revolving Fund</b>	<b>248,427</b>	<b>242,664</b>
<b>Total Investment</b>	<b>308,263</b>	<b>323,422</b>
<b>Total Liabilities and Investment</b>	<b>\$445,171</b>	<b>\$462,123</b>

## Consolidated Statement of Revenue and Expenses by Function and Retained Earnings

Fiscal Years 1985 and 1984 (Notes 1 and 2) (in thousands of dollars)

	Total Printing Opera- tions	Purchased Printing	Regional Printing
<b>Revenue:</b>			
Printing and Binding	\$193,446	\$596,803	\$13,132
Sales of Publications	—	—	—
Appropriations	—	—	—
Reimbursements	—	—	—
<b>Total Revenue</b>	<b>\$193,446</b>	<b>\$596,803</b>	<b>\$13,132</b>
<b>Expenses:</b>			
Publications sold	—	—	—
Unsaleable publications	—	—	—
Personnel compensation and benefits	\$128,981	\$23,922	\$8,822
Transportation	514	1,236	43
Rents, communications and utilities	8,581	2,733	1,940
Printing and reproduction	—	560,199	—
Other services	1,756	452	223
Supplies and materials	48,377	1,031	3,076
Depreciation	5,016	173	288
<b>Total Expenses</b>	<b>\$193,225</b>	<b>\$589,746</b>	<b>\$14,392</b>
<b>Net Income/(Loss)</b>	<b>\$221</b>	<b>\$7,057</b>	<b>(\$1,260)</b>
Retained Earnings, Start of Year			
Retained Earnings Before Payable to U.S. Treasury			
Less:			
Receipts in excess of costs and expenses from sale of publications due U.S. Treasury			
<b>Retained Earnings, End of Year</b>			

The accompanying notes are an integral part of these financial statements.

Total Printing and Binding Opera- tions	Supt. of Documents		Elimina- tions	Total GPO	
	Sale of Publica- tions	Salary and Expense Programs		1985	1984
\$803,381	—	—	(\$32,219)	\$771,162	\$738,467
—	\$59,301	—	—	59,301	59,431
—	—	\$24,722	(493)	24,229	23,734
—	—	4,177	—	4,177	3,654
<b>\$803,381</b>	<b>\$59,301</b>	<b>\$28,899</b>	<b>(\$32,712)</b>	<b>\$858,869</b>	<b>\$825,286</b>
—	\$14,516	—	—	\$14,516	\$14,924
—	2,418	—	—	2,418	1,988
\$161,725	22,402	\$9,382	(\$3,069)	190,440	187,285
1,793	437	375	—	2,605	2,851
13,254	11,928	4,088	(673)	28,597	26,458
560,199	853	12,817	(28,186)	545,683	499,888
2,431	728	1,313	(582)	3,890	3,803
52,484	1,477	800	(202)	54,559	58,390
5,477	164	124	—	5,765	7,832
<b>\$797,363</b>	<b>\$54,923</b>	<b>\$28,899</b>	<b>(\$32,712)</b>	<b>\$848,473</b>	<b>\$803,419</b>
<b>\$6,018</b>	<b>\$4,378</b>			<b>\$10,396</b>	<b>\$21,867</b>
				131,664	115,945
				\$142,060	\$137,812
				4,378	6,148
				<b>\$137,682</b>	<b>\$131,664</b>

## Consolidated Statement of Changes in Financial Position

Fiscal Years Ended September 30, 1985 and 1984 (Notes 1 and 2) (in thousands of dollars)

	1985	1984
<b>Funds Provided:</b>		
Net Income:	\$10,396	\$21,867
Add expenses not requiring working capital:		
Depreciation	5,765	7,832
Loss on disposal of fixed assets	52	14
Total Funds Provided by Operations	16,213	29,713
Disposal of fixed assets	72	60
Appropriations	122,868	125,700
Reimbursements	4,177	3,653
Increase in accrued annual leave	312	159
<b>Total Funds Provided</b>	<b>143,642</b>	<b>159,285</b>
<b>Funds Applied:</b>		
Purchase of fixed assets	8,814	3,425
Funds returned to U.S. Treasury:		
From Sales of Publications	8,238	—
From Appropriations	49,771	25,946
Printing and Binding	69,262	79,873
Obligated Appropriations	28,934	27,793
<b>Total Funds Applied</b>	<b>165,019</b>	<b>137,037</b>
<b>Increase (Decrease) in Working Capital</b>	<b>(\$21,377)</b>	<b>\$22,248</b>
<b>Changes in Working Capital</b>		
Current Assets:		
Cash:		
On-hand and in-transit	(\$509)	\$441
Revolving fund	11,150	(5,572)
Appropriations	(8,030)	(1,920)
Accounts receivable	(18,723)	34,462
Publications for sale	1,413	(132)
Paper	(5,089)	6,183
Materials and supplies	165	637
<b>Current Liabilities:</b>		
Accounts payable	1,682	(8,387)
Advances from customers	(2,692)	(2,885)
Accrued salaries and wages	(719)	(571)
Taxes and other withholdings	(25)	(8)
<b>Increase (Decrease) in Working Capital</b>	<b>(\$21,377)</b>	<b>\$22,248</b>

The accompanying notes are an integral part of these financial statements.

