

**HEARING—NOMINATION OF DAVITA  
VANCE-COOKS, OF VIRGINIA, TO BE THE  
PUBLIC PRINTER**

WEDNESDAY, JUNE 12, 2013

UNITED STATES SENATE,  
COMMITTEE ON RULES AND ADMINISTRATION,  
*Washington, DC.*

The committee met, pursuant to notice, at 10:06 a.m., in Room SR-301, Russell Senate Office Building, Hon. Angus S. King, Jr., presiding.

**Present:** Senators King, Klobuchar, and Roberts.

**Staff Present:** Jean Bordewich, Staff Director; Kelly Fado, Deputy Staff Director; Stacy Ettinger, Chief Counsel; Ellen Zeng, Elections Counsel; Sharon Larimer, Assistant to the Staff Director; Abbie Sorrendino, Professional Staff; Nicole Tatz, Legislative Correspondent; Lynden Armstrong, Chief Clerk; Matthew McGowan, Professional Staff; Adam Topper, Staff Assistant; Mary Suit Jones, Republican Staff Director; Shaun Parkin, Republican Deputy Staff Director; Paul Vinovich, Republican Chief Counsel; Sarah Little, Communications Director; Trish Kent, Republican Professional Staff; and Rachel Creviston, Republican Professional Staff.

**OPENING STATEMENT OF SENATOR KING**

Senator KING. The United States Senate Committee on Rules and Administration shall come to order. Good morning.

On today's agenda is the consideration of the nomination of Davita Vance-Cooks for the position of Public Printer of the United States Government Printing Office.

Chairman Schumer is unable to attend today's hearing and asked that I extend his congratulations to Mrs. Vance-Cooks on her nomination. Without objection, I ask that his statement be submitted for the record.

[The prepared statement of Chairman Schumer was submitted for the record.]

Senator KING. I would also like to welcome Mrs. Vance-Cooks' husband, Cliff Cooks, who is joining us here today.

The Government Printing Office opened its doors the day that Abraham Lincoln was inaugurated as the 16th President of the United States in 1861. For more than 150 years, the GPO has played an instrumental role in keeping the nation informed and providing permanent public access to government information. GPO publishes the nation's important government information in both digital and print forms. It publishes official documents for Congress and the executive branch, created and maintains the Federal Digital System, an enormous Web site and database of digital documents, and also supports the Federal Depository Libraries all over the country.

A broad operational review of the GPO conducted by the National Academy of Public Administration in 2012 concluded that under the guidance of the Acting Public Printer, our nominee here

today, GPO has made significant progress in rebooting the agency from a print-based organization to one that focuses on publishing content in many forms.

Mrs. Vance-Cooks came to us with a distinguished 34-year career that includes 25 years in the private sector and nine years of management and executive experience at the GPO itself. As Acting Public Printer, she has worked to modernize the process of making information available to the public in digital as well as print form.

Senator, welcome.

On May 9, the President nominated Mrs. Vance-Cooks to be the Public Printer. If confirmed, she would be the 27th person to hold this position, the first African American, and the first woman. As Deputy Public Printer, she assumed the responsibilities of Acting Public Printer on January 4, 2012.

On behalf of the committee, I want to welcome Mrs. Vance-Cooks to today's hearing and we look forward to her testimony.

Senator Roberts, do you have any opening remarks?

#### **OPENING STATEMENT OF SENATOR ROBERTS**

Senator ROBERTS. Yes, Mr. Chairman.

This will be somewhat repetitive, but it deserves repeating because of the qualifications of Mrs. Vance-Cooks, and I would like to welcome her here today. Thank you for paying a very nice courtesy call to my office prior to this hearing and thank you for your willingness to serve as the Public Printer.

I want to formally acknowledge the great work that the GPO does. They produce all of the printing and information products ordered by Congress and Federal agencies, which is the equivalent of nearly \$700 million of work annually. Praise is due to the good work of the 1,900 GPO employees who work tirelessly on behalf of Congress.

And I want to commend the implementation of technology that has made the GPO more efficient, has allowed the agency to function with fewer resources, publish more information, make it more accessible to the public, and still meet the increasing demands of Congress on a day-to-day basis—no small job. I also want to stress the importance of innovation as the GPO continues to make the shift from print to digital documents.

