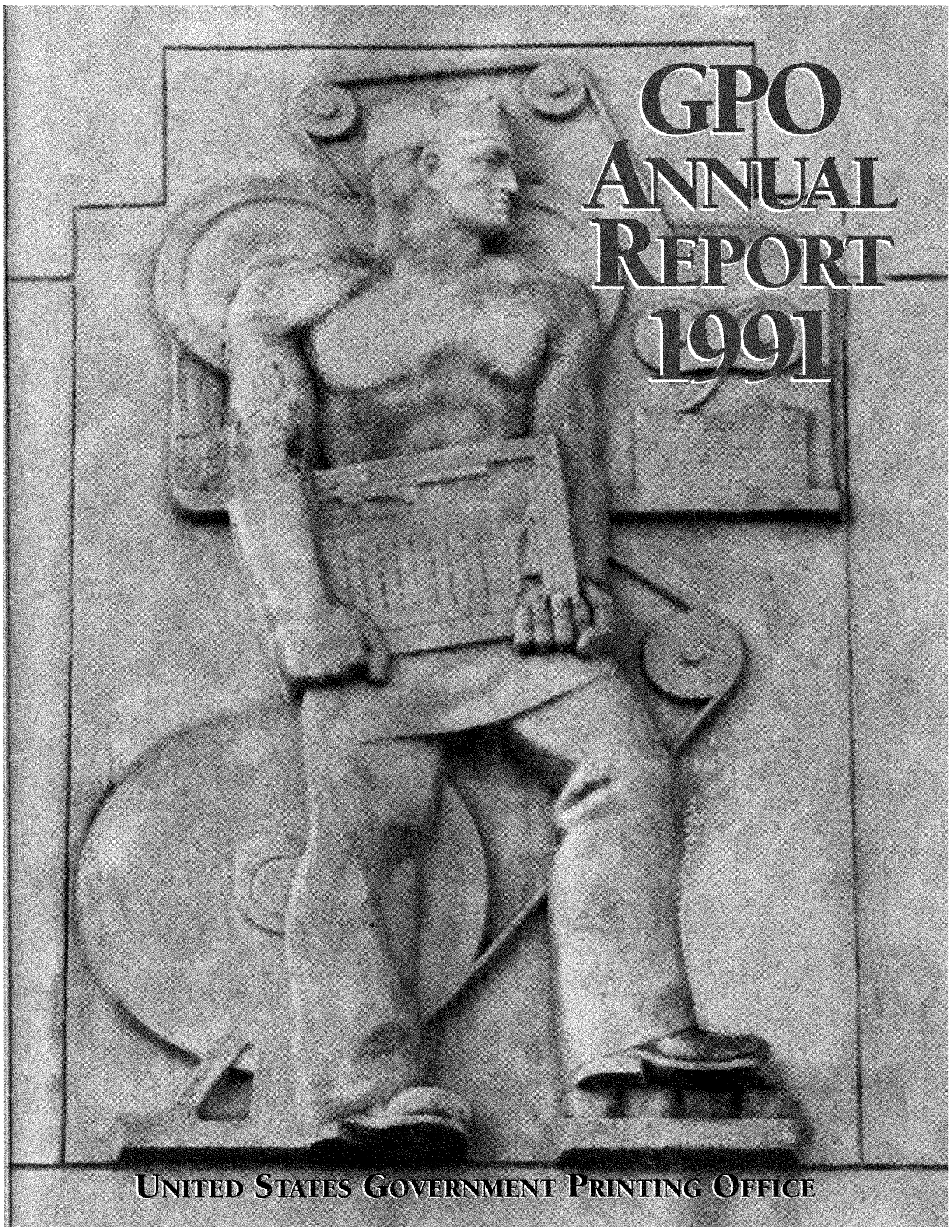


GPO Annual Report 1991

United States Government Printing Office

About the Cover

The front and back covers show two cast stone bas-reliefs depicting GPO workers. The bas-reliefs are found on the north face of GPO's Building No. 4 paper warehouse, located adjacent to the Central Office plant in Washington, DC. Constructed in 1936, the warehouse's ornamentation is typical of Federal buildings of that period.

On the front cover is a Pressman wearing the printer's traditional self-made paper cap to keep misting ink out of his hair. He lifts a locked chase holding columns of metal type. One foot rests on a deadman's switch which operates the web-fed press behind him. On the press, paper from the roll at lower left threads its way through to the printed sheets at right.

On the back cover is a Rollman, also wearing the traditional cap. He stops the wheel of a dolly with one foot while guiding a roll of paper to a waiting press. With one hand he steadies the chained roll and with the other he signals the lift operator.

Much has changed at GPO since these bas-reliefs were sculpted. Women and minorities now make up the majority of GPO's craft and professional workforce. Metal type has been replaced by computerized information technologies. The paper used today is virtually all recycled. Workplace improvements have reduced exposure to ink misting and other hazards.

Yet there remains one unchanging factor about GPO: the skill, the dedication, and the commitment of the men and women of GPO to getting the job done. The Pressman and Rollman sculptures on this Annual Report celebrate these timeless GPO values.

GPO Annual Report 1991

Table of Contents

A Message from the Public Printer 1

Financial Highlights 5

Printing for Congress 8

Printing for Federal Agencies 16

Government Printing Papers 22

Superintendent of Documents Operations 25

Production Support, Administrative, and Financial Operations 33

Financial Statements 38

A Message from the Public Printer

The Government Printing Office (GPO) faced a broad range of challenges during fiscal year 1991. Holding the line on prices, resolving management issues identified by the General Accounting Office (GAO), processing an extraordinary end-of-session Congressional printing workload, reestablishing an effective equipment modernization program, negotiating responsible wage agreements, expanding the use of recycled paper, preparing a strategic vision of the future—these and other issues dominated the agenda at GPO this past year.

GPO's yearend financial figures reflect the results of a concerted effort to reverse the previous policy of passing on cost increases to our customers via a higher scale of prices. In keeping with the current era of fiscal restraint, cost increases were absorbed with no impact on prices.

GPO ended fiscal year 1991 with a net consolidated operating loss of $1.2 million on $915.1 million in business, as compared to a net gain of $3.6 million on $935.3 million in business the previous year. Despite this outcome, however, GPO's finances remain stable. During the year we implemented reasonable, equitable pay increases for all employees without increasing our Scale of Prices. Other cost increases were similarly absorbed. Our objective of restoring GPO's finances to a true cost-recovery basis was missed by only a fraction of a percentage. Overall, therefore, the financial results of 1991 indicate that we are pursuing the proper financial strategy, and I am confident that 1992 will yield positive results.

. . . the financial results of 1991 indicate that we are pursuing the proper financial strategy. . .

An ongoing program of cost controls on staffing, overtime, awards, training, travel, and subscriptions yielded a savings of $7.9 million by yearend, enabling us to hold the line on prices. Additional savings were achieved in cooperation with the Joint Committee on Printing (JCP), which directed a reduction of approximately $1 million in GPO's annual contracts and services. Substantial savings will be achieved in 1992 with the continuation of these cost controls.

We made solid progress during the year in achieving other economies, as actions were taken to resolve the issues highlighted by GAO in its 1990 general management review of GPO. By yearend, total overtime use, including the use of weekend overtime, decreased by 27 percent compared to 1990. New procedures were established to improve our support for customer agencies, leading the chairman of the Interagency Council on Printing and Publications Services to remark recently that "GPO has become more customer-oriented."

Other steps were taken to establish new performance standards for senior level managers, upgrade our internal information system, and implement a new strategic planning process. In January 1992, GAO rated GPO's performance as positive in 9 of 13 specific management areas. Action on the remaining four areas will be completed by the end of fiscal 1992.

Substantial progress was made in improving service to Congress, following instances of late deliveries of the *Congressional Record* in the closing weeks of the 101st Congress due to an extraordinary volume of work. New guidelines were developed for the production and delivery of the *Congressional Record*, with input from the Office of the Secretary of the Senate, the Office of the Clerk of the House of Representatives,

and the JCP. A contingency plan was developed to handle peak workload periods and was implemented successfully during the closing weeks of the 102d Congress when the workload again rose to unusually high levels. Technological improvements to the equipment and systems used to produce the *Record* were also undertaken. As the result of these actions, the incidence of cut *Congressional Records* and late *Record* deliveries was reduced significantly in 1991, particularly during the latest end-of-session period. The actions we took this past year will further reduce the incidence of cut and late *Records* in 1992.

Improving the printed quality of the *Congressional Record* was also a major objective of 1991. A capital investment proposal valued at approximately $17 million was developed for the acquisition of three new 64-page offset web presses to replace the four aging web letterpresses that are currently used to produce the *Record* and the *Federal Register*. The new presses are essential to our efforts to modernize pressroom operations. Our press modernization package also provides for the acquisition of two 32-page offset web presses and two 16-page offset web presses to replace other obsolete equipment and improve pressroom efficiency. All of this equipment will support standard metric sizes, which will produce additional savings as we proceed with our metric conversion activities.

The incidence of cut Congressional Records and late Record deliveries was reduced significantly in 1991, particularly during the latest end-of-session period.

Upgrading GPO's pressroom was only one of several measures taken during the year to move forward with equipment improvement plans that had been pending since 1990 and before. In March 1991, a package of equipment purchases and other capital investments valued at approximately $7 million was forwarded to the JCP for approval. The package included a proposal for the purchase of a new six-

Accompanied by Deputy Public Printer William A. Hohns (l) and Chief of Staff Richard C. Barnett (r), Public Printer Houk details GPO's activities of 1991 in a January 1992 hearing before the Joint Committee on Printing.

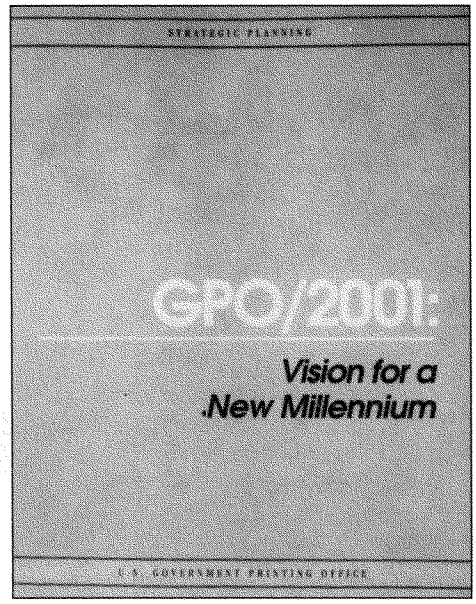
color passport press and approximately $2 million for equipment dedicated to Congressional work. The submission of this package put GPO's equipment modernization program back on track, inaugurating a new semiannual review process for capital investments and establishing new guidelines for the analysis, review, and submission of capital investment proposals to the JCP.

Our pay systems were also updated in 1991. A 3–year agreement reached with the representatives of GPO's police officers brought the officers' pay into line with similar police officers at the Bureau of Engraving and Printing. A 4–year agreement was reached with the representatives of 2,800 craft and craft-related employees in 10 Central Office unions. The agreement includes an innovative mechanism to establish new pay rates, subject to the approval of the JCP, as new equipment or processes are introduced during the life of the contract. A 4–year agreement was also reached with the representatives of 1,300 white collar employees at the Central Office. In addition to these agreements, a new pay system was implemented for senior managers and the pay of nonbargaining employees was adjusted.

We continued to make progress during 1991 in the use of recycled paper, with the leadership and support of the JCP as well as the House and Senate Appropriations Committees. Late in the year, a contract was awarded for the purchase of recycled newsprint to be used in printing the *Congressional Record* and the *Federal Register.* This was our first successful procurement of recycled newsprint. We also developed a plan to expand the use of other recycled papers with a post-consumer waste content of at least 10 percent in Congressional and agency printing.

The capstone of our management activities during 1991 was the preparation of a strategic vision outlining the GPO of the future.

Progress continued with the development of electronic products and services to meet the public's growing need for efficient access to Government information. To guide the dissemination of these products and services, an Office of Electronic Information Dissemination Services (EIDS) was established under the Superintendent of Documents in 1991. EIDS will become an important source of electronic publishing knowledge and applications experience for the entire Government. It will assist Federal agencies in the evaluation and analysis processes that precede the decision to publish electronically, and will advise agencies of the appropriate actions to be taken to develop different electronic formats. It will also assure that Government publications in electronic formats are distributed throughout the depository library network quickly and efficiently.



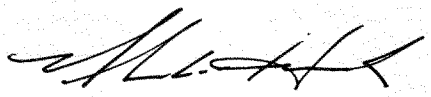
The capstone of our management activities during 1991 was the preparation of a strategic vision outlining the GPO of the future. The development of this vision followed a period of data assembly in eight separate planning modules: human resources, training, products and services, technology, organizational structure, financial resources, facilities, and legislative environment. The resulting document, *GPO/2001: Vision for a New Millennium,* was recently released for distribution to employees and labor representatives, the JCP and other Congressional offices, Federal agencies, the depository library community, Government publications consumers, and other stakeholder groups.

The crux of *GPO/2001* is that GPO will be transformed from an environment dedicated to traditional print technologies to an integrated information-processing operation distinguished by the electronic creation, replication, and dissemination of Government information. This transformation will be evolutionary, not revolutionary. We will preserve the strengths of our current operations

while exploring and advancing the new opportunities provided by the electronic information era. Printing will not disappear, but will continue to be used when it presents itself as an effective, efficient information option. With this strategy, the decision to print will become one of several information alternatives in a publishing environment based on electronic information technologies and processes.

The development of tactical plans to implement the vision of *GPO/2001* is currently underway. This vision cannot be fully realized, however, without the invaluable efforts of the dedicated men and women of GPO. Their commitment to public service was tested during 1991 by increasing pressures to turn in high quality, timely, and cost-effective work under shrinking budgets, in the face of continually rising expectations. They overcame these challenges to continue producing the information products and services that are an integral part of our national life. The men and women of GPO truly deserve to be recognized for a job well done this past year. In the pages that follow, therefore, is the record of their achievements for 1991.

The men and women of GPO truly deserve to be recognized for a job well done this past year.



Robert W. Houk
Public Printer
March 1992

First Lady Barbara Bush visited GPO's Pueblo Distribution Center in May 1991, taking time to meet with employees in the Publications Order Section.

Financial Highlights

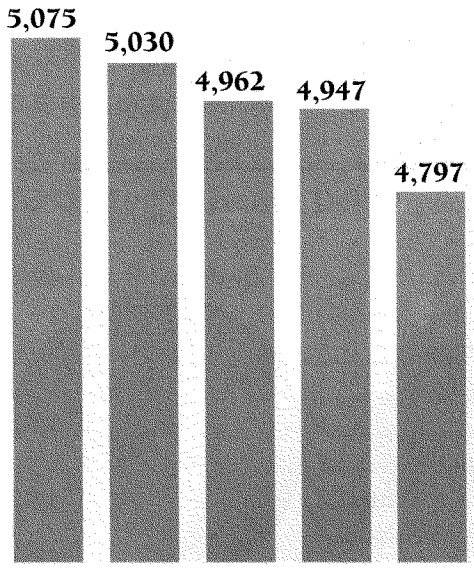
The public printing and documents chapters of Title 44, United States Code, require GPO to fulfill the printing needs of the Federal Government and distribute Government publications to the public.

GPO's printing and binding activities are performed at a Central Office printing and printing procurement facility in Washington, DC, and 6 regional printing plants, 14 regional procurement offices, and at 6 satellite procurement facilities located around the Nation.

Distribution activities are overseen by GPO's Superintendent of Documents, and include sales of publications, distribution to depository and international exchange libraries, agency and statutory distribution, and the cataloging and indexing of Government documents. These activities are performed from centrally-located operations in Washington, DC, distribution centers in Laurel, MD, and Pueblo, CO, Congressional Sales Office in Washington, DC, and 23 GPO bookstores nationwide.

All GPO activities are financed through a revolving fund that is reimbursed by payments from client agencies, sales to the public, and transfers from the Congressional Printing and Binding Appropriation and the Salaries and Expenses Appropriation of the Superintendent of Documents. These annual appropriations are used to reimburse GPO for costs incurred in performing Congressional work and to fulfill statutory requirements associated with the distribution of Government publications. Reimbursements from these appropriations are included in GPO's total revenues.

GPO Staffing Levels
(FTE's at yearend)



Results of GPO Operations

GPO experienced a consolidated net loss for fiscal year 1991 of $1.2 million, compared to a $3.6 million net gain for fiscal year 1990, after the return to the U.S. Treasury of excess receipts from sales of publications, as required by law. The change in financial position is attributable primarily to the absorption of increased pay and other costs, in addition to decreased workload in the Printing Procurement, Regional Printing, and Sales Programs due to the recessionary climate.

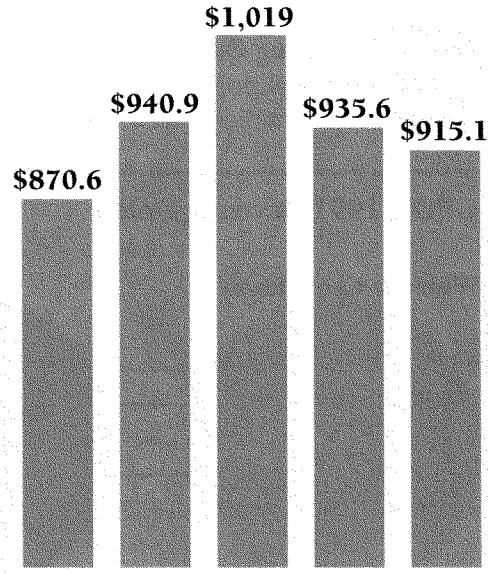
Consolidated revenue decreased by $20.5 million to $915.1 million, due to decreased demand for printing products and publications sales. Increases in total expenses resulting from increased pay and other costs were offset by a decrease in purchased printing, yielding a $10 million reduction in total expenses to $915.5 million.

GPO's Sales Program operations generated excess receipts of $903,000 during the year.

Consolidated Printing and Binding Operations

In 1991, GPO's in-plant and commercially-procured products and services generated revenue of $847.9 million, compared to $864.2 million in 1990, representing approximately 93 percent of GPO's total revenue (after eliminations). Revenue from commercially-procured printing was $623 million, or approximately 76 percent of total printing and binding revenue (net of revenue from sales of blank paper and Other Operations).

GPO Consolidated Revenues
(In Millions of Dollars)



During the year, GPO processed 315,550 printing orders, an average of 1,204 orders per day. The average revenue from an order produced in-plant at the Central Office was $5,041, while for regional plants it was $867. The average revenue from a commercially-procured job was $2,308.

GPO used or sold 89.5 million pounds of paper in 1991. Of this, 46 percent was sold to Government agencies and 54 percent was used for in-plant printing.

Central Office Plant Printing Operations

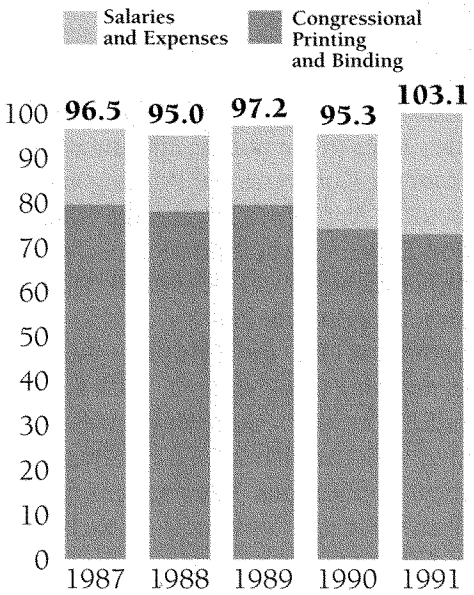
GPO's Central Office plant printing operations (excluding Materials and Other Operations) earned $6.8 million in net income in 1991, compared to a net income of $5.6 million in 1990, due to the full impact of an increase in the Scale of Prices that took effect the previous fiscal year.

Revenue was $161.1 million, an increase of $500,000 compared to 1990. Expenses totaled $154.3 million, a decrease of $700,000 compared to the previous year.

Regional Printing Operations

GPO's regional printing operations experienced a combined net loss of $5 million in 1991, compared to a net loss of $4.5 million in 1990, due primarily to a 13 percent decrease in chargeable hours.

GPO Appropriations
(In Millions of Dollars)



Materials and Other Operations

Materials and Other Operations, consisting of paper, materials, supplies, and the sale of waste and scrap, experienced a combined net loss of $2.6 million in 1991, compared to a net income of $200,000 in 1990, due to fewer issues to jackets.

Materials Operations experienced a net loss of $2.9 million, compared to a net loss of $888,000 in 1990. Other Operations generated a net income of $348,000, compared to a net income of $1.1 million the previous year.