## Status of Appropriated Funds

Fiscal Years Ended September 30, 1985 and 1984 (notes 1 and 2) (in thousands of dollars)

Schedule 1

	Congressional Printing and Binding	Printing and Binding	Salaries and Expenses	Total Appropriated Funds	
				1985	1984
Appropriations Obligated but Unexpended, Start of Year	\$64,279	\$3,664	\$12,815	\$80,758	\$85,016
Funds Provided:					
Appropriations	80,800	13,200	28,868	122,868	125,700
Reimbursements	—	—	4,177	4,177	3,654
<b>Total Funds Provided</b>	<b>145,079</b>	<b>16,864</b>	<b>45,860</b>	<b>207,803</b>	<b>214,370</b>
<b>Funds Applied:</b>					
Amounts transferred to the revolving fund for:					
Printing and Binding (Schedule 2)	57,756	11,506	—	69,262	79,873
Distributions for other agencies	—	—	6,236	6,236	6,088
Depository library distribution	—	—	20,037	20,037	19,233
Cataloging and indexing	—	—	2,661	2,661	2,472
Funds returned to U.S. Treasury	44,205	2,489	3,077	49,771	25,946
<b>Total Funds Applied</b>	<b>101,961</b>	<b>13,995</b>	<b>32,011</b>	<b>147,967</b>	<b>133,612</b>
Appropriations Obligated but Unexpended, End of Year	\$43,118	\$2,869	\$13,849	\$59,836	\$80,758

The accompanying notes are an integral part of these financial statements.

## Transfers to Revolving Fund

Fiscal Years Ended September 30, 1985 and 1984 (Notes 1 and 2) (In Thousands of Dollars)

Schedule 2

Congressional Printing and Binding Appropriation	1985	1984
Hearings	\$17,278	\$22,304
Miscellaneous printing and binding	11,061	10,043
Bills, resolutions and amendments	6,391	6,636
Miscellaneous publications	4,275	4,027
Committee prints	3,112	3,065
House and Senate calendars	1,402	2,135
Documents	1,430	934
Committee reports	2,470	3,019
Franked envelopes	851	1,111
Document franks	95	96
Details to Congress	5,048	5,214
Congressional Record Daily	2,729	3,795
Congressional Record Index	188	279
Congressional Record Bi-Weekly	247	184
Congressional Record Bound	1,179	3,694
<b>Subtotal</b>	<b>\$57,756</b>	<b>\$66,536</b>
Printing and Binding Appropriation	1985	1984
Bills, resolutions and amendments	\$134	\$190
Miscellaneous publications	826	558
House and Senate calendars	5	3
Documents	25	24
Committee reports	30	29
Publications for International Exchange	147	133
Congressional Record Daily	7,929	9,557
Congressional Record Index	547	705
Congressional Record Bi-Weekly	35	28
Congressional Record Bound	1,828	2,110
<b>Subtotal</b>	<b>\$11,506</b>	<b>\$13,337</b>
<b>Total Transfers</b>	<b>\$69,262</b>	<b>\$79,873</b>

The accompanying notes are an integral part of these financial statements

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## Notes to Financial Statements

As of September 30, 1985 and September 30, 1984 (all amounts in thousands of dollars)

### (1) Organization

The Government Printing Office provides printing, binding, and distribution services to the Congress and Federal agencies and distributes publications to the public. Title 44 of the U.S. Code established the Government Printing Office Revolving Fund to finance operations. The Revolving Fund is reimbursed by payments from the agencies and by transfers from the following appropriations:

- Congressional Printing and Binding Appropriation for printing and binding performed directly for Congress.
- Printing and Binding Appropriation for printing and binding of Government publications authorized by law to be distributed without charge to the recipients.
- Salaries and Expenses Appropriation for expenses incurred by the Superintendent of Documents' operations for depository library and other by-law distribution of publications and for the cataloging and indexing of Government publications.

### (2) Summary of Significant Accounting Policies

**Principles of Consolidation**—The consolidated financial statements include all funds of the Government Printing Office. Inter-fund and inter-operational transactions and balances have been eliminated.

**Basis of Accounting**—Assets, liabilities, revenue and expenses are recognized on the accrual basis of accounting following generally accepted accounting principles.

**Expense Allocation**—General and administrative expenses have been distributed among the various expense categories. To the extent practicable, general and administrative expenses were allocated to the various programs based on the estimated level of effort associated with each program.

**Revenue Recognition**—Printing and binding revenue is recognized on the basis of work performed by the Government Printing Office due to the fact that all printing and binding work is required by law to be reimbursed on the basis of services rendered. Revenue on work procured from commercial printers is recognized on constructive date of shipment or actual date of payment, whichever occurs first. Revenue for distributing and selling publications to the public is recognized when publications have been shipped, or when services have been performed.