The committee looks forward to hearing Mrs. Vance-Cooks' remarks and her vision for the future of the GPO. She is eminently qualified, and I will hold my remarks in the effort to expedite this confirmation, which she deserves.

Senator KING. Thank you, Senator.

Senator Warner is a member of this committee and one of the Senators from Mrs. Vance-Cooks' home State of Virginia. He had hoped to introduce the nominee here today but is tied up in another committee markup, which is the order of the day around here this week. I would like to read part of his introductory statement and, without objection, ask that the statement in its entirety be included in the committee record at this point.

[The prepared statement of Senator Warner was included for the record:]

Senator WARNER. I wish I could be there in person to introduce fellow Virginian and President Obama's nominee to be Public Printer, Mrs. Davita Vance-Cooks.

Davita is exceptionally well-qualified to carry out the duties and responsibilities of Public Printer. She brings more than 30 years of private sector and federal government experience to her current role as Deputy Public Printer. Davita joined the Government Printing Office in 2004 and has held a succession of senior management positions. In one of her previous roles as Deputy Managing Director of Consumer Services, Davita oversaw the award of a \$50 million contract for the production of the 2010 census materials. This was one of the largest procurements in the agency's history.

Additionally, as Managing Director of GPO's Publications and Information Sales business unit, Davita led GPO's effort to partner with Google to sell federal publications in an eBook format, launched an award winning government book blog, modernized GPO's customer contact center, and oversaw the renovation of the agency's retail bookstore in Washington, D.C.

Recognized for her hard work and successful efforts, Davita was named GPO's Chief of Staff in January 2011, where she continued to have a positive impact on the organization. In only eleven months she created and implemented an agency-wide strategic performance plan while managing the day-to-day operations, budgets, and performance goals of the executive offices. In December of that same year she was once again promoted—this time to the appointed position of Deputy Public Printer.

As a former businessman, I'd also like to highlight Davita's success in the private sector. Before joining GPO she served as General Manager of HTH Worldwide Insurance Services. Before that she was Senior Vice-President of Operations for NYLCare MidAtlantic Health Plan. Prior to that, she worked for several Blue Cross/Blue Shield plans, where she was Director of Customer Service and Claims, Director of Membership and Billing, and Director of Market Research and Product Development. Her wide range of experience as a business executive should not be overlooked.

Virginians are proud to call Davita one of their own. She is a member of the Northern Virginia Alumnae Chapter of Delta Sigma Theta, Inc., a national sorority that will celebrate its centennial this year. She and her husband Clifford Cooks are active members of the Antioch Baptist Church in Fairfax Station, and they are the proud parents of Chandra and Christopher, both of whom graduated from James Madison University. For the past several years, while serving as a senior manager at GPO, Davita has coached girls basketball for the Springfield Youth Club and the Braddock Road Youth Club in Fairfax County. Cliff is an assistant coach for the boys JV basketball team at Bishop Ireton High School. Despite Davita's nomination, it's a tough week in the Cooks household—Davita is a Spurs fan and Cliff roots for the Heat.

I would like to extend a warm welcome to Davita and her family, who have so much to be proud of. I enthusiastically support Davita, and urge the committee to favorably report her nomination and look forward to working towards her swift confirmation on the Senate floor.

Senator KING. Senator Warner's statement says, in part, "Mr. Chairman, I wish I could be there in person to introduce fellow Virginian and President Obama's nominee to be the Public Printer, Mrs. Davita Vance-Cooks. Davita is exceptionally well qualified to carry out the duties and responsibilities of the Public Printer. She brings more than 30 years of private sector and Federal Government experience to her current role as Deputy Public Printer.

"Virginians are proud to call Davita one of their own. She is a member of the Northern Virginia Alumni Chapter of Delta Sigma Theta, the national sorority that will celebrate its centennial this year. She and her husband, Clifford Cooks, are active members of the Antioch Baptist Church in Fairfax Station and they are proud parents of Chandra and Christopher, both of whom graduated from James Madison University.

"For the past several years, while serving as a Senior Manager at the GPO, Davita has coached girls' basketball for the Springfield Youth Club and the Braddock Road Youth Club in Fairfax County. Cliff is an assistant coach for the boys' JV basketball team at Bishop Ireton High School.