Central and Regional Printing Procurement Operations

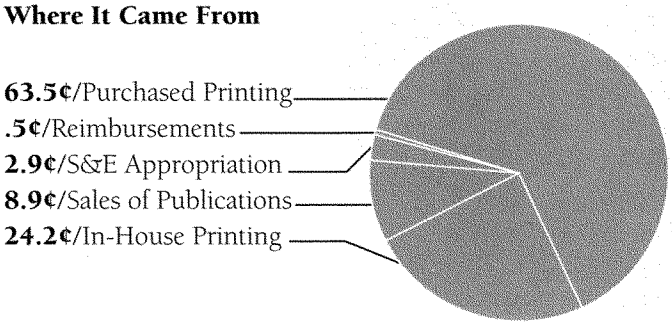
GPO's printing procurement operations experienced a net loss of $57,000 in 1991, compared to last year's net income of $2.7 million, due to a workload decline of 15 percent. Total revenue was $623 million in 1991 compared to $634.6 million in 1990.

Revenue from Central Office printing procurement activities was $385.8 million compared to $390 million in 1990. Expenses were $382.6 million compared to $385 million the previous year.

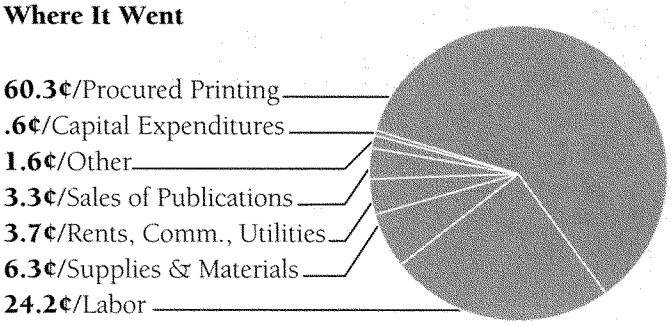
Regional printing procurement revenue was $236.4 million, compared to $243.7 million in 1990. Expenses decreased to $239.7 million from $246 million the previous year.

GPO's 1991 Revenue Dollar

Where It Came From



Where It Went



Superintendent of Documents Operations

Sales Program

GPO's Sales Program generated net income of $903,000 in 1991, compared to net income of $6.4 million in 1990, due primarily to decreased demand for Government publications and increased pay, postage, and other costs.

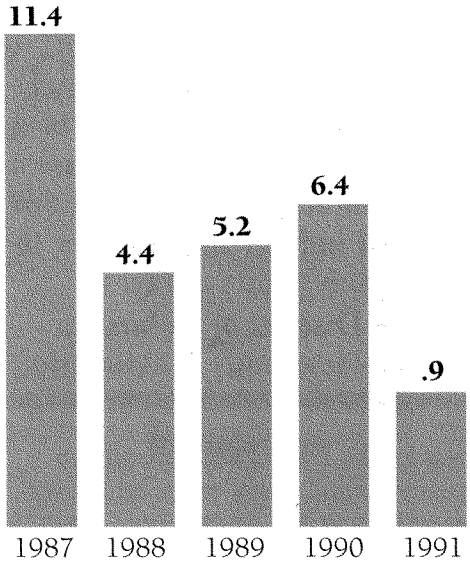
Total sales revenue decreased to $81.5 million compared to $83.2 million in 1990. Revenue from sales of Government publications in electronic formats also dropped in 1991, to $900,000, compared to over $1 million in 1990. Bookstore revenue was stable at $13.2 million, compared to $13.1 million the previous year.

Total Sales Program expenses increased to $80.6 million, compared to $76.8 million in 1990, primarily due to increased costs for labor, publications sold, and postage.

Agency Distribution Services

On behalf of Federal agencies, GPO distributes publications to recipients they designate and charges for the cost of services performed. In 1991, this program earned $4.7 million on $4.9 million in costs, yielding a net loss of $264,000, due to increased labor costs.

Net Income from Sales of Publications
(In Millions of Dollars)*



*Excludes Agency Distribution Services

Salaries and Expenses Programs

Salaries and expenses associated with the operation of the Statutory Distribution Program, the Depository Library Program, the Cataloging and Indexing Program, and the International Exchange Program increased to $27.1 million in 1991, compared to $25.4 million in 1990. The increase was the result of increased personnel compensation and printing and binding expenses, combined with the increased distribution of microfiche resulting from efforts to eliminate the microfiche backlog in the Depository Library Program.

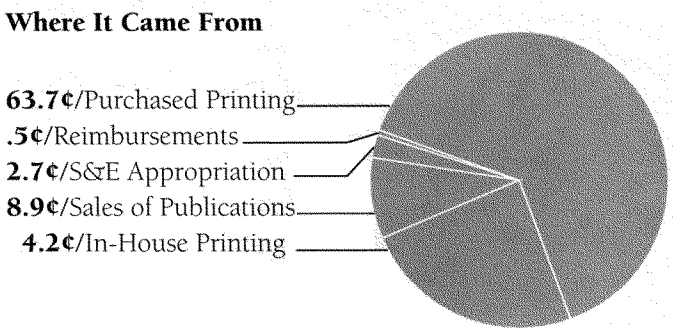
GPO Capital Expenditures

Capital expenditures for all GPO operations and programs in 1991 were $5.5 million, compared to $5.9 million in 1990.

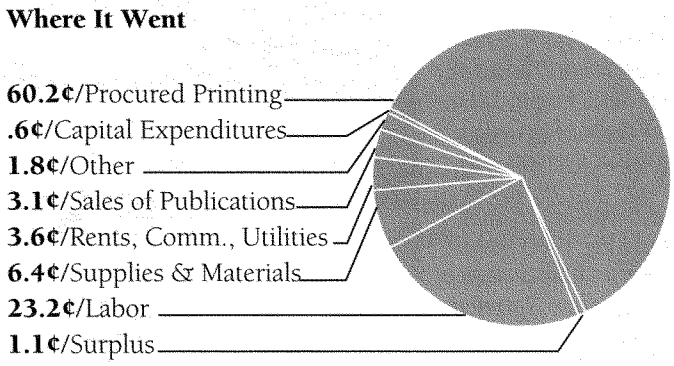
Major expenditures included elevator renovations, installation of new electrical substations, the purchase of an automatic counter/wrapping machine for postal cards, and the purchase of fork lift trucks and delivery vehicles.

GPO's 1990 Revenue Dollar

Where It Came From



Where It Went



Printing for Congress

Providing Congress with printing that is essential to conducting legislative business is GPO's primary mission.

Congressional printing is performed at GPO's Central Office plant, located four blocks north of the U.S. Capitol in Washington, DC. The Central Office plant employs approximately 1,800 production personnel on three shifts, and is the largest industrial employer in the District of Columbia. Excluding Materials and Other Operations, the Central Office plant produced work valued at $156.1 million in 1991.

Along with other legislative branch work (including work produced for the Superintendent of Documents), Congressional printing comprised approximately 42 percent of total Central Office billings in 1991. The balance was for the *Federal Register* and U.S. passports and postal cards, other executive branch work (primarily books, pamphlets, and forms), and sales of blank paper to Federal agencies.

GPO's Central Office plant employs approximately 1,800 production personnel on three shifts, and is the largest industrial employer in the District of Columbia

Congressional Record Production

GPO's most important Congressional publication is the *Congressional Record*, which contains the daily proceedings of the Senate and House of Representatives. The *Record* is printed overnight at the Central Office plant every day that Congress is in session.

Approximately 20,000 copies of the *Congressional Record* are printed each day, of which 13,700 copies are charged to GPO's annual Congressional Printing and Binding Appropriation for distribution to recipients designated by section 906 of Title 44. About 8,000 of these copies are distributed for Congressional use while the other 5,700 copies are distributed without charge to correspondents, former Members of

Rep. Charlie Rose, Chairman of the Joint Committee on Printing, and Senator Wendell H. Ford, Vice-Chairman, conduct a hearing on GPO. Under Title 44 of the U.S. Code, the JCP oversees all Federal printing and distribution activities, including GPO operations and the conduct of Congressional printing and binding.

Congress, Federal agencies, Federal judges, State governors, public institutions designated by Members of Congress, and other recipients designated by law. The remaining 6,300 copies are requisitioned by Federal agencies and by the Superintendent of Documents for GPO's Sales and Depository Library Programs.

After the close of each session of Congress, the daily proceedings are consolidated, indexed, and printed as the permanent, or bound, edition of the *Congressional Record*. Of the 530 sets printed, 142 sets are for Congressional use while 135 sets are distributed to Federal agencies and other recipients designated by law. The remaining 253 sets are requisitioned by the Superintendent of Documents for the Sales and Depository Library Programs. Along with printed sets of the bound *Congressional Record*, additional sets are produced in microfiche and CD–ROM formats for distribution through the Sales, Depository Library, and International Exchange Programs.

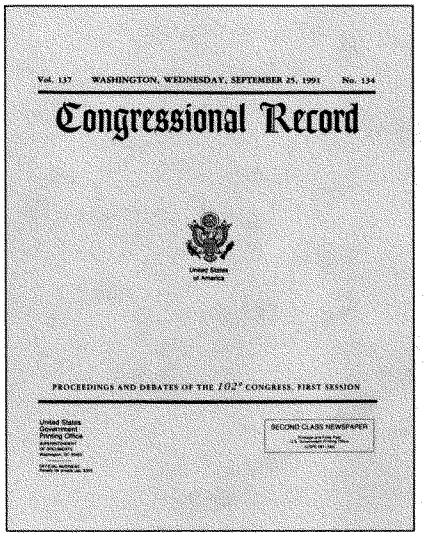
The size of an average *Congressional Record* is approximately 200 pages, and contains about the same amount of type as four to six typical metropolitan daily newspapers. In practice, however, actual size varies significantly from day to day, depending on the amount of business Congress transacts.

In 1991, GPO printed 37,000 original pages of the daily *Record*, compared to 37,300 original pages in 1990. Two issues of the *Record* contained more than 600 pages, 3 were over 500 pages, 9 were over 400 pages, and 17 were over 300 pages.

The Congressional Record, which contains the daily proceedings of the Senate and the House of Representatives, is GPO's single most important Congressional publication.

Congressional Record Delivery

Solid progress was made in improving service to Congress for the delivery of the daily *Congressional Record*, following instances of late delivery of the *Record* that occurred during the closing weeks of the 101st Congress when the volume of Congressional printing rose to unusually high levels.


Vol. 137 WASHINGTON, WEDNESDAY, SEPTEMBER 25, 1991 No. 134

Congressional Record

United States of America

PROCEEDINGS AND DEBATES OF THE 102d CONGRESS, FIRST SESSION

United States Government Printing Office

SECOND CLASS NEWSPAPER

- In the period between the end of the Labor Day recess and adjournment on October 28, 1990, for example, legislative business generated a total of 181,100 original pages of work for processing through GPO's typesetting, printing, and binding operations. This work included 13,200 pages of the *Record*, 32,000 pages of bills, resolutions, and amendments, 91,500 pages of hearings, 20,700 pages of committee reports, and 23,700 pages of committee prints.
- Processing this work required an extraordinary increase in the weekly plant workload. For all of fiscal year 1990, the average number of printed pages processed per week by GPO was approximately 12,600, including both Congressional and agency work. During the 4 weeks preceding the adjournment of the 101st Congress, however, the average was over 29,400 pages, an increase of 134 percent.
- The total number of *Record* pages printed in the final 2 weeks of the 101st Congress—approximately 8,000—exceeded the next greatest number of pages for any comparable end-of-session period in the past 5 years by more than 60 percent.

At the same time, the number of GPO personnel available to process this workload, particularly in the Electronic Photocomposition Division, was lower than at any time in recent history, creating an imbalance between workload and available workforce. As a result, the first issues of six *Records*, as well as the subsequent parts for two other *Records*, were delivered later than scheduled during October 1990.

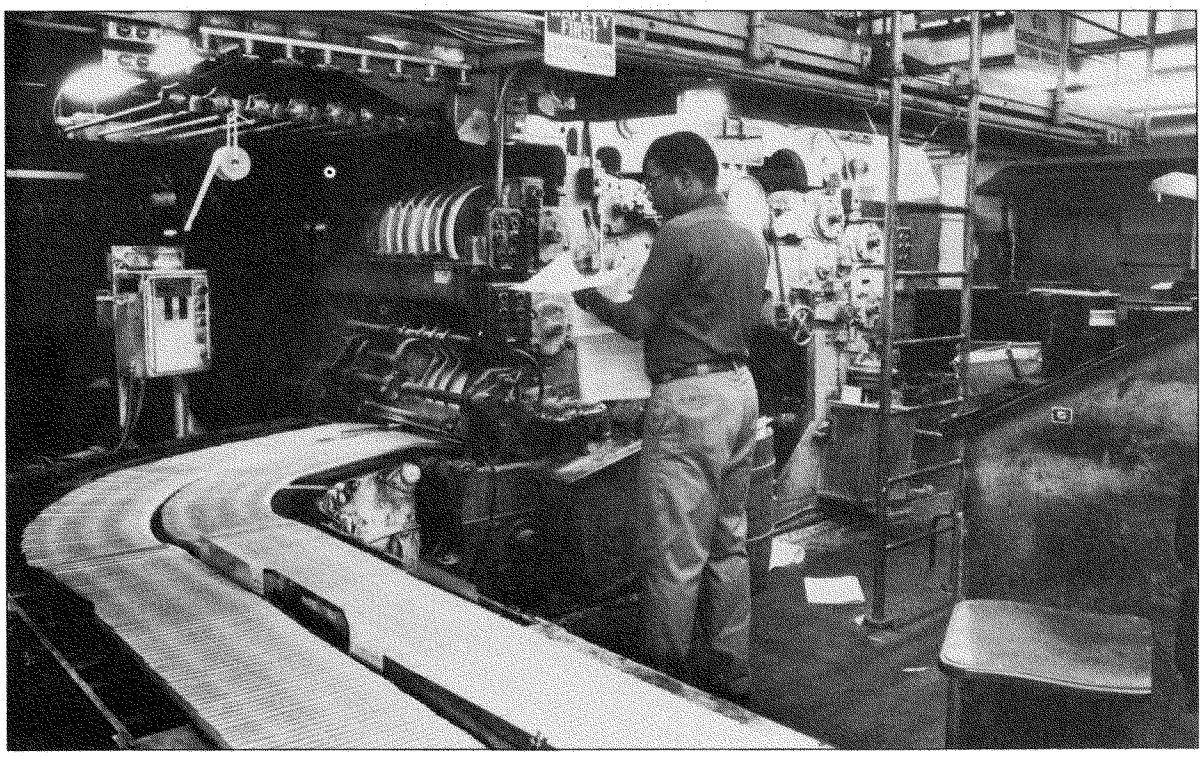
To improve delivery performance, new guidelines for the production and delivery of the *Congressional Record* were developed by GPO with input from the Office of the Secretary of the Senate and the Office of the Clerk of the House of Representatives. Staff of the JCP also participated in the discussions of these guidelines. Although never adopted as a formal document, the guidelines resulted in a number of understandings regarding expected performance by all parties involved in the production and delivery of the *Record*. The guidelines extend the manuscript delivery deadline to midnight of the evening before delivery. They also prescribe delivery times for Chamber copies, and for the first time establish requirements for weekend delivery.

A monthly report of GPO performance on the *Congressional Record*, which provides full statistics on GPO's production of each issue of the *Record* and indicators of areas for improved performance, was initiated in January. The report is sent to the Staff Director of the JCP, the Assistant Secretary of the Senate, and the Assistant Clerk of the House.

A contingency plan was developed in 1991 to provide better service to Congress during periods of peak demand.

Other changes to improve delivery performance for the *Congressional Record* were made in 1991:

- Same-day Part II's of the *Record* were inaugurated when it becomes necessary to cut an issue, eliminating the need for Members to wait an extra day for the delivery of recent proceedings.
- Improvements were made in the pickup and receipt of manuscript from the Official Reporters' Offices, resulting in a better flow of incoming copy and ensuring the timely delivery of more complete *Records*.
- A contingency plan was developed to activate additional personnel to assist production areas and provide better service to Congress during periods of peak demand.
- Production of the Daily Digest portion of the *Record* migrated to



A pressman inspects the performance of one of GPO's four Group 59 web letterpresses, which are used to print the Congressional Record. Approximately 20,000 copies of the Congressional Record are printed each day Congress is in session. The presses are also used to print the daily Federal Register.

MICROCOMP, GPO's PC-based typesetting software. An effort was also begun to convert the entire *Record* to MICROCOMP, which will greatly improve production capabilities.

- A spell checker program was developed for MICROCOMP to assist proofreading, improving GPO's proofreading accuracy in producing the *Record*.

At yearend, GPO's delivery of the *Congressional Record* in 1991 was the subject of a followup review by GPO's Inspector General (IG), who compared performance during the end-of-session period in November 1991 with performance during the end-of-session period in October 1990. For the November 1991 period, the IG identified only one late delivery. This issue was delivered late following discussions with the JCP and the Office of the Secretary of the Senate to avoid requiring GPO's employees to work on Thanksgiving Day. Thus, the IG's report provides clear evidence of improved performance during the year.

. . . the system architecture for an on-line Record will lead to savings in the long run for both Congress and the taxpayer. . .

On-line *Congressional Record*

During 1991, GPO reviewed a Congressional proposal to implement an on-line information system for the daily *Congressional Record*, and prepared a detailed analysis that was reported back to the JCP. The analysis concluded that there is a strong rationale for GPO to develop an on-line version of the *Record* based on the benefits that would accrue to Congress and other users. A major restructuring of the *Congressional Record* program is well within the realm of technological feasibility and efforts are now being undertaken to make an electronic *Record* a reality. Most importantly, the system architecture for an on-line *Record* will lead to savings in the long run for both Congress and the taxpayer since it will create opportunities for providing additional on-line information services to Congress.

GPO's automated typesetting program, which is used to compose the Congressional Record and other in-house work, is resident in the Electronic Photocomposition Division's Text Processing Computer Section (l). Approximately 2.8 million pages of work are processed by this system each year. Above, a printer-proofreader ensures the accuracy of a Congressional job.

This specific scenario is fundamental to the strategic vision included in *GPO/2001: Vision for a New Millennium. GPO/2001* calls for the establishment of an on-line daily *Congressional Record* by the end of fiscal year 1993. It also calls for the remainder of time-sensitive and research-oriented Congressional products and services—such as bills, resolutions, and amendments, as well as hearings, committee reports, committee prints, business calendars, and documents—to be made available in electronic formats by the end of fiscal year 1996. As a result of the investment made in these systems today, GPO's funding requests for the Congressional Printing and Binding Appropriation will decline in the future due to the savings generated by the increased use of electronic formats.

Congressional Record Index

The *Congressional Record* Index Office creates an index of the proceedings and debates published in the daily *Congressional Record*. The Office also indexes and prepares data for publication in the bound *Record* Index. During 1991, the Office indexed approximately 30,400 pages of the *Congressional Record*, of which 25,500 were for the first session of the 102d Congress.

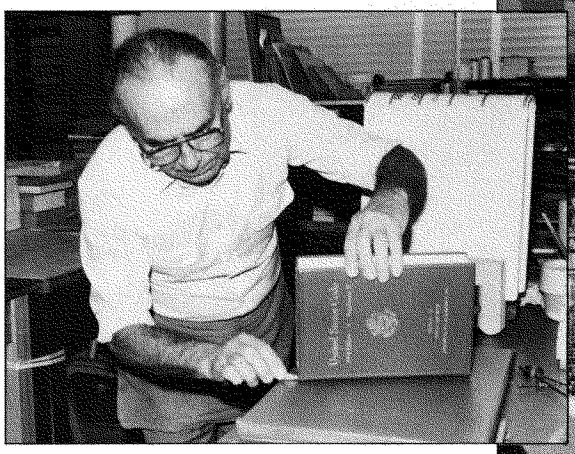
Also during 1991, both the 1982 and 1986 annual Indexes were released for publication. Initial preparation was begun on the 1983, 1984, and 1987 Indexes, with the expected release date in 1992.