**Inventories**—Various inventory valuation methods are used: publications for sale are computed using the average cost method; materials and supplies are computed using the moving average cost method. During the year, the valuation method for paper was changed from first-in, first-out to moving-average. The effect of this change on the valuation of yearend inventory is a \$132 increase.

**Property, Plant, and Equipment**—Property, plant, and equipment are carried at cost. Expenditures which substantially increase the useful life of the assets are capitalized. Maintenance and repairs are expensed as incurred. Depreciation is computed using the straight-line method with estimated useful lives ranging from 42 to 50 years for buildings and from 3 to 30 years for machinery and equipment and building appurtenances. Depreciation expense for machinery and equipment and building improvements is recovered from billings to customer agencies. Buildings and structures have been paid for from Legislative appropriations. Accordingly, depreciation is recorded but not reimbursed on these items. Fully depreciated assets still in use total \$23,219 in 1985. Retirements are removed from the accounts.

**Financing**—Beginning in Fiscal Year 1986, the Salaries and Expenses Appropriation will be funded in part with \$3,000 of excess receipts derived from Fiscal Year 1985 sale of publications.

**Pensions**—The Government Printing Office employees are covered by the Civil Service Retirement and Disability Fund or the Federal Old-age, Survivor, and Disability Insurance Fund. Consequently, the Government Printing Office has the responsibility for withholding the required percentage from each employee's salary and for contributing to the funds. The Government Printing Office's contributions were \$11,045 and \$10,657 in 1985 and 1984, respectively.

**(3) Accounts Receivable**

Accounts receivable as of September 30, 1985 and 1984, is comprised of the following:

Accounts Receivable	1985	1984
Billed to Government Agencies	\$44,135	\$46,200
Unbilled completed work	126,730	145,475
Unbilled work in process	57,646	55,999
Other	1,258	818
<b>Totals</b>	<b>\$229,769</b>	<b>\$248,492</b>

Other accounts receivable for 1985 include a non-trade promissory note from the Refectory Cafe Limited of \$32.

**(4) Publications for Sale, Net**

Publications for sale, net, as of September 30, 1985 and 1984, are comprised of the following:

	1985	1984
Publications for sale	\$13,540	\$12,418
Allowance for unsalable publications	(2,542)	(2,833)
Publications for sale, net	<b>\$10,998</b>	<b>\$9,585</b>

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**(5) Property, Plant, and Equipment**

Property, plant, and equipment as of September 30, 1985 and 1984, is comprised of the following:

	1985		1984	
	Acquisition Value	Accumulated Depreciation	Net Book Value	Net Book Value
Land	\$9,992	—	\$9,992	\$8,983
Buildings	8,656	\$8,275	381	480
Building improvements	28,379	12,930	15,449	15,048
Leasehold improvements	158	110	48	48
Plant machinery and equipment	56,950	35,188	21,762	23,353
Office machinery and equipment	6,863	2,915	3,948	1,686
Furniture and fixtures	255	177	78	99
Motor vehicles	676	574	102	143
Capital improvements in progress	810	—	810	59
<b>Totals</b>	<b>\$112,739</b>	<b>\$60,169</b>	<b>\$52,570</b>	<b>\$49,899</b>

**(6) Accounts Payable**

Accounts payable as of September 30, 1985 and 1984, is comprised of the following:

Accounts Payable	1985	1984
Commercial printing	\$66,597	\$68,902
Other	12,945	12,322
<b>Totals</b>	<b>\$79,542</b>	<b>\$81,224</b>

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**(7) Advances from Customers**

Advances from customers as of September 30, 1985 and 1984, are comprised of the following:

Advances	1985	1984
Advanced billings to customer agencies for printing services	\$10,616	\$8,869
Customer deposits for publications	7,474	7,110
Subscriptions, including prepaid subscription service and unearned subscription revenue	16,042	16,190
Undelivered publication orders	2,211	1,482
<b>Totals</b>	<b>\$36,343</b>	<b>\$33,651</b>

**(8) Amount Due U.S. Treasury**

Title 44 requires the Government Printing Office to deposit in the United States Treasury receipts from sales of publications in excess of total costs and expenses incurred in connection with the publication and the sale thereof, as determined by the Public Printer. The amount due the U.S. Treasury through September 30, 1985 was determined as follows:

Amount due U.S. Treasury, September 30, 1984	\$8,238
Amount returned to U.S. Treasury, 1985	(8,238)
Current Year's Excess	4,378
<b>Amount Due U.S. Treasury, September 30, 1985</b>	<b>\$4,378</b>

**(9) Contributed Capital**

Contributed capital as of September 30, 1985 and 1984, was derived from the following:

Contributed Capital	1985	1984
Beginning net worth when the Revolving Fund was established	\$33,807	\$33,807
Book value of contributed buildings and land	811	909
Appropriations for improvements to air conditioning and electrical system	12,900	12,900
Appropriations for working capital and site acquisition	62,600	62,600
Donated equipment	627	784
<b>Totals</b>	<b>\$110,745</b>	<b>\$111,000</b>

## Organization of the United States Government Printing Office

