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**Davita Vance-Cooks**

**Prepared Statement before  
the Committee on Rules  
and Administration, U.S. Senate,  
on the Nomination as Public Printer**

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**301 Russell Senate Office Building**

Wednesday, June 12, 2013  
10:00 a.m.

Mr. Chairman and Members of the Committee on Rules and Administration, I am honored to be here this morning to assist in your consideration of my nomination by President Barack Obama to be the Public Printer of the United States Government Printing Office (GPO).

I am currently the Deputy Public Printer. In that position, and as required by law, I have the responsibility to perform the duties of the Public Printer—which are to take charge of and manage GPO—until a successor is appointed. I have been serving in the capacity of Acting Public Printer since January 2012, which is about a year and a half ago.

GPO has been undergoing a transformation from a printing operation to a publishing operation and a provider of secure credentials. We have repositioned our core business to emphasize the development of a digital information platform for the delivery of a growing variety of options for accessing Government information. This transition has been underway for many years, underscored by the enactment in 1993 of the GPO Electronic Information Enhancement Act, which statutorily mandated the provision of digital information dissemination services to the public.

This Act effectively began the change in GPO's business model from a traditional "ink on paper" operation to a digital platform. Consequently, the leadership of this agency must possess knowledge and experience in the management of not just printing but of serving the needs of Congress, Federal agencies, and the public for access to digital Government information. This is especially critical in our current environment, which is dominated by constantly evolving technology, changing stakeholder expectations, the ongoing shift to digital content through multiple formats and devices, and financial budget pressure.

I firmly believe my educational background, private sector experience, GPO management experience, and GPO executive experience have prepared me to lead this agency. I am a seasoned business executive with more than 30 years of private sector and Federal Government experience. In 2012, OutputLinks Communications Group named me as one of the year's Women of Distinction for my professional achievement, leadership, and contribution to the printing and digital industries.

My education includes a BS in Psychology from Tufts University and an MBA from Columbia University with an emphasis in Marketing and Finance. I am trained in marketing theory in how to apply the tools of that discipline in the development of competitive marketing strategies. I am also trained in organizational financial requirements, so I understand the strategies that are required to maintain financial stability. Both of these areas are critical to leading GPO through an organizational transformation under tight financial constraints.

I have 25 years of private sector experience with progressive leadership roles specializing in effective operations management, organizational change, marketing, and strategic planning. I was the Senior Vice-President of Operations for NYLCare MidAtlantic Health Plan where, among other duties, I was responsible for a digital print work center for the production of variable data printing products. I also worked for several Blue Cross/Blue Shield Plans and served multiple roles such as the Director of Customer Service and Claims, Director of Membership and Billing, and Director of Market Research and Product Development. I have significant experience in business management and the process of identifying and successfully responding to organizational challenges.



I have been with the GPO for almost nine years, during which time I have held a succession of senior management and executive positions in printing, information dissemination, and administrative support operations. This background has provided me with a broad knowledge of our mission, customers, partners, operations, capabilities, employees, and organizational culture. I am proud to say that, while at GPO, I have been working with some of the best experts in the industry regarding the production and dissemination of Government information products. If confirmed by the Senate, I will not need a learning curve to lead the GPO.

From 2004-2008, I served as the Deputy Managing Director of Customer Services, where I was responsible for the print procurement side of the business, overseeing (at that time) the procurement of approximately \$500 million annually in Federal printing and information product requirements from the private sector. I oversaw the development of GPO Express, a contract with FedEx Office that provides quick turnaround print jobs, and was responsible for the establishment of GPO's Online Paper Store. In addition, I managed corporate print procurement, 15 regional print procurement offices nationwide, the sales team, quality control, internal acquisitions, and a market/product research function.

From 2008-2011, I was responsible for the sales side of GPO's information dissemination business as Managing Director for Publications and Information Sales. I oversaw our online and e-commerce sales program, content acquisition, the management of GPO's warehouses in Pueblo, CO, and Laurel, MD, and the operation of GPO's Contact Center. I led the renovation of the GPO main bookstore, the establishment of e-book partnerships with Google and other providers, implemented the 5S process improvement methodology in the Contact Center, and developed marketing campaigns with the objective to increase product sales.

In January 2011, I was appointed as GPO's Chief of Staff by Public Printer William Boarman. Under his leadership, GPO carried out a program to reduce overhead costs, collect outstanding unpaid accounts, and expand our service offerings to Congress, Federal agencies, and the public. With this program, GPO generated positive net income for fiscal year 2011. Additionally, as Chief of Staff, I led efforts to create and implement an agency-wide strategic performance plan and oversaw the implementation of an agency-wide buyout of approximately 15% of the agency's workforce. The buyout restructured the workforce to reduce supervisory levels and resulted in the lowest staffing level at GPO in more than century.

My background and experience were instrumental in preparing me to lead the agency as Acting Public Printer. With employees and management working together, we have had many successes, and I am proud of our accomplishments.

We completed fiscal year 2012 with positive net income and reduced overhead costs to 2008 levels. We have continued our financial program of "doing more with less" into 2013 and have managed so far to absorb the effects of the sequester while continuing to carry out our services for Congress, Federal agencies, and the public.

Over the past year and a half, we have developed and introduced mobile apps for several congressional and agency publications (one of which received a Digital Government Achievement Award), expanded information offerings via our Federal Digital System (known as FDsys), initiated the Federal Depository Library Program (FDLP) Forecast Study



to ensure the digital future of the Program is based on a shared vision between GPO and depository libraries, increased our production capability for smart cards with the establishment of a second production site, and produced the work required by the 2013 Presidential Inauguration.

We attained Global Certification for Excellence in Graphic Arts, which complemented our institutional membership with the Library Binding Institute. We were also named a certified facility by the Sustainable Green Printing Partnership for commitment to smart environmental practices. And we received a joint Business Value Award with the Office of the Federal Register for the innovative use of public key infrastructure (PKI) for authenticating electronic submissions to the *Federal Register*.

We re-branded GPO as the “*Official, Digital, Secure*” provider of the Federal Government’s information products and services and updated our marketing collateral. We developed a five year strategic plan and successfully emerged from a congressionally-mandated year-long study of our operations by the National Academy of Public Administration, which validated of our mission and our program of digital transition.

I believe in the value of communicating. Since I became Acting Public Printer, we have held round-the-clock employee town hall meetings every quarter to make sure GPO’s employees understand our strategic vision and operational plans. In developing and carrying out plans for moving GPO forward, I am committed to communicating and consulting with this Committee, the Joint Committee on Printing, the Committee on House Administration, as well as GPO’s appropriations committees; our customers throughout Congress and Federal agencies; our partners in the Federal Depository Library Program and the broader library community; GPO’s employees and their representatives; representatives of the printing and technology industries; and others. Equally important is my belief in the value of planning and reporting on the results of our operation.

Most important of all is my belief in the mission of GPO—*Keeping America Informed*—and my conviction that it is the unmatched ability of the men and women of GPO to perform difficult and exacting work under pressing deadlines that is responsible for carrying out this mission every day. They are GPO’s most important asset and I am so fortunate to have had the incredible experience of working with GPO’s talented and committed employees. I look forward to continuing to work with them if I am confirmed as Public Printer.

Mr. Chairman and Members of the Committee on Rules and Administration, thank you again for the opportunity to appear before you today. This concludes my prepared statement and I am prepared to answer any questions you may have.