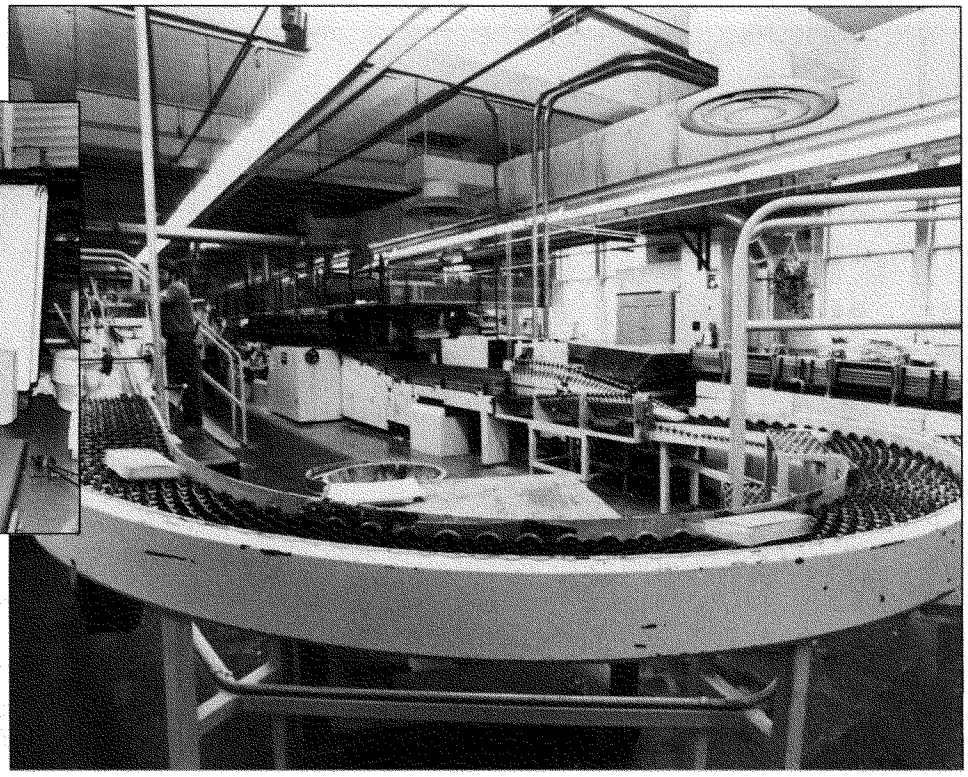
Bound *Congressional Record*

During the year, work continued on the production of the bound *Congressional Record*. By yearend, the status of the bound *Record* was as follows:

- All editions through 1982, as well as paper copies of the 1985 and 1986 editions, were completed and delivered to Congress.
- The 1983, 1984, 1987, and 1988 editions were completed and delivered to Congress, except for their Indexes.
- The different parts of the 1989 and 1990 editions are in various stages of production.

GPO is utilizing commercial printing contracts to fulfill the plan approved by Congress to provide back issues of the bound *Congressional Record* to depository libraries.





GPO's automated binding line gathers, adhesive-binds, trims, and addresses over 200 Congressional Records per minute. The system is also used to bind the Federal Register. Above, a bindery craftsman puts the finishing touches on a case-bound edition of the U.S. Code.

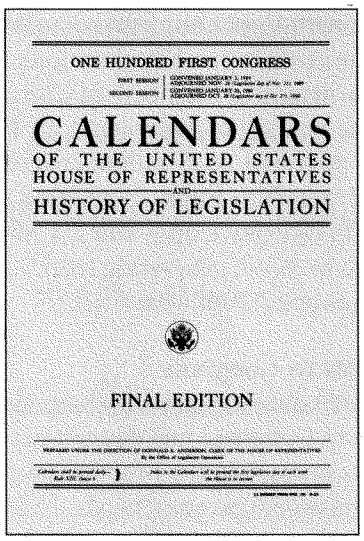
Other Congressional Products and Services

Bills, Resolutions, and Amendments

GPO prints Congressional bills, resolutions, and amendments as they are introduced, referred, reported, and finally passed. In 1991, GPO printed 133,400 original pages of bills, resolutions, and amendments, compared to 109,000 original pages in 1990. Total billings for this work were $12.8 million.

Hearings

GPO prints hearings conducted before Congressional committees. In 1991, GPO printed 561,900 original ages of hearings, compared to 404,800 original pages in 1990. Total billings were $17.6 million.


ONE HUNDRED FIRST CONGRESS

CALENDARS
OF THE UNITED STATES
HOUSE OF REPRESENTATIVES
AND
HISTORY OF LEGISLATION

FINAL EDITION

Business and Committee Calendars

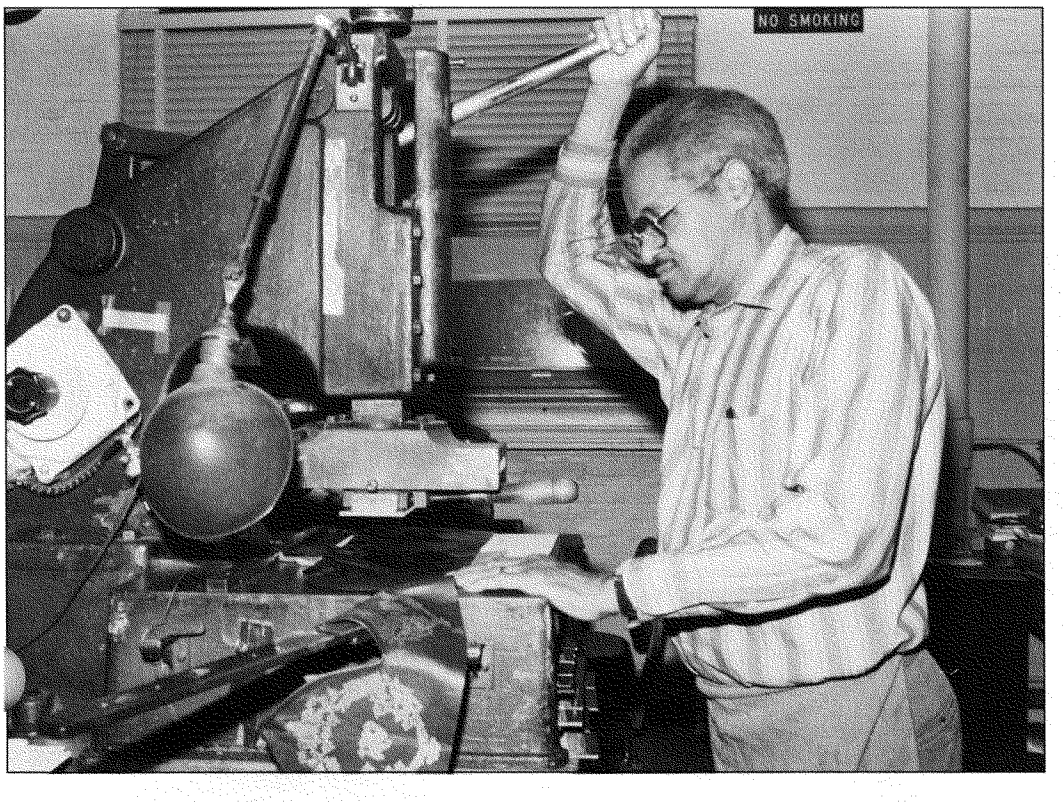
This production category covers the printing of House and Senate business and committee calendars which list action on pending and completed legislation. In 1991, GPO printed 21,800 original pages of business and committee calendars, compared to 24,500 original pages in 1990. Total billings were $1.9 million.

Committee Reports

GPO prints reports of Congressional committees, including conference reports. In 1991, GPO printed 55,600 original pages of committee reports, compared to 24,700 original pages in 1990. Total billings were $5 million.

Committee Prints

These include publications printed for the internal use of committees. In 1991, GPO printed 73,200 original pages of committee prints, compared to 25,600 original pages in 1990. Total billings were $3 million.



In 1991, when the curator of the U.S. Senate needed assistance in restoring an intricate gold design to the leather furnishings in the President's Room of the Capitol, he turned to GPO. Here, a bindery craftsman applies gold stamping to a scallop-edged leather skirt adorning a chair in the President's Room.

Documents

This includes all classes of House and Senate documents ordered printed by Congress which carry a Congressional number, such as annual reports, engineers' reports, special reports made by Federal agencies in response to Congressional resolutions, and supplemental and deficiency estimates of appropriations. In 1991, GPO printed 25,400 original pages of documents, compared to 18,600 original pages in 1990. Total billings were $1.9 million.

Miscellaneous Publications

These include the *Congressional Directory*, which is printed every 2 years; the Senate and House Journals; memorial addresses for Members; nominations; the *United States Code*, which is printed every 6 years, and annual *Code* supplements; serial sets of Congressional publications; and publications that do not carry a document or report number, such as laws and treaties. In 1991, GPO printed 86,600 original pages of these publications, compared to 18,700 original pages in 1990. Total billings were $6.7 million.

Miscellaneous Printing and Binding

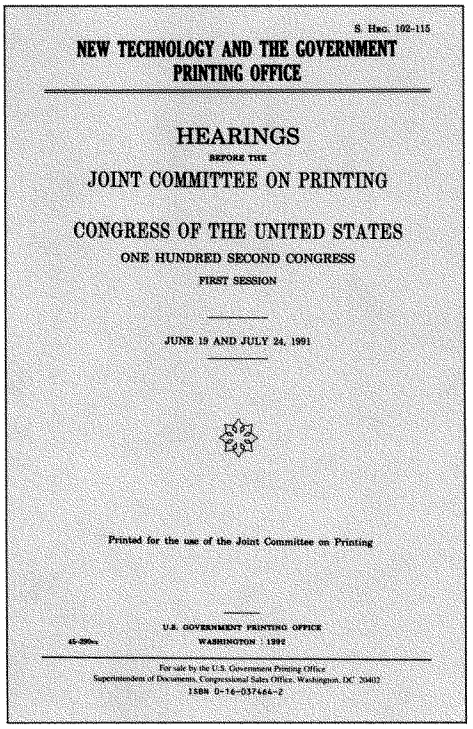
This production category covers letterheads, envelopes, blank paper, wall calendars, miscellaneous services, blank forms, and binding for the House and Senate. In 1991, GPO produced 185.3 million units of this work, compared to 156.8 million units in 1990, generating total billings of $16 million.

Document Envelopes and Document Franks

GPO provides document envelopes to Senators and Representatives for the mailing of speeches and documents. Document franks are printed individually or in sheets with perforations and are furnished to Members of Congress for the mailing of documents. In 1991, GPO provided 28.6 million envelopes and 2.5 million franks, compared to 31.6 million envelopes and 2.1 million franks in 1990, generating total billings of $1.1 million.

Details to Congress

GPO details experts in the printing crafts to Congressional committees and offices to assist in the preparation of Congressional printing needs. In 1991, approximately 80 GPO personnel were detailed to 46 Congressional sites, generating total billings of $5.7 million. This compared to the detail of approximately 86 GPO personnel to 60 Congressional sites the previous year.


S. Hrg. 102-115

NEW TECHNOLOGY AND THE GOVERNMENT PRINTING OFFICE

HEARINGS

BEFORE THE

JOINT COMMITTEE ON PRINTING

CONGRESS OF THE UNITED STATES

ONE HUNDRED SECOND CONGRESS

FIRST SESSION

JUNE 19 AND JULY 24, 1991

Printed for the use of the Joint Committee on Printing

U.S. GOVERNMENT PRINTING OFFICE

WASHINGTON : 1992

For sale by the U.S. Government Printing Office

Superintendent of Documents, Congressional Sales Office, Washington, DC 20402

ISBN 0-16-037464-2

EQUIPMENT MODERNIZATION

Conversion from ATEX to VAX Network Continued

Modernization of the equipment supporting the production of Congressional work continued in 1991. In GPO's Electronic Photocomposition Division (EPD), significant progress was made toward the completion of the conversion to a VAX network environment. In EPD's Video Keyboard Section, the number of PC work stations grew to 40; 80 PC's will be the total complement when the final phase of the VAX network is complete, representing a major reduction from the 130 ATEX terminals that supported the old system. The savings in floor space will further consolidate EPD as part of an overall effort to increase efficiency and communications between sections.

In EPD's Text Processing Computer Section, construction of a new VAX computer room was completed. Completion of the new area coincided with delivery of a second VAX and improved physical computer security. Another ATEX minicomputer was removed from service as the result of the new VAX network, in keeping with the goal to eliminate all ATEX equipment from use in 2 years.

To improve software and network management, two disk drives were added to EPD's VAX 6210 during 1991. Each disk drive possesses 1.2 gigabytes of memory. One of the drives is utilized to house *Congressional Record* Index files, enabling the *Congressional Record* Indexers to upgrade from the current ATEX-based system to the PC-based VAX file server system. The second disk drive is used to back up all

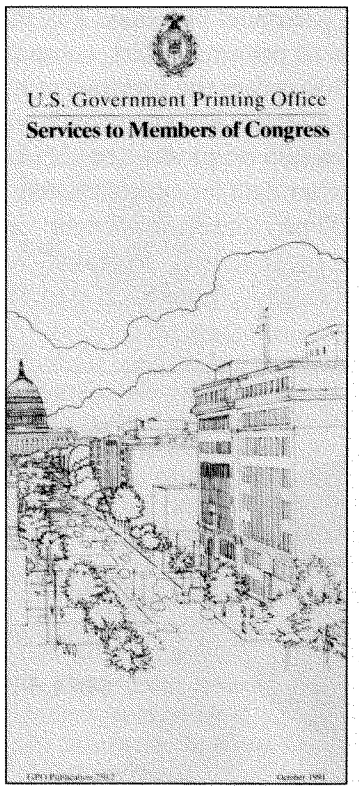
in-progress working files for the *Congressional Record*, hearings, and other publications. It is also used for storing databases that are eventually sold as publications through the Superintendent of Documents Sales Program. The new disk drive capability offers improved safeguards, reduces the time required to fill Sales Program orders, and is a vast improvement over the previous storage methods that employed hundreds of floppy diskettes.

Use of MICROCOMP and Dial-up Expanded

The use of MICROCOMP and GPO's dial-up composition service by Congressional offices continued to grow in 1991. There are now 12 House offices and 19 Senate offices using MICROCOMP. Since MICROCOMP is not copyrighted, however, these numbers only reflect registered copies, not actual users. For example, there is one copy registered to the Senate Office of Legislative Counsel, but there are 40 users in that office. The number of Congressional offices using dial-up composition also continued to increase, from 44 to 49, with a total of 111 offices throughout the Government now using dial-up composition.

The increased use of MICROCOMP is yielding significant benefits. After a full year of producing the Daily Digest portion of the *Congressional Record* on laser printers, GPO began testing the next generation of laser imaging systems. These systems consist of PC's equipped with 486 processors and 600 x 600 dpi laser printers, utilizing MICROCOMP. The experience gained to date, along with planned system improvements, will allow GPO to fully compose and output the *Record* in the proofroom. The savings from this development will be significant. In addition, all Congressional bills processed during the first session of the 102d Congress were produced on high-resolution laser printers, utilizing MICROCOMP. The delivery of bills improved markedly. The quality of resolution was also upgraded from 300 to 1,000 dpi.

The increased use of MICROCOMP is yielding significant benefits.



Product Improvements

Several Congressional product improvements were made in 1991. GPO cooperated with the Senate Enrolling Clerk's Office in a project to allow the Clerk to update GPO files at the Senate site, in order to produce a finished paper camera copy product to be sent to GPO for printing and distribution. The project was successful in reducing turnaround time and expediting floor action in the Senate.

Overall, 1991 was a recordbreaking year in the number of volumes of *Statutes at Large* that were printed and distributed. Changes suggested by GPO relating to paper and press production allowed 3 volumes (comprising a total of 14 books of *Statutes at Large*) to be sent to press during the year.

GPO's expertise in typography and design contributed in 1991 to the successful production of several Congressional products. Volume II of the Bicentennial Edition of *The Senate 1789-1989: Addresses on the History of the United States Senate* was completed. Using automated design systems, GPO designed and generated the *Interparliamentary Conference on Global Environment, Final Proceedings—U.S. Senate.* Original artwork and a unique airbrush technique were executed for the covers and spine for the *Senate High School Debates—U.S. Congress.* GPO also performed design work for *Women in Congress, 1917–1990,* a biographical anthology in both hard and soft covers, each with two-color foil stamping.

306-236 O - 92 - 2

Printing for Federal Agencies

Fulfilling the printing needs of all branches of the Federal Government has been GPO's mission since it was established in 1861. At that time, Government printing was dominated by Congressional printing. Today, the vast majority of the work performed by GPO is on behalf of approximately 130 Federal agencies in the executive and judicial branches. In 1991, this work represented 87 percent of GPO's total billings.

Today, the vast majority of the work performed by GPO is on behalf of approximately 130 Federal agencies in the executive and judicial branches.

Procurement vs. In-House Production

GPO contracts out most of the Government's printing to commercial firms, retaining for in-plant production only certain work that cannot be procured from the private sector on a timely, cost-effective basis. In 1991, 27 percent of all GPO printing and binding revenue was generated by Government printing produced in-plant. By comparison, 73 percent was generated by work performed by private sector printers.

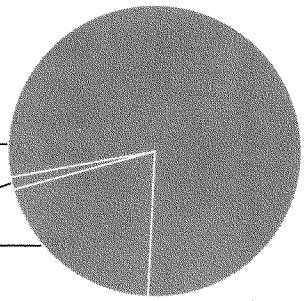
GPO's Printing Procurement Program generated revenues of $623 million in 1991, a decline of approximately 2 percent from 1990, due primarily to declining Federal budgets for printing. The Program experienced a net loss of $57,000 for the year.

During the year, GPO's 457 Central Office and Regional Printing Procurement personnel processed 269,600 procured printing orders, compared to 275,500 orders the previous year, utilizing a Master Bid List containing information on production capabilities and other data for approximately 10,000 private sector printers. Central Office order activity decreased compared to 1990, from 87,200 to 81,100, while regional procurement office order activity increased slightly, to 188,500 from 188,300 in 1990. The total dollar value of the regional orders decreased, however, to $235.1 million from $243.7 million the previous year.

Approximately $102 million worth of Federal agency printing work was produced in-plant by GPO's Central Office plant and the 218 personnel in GPO's regional plants during 1991, including 2.9 million passports and 497.1 million postal cards. In addition, 60,800 original pages of the *Federal Register* were printed by GPO's Central Office plant, compared to 54,700 pages in 1990. The *Federal Register* was produced in 251 issues and averaged 242 pages per issue. It generated billings of $25.7 million in 1991.

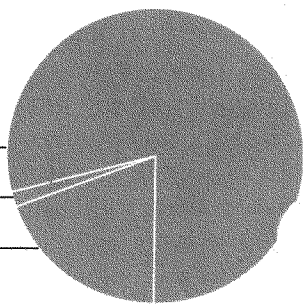
GPO's regional printing plant workload decreased from 852 million equivalent units in 1990 to 761 million in 1991. Approximately 81 percent of the decrease was attributable to continuing workload reductions at GPO's Rapid Response Center, located at the Washington, DC, Navy Yard, and to continued reductions in the number of subscriptions for the *Commerce Business Daily*, which is printed at the Chicago Regional Printing Office.

Procured Printing vs. In-House Work
Fiscal Year 1991
(In Millions of Dollars)



*Excludes Materials and Other Operations

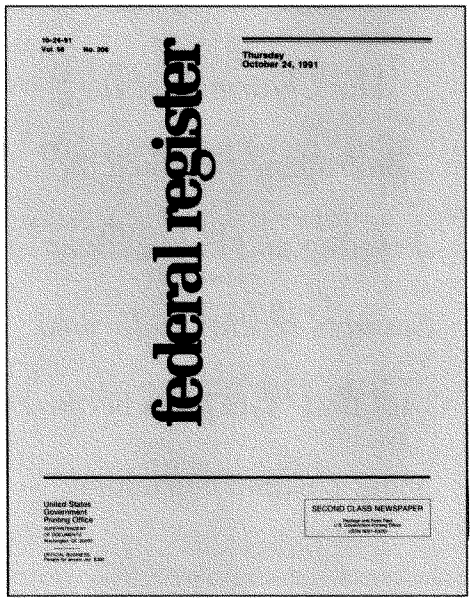
Procured Printing vs. In-House Work
Fiscal Year 1990
(In Millions of Dollars)



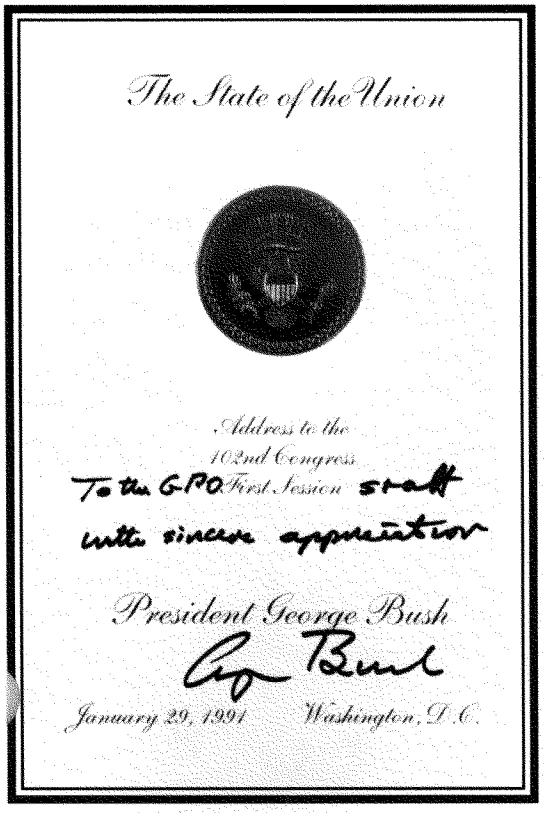
Highlights of Operations for Federal Agencies

Cost Savings Achieved for Customer Agencies

GPO continued to achieve substantial savings for Federal agencies in 1991 while improving the utilization of Central Office plant resources. Under GPO's commercial binding contract, which allows fuller utilization of GPO's press capacity, 138 jobs were printed in-plant and then bound commercially. GPO's negotiated price policy for printing agency jobs continued during 1991. Under this policy, an additional 56 jobs were produced in-plant, at a savings of over $1.7 million for customer agencies. These jobs generated an additional 4,000 hours of press time and an additional 6,900 hours of work in the bindery. Under GPO's negotiated price policy for negatives, which boosts work hours in-plant while providing customer agencies with competitive prices, approximately 87,800 negatives were produced in GPO for commercially-procured printing.



In addition to these savings, recommendations by GPO's printing specialists resulted in cost savings for customer agencies. The implementation of a GPO suggestion to fold rather than saddle-stitch a Treasury Department job resulted in a savings of $18,500. Suggestions relating to an Interior Department requisition resulted in a savings of over $76,800. Recommended changes to specifications for paper and trim sizes and corrections to errors on departmental requisitions resulted in an additional $56,000 in savings on various other agency jobs.



GPO's production efforts won a personal tribute from President Bush last year, when the 1991 State of the Union Address was printed and delivered in an exceptionally short timeframe.

At 5:20 p.m. on January 29, the evening of the Address, manuscript copy and a computer disk were delivered to GPO by the White House. The requirements were for 2,500 copies of an eight-page pamphlet with a gold-embossed cover, to be typeset, printed, bound, and delivered in 3 hours.

In GPO's Electronic Photocomposition Division, the computer disk was first converted from one computer language to another. Typing conventions were also converted to keystroke values that were acceptable to GPO's automated composition system. Composition was completed utilizing GPO's MICROCOMP software, with output to a laser imagesetter. The imagesetter output was used for proofreading, correcting, and final page makeup.

The Press Division photographed the camera-ready copy and produced and imposed the negatives. Offset plates were produced and the speech was then printed on one of GPO's Group 85 sheet-fed presses.

The job then moved to the Binding Division where cutting, folding, inserting, stitching, trimming, and packaging were performed. The initial 1,200 copies left GPO for the U.S. Capitol with a Metropolitan Police Department escort at 7:50 p.m. The remaining copies were delivered at 8:20 p.m.

That evening, Americans who watched the President deliver his State of the Union Address on television at 9 p.m. saw copies of the Address in the hands of those seated in the audience of the House Chamber, a testimony to the expertise and dedication of GPO's skilled workforce.

Liaison with Customer Agencies

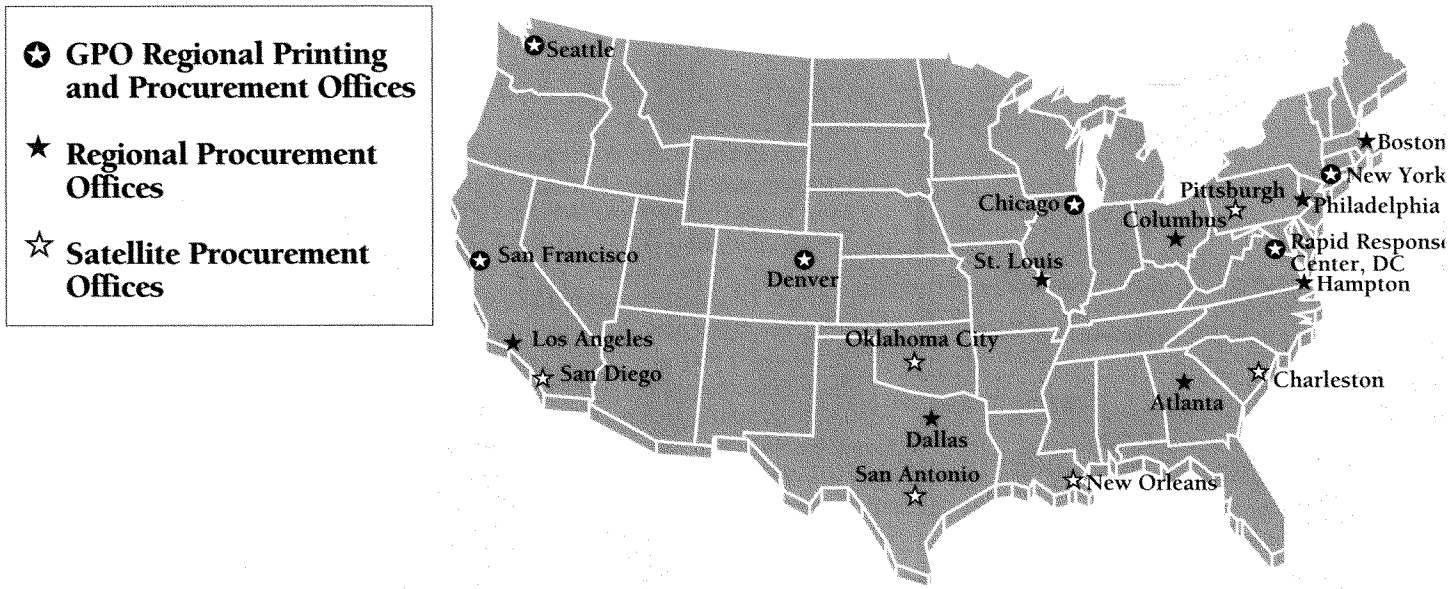
GPO's customer service representatives participated in more than 380 meetings involving GPO services, customer agencies, and commercial contractors in 1991. These meetings included more than 100 agency visits in an effort to offer more personalized service. A number of significant projects were discussed in these meetings, including in-plant production and quality control of the *1992 Zip + 4* directories; procurement of the Navy Department's high-quality *Futures Magazine,* valued at approximately $1 million; production and quality control for the Commerce Department's *Flight Information Terminal Procedures,* which included GPO's recommendation to print bleed edge marks on each signature in a step-down pattern to enable the recipient to readily identify a defective book; and possible conversion of the U.S. Postal Service's (USPS) *Domestic Mail Manual* and *International Mail Manual* to CD–ROM format.

The Chairman of the Interagency Council on Printing and Publications Services recently informed GAO that "GPO has become more customer-oriented."

Customer Orientation Improved

The 1990 GAO general management review of GPO's printing and procurement operations contained a number of recommendations for improving services to customer agencies. These recommendations were incorporated into an action plan that was implemented in January 1991. In a recent followup review, GAO found that significant progress was made in addressing these recommendations.

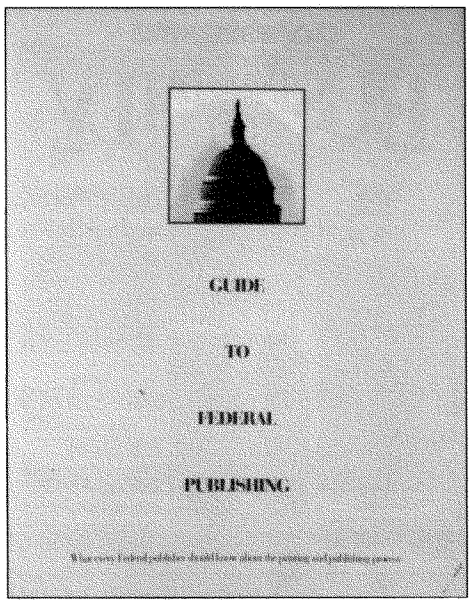
Where monitoring contractor compliance is concerned, new procedures were established to collect, validate, and maintain data on delivery performance. Contractor quality and timeliness data were automated and made more accessible, and random exams were used to validate contractor delivery performance. The collection of customer feedback was improved with the implementation of the Electronic 907 Noncompliance/Change Report form in March 1991. This new form allows agencies to report noncompliance by contractors electronically. In addition, routine contact with members of the Interagency Council on Printing and Publications Services (ICPPS) was undertaken to communicate the need for customer agency input on contractor noncompliance. This measure was



especially positive. The ICPPS Chairman recently informed GAO that "GPO has become more customer-oriented."

To improve the billing process, steps were taken to provide all customer agencies with more detailed information on their bills, including a brief explanation when actual costs exceed estimates. Customer agencies were surveyed to identify their billing concerns. From this, GPO learned that detailed information on freight charges and surcharges was especially desired, but that detailed information on all charges was not a major concern. Work also progressed in 1991 to develop procedures for providing customers with firm estimates.

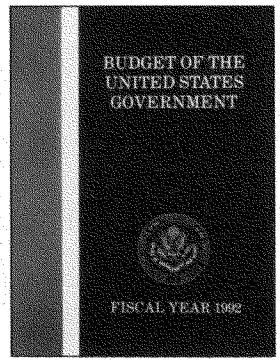
To improve information on production processes and scheduling, agencies are now provided with advance notice when jobs will be produced in-house or delivered late. GPO's account representatives use a proactive approach in keeping customer agencies informed of their job status. GAO found that GPO



now provides better notification to customers on in-house work, discounts are usually offered to customers for in-house work, and tracking of deliveries has been improved.

A system has also been developed to regularly solicit and analyze customer agency feedback to identify trends warranting corrective actions. GPO's account representatives are now required to visit regularly the agencies they work with; more than 70 such visits were conducted since January 1991. Customer agencies are given feedback information on printing requirements via a number of new publications, including a *Guide to Federal Publishing*, an informative new publication published jointly by the ICPPS and the Federal Publishers Committee, with collaboration from GPO and the JCP. GPO is also conducting pilot tests for electronic billing of selected agencies.

Progress is continuing on four remaining issues of interest to customer agencies: the reduction of paper waste and spoilage rates in the Central Office plant, the implementation of a Total Quality Management program, the issuance of guidance on the use of quality and timeliness data in awarding contracts, and the development of systems to monitor customer complaint data.



Office of Management and Budget (OMB) Director Richard G. Darman visits GPO to inspect the printing of the 1992 Budget. Approximately 25,300 copies of the Budget were printed for OMB, other Federal agencies, and the Superintendent of Documents' Sales and Depository Library Programs.

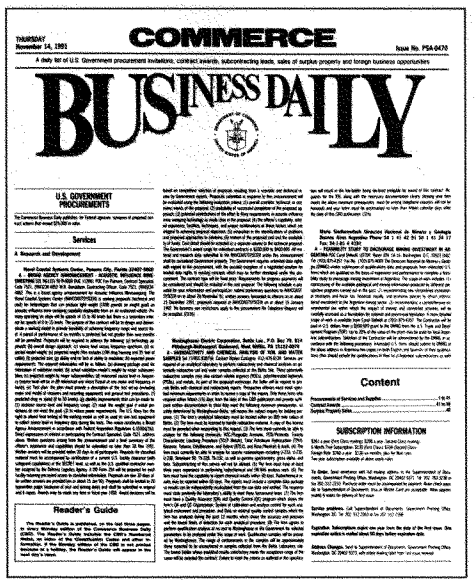
Procurement Systems Automation

GPO continued to automate its procurement information systems in 1991 to reduce program costs and improve access by customer agencies to job status information. By yearend, there were a total of 215 agency sites using GPO's Procurement Information Control System (PICS), an increase of 35 over the previous year.

A program was also developed to allow customer agencies with direct-deal term contracts to generate print orders from PICS. This capability will assure the accuracy of the information being entered and reduce GPO's data entry requirements significantly. Currently, it is being implemented in two Washington, DC, area offices and through the Columbus Regional Printing Procurement Office.

CD–ROM Services

Requests for CD–ROM services continued to grow throughout 1991. GPO produced the Defense Logistics Agency's (DLA) medical catalog prototype CD–ROM, called *Med Cat*. This catalog was originally published in paper format and is currently produced on microfiche. In-house work consisted of design and development of the database and the user interface using one of four retrieval software packages GPO has available for CD–ROM projects. After evaluation by DLA, *Med Cat* may be distributed on a monthly basis.



THURSDAY November 14, 1991

COMMERCE

Issue No. PSA-0470

A daily list of U.S. Government procurement invitations, contract awards, subcontracting leads, sales of surplus property and foreign business opportunities

BUSINESS DAILY

U.S. GOVERNMENT PROCUREMENTS

Services

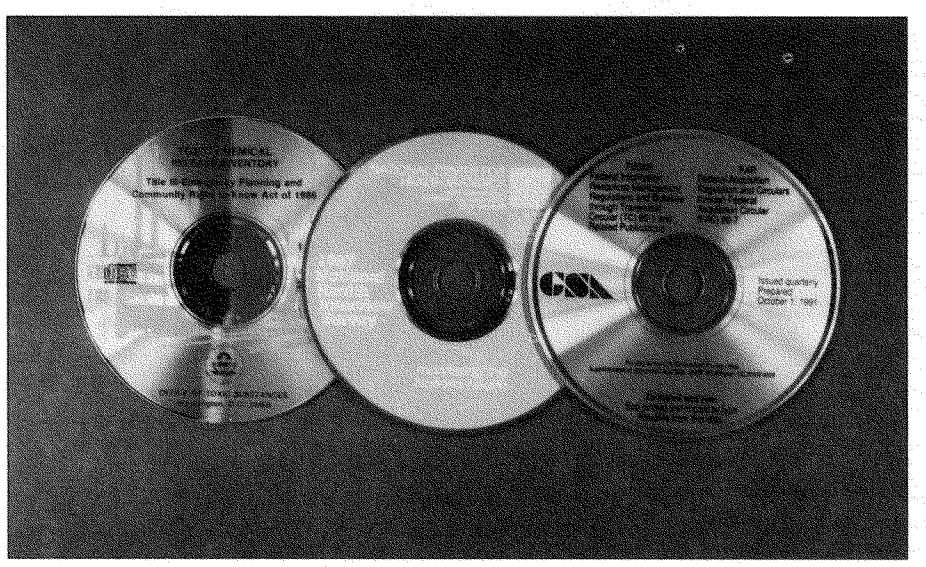
A. Research and Development

Reader's Guide

Content

SUBSCRIPTION INFORMATION

In an effort to reduce printing, warehousing, and distribution costs, the Navy Department requisitioned a prototype CD–ROM called *Ready Resource Material*. Currently, this quarterly publication is in paper format and consists of over 1,400 pages. The CD–ROM project combines in-plant production and commercial procurement.



With the growing use of electronic formats by Federal agencies, GPO's production systems are evolving to accommodate the latest in information technology, such as these CD–ROM's.

GPO Metric Program

The Omnibus Trade and Competitiveness Act of 1988 (P.L. 100-418) requires Federal agencies to convert procurement, grants, and other business-related activities to the metric system of measurement, to the extent economically feasible, by the end of fiscal year 1992.

GPO's Metric Transition Plan was completed, approved, and distributed in 1991. Detailed implementation plans were subsequently developed by GPO organizations having a key role in the transition process. In addition, discussions concerning conversion were commenced with customer agencies and private sector interests.

Technical Support for Customer Agencies

GPO continued to provide technical support to customer agencies during 1991. For example, technical assistance was provided to the State Department in the development of inks, paper, and binding specifications for a new passport. Tests were also performed on different passport designs and materials. In cooperation with the JCP, GPO provided assistance in the development of specifications for more permanent papers and paper specifications that would facilitate and encourage recycling. GPO's mathematical software and image analyzing system supported the production of an important rush job for the

Navy Department, satisfying a requirement that Navy had been unsuccessfully trying to meet through other sources for 2 years.

Small Disadvantaged Business Program

In 1989, GPO established a 2-year test program to assist small disadvantaged businesses (SDBs) in winning printing and binding contracts for Department of Defense printing, in compliance with the 1989 National Defense Authorization Act (P.L. 100-456). Since then, GPO has worked with the Small Business Administration and several State minority development agencies to publicize this program.

GPO processed only $2.5 million in contract awards through this program during 1991, compared to $9.6 million in contracts in 1990. The 1991 amount represents 574 awards out of a potential 1,119 set-asides. Excessive bids were received from SDB contractors on approximately 59 percent of the total number of procurements. Subsequently, these procurements were removed from the program.

Institute for Federal Printing and Publishing

During 1991, GPO's Institute for Federal Printing and Publishing (IFPP) was attended by 432 individuals representing over 50 Federal departments and agencies. The most popular course was Proofs and Press Sheet Inspections, conducted in four sessions attended by 168 individuals. Training on GPO's Procurement Information Control System was also scheduled in conjunction with IFPP seminars. Total revenue from fees for IFPP seminars was $93,500

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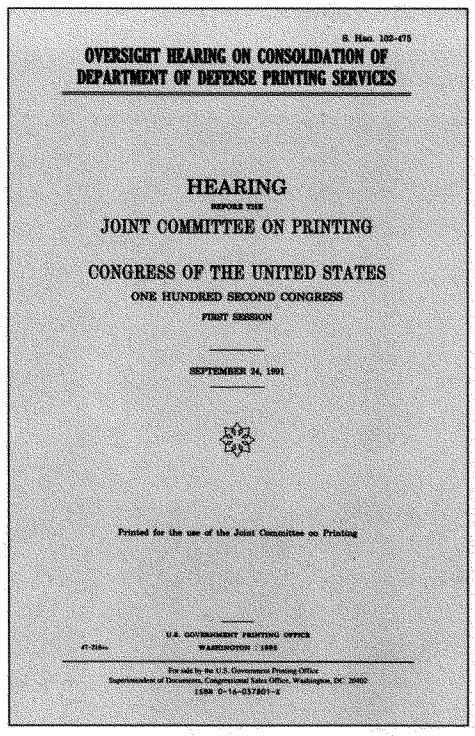
DOD Consolidation and Centralized Printing

In November 1990, the Department of Defense (DOD) issued a plan to consolidate all DOD printing under the management of the Navy Publishing and Printing Service, including


S. Hrg. 102-475

OVERSIGHT HEARING ON CONSOLIDATION OF DEPARTMENT OF DEFENSE PRINTING SERVICES

HEARING

BEFORE THE

JOINT COMMITTEE ON PRINTING

CONGRESS OF THE UNITED STATES

ONE HUNDRED SECOND CONGRESS

FIRST SESSION

SEPTEMBER 24, 1991

Printed for the use of the Joint Committee on Printing

U.S. GOVERNMENT PRINTING OFFICE

WASHINGTON : 1991

For sale by the U.S. Government Printing Office

Superintendent of Documents, Congressional Sales Office, Washington, DC 20402

ISBN 0-16-037801-X

in-house production and services procured from GPO. However, full details of the plan, including expected cost savings, were not made available to the JCP, GAO, or GPO. As the result of a September 1991 JCP hearing, the consolidation was delayed by Congress until such time as the JCP had the opportunity to review and approve the consolidation plan. GPO is fully supportive of the JCP's position on the DOD consolidation.

GPO is also fully supportive of all JCP efforts to reinforce GPO's role as the single source for Government printing to save taxpayer dollars. We have consistently supported the language that was made permanent by Congress in P.L. 101-520, requiring virtually all printing procurement to be conducted through GPO. In 1991, GPO's printing and procurement managers—particularly field office managers—were instructed to monitor the workloads under their jurisdiction and to report any violations of Title 44 or P.L. 101-520 immediately.

Finally, GPO supports the JCP's oversight of agency printing programs, working through agency inspectors general, as well as the JCP's planned efforts to review the charters of agency printing plants and establish oversight activities of Federal agency duplicating centers.

Government Printing Papers

GPO is the largest single consumer in the Federal Government of printing and writing papers, purchasing or contracting for the purchase of approximately 43,700 tons of paper for in-plant production and sales to Federal agencies in 1991. Private sector printers used an estimated 276,700 tons of paper in work procured by GPO in 1991.

For 1991, the total value of GPO's procurement activities for paper and paper products was $42.3 million. GPO's Materials Management Service (MMS) buys paper by the pound and by the sheet. Paper purchased by the pound totaled 43.8 million pounds, while paper purchased by the sheet—primarily copier paper—totaled 1.8 billion sheets. MMS also purchased 102.2 million envelopes and 1.2 million cartons and other containers.

GPO's monthly average inventory of paper was 29.2 million pounds in 1991, with a high of 32.5 million pounds in March and a low of 25.1 million pounds in September.

Virtually all Congressional and agency printing performed in-plant by GPO in 1991 was produced on recycled paper.

Under the Environmental Protection Agency's (EPA) *Guidelines for the Federal Procurement of Paper and Paper Products Containing Recovered Materials,* MMS conducted nine mill inspections of paper suppliers during the year to ascertain that the mills were in compliance with the EPA guidelines, since there are no laboratory tests to verify recycled content.

GPO disposes of paper waste and spoilage by selling it to contractors for recycling. During 1991, income to GPO from surplus sales conducted by MMS included $233,100 for 18.3 million pounds of wastepaper.

Recycled Paper

GPO continued to operate under the recycled paper guidelines issued by EPA, pursuant to the Resource Conservation and Recovery Act of 1976, as amended. The guidelines establish minimum content standards for recovered materials in most grades of paper used in Government printing. These guidelines were implemented at GPO in 1989, pursuant to the direction of the JCP. In 1990, the JCP expanded GPO's recycled paper program to include certain categories of paper that were excluded from EPA's guidelines, as the result of GPO's proven success in finding adequate quantities of recycled papers on the paper market.

Rolls of newsprint, which are used to produce the Congressional Record, the Federal Register, Internal Revenue Service work, and other products, are stored in GPO's Building 4 paper warehouse in Washington, DC. During 1991, GPO purchased 11.1 million pounds of newsprint.

Virtually all Congressional and agency printing performed in-plant by GPO in 1991 was produced on recycled paper, except for the *Congressional Record* and the *Federal Register*. Recycled paper was also widely required in printing procured from private sector printers, and represented the majority of the blank paper sold to Federal agencies by GPO.

Recycled Newsprint

Late in the year, with the approval of the Chairman of the JCP, GPO awarded a contract for $2.6 million for the purchase of 9.4 million pounds of 28-pound recycled newsprint to be used for the printing of the *Congressional Record* and the *Federal Register*. In an assessment of the physical quality and technical performance of the paper provided through the contract, it was shown to be fully equivalent to virgin fiber newsprint. In addition, this paper has a 100 percent post-consumer waste content.

Post-Consumer Waste Content

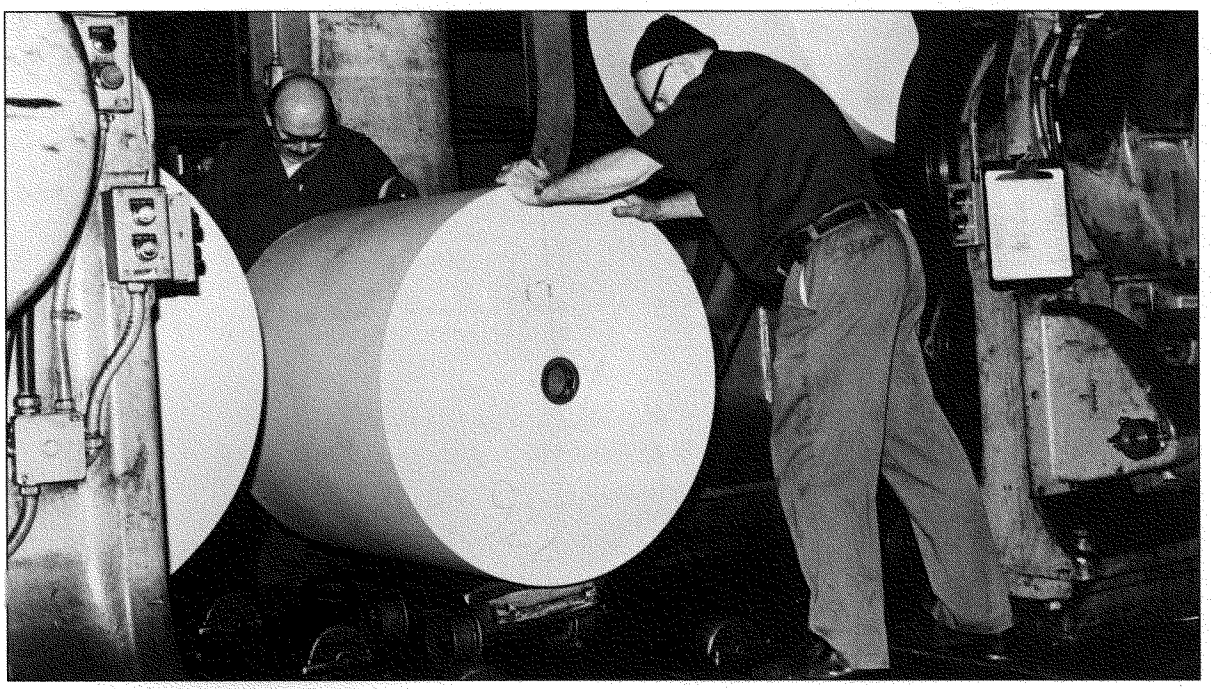
In 1991, the House and Senate Committees on Appropriations directed GPO to investigate and adopt measures to increase the availability and use of recycled paper with post-consumer waste content in Government printing. Specifically, GPO was directed to:

- review technical printing requirements for individual Congressional printing jobs to study the feasibility of using paper with a 10 percent post-consumer waste content;
- work with the JCP and the Internal Revenue Service (IRS) to establish a post-consumer waste content standard for paper used to print IRS documents and, where cost-effective as defined by EPA guidelines, purchase such paper; and
- in consultation with the JCP and Federal agencies, review all Federal printing contracts in order to maximize the use of post-consumer waste paper where cost-effective.

In response, GPO concluded that all categories of Congressional and IRS documents identified in House Report 102-82 can be printed on paper containing at least 10 percent post-consumer waste, provided that permanence and cleanliness are not critical requirements of the product.

To implement a program promoting the increased utilization of recycled paper containing 10 percent post-consumer waste, GPO began taking the following steps:

- A test program will be instituted in which Congressional and IRS documents that are suitable for production on a 40-pound offset book paper will be printed on a stock that contains 10 percent post-consumer waste. This program will require GPO to develop a standard for the test stock in consultation with the JCP. Actions will then be



Pressmen load one of the GPO's Group 59 Congressional Record web letterpresses with a roll of newsprint. Each roll contains enough paper to print 1,600 Congressional Records and weighs 1,400 pounds. The Group 59 presses use 29 rolls of newsprint each day.

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taken to purchase and inventory the test stock. For products that can be printed on newsprint, the expected minimum post-consumer waste content is 40 percent.

- In concert with the JCP, GPO will develop additional paper specifications for the Printing Procurement Program for such papers as letterhead paper, text and cover stocks, and No. 10 envelopes. These are papers that more easily allow for the inclusion of at least 10 percent post-consumer waste.
- In January 1992, GPO issued a circular letter to all Federal agencies advising them of four paper standards (JCP A-70, G-15, G-45, and O-65) already developed by the JCP and GPO that allow post-consumer waste content. The circular letter furnished copies of these four paper standards and provided additional information on the development of proposed companion standards. The letter urged all agencies to review their printing and binding orders for opportunities to maximize the utilization of recycled paper containing at least 10 percent post-consumer waste.

GPO continued to emphasize the use of alkaline paper in 1991 to ensure the longevity of Government publications with enduring research and educational value.

Alkaline Paper

GPO continued to emphasize the use of alkaline paper in 1991 to ensure the longevity of Government publications with enduring research and educational value.

In 1990, in response to the direction of the Committees on Appropriations, and in consultation with the JCP, GPO prepared a plan to expand the Government's use of alkaline paper in publications deemed to have enduring value. The plan subsequently was incorporated into a Report to Congress prepared pursuant to the provisions of P.L. 101-423, a Joint Resolution to Establish a National Policy on Permanent Papers, by the Librarian of Congress, the Archivist of the United States, and the Public Printer. The report was transmitted to the Secretary of the Senate and the Clerk of the House of Representatives by December 31, 1991, as required by law.

For the four quarterly contract periods between November 1, 1990, and October 31, 1991, 68 percent of the paper purchased by GPO on quarterly term contracts was alkaline, while 45 percent of the paper purchased by the sheet on quarterly term contracts was alkaline. This utilization rate is comparable with the rates experienced in recent years.

Superintendent of Documents Operations

As the Government's largest single information distributor, GPO's Superintendent of Documents provides for public access to Government publications through sales of publications, the compilation of catalogs and indexes, the distribution of publications to depository and international exchange libraries, the distribution of publications as required by law, and the performance of distribution services for agencies on a reimbursable basis.

Funding for Superintendent of Documents programs in 1991 included $81.5 million in revenue from sales of publications, $27.1 million made available by the Salaries and Expenses Appropriation of the Superintendent of Documents, and $4.7 million in reimbursements from Federal agencies for distribution services. Employing approximately 900 personnel by yearend, Superintendent of Documents operations distributed a total of 110.7 million copies of Government publications in 1991, including 6.1 million paid *Federal Register* copies, compared to a total of 108.3 million publications copies in 1990.

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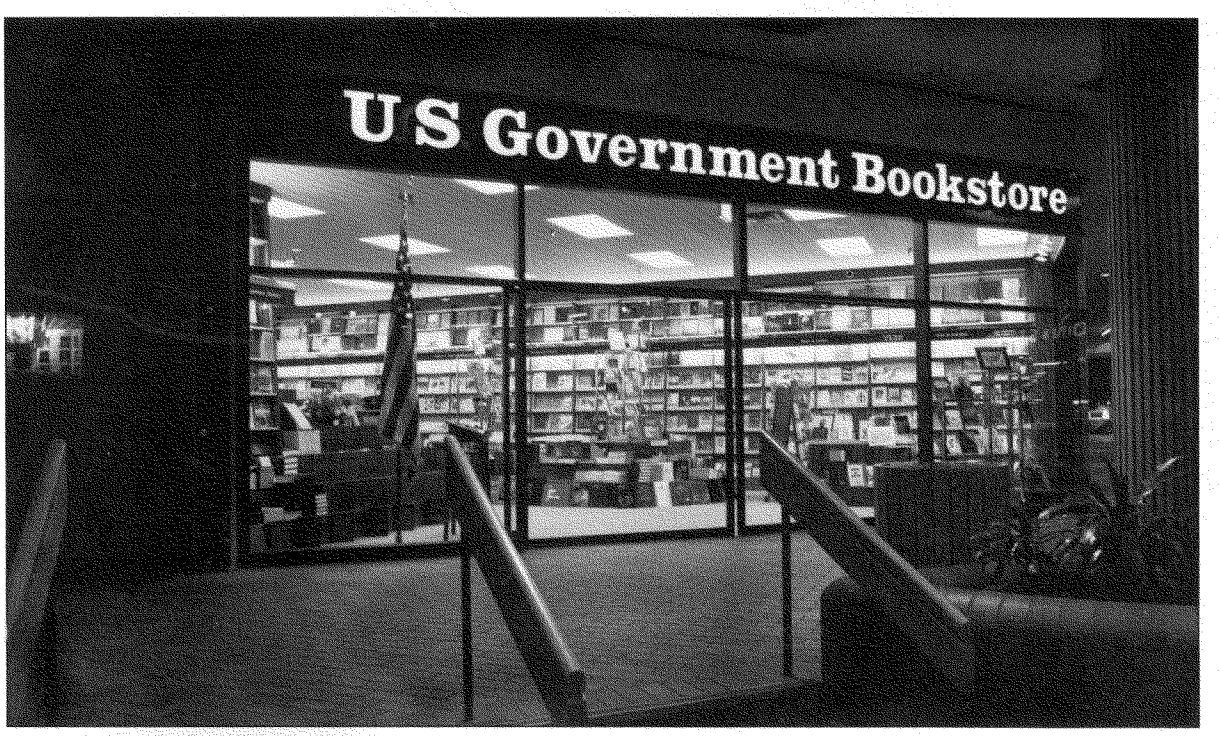
Sales Program

As the largest of the Superintendent of Documents programs, the Sales Program operates primarily by telephone, facsimile, and mail order, but publications are also sold by a warehouse sales outlet in Laurel, MD, a Congressional Sales Office in Washington, DC, a Public Documents Distribution Center in Pueblo, CO, through a network of 23 GPO bookstores nationwide, and by 37 consigned agents in other Federal agencies. Publications sales are both national and international.

Bestselling Publications

In 1991, GPO's sales inventory comprised more than 12,000 titles. In terms of revenue, the bestselling titles for the year included the *Dictionary of Occupational Titles*, the *1990-1991 Occupational Outlook Handbook*, the

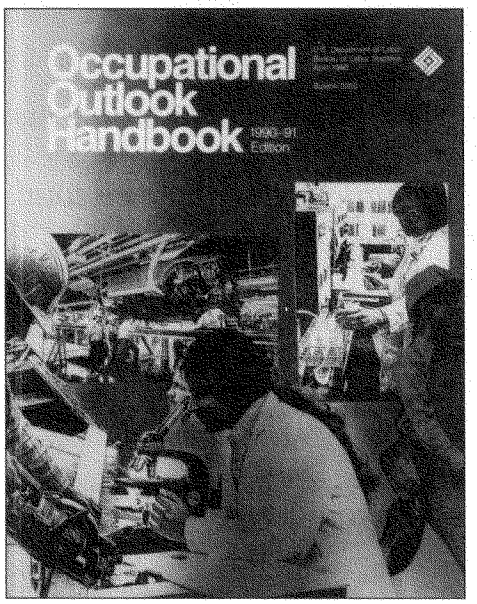


GPO's bookstore at the Bannister Mall in Kansas City. Approximately 1.4 million copies of Government publications were sold by GPO's 23 bookstores in 1991.

1990 Statistical Abstract, the *1989/90 U.S. Government Manual*, and the *1992 Budget of the U.S. Government*, which together generated sales of more than $3 million. Other popular titles included *Federal Benefits for Veterans and Dependents*, *General Information Concerning Patents*, and *Eating to Lower Your Blood Cholesterol*. These three publications alone sold more than 144,500 copies in 1991. The prices at which publications are sold are established by law at cost as determined by the Public Printer plus 50 percent.

Financial Performance

Despite decreases in the number of both publication and subscription orders, the Sales Program generated revenues of $81.5 million at a cost of $80.6 million in 1991, yielding a net income of $903,000. Bookstore revenue increased to $13.2 million. Fifteen of the bookstores outside of the Washington, DC, area experienced increased sales in 1991. Fiscal year 1991 was the tenth consecutive year that the Sales Program generated net income.

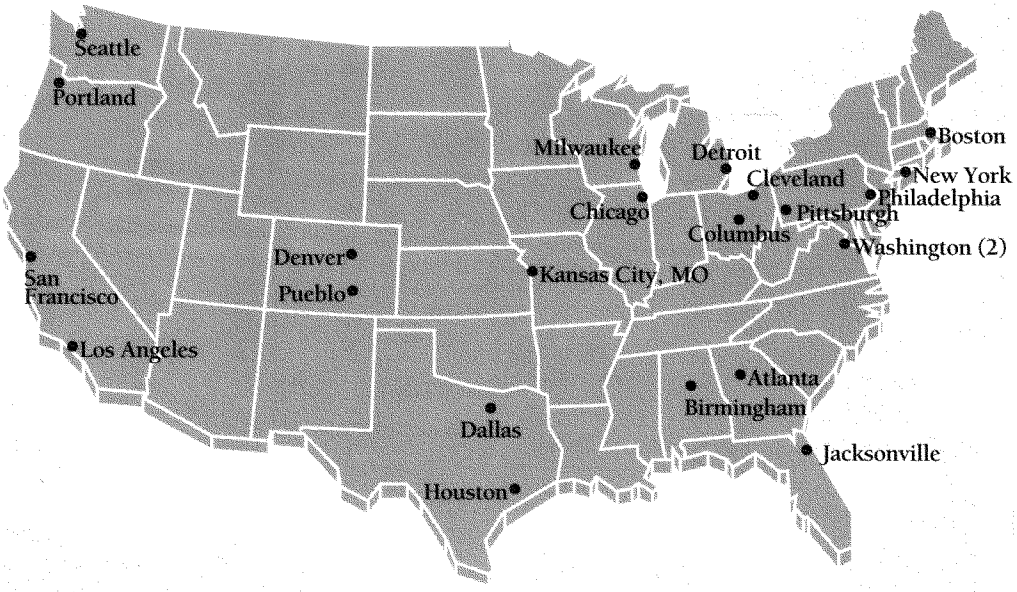


Order Activity

In 1991, the Sales Program processed nearly 1.6 million orders. Approximately 60 percent of the orders were from the business community. The remainder were from private individuals (24 percent) and various government and academic institutions (16 percent). Of the orders processed in 1991, 75 percent were for single-copy publications; 25 percent were for subscription services. Mail, fax, and telephone orders made up approximately 85 percent of all orders. The remaining 15 percent were walk-in purchases at the bookstores, the Congressional Sales Office, and the Laurel Warehouse Sales Outlet.

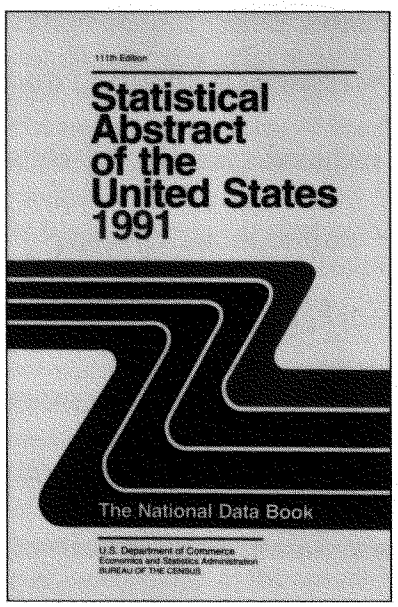
Total sales order activity in 1991 decreased significantly. Single-copy publication orders fell 16 percent while subscription orders decreased 24 percent, compared to 1990. The total number of copies sold by the Sales Program declined from 34.4 million in 1990 to 32.5 million in 1991. There was a 4 percent decline in the number of copies of the *Commerce Business Daily* sold in 1991, compared with the previous year.

GPO Bookstores



New Electronic Products Introduced

The Sales Program continued to expand its inventory of publications offered in electronic format in 1991. Two subscriptions, *Federal Acquisition Regulations and Federal Information Resources Management Regulations* and *DOD Hazardous Material Information System,* were made available on CD–ROM, while a third subscription, *Licensed Operating Reactors,* was offered on diskette. In addition, 13 publications were offered on magnetic tape for the first time, bringing the total number of publication products available from the Sales Program on tape to 35, a 62 percent increase over 1990. The increased number of publications offered in electronic format prompted the production of two new subject bibliographies devoted exclusively to the electronic products available through the Sales Program.

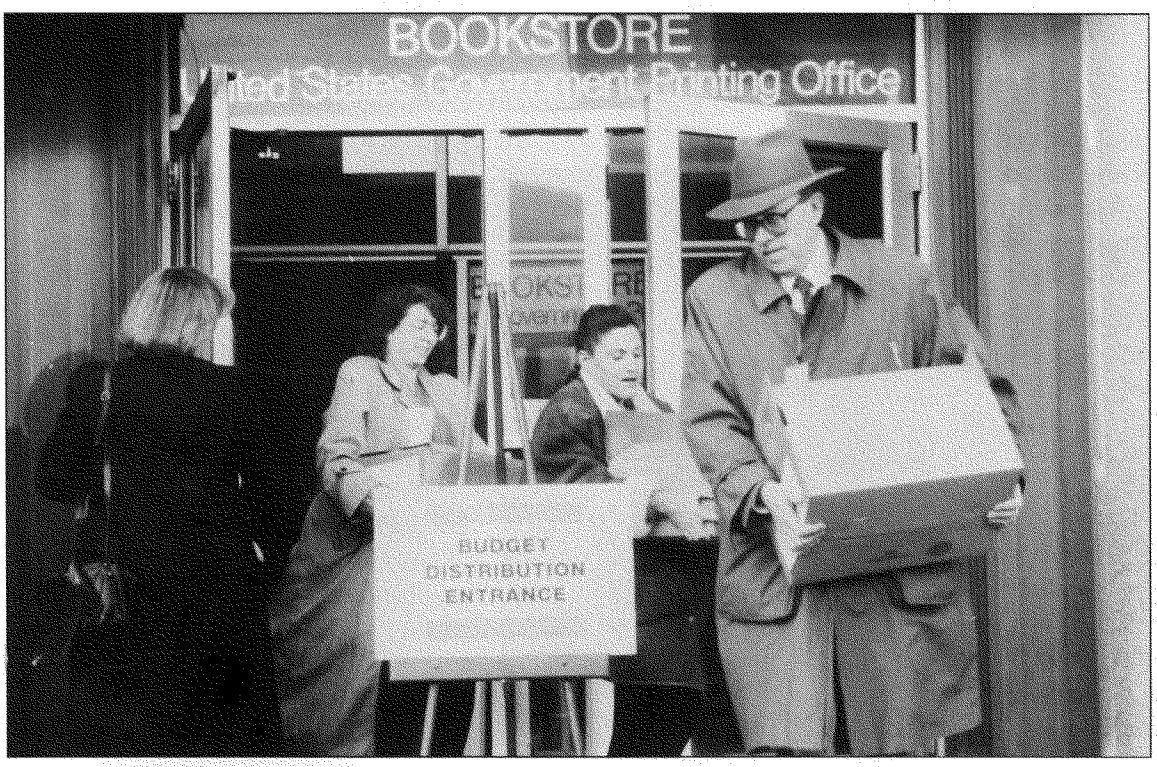


New Program for Quantity Purchasers

To encourage wholesale purchases of Government publications by book dealers and other quantity purchasers, warehouse pricing was introduced in July 1991. A 24-month pilot project arising from the 1990 recommendations of GPO's Panel on the Pricing of Sales Publications, warehouse pricing offers significant discounts on 32 popular titles when customers purchase the designated titles in quantities of 50 or more and pick up their orders at the Laurel Warehouse. Discounted warehouse prices are offered because this method of bulk distribution requires less handling and no postage. Warehouse prices average 37 percent less than the regular sales prices for the designated titles. In its first 3 months of operation, over 1,200 copies of publications were sold through warehouse pricing, generating approximately $16,800 in revenue.

Expansion of Lockbox Operations

The Sales Program expanded its use of lockbox operations in 1991 by opening a lockbox for new orders on order forms. Sponsored by the Department of the Treasury, lockboxes expedite the depositing of remittances and save



First-day purchasers of the 1992 U.S. Budget, one of GPO's bestselling publications in 1991, leave the GPO Central Office bookstore. First-day sales totaled $86,100. For the year, the 1992 Budget earned $357,000 in sales revenue.

manpower that otherwise would be required to open mail and enter data into an order processing system. Approximately 35,600 orders were captured through the new lockbox. A 29.3 percent decrease in the amount of mail received and processed by the Superintendent of Documents was experienced due primarily to total lockbox operations.

Implementation of ISBN and ISSN

In an effort to conform to industry practice, GPO began assigning International Standard Book Numbers (ISBN) to publications in the Sales Program. Since August 1991, all publications printed in the Central Office for inclusion in the Sales Program have been assigned an ISBN. The ISBN is printed on the publication with a correlating bar code. Work was also done to prepare for the assignment of International Standard Serial Numbers (ISSN) to the approximately 400 individual serials sold by GPO.

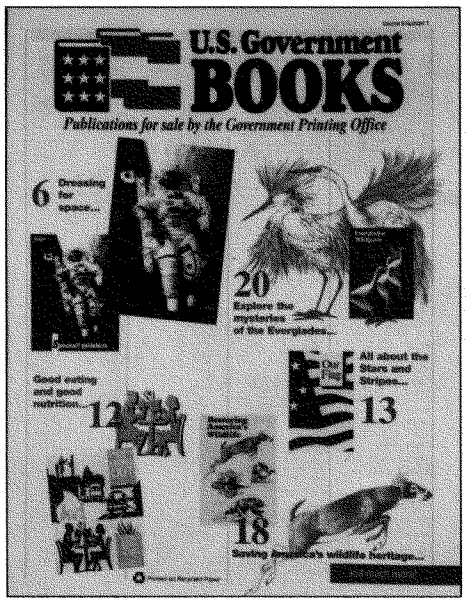
Marketing

Increased competition and reduced spending by the public made effective marketing of Government information products more important than ever in 1991. To increase awareness of publications available through the Sales Program, GPO's Office of Marketing produced more than 3 million copies of promotional pieces, ranging from multi-page catalogs to radio Public Service Announcements.

To increase the visibility of many titles in the Sales Program, Marketing redesigned its popular *U.S. Government Books* catalog. Decreased in frequency and size, the redesigned catalog costs less to produce and contains fewer items. Initial sales results indicate a substantial increase in the average dollar value per order from the new catalog. In 1991, 340,000 *U.S. Government Books* catalogs were produced.

Increased competition and reduced spending by the public made effective marketing of Government information products more important than ever in 1991.

Marketing also produced a new catalog targeted at Government publications consumers in the business community. Listing the most popular business-oriented titles sold by the Superintendent of Documents, the 24-page *U.S. Government Books for Business Professionals* catalog generated more than 20,000 requests. An additional 70,000 copies of the new catalog were produced and distributed to previous buyers of GPO's business titles.



To promote new publications in the Sales Program, distribution of the bimonthly *New Books* list to librarians and Government publications consumers continued, with 264,800 copies produced in 1991. In addition, 99 Product Publicity Release notices were produced and distributed to subject-field journals, and 28 major direct mail promotions were produced, with a total mailing to over 1.5 million targeted prospects. Approximately 47,000 customers were also informed by 95 Priority Announcements of new publications in the their fields of expressed interest. There was a 20 percent increase in rentals of GPO subscriber lists.

Depository Library Program

Distributing Government publications to Federal depositories in approximately 1,400 public, academic, law, and Federal agency libraries nationwide, the Superintendent of Documents' Depository Library Program ensures that all members of the public have free access to information produced by the Government each year.

Libraries are designated as depositories for Government publications by Senators and Representatives, and by law. GPO sends these libraries copies of any Government publication not of purely administrative or "cooperative" nature, or classified for reasons of national security. Eight libraries were added to the program in 1991 and six were dropped.

The publications printed for depository libraries are funded by the Superintendent of Documents' Salaries and Expenses Appropriation and are distributed without charge to the libraries. In return, the libraries are required to make these publications available for the free use of the public. Fifty-three regional depository libraries receive every publication distributed and provide inter-library loan and other services to other depositories in their regions. The remaining selective depositories tailor their Government publications acquisitions to local needs, choosing from over 7,000 organization and series categories. Over 167,000 persons utilize Federal depository library collections nationwide each week.

Distribution to Depository Libraries Increased

In 1991, GPO distributed more than 27.2 million copies of 57,700 titles to depository libraries, increases of 11 and 7 percent, respectively, over the distribution performed in 1990. In addition, approximately 549,000 maps and 1.8 million Department of Energy (DOE) microfiche publications were distributed to depository libraries under interagency agreements established with the U.S. Geological Survey and the DOE, bringing the total distribution to depositories in 1991 to approximately 29.6 million copies.

Despite this increased workload, claims for items distributed in paper decreased by 6.5 percent, while claims for items distributed in microfiche decreased significantly, by 18.3 percent. As a percentage of the overall copies distributed, the number of claims indicates a 99.7 percent accuracy rate for depository distribution.

Microfiche distribution increased in 1991, with more than 18.9 million copies of 47,900 titles distributed, compared to approximately 16 million copies of 43,500 titles distributed in 1990. This increase is attributable primarily to increased efforts to reduce the backlog of publications awaiting conversion to microfiche. The backlog resulted from the default of a microfiche contractor in 1987.

There was a dramatic increase in the number of titles distributed in electronic format in 1991. The number of titles on CD–ROM increased from 5 to 116. The number of titles on floppy diskette rose from less than a dozen in 1990 to 53 by yearend.

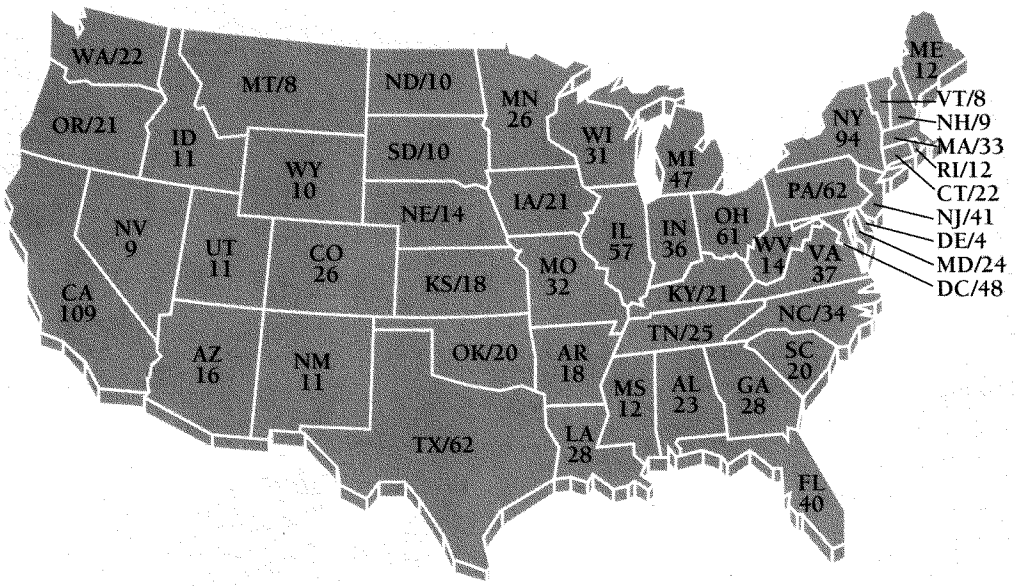
Electronic Pilot Projects

In an effort to develop and use new electronic technologies for the dissemination of Government information, the Depository Library Program completed implementation of the last of its five electronic pilot projects in 1991. The projects, which were initiated in 1988 with the distribution of the *Census Test Disc No. 2* on CD–ROM, represent a variety of agencies, types of databases,

Federal Depository Libraries, by State and Territory, as of September 30, 1991
(total=1,400)

Alaska/9
Hawaii/11

American Samoa/1
Panama Canal Zone/1
Guam/2
Micronesia/1
Puerto Rico/4
Virgin Islands/2
Northern Mariana Island/1



and technologies. In late 1990, depository libraries were given access to the Department of Commerce's Economic Bulletin Board. This was soon followed by the distribution of the 1985 bound *Congressional Record* CD–ROM in December 1990 and the provision of on-line access to the Department of Energy's Integrated Technical Information System in February 1991. Data collection for the pilot projects occurred at several points throughout the implementation phase. Evaluation of this data, in coordination with GAO, is targeted for mid-1992.

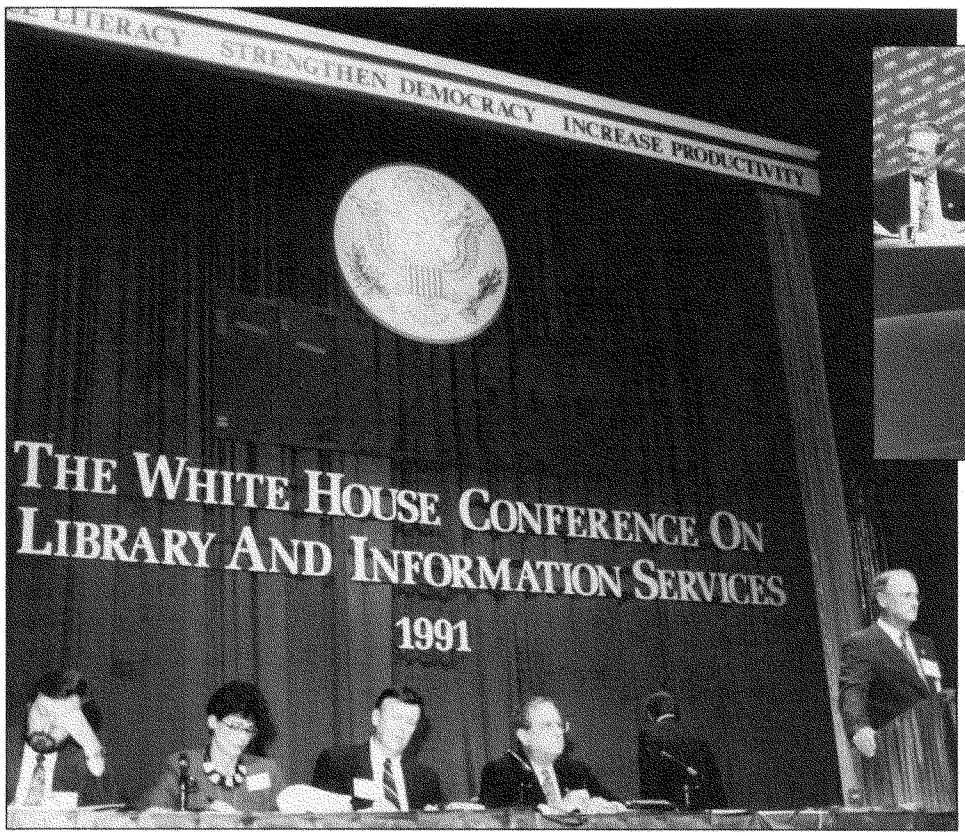
Creation of Depository Electronic Bulletin Board

The Depository Library Program enhanced its communication capabilities within the depository community in 1991 with the development of the Federal Depository Library Bulletin Board System (FDLP/BBS). This system evolved from the Board's original role as a platform for the Supreme Court's Project HERMES, which provides rapid dissemination of Supreme Court opinions through an electronic bulletin board. The success of Project HERMES led to the decision to expand the capabilities of the Board to provide program and administrative information files to the depository libraries. This information is available on the FDLP/BBS up to 3 weeks earlier than it would be through traditional dissemination channels.

White House Conference on Libraries and Information Services

In July, GPO officials joined nearly 2,000 delegates, observers, and invited guests at the 1991 White House Conference on Libraries and Information Services. Organized by the National Commission on Libraries and Information Science, and headquartered at the Washington, DC, Convention Center, the Conference was the second ever convened. Public Printer Houk served as one of the 50 delegates-at-large to the Conference. Nearly 200 Conference delegates and alternates participated in a briefing and tour of GPO as part of the Conference activities.

The Conference provided an opportunity to develop recommendations for future public policy in the areas of library and information services. Included among the participants were local, State, and Federal officials; library and information professionals; friends, trustees, and other library supporters; and the general public.



Left, Public Printer Houk participated in the White House Conference on Library and Information Services as a panelist in the Conference's Great Debate, "The Future of Libraries and Information Services in the Year 2000." Above, he joined Conference participants and moderator J.C. Hayward (r) from WUSA/TV in a WorldNet broadcast produced by the United States Information Agency. The show, "Access to Government Information," was broadcast live to an international audience.

Depository Library Council Restructured

In an effort to enhance the opportunities for interaction between the depository library community and GPO, a plan to revitalize the Depository Library Advisory Council to the Public Printer was conceived and implemented in 1991. To increase the effectiveness of Council meetings, the plan called for a separation of policy discussions from continuing education activities. At two meetings held in Washington, DC each year, the 15-member Council will focus on depository policy issues, critique policy options as they are developed, and review and evaluate the implementation of those options. In addition, a depository conference will be held each spring to give representatives of the Government information community and depository librarians from across the Nation the chance to meet and learn from one another. GPO officials and staff will also increase participation in annual and semi-annual meetings of professional library organizations, State and local meetings and workshops involving Government documents interests, and similar events that involve interaction with library professionals.

Savings From Mail Manifest System

An estimated $500,000 in postage savings was realized in the last 5 months of fiscal year 1991 due to the implementation of a Mail Manifest System in GPO's Library Programs Service. For each depository shipment, the system allows determination of the least expensive postal carrier and generates listings used by the carriers to track shipments. The USPS authorized and certified use of the system after a 90-day trial to determine if it met specifications.

Abridged cataloging continued to prove a highly productive method for cataloging low-priority publications in 1991.

Depository Library Inspections

GPO inspects the Government documents collections of depository libraries to assure that standards of accessibility, maintenance, and retention are upheld. In 1991, 163 depository libraries were inspected, a 28 percent decrease from the previous year as the result of staffing shortages in the Library Programs Service. Of the libraries inspected, 24 were placed on probation and 10 were removed from probationary status.

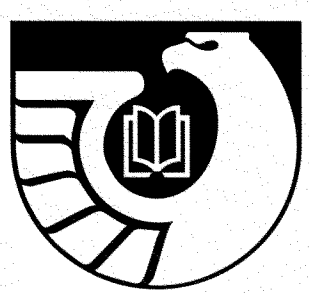
Cataloging and Indexing Program

The Superintendent of Documents indexes and classifies Government publications and prepares the *Monthly Catalog of U.S. Government Publications,* which contains complete and authoritative descriptions of Government publications.

During 1991, GPO received approximately 91,000 publications for classification, compared with 98,500 in 1990. Of those publications received, 29,000 were identified as duplicates and removed from processing, and 62,000 were assigned classification numbers. Approximately 26,600 publications were received for cataloging during the year, a decrease of approximately 20 percent from the record 33,100 publications received in 1990. However, due to increased productivity, a total of 29,400 publications were cataloged, a 5 percent increase compared to 1990.

Abridged Cataloging Project

Implemented in 1990, abridged cataloging continued to prove a highly productive method for cataloging low-priority publications in 1991. More than 5,000 titles received abridged cataloging, saving 30 percent of the time that otherwise would have been required to prepare full-level records. This contributed to a decrease in the cataloging backlog, which fell from just over 12,900 to 9,800 documents. In comparison to the same period in 1990, the cataloging productivity of the first 5 months of 1991 increased 39 percent. Productivity decreased in the last 7 months of the year due to staffing changes and the need for training on new cataloging software.



Statutory and Agency Distribution Program

The Superintendent of Documents distributes publications which are required by law to be distributed free of charge to designated recipients, and provides distribution services on a reimbursable basis for Federal agencies.

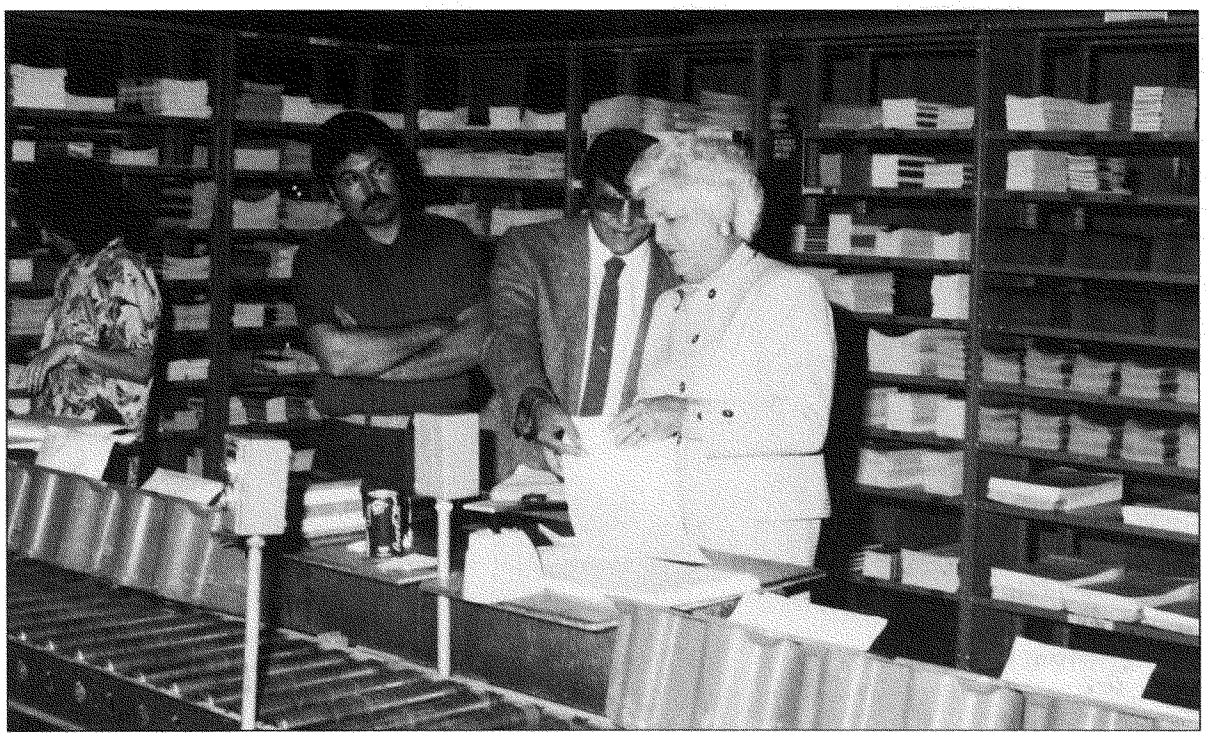
In 1991, the Superintendent of Documents received 4.7 million copies of publications which were distributed free in accordance with statutory requirements. In addition, approximately 39.7 million copies of publications were received and mailed on behalf of other Federal agencies, a 1.3 million increase over 1990.

Consumer Information Center

GPO's largest reimbursable operation is the Consumer Information Center (CIC), which is located at GPO's Public Documents Distribution Center in Pueblo, CO. In 1991, 21.5 million free and paid consumer publications were distributed on behalf of the General Services Administration through this facility, compared to 18.1 million copies in 1990.

Distribution to International Exchange Libraries

Under international treaty, the International Exchange Program provides for the distribution of U.S. Government publications to foreign libraries around the world in exchange for sets of the publications produced by their governments, which they ship directly to the Library of Congress. The Library of Congress administers the program and the Superintendent of Documents distributes the publications. Approximately 691,700 copies of U.S. Government publications were distributed to 66 foreign libraries in 1991, more than double the number of publications distributed under this program in 1990. The increase is attributable primarily to the increase in the number of titles distributed in microfiche, as the result of intensified efforts by the Library Programs Service to reduce the backlog of materials awaiting conversion to microfiche.



First Lady Barbara Bush helped fill an order for educational pamphlets at GPO's Pueblo Distribution Center during her visit there in May. Above, the Consumer Information Catalog advertises free and low-cost consumer interest publications available through Pueblo's Consumer Information Center.

Production Support, Administrative, and Financial Operations

GPO's in-plant printing, printing procurement, and Superintendent of Documents operations are assisted by a variety of production support, administrative, and financial operations, each of which contributed in 1991 to meeting GPO's goals and objectives.

Production Support Operations

Engineering Service

GPO's Engineering Service completed over 24,300 service calls during 1991, in addition to making progress on the asbestos abatement project and the development of the Maintenance Job Order Tracking System (MJOTS). The asbestos abatement project reached its final stage by the end of the year, as work involving 10,500 feet of piping was completed. Further headway was made on the development of the MJOTS, the mainframe system designed to allow electronic placement of requests for engineering services. When it is completed, MJOTS will improve recordkeeping, maintain up-to-date status information for work in progress, and will substantially reduce operating costs by eliminating the need to track projects manually.

Engineering Service also placed renewed emphasis on its training activities in 1991. Fifteen apprentices, representing all journeyman crafts and classifications, were given instruction in the practical aspects of their crafts, as well as in college level academics, through the Engineering Service Training Program. In addition, training was conducted for journeyman electricians, elevator mechanics, and power plant stationary engineers.

Extensive repairs were made to the brick wall of the oil storage building, a 60-inch wide plate processor was installed in the Offset Plate Section, a postcard counter/banding machine was installed in the Postal Card Section, and the Columbus Regional Printing Procurement Office was relocated. Further progress to improve compliance with environmental regulations was made in 1991, as 21 of 30 PCB-filled transformers were replaced and removed, and high voltage electrical equipment was installed. Testing of underground storage tanks (USTs) revealed ground contamination in one site under parking lot 16 prior to its purchase by GPO. Plans were implemented to upgrade GPO's USTs for EPA compliance.

Materials Management Service

For 1991, the total value of GPO's procurement activities other than for printing was $89.5 million, compared to $110.6 million in 1990. Of this

GPO's 1991 Veterans Day ceremonies were highlighted by the presentation of a wreath honoring GPO veterans, including those who served in Operation Desert Shield/Storm.

amount, $42.3 million was for paper and paper products; $3.5 million was for services, transportation, communications, and travel; $7.7 million was for materials and supplies; and $4 million was for machinery, equipment, and building appurtenances.

A contract for $2.4 million was awarded for a six-color press to be used in the production of passports and postal cards. Delivery is scheduled for the summer of 1992. A contract was awarded for $138,000 for the removal and disposal of asbestos as part of GPO's continuing asbestos abatement program, which is now in its final phase. A contract for $1.1 million was awarded to upgrade GPO's telephone system. The new system now allows for GPO to utilize 5-digit dialing to other legislative branch agencies.

Income to GPO from surplus sales conducted by MMS included $233,100 for wastepaper; $58,500 from various spot sales of scrap and surplus property; $73,100 for non-ferrous metals; and $400 for scrap iron.

ADMINISTRATION AND RESOURCES MANAGEMENT

Personnel Service

GPO's Personnel Service undertook several successful recruiting campaigns and training programs in a wide range of occupational areas during 1991. Recruiting and appointing candidates for GPO's Printing Management Trainee Programs was made more efficient when direct-hire and delegated examining authority for Printing Assistant Positions for the entire Federal Government was obtained from the Office of Personnel Management (OPM).

GPO's pay systems were updated in 1991, as wage agreements were successfully negotiated and approved for the majority of GPO's craft and professional employees.

During the year, Personnel Service developed an upward mobility program for Management Analyst positions, established a cooperative education program in accounting, and administered the training of approximately 700 employees in the Computer Learning Center. Thirty-one employees graduated from three apprenticeship programs in 1991 and nine of GPO's apprenticeship programs were registered with the Department of Labor.

Office of Equal Employment Opportunity

The Office of Equal Employment Opportunity (EEO) administers the discrimination complaint system, provides counseling services, and assists GPO management in adhering to laws, regulations, and policies regarding equal employment opportunity for all employees and applicants for employment.

In 1991, EEO submitted and received approval of its *Accomplishment Report of the Affirmative Action Plan for Fiscal Year 1990* by the Equal Employment Opportunity Commission. The office completed two of three scheduled evaluations of field installations. Reports of the evaluations were submitted to the appropriate Assistant Public Printers and included updates on the subject of sexual harassment. In addition, EEO again staffed a recruitment exhibition booth at the Sixteenth Annual National Conference on Blacks in Higher Education sponsored by the National Association for Equal Opportunity in Higher Education.

Labor and Employee Relations Service

The Labor and Employee Relations Service administers GPO's labor-management and employee relations programs. The Labor-Management Relations Branch administers labor relations policies and programs involving 16 unions representing approximately 4,100 employees in 23 bargaining units across the country.

GPO's pay systems were updated in 1991, as wage agreements were successfully negotiated and approved for the majority of GPO's craft and professional employees. One of these, the 4-year agreement with the Joint Bargaining Committee, was significant in that it included a procedure to deal with changes in pay rates during its term. A 4-year wage agreement was also reached with the American Federation of Government Employees-Printing Crafts Joint Council (AFGE-PCJC), which represents 1,300 white collar Central Office employees. While an agreement was reached with GPO's police officers, negotiations with the machinists' union resulted in an impasse.

The Employee Relations Branch processed 185 adverse actions in 1991,

resulting in the removal or discharge, either for disciplinary or performance reasons, of 40 employees. The Employee Programs Branch administered another successful Combined Federal Campaign in 1991, exceeding its goal of $225,000 by $4,000.

Occupational Health and Environmental Services

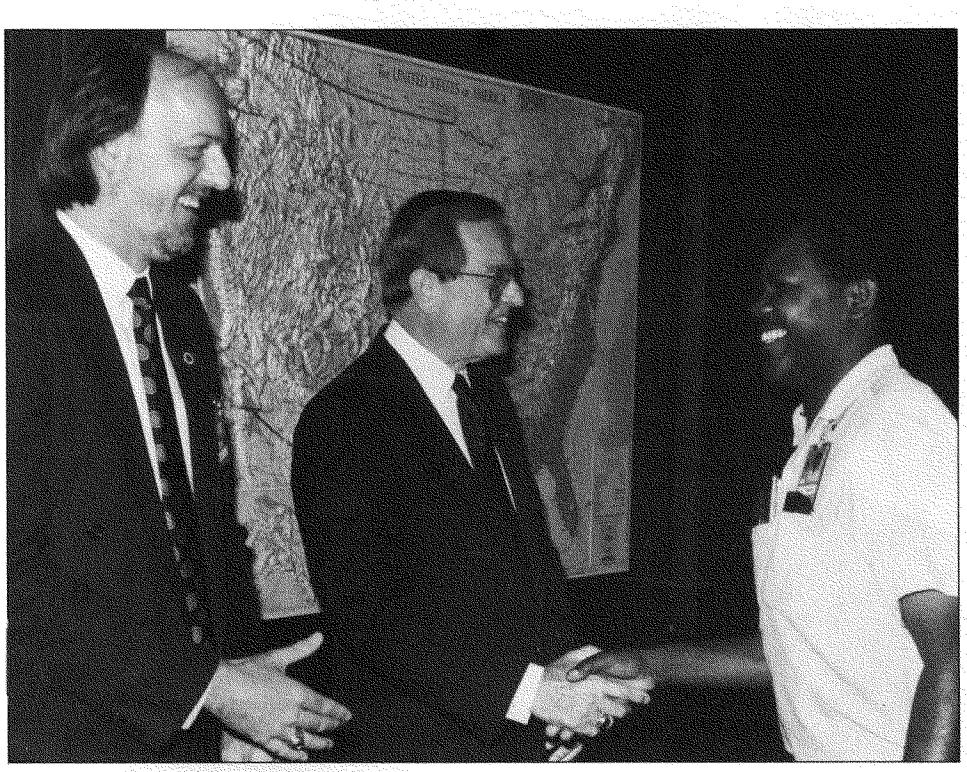
In 1991, Occupational Health and Environmental Services (OHES) concentrated its efforts on addressing significant health-related issues, promoting preventive activities, and expanding its services while cutting expenses. Some of the issues explored by OHES included drug and alcohol use among employees, AIDS, and problems of the hearing impaired in the workplace. OHES also promoted preventive health care through its sponsorship of the expanded Fourth Annual Health Fair, in which over 2,000 GPO employees participated, and its initiation of a Hypertension Screening and Detection Program.

OHES worked with Employee Relations in an effort to lower workers' compensation costs by reducing injuries and illnesses, improving claims processing, and ensuring the availability of rehabilitation. The Safety Branch began weekly inspections of all Hazardous Waste Accumulation areas and was actively involved in the removal of PCB-filled transformers from GPO sites.

Security and Support Services

Security and Support Services is responsible for GPO's law enforcement, physical and information security, and administrative support functions. In 1991, 20 security alarms were added to the cardkey alarm system and a color graphics floor map program was integrated into the central security system. Three GPO police officers were commended for assisting victims of attempted robberies in the vicinity of GPO, and all officers successfully completed annual firearms qualification at the U.S. Secret Service's firing range. The security mission of the Uniformed Protection Branch was accomplished with a reduction of $319,700, or 58 percent, in overtime compensation.

The self-sustaining GPO Parking Program acquired 450 parking spaces on H Street, which allowed relinquishment of more costly parking space. The Telecommunications and Automated Information Systems Security Group conducted computer security surveys, inventoried equipment valued at approximately $9.5 million, and conducted security awareness training for new employees, managers, and supervisors.



Joint Bargaining Committee/GPO Chairman George E. Lord (l) and Public Printer Houk share congratulations with John A. Marshall (r), JBC representative of the United Brotherhood of Carpenters and Joiners, Local 2456, on the signing of the 4-year craft wage agreement in July.

Financial Operations

Office of Financial Management

In 1991, the Office of Financial Management (OFM) made a successful effort to improve services to GPO clients, contractors, employees, and managers while reducing the resources needed to provide those services. Projects which were part of this effort included the drafting of a firm pricing procedure, expansion of the electronic billing program initiated in 1989, implementation of a new Bids and Solicitation Services Billing System, and further automation of office functions.

During the year, OFM prepared a proposal for a procedure that would change the way GPO prices and bills for production or procurement of services. GPO's current method of price quoting sometimes results in clients receiving final bills that vary significantly from the price quoted to them when they submitted their requisition. The draft proposal calls for a firm price quote at the time a requisition is submitted and automatic billing for the quoted amount. This will improve customer service by eliminating the need for client agencies to reprogram funds to compensate for differences between estimated costs and final billing. It will also reduce the time it takes GPO to recover its expenses. The firm estimate proposal is also expected to help eliminate approximately $750,000 in administrative overhead associated with the existing billing system.

Further progress was also made this year on the electronic billing program initiated in 1989. Participants in this program—through which GPO provides billing data on magnetic tape or floppy disk—now include the Department of the Army, the U.S. Postal Service, the Internal Revenue Service, the Department of Transportation, the U.S. Geological Survey, and the Department of Health and Human Services. The Army, about half of whose orders are handled through this program, has completely divorced itself from paper invoices, and the other five program participants are working toward this same end. Efforts are underway to convert other client agencies to electronic billing and to establish capabilities to transfer billing data directly from computer to computer using an Electronic Data Interchange concept.

The cumbersome billing system for the Bids and Solicitation Services was replaced in May 1991 due to increasing costs and excessive administrative burden. The replacement system, which is based on a flat monthly charge per office subscribed, requires payment in advance plus a deposit

Treasurer of the United States Catalina Vasquez Villalpando speaks at GPO ceremonies observing National Hispanic Heritage Month 1991.

equal to a month's charge. This is an improvement over the previous system, which often resulted in billing delays of almost 2 months. The new system improves the timeliness of payments and the collectability of amounts due, and reduces the cost of preparing and collecting invoices.

Other projects undertaken by OFM in 1991 include the removal from the mainframe of the Accounts Receivable System for Government Accounts, a move that improves accuracy and timeliness in posting and reporting; the conversion of the Retirement and Insurance Transfer System to electronic transmission by OPM, a step that eliminates some hard copy transfer of information and enables OPM to electronically transfer GPO's contributions to its account at the Treasury Department; the writing of computer programs to automate the existing manual leave cards, which will eliminate at least 5 staff years and save an estimated $100,000 in administrative overhead; and the development of a PC-based billing system that allows printing specialists to enter preliminary data and have the client and rider billings automatically computed.

The effort to upgrade OFM's workforce from clerical to analytical positions continued. As part of this effort, the Accounting Trainee Program was revived in 1991 with the recruitment and hiring of five accounting majors. The program is designed to provide the trainees with exposure to all the major functions performed by OFM. Additionally, 4 persons were selected and placed in upward mobility Printing Assistant positions, bringing the total number of OFM upward mobility positions to 24 at yearend.

The Office of Financial Management made a successful effort in 1991 to improve services to GPO clients, contractors, employees, and managers while reducing the resources needed to provide those services.

Office of Planning

The Office of Planning was instrumental in 1991 in implementing the cost control program that was critical to the success of GPO's financial strategy, monitoring progress regarding the implementation of GAO's management review recommendations, enforcing cost-conscious budget targets for all GPO areas, initiating the new capital investment process, and conducting data assembly and analysis in support of *GPO/2001*.

Office of Information Resources Management

In 1991, the Public Printer appointed the Assistant Public Printer (Chief Financial Officer) as the Designated Senior Official for Information Resources Management at GPO. Subsequently, the Office of Information Resources Management (OIRM) was reorganized to place maximum emphasis on new information systems development, and to provide a more responsive information processing organization.

OIRM prepared a report presenting a strategy to perform corporate database development at GPO. It proposed a corporate database philosophy of providing information to all GPO organizational areas on any automation platform. The Acquisitions, Classifications, and Shipment Information System mirrors this philosophy by using data from other systems and by creating databases for use by future GPO systems. The Integrated Personnel/Payroll System is the first fully integrated system developed completely under the corporate database concept.

OIRM also developed or revised information systems involving a wide range of programs in 1991. These projects included development of the Federal Depository Library Program/Electronic Bulletin Board System for the Library Programs Service; automation supporting the expansion of the Sales Program's lockbox operation; modification of GPO's Government Bill of Lading System to reduce manual data entry, resulting in a savings of approximately $15,000 annually; and revisions to the Materials Management Procurement and Control System to provide a centralized source of information on major materials contracts, as well as a new inquiry screen function which eliminates manual functions for a savings of $20,000 per year.

Consolidated Balance Sheet

As of September 30, 1991 and 1990 (Notes 1 and 2) (in thousands of dollars)

Assets	1991	1990
Current assets:		
Cash:		
On-hand and in-transit	$ 1,301	$ 845
Revolving fund	130,104	101,452
Appropriations	18,216	28,437
Accounts receivable, net (Note 3)	193,154	233,462
Inventories:		
Publications for sale, net (Note 4)	13,404	12,451
Paper	12,650	14,978
Materials and supplies	10,113	10,512
Prepaid expense	76	120
Total current assets	**379,018**	**402,257**
Property, plant, and equipment (Note 5):		
Land and buildings	18,633	18,633
Equipment and building improvements	123,912	119,076
Total acquisition value	142,545	137,709
Less: accumulated depreciation	90,572	85,155
Net property, plant, and equipment	**51,973**	**52,554**
Total assets	**$ 430,991**	**$ 454,811**

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

Liabilities and investment	1991	1990
Current liabilities:		
Accounts payable (Note 6)	$ 70,032	$ 70,028
Advances from customers (Note 7)	31,386	34,950
Accrued salaries, wages, benefits and other withholdings	15,287	13,245
State and local payroll taxes	825	820
Total current liabilities	**117,530**	**119,043**
Other liabilities:		
Accrued annual leave	10,723	10,707
Excess receipts from sales of publications, due U.S. Treasury (Note 8)	903	8,686
Total other liabilities	**11,626**	**19,393**
Total liabilities	**129,156**	**138,436**
Investment of U.S. Government:		
Appropriations:		
Unliquidated obligations	21,127	34,469
Revolving fund:		
Contributed capital (Note 9)	109,993	109,952
Retained earnings	170,715	171,954
Total revolving fund	**280,708**	**281,906**
Total investment	**301,835**	**316,375**
Total liabilities and investment	**$ 430,991**	**$ 454,811**

Consolidated Statement of Revenue and Expenses by Function and Retained Earnings

Fiscal Years 1991 and 1990 (Notes 1 and 2) (in thousands of dollars)

	Printing and Binding		
	In-House Printing	Purchased Printing	Total
Revenue:			
Printing and Binding	$ 224,797	$ 623,076	$ 847,873
Sales of Publications	—	—	—
Appropriations	—	—	—
Reimbursements	—	—	—
Total revenue	**224,797**	**623,076**	**847,873**
Expenses:			
Personnel compensation and benefits	151,191	34,824	186,015
Travel and transportation	551	1,913	2,460
Rents, communications and utilities	10,169	2,801	12,970
Printing and reproduction	—	581,421	581,421
Other services	2,977	695	3,672
Supplies and materials	55,652	1,001	56,653
Depreciation	5,175	478	5,653
Publications sold	—	—	—
Surplus publications	—	—	—
Total expenses	**225,715**	**623,133**	**848,848**
Net income or (loss)	**(918)**	**(57)**	**(975)**
Excess receipts due U.S. Treasury	**—**	**—**	**—**
Net income (loss) to retained earnings	**$ (918)**	**$ (57)**	**$ (975)**
Retained earnings, beginning of fiscal year			
Retained earnings, after payable to U.S. Treasury, end of fiscal year			

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

Information Dissemination					Total GPO	
Sales of Publications	Agency Distribution Services	Salaries and Expenses	Total	Eliminations	1991	1990
—	—	—	—	$ (45,716)	$ 802,157	$ 822,483
$ 81,527	—	—	$ 81,527	—	81,527	83,245
—	—	$ 27,117	27,117	(331)	26,786	24,938
—	$ 4,652	—	4,652	—	4,652	4,907
81,527	**4,652**	**27,117**	**113,296**	**(46,047)**	**915,122**	**935,573**
28,648	2,849	7,546	39,043	(2,550)	222,508	218,528
996	64	496	1,556	—	4,020	4,778
17,206	1,667	2,827	21,700	(424)	34,246	33,949
714	57	15,260	16,031	(42,514)	554,938	566,584
808	88	484	1,380	(424)	4,628	5,396
1,437	166	442	2,045	(135)	58,563	60,521
225	25	62	312	—	5,965	6,311
26,482	—	—	26,482	—	26,482	24,572
4,108	—	—	4,108	—	4,108	4,869
80,624	**4,916**	**27,117**	**112,657**	**(46,047)**	**915,458**	**925,508**
903	**(264)**	**—**	**639**	**—**	**(336)**	**10,065**
(903)	**—**	**—**	**(903)**	**—**	**(903)**	**(6,424)**
—	**$ (264)**	**—**	**$ (264)**	**—**	**$ (1,239)**	**$ 3,641**
					171,954	**168,313**
					$170,715	**$171,954**

Consolidated Statement of Changes in Financial Position

Fiscal Years Ended September 30, 1991 and 1990 (Notes 1 and 2)
(in thousands of dollars)

	1991	1990
Funds provided:		
Net income	$ (336)	$ 10,065
Add expenses not requiring working capital:		
Depreciation	5,965	6,311
Total funds provided by operations	5,629	16,376
Book value of retired assets	6	19
Appropriations	103,110	87,473
Sale of land	—	513
Increase in accrued annual leave	16	353
Total funds provided	**108,761**	**104,734**
Funds applied:		
Purchase of fixed assets	5,350	5,875
Funds returned to U.S. Treasury:		
From sales of publications	8,686	—
From appropriations	150	—
Public Law 99–177 Reductions	1	—
Expended appropriations (Note 10)	116,301	94,251
Total funds applied	**130,488**	**100,126**
Increase (decrease) in working capital	**$ (21,727)**	**$ 4,608**

Changes in Working Capital

Current assets:		
Cash:		
On-hand and in-transit	$ 456	$ (179)
Revolving fund	28,651	(26,968)
Appropriations	(10,221)	(5,821)
Accounts receivable, net	(40,308)	(17,492)
Publications for sale, net	953	(555)
Paper	(2,329)	(2,940)
Materials and supplies	(399)	(256)
Prepaid expense	(44)	120
Current liabilities:		
Accounts payable	(4)	31,894
Advances from customers	3,564	34,311
Accrued salaries, wages, benefits and other withholdings	(2,041)	(8,874)
State and local payroll taxes	(5)	1,368
Increase (decrease) in working capital	**$ (21,727)**	**$ 4,608**

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

Status of Appropriated Funds

Fiscal Years Ended September 30, 1991 and 1990 (Notes 1 and 2)
(in thousands of dollars)

	Congressional Printing and Binding	Salaries and Expenses	Total Appropriated Funds	
			1991	1990
Status of appropriations, beginning of fiscal year	$ 11,411	$ 17,026	$ 28,437	$ 34,258
Funds provided:				
Appropriations	77,365	25,745	103,110	87,473
Intra-office funding	—	—	—	7,890
Total funds available	**88,776**	**42,771**	**131,547**	**129,621**
Funds applied:				
Obligated appropriations:				
Current fiscal year	75,843	16,329	92,172	82,258
Prior fiscal years	10,430	10,578	21,008	18,926
Funds returned to U.S. Treasury	150	—	150	—
Public Law 99-177 Reductions	1	—	1	—
Total funds applied	**86,424**	**26,907**	**113,331**	**101,184**
Status of appropriations, end of fiscal year	**$ 2,352**	**$ 15,864**	**$ 18,216**	**$ 28,437**

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

Statement of Reconciliation to Budget Reports

Fiscal Year Ended September 30, 1991 (Note 11)
(in thousands of dollars)

Total expenses per statement of revenue and expenses by function and retained earnings		**$ 915,458**
Add Congressional Printing and Binding Appropriation expenditures not included above		89,207
Total operating expenses		**1,004,665**
Budgetary outlays not included as expenses:		
Capital expenditures		5,350
Items not requiring outlays:		
Depreciation	$ (5,965)	
Changes in allowance accounts		
Bad debts	(1,033)	
Surplus publications	(1,068)	
Decrease in inventories	(707)	
Decrease in prepaid expenses	(44)	
Increase in annual leave accrual adjustment	(16)	
Book value of retired assets	(6)	
Subtotal		**(8,839)**
Gross cash disbursements		**1,001,176**
Less offsetting collections:		
Total revenue per statement of revenue and expenses by function and retained earnings:		
In-House printing	$ 224,797	
Purchased printing	623,076	
Sales of Publications	81,527	
Agency Distribution	4,652	
Salaries and Expenses	27,117	
Less eliminations	(46,047)	
Total revenue	**915,122**	
Salaries and Expenses Appropriation	(27,117)	
Sales to Depository Library Program	23	
Net decrease in accounts receivable and payable	37,762	
Subtotal		**(925,790)**
Net outlays		**$ 75,386**

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

Notes to Financial Statements

As of September 30, 1991 and 1990

(1) Organization

The Government Printing Office (GPO) 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, *Public Printing and Documents,* authorizes the GPO Revolving Fund to finance these operations. The Revolving Fund is reimbursed by payments from agencies, receipts from sales of publications, and by transfers from the Salaries and Expenses and the Congressional Printing and Binding Appropriations.

The Congressional Printing and Binding Appropriation is for printing and binding performed directly for Congress and for printing and binding publications authorized by law to be distributed without charge to recipients.

The Salaries and Expenses Appropriation is for necessary expenses incurred by the Superintendent of Documents for depository libraries, international exchange, and other statutory 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 GPO funds. 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 (GAAP), the associated principles of fund accounting, and Title 2, "Accounting," of the U.S. General Accounting Office's (GAO) *Policy and Procedures Manual for Guidance of Federal Agencies.*

Expense Allocations. 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 GPO due to the fact that all printing and binding work is required by law to be reimbursed on the basis of services rendered. At the end of fiscal year 1991, there was an estimated $22,950,000 shortfall in the Congressional Printing and Binding Appropriation for fiscal years through 1991, of which $3,019,000 was provided in the Legislative Branch Appropriations Act for 1992 (Public Law 102-90), as the first installment of a multi-year financing agreement to liquidate prior-year shortfalls. Revenue from commercially-procured printing and binding is recognized on the constructive-receipt concept. Revenue from distributing and selling publications to the public is recognized when publications have been shipped, or when services have been performed.

Inventories. Publications for sale are valued using the first-in, first-out cost method. Paper, materials, and supplies are valued using the moving-average cost method.

Property, Plant, and Equipment. Property, plant, and equipment are carried at cost. Expenditures which substantially increase the useful lives of the assets are capitalized. Maintenance and repairs are expensed as incurred. Depreciation, computed using the straight-line method with estimated useful lives ranging from 3 to 30 years for machinery and equipment and building improvements, is recovered through billings to client agencies. Buildings and structures with useful lives ranging from 42 to 50 years have been paid from legislative appropriations. Accordingly, depreciation is recorded but not reimbursed on these items. In fiscal year 1991, assets originally acquired for $605,000 were disposed of and removed from the accounts. In fiscal year 1991, GPO began capitalizing software development costs when the cost exceeds $5,000, in accordance with GAO's Title 2. As a result, a software development in progress asset account was established. This capitalization of software development costs constituted a change in an accounting principle. GAAP requires that when a change in an accounting principle occurs, the cumulative effect of the change should be recognized in the net income of the period of change. However, the costs for software development for prior years were not determinable. Thus, GPO's financial statements for fiscal year 1991 did not reflect the cumulative effect of the change for prior years.

Intragovernmental Financial Activities. GPO's financial activities interact with and depend on those of the Federal Government as a whole. Thus, GPO's financial statements do not reflect the results of all financial decisions and activities applicable to GPO's operations, as if it were a stand-alone entity.

GPO's financial statements are not intended to report GPO's proportionate share of the Federal deficit or of public borrowing, including interest thereon. Financing for appropriations reported on GPO's statements could derive from tax revenues or public borrowing or both; the ultimate source of this financing, whether from tax revenues or public borrowing, has not been specifically allocated to GPO.

Pensions. During fiscal year 1991, the majority of GPO's employees participated in the contributory Civil Service

Retirement System (CSRS), the Federal Old-Age, Survivors, and Disability Insurance Fund, and/or the Federal Employees Retirement System (FERS), to which GPO made contributions of $15,462,000 and $14,696,000 in fiscal years 1991 and 1990, respectively. Such contributions are recognized as expenses in the statement of revenues and expenses. GPO does not report CSRS and FERS liabilities, if any, applicable to its employees since these data are only reported in total by the Office of Personnel Management.

Contingencies. GPO is party to various administrative proceedings, legal actions, and claims brought by or against it at September 30, 1991.

These include:

- Various personnel actions, suits, or claims brought against GPO by employees and others.
- Claims against commercial contractors as a result of contract default or other less-than-satisfactory performance in which GPO is likely to prevail. The value of these claims is recorded as accounts receivable.
- Claims by commercial contractors brought against GPO. One contingency, classified as reasonably possible, exists. It relates to the termination of a printing contract. The amount of loss to GPO, should the contractor prevail, would be approximately $298,000. This claim is disclosed but not recorded in the financial statements, in accordance with GAAP guidelines on reasonably possible contingencies.

Funding. In fiscal year 1990, the Salaries and Expenses Appropriation was funded in part by excess receipts derived from sales of publications and from the sale of land. Pursuant to Public Laws 101-163 and 101-164, funding of $7,377,000 was provided from the sale of publications and $513,000 from the sale of land. For fiscal years 1991 and 1992, there is no public law authorizing this type of intra-office funding. Appropriations for fiscal year 1991 were approved for Congressional Printing and Binding and Salaries and Expenses in the amounts of $79,615,000 and $26,500,000, respectively. Public Law 101-520 required that $2,250,000 and $755,000 (respectively) be unavailable for obligation or expenditure during fiscal year 1991. Appropriation amounts presented herein are shown net of Public Law 101-520.

Balanced Budget and Emergency Deficit Control Act of 1985, Public Law 99-177. As a result of this legislation, funds were sequestered during fiscal year 1991. For ease of presentation, reductions are referred to in the financial statements and accompanying notes as "Public Law 99-177 Reductions."

(3) Accounts Receivable, Net

Accounts receivable, net, comprised the following:

	September 30	
	1991	1990
U.S. Government agencies	$ 22,227,000	$ 26,679,000
Unbilled completed work	111,942,000	137,605,000
Unbilled work in process	58,046,000	66,909,000
The public	414,000	350,000
Other	2,615,000	2,976,000
Subtotal	**195,244,000**	**234,519,000**
Allowance for doubtful accounts *	(2,090,000)	(1,057,000)
Accounts receivable, net	**$ 193,154,000**	**$ 233,462,000**

* The allowance for doubtful accounts, established in fiscal year 1990, is based on recent bad debt and account write off experience.

(4) Inventory—Publications for Sale, Net

Publications for sale, net, comprised the following:

	September 30	
	1991	1990
Publications for sale	$ 18,572,000	$ 16,551,000
Allowance for surplus publications *	(5,168,000)	(4,100,000)
Publications for sale, net	**$ 13,404,000**	**$ 12,451,000**

* The allowance for surplus publications is established to estimate the value of potentially obsolete or excess publications held in inventory at fiscal yearend.

(5) Property, Plant, and Equipment

Property, plant, and equipment at September 30, 1991, consisted of the following:

	Acquisition Value	Accumulated Depreciation	Net Book Value
Land	$ 9,977,000	—	$ 9,977,000
Buildings	8,656,000	$ 8,656,000	—
Building improvements	46,062,000	24,347,000	21,715,000
Leasehold improvements	1,394,000	866,000	528,000
Plant machinery and equipment	64,129,000	48,145,000	15,984,000
Office machinery and equipment	9,457,000	7,223,000	2,234,000
Computer software	970,000	471,000	499,000
Furniture and fixtures	366,000	218,000	148,000
Motor vehicles	823,000	646,000	177,000
Capital improvements in progress	264,000	—	264,000
Software development in progress	447,000	—	447,000
Totals	**$142,545,000**	**$ 90,572,000**	**$ 51,973,000**

Property, plant, and equipment at September 30, 1990, consisted of the following:

	Acquisition Value	Accumulated Depreciation	Net Book Value
Land	$ 9,977,000	—	$ 9,977,000
Buildings	8,656,000	$ 8,656,000	—
Building improvements	43,607,000	22,824,000	20,783,000
Leasehold improvements	1,394,000	764,000	630,000
Plant machinery and equipment	63,259,000	45,106,000	18,153,000
Office machinery and equipment	9,095,000	6,608,000	2,487,000
Computer software	562,000	365,000	197,000
Furniture and fixtures	347,000	233,000	114,000
Motor vehicles	757,000	599,000	158,000
Capital improvements in progress	55,000	—	55,000
Totals	**$137,709,000**	**$ 85,155,000**	**$ 52,554,000**

(6) Accounts Payable

Accounts payable comprised the following:

	September 30	
	1991	1990
Commercial printing	$ 54,640,000	$ 53,605,000
U.S. Government agencies	10,507,000	10,588,000
Other	4,885,000	5,835,000
Totals	**$ 70,032,000**	**$ 70,028,000**

(7) Advances from Customers

Advances from customers comprised the following:

	September 30	
	1991	1990
Deferred subscription revenue	$ 20,273,000	$ 21,882,000
Customer deposits for publication orders	8,688,000	8,964,000
Undelivered publication orders	1,548,000	1,468,000
Advanced billings to customer agencies	877,000	2,636,000
Totals	**$ 31,386,000**	**$ 34,950,000**

(8) Amount Due U.S. Treasury—From Sales of Publications

Title 44 requires the Government Printing Office to deposit in the U.S. Treasury excess receipts from sales of publications. The amount due U.S. Treasury as of September 30, 1991, was determined as follows:

Amount due U.S. Treasury, September 30, 1990		$ 8,686,000
Amount returned to U.S. Treasury during 1991:		
Fiscal year 1989 excess receipts	$ 2,261,000	
Fiscal year 1990 excess receipts	6,425,000	(8,686,000)
Fiscal year 1991 excess receipts		903,000
Amount Due U.S. Treasury, September 30, 1991		**$ 903,000**

(9) Contributed Capital

Contributed capital was derived from the following:

	September 30	
	1991	1990
Beginning net worth when the revolving fund was established	$ 33,807,000	$ 33,807,000
Book value of contributed buildings and land	415,000	415,000
Appropriations for improvements to air conditioning and electrical systems	12,900,000	12,900,000
Appropriations for working capital and site acquisition	62,600,000	62,600,000
Donated equipment	271,000	230,000
Totals	**$ 109,993,000**	**$ 109,952,000**

(10) Expended Appropriations

Expended appropriations were as follows:

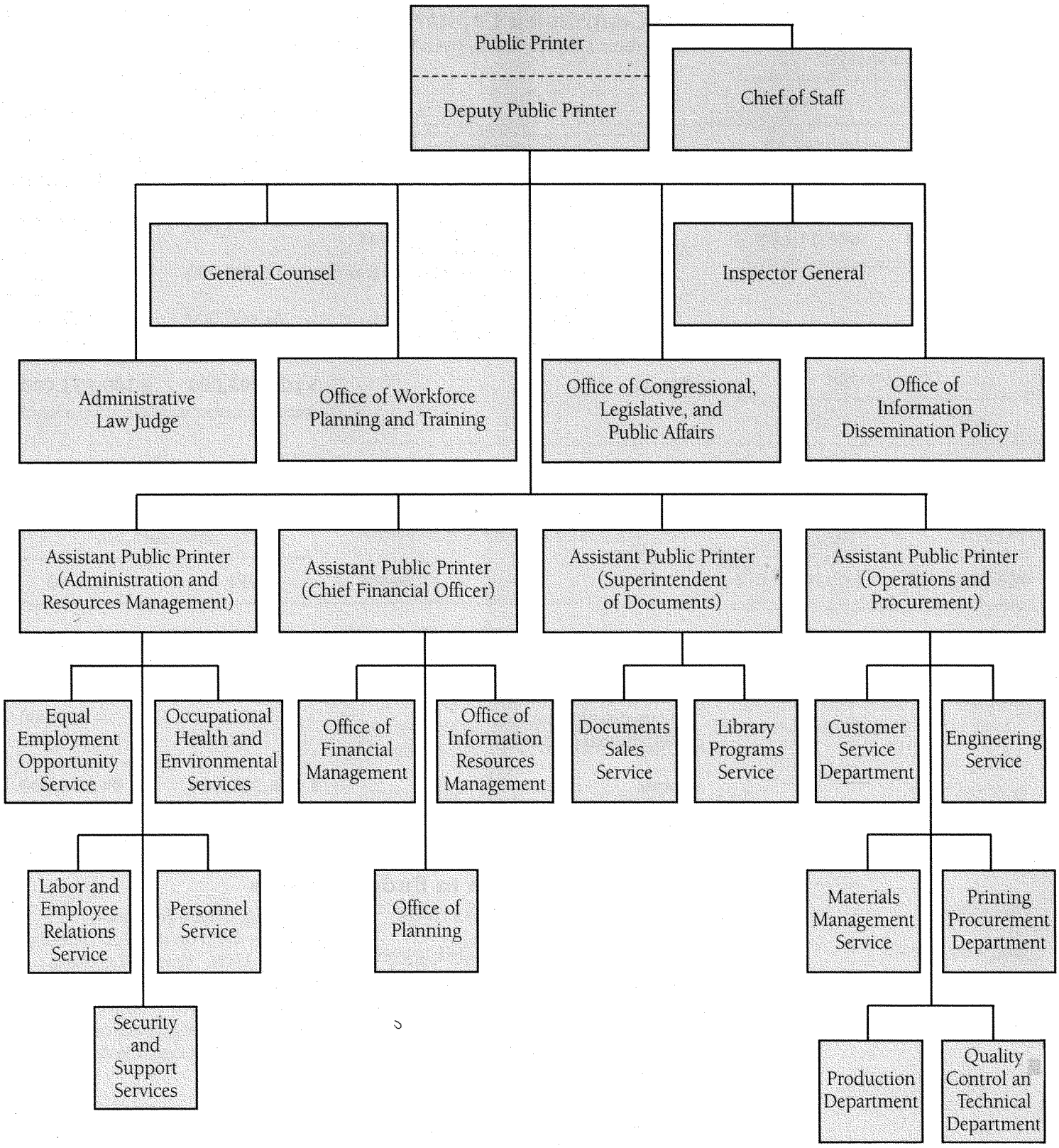
	September 30	
	1991	1990
Congressional printing and binding	$ 89,207,000	$ 68,846,000
Depository library distribution	23,403,000	21,230,000
Cataloging and indexing	2,464,000	2,664,000
By-law distribution	726,000	988,000
International exchange	501,000	523,000
Totals	**$ 116,301,000**	**$ 94,251,000**

(11) Reconciliation to Budget Reports

This statement reconciles GPO's total revenue and expenses, as reported on the Consolidated Statement of Revenue and Expenses By Function and Retained Earnings, with GPO's net outlays presented by the U.S. Treasury on its FMS Form 6654, "Undisbursed Appropriation Accounts-Trial Balance;" the information reported by GPO on the U.S. Treasury's TFS Form 2108, "Year-End Closing Statement;" and GPO's budgetary information reported on the Office of Management and Budget's Form SF-133, "Report on Budget Execution."

United States Government Printing Office

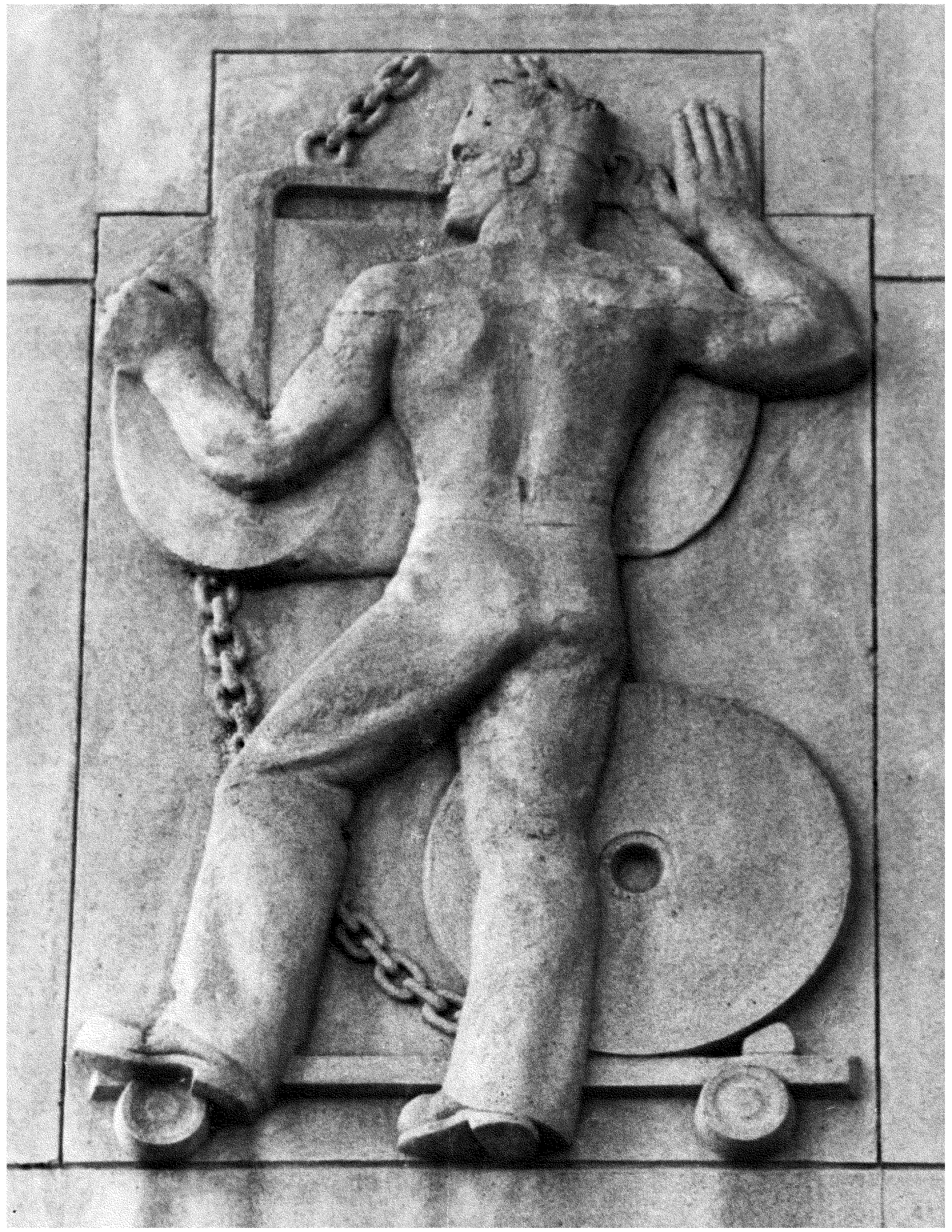
(as of September 30, 1991)



U.S. GOVERNMENT PRINTING OFFICE : 1992 O - 306-236 QL 3

Production Notes

The text for this publication was originally keyed in WordPerfect for DOS and translated to Macintosh Microsoft Word. It was designed by GPO's Typography and Design Division utilizing a Macintosh IIci computer and QuarkXPress software. The cover photo was scanned on the Howtek Scanmaster and brought into the program as a TIFF file for positioning. Proofs were generated on the Canon Laser Copier 500. Negatives were generated from Macintosh through the Linotronic Imagesetter in GPO's Electronic Job Section.

This publication was printed in soy-based sheetfed offset ink on alkaline recycled 80lb litho coated cover stock and alkaline recycled 60lb offset text stock.

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