"Despite Davita's nomination, it has been a rather tough week in the Cooks' family household because Davita is a Spurs fan, and I understand that Cliff roots for the Heat. So last night must have taken—been some satisfying for you, Davita.

"I would like to extend a warm welcome to Davita and her family"—these are the words of Senator Warner—"who have so much to be proud of. I enthusiastically support Davita and urge the committee to favorably report her nomination and look forward to working towards her swift confirmation on the Senate floor."

Now, Mrs. Vance-Cooks, please make your statement to the committee.

**STATEMENT OF DAVITA VANCE-COOKS, OF VIRGINIA,  
NOMINATED TO BE THE PUBLIC PRINTER**

Mrs. VANCE-COOKS. Thank you. 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.

Before I begin, I would like to formally introduce you to Clifford Cooks, my husband and my best friend of 33 years, back there.

In the interest of time, I will briefly summarize my prepared remarks, which have been submitted for the record.

I am currently the Deputy Public Printer and I have been serving in the capacity of Acting Public Printer for the past 18 months. For 152 years, GPO has faithfully carried out its mission of keeping America informed about the business of the government, first by traditional printing, and today by digital technology.

Clearly, the GPO is no longer just a printing business. Today, we operate in an environment that is dominated by constantly evolving technology, the proliferation of content available through multiple formats and devices, rapidly changing and demanding stakeholder expectations, and significant financial budget pressure. In response, we have repositioned our core business of ink on paper to emphasize the development of a digital information platform for

the delivery of a growing variety of options to access government information.

As I have detailed in my prepared statement, my educational background, which includes an MBA from Columbia University, 25 years of private sector experience with progressively challenging leadership roles, nine years of GPO management and executive business experience, all have prepared me to lead this wonderful agency at this particular time, in this environment, and during this digital transformation.

My career at the GPO began when I directly managed our nationwide print procurement business, and then I became responsible for the print and E-commerce information sales operation, and later, I oversaw the administrative business units. I facilitated GPO's entry into the E-book market with the establishment of E-book partnerships with Google and other providers. And as the Chief of Staff, I guided the conduct of an agency-wide buyout, resulting in a restructured workforce and the lowest staffing level at GPO in more than a century, but still maintaining a high level of customer service.

This background has provided me with a broad knowledge of GPO's mission, our customers, our partners, operations, capabilities, employees, and organizational culture. If confirmed by the Senate, I will not need a learning curve to lead the agency as the Public Printer.

Furthermore, during my year-and-a-half as the Acting Public Printer, the collaboration between management and employees has resulted in a number of achievements, and I am so very proud of those achievements. I would like to list some of them for the record.

We completed fiscal year 2012 with positive net income and reduced our overhead costs to 2008 levels. To date, in fiscal year 2013, we have managed to absorb the effects of the sequestration while continuing to carry out the program of doing more with less. We developed a five-year strategic plan. We pioneered new mobile apps for the delivery of government information to mobile devices, one of which won a Digital Government Service Award. We expanded the scope of information made available by the Federal Digital System. We opened a Secure Credential Operations site for the increased demand of secure cards. We delivered the work supporting the 2013 Presidential Inauguration. We added new professional certifications for our plant operations so we are now designated as Best in Class. And we initiated the Federal Depository Library State Forecasting Project to ensure the digital future of the program in collaboration with the Depository Libraries. And most importantly, the National Academy of Public Administration, after a ten-month Congressionally mandated study, validated our mission and our program of digital transition.

So in developing and carrying out our plans for moving the GPO forward, I have been and will always be committed to consulting with Congress and our stakeholders, and I have an unwavering belief in the vital mission of GPO, which is to keep America informed. And I will ensure that GPO stays dedicated and true to that mission.

So in closing, I would like to state for the record that I have the deepest admiration and respect for the GPO employees. They are the agency's strongest and most important assets. They are the nation's experts in the production and dissemination of the information that is needed by the public. And for the past nine years, I have been fortunate to work with the dedicated and talented men and women of the GPO, and I look forward to continuing to work with them if I am confirmed as their Public Printer.

Mr. Chairman and members of the Committee on Rules and Administration, thank you again for the opportunity to be here today. I must admit, I am absolutely thrilled about this opportunity, and this concludes my prepared statement and I am prepared to answer any questions that you may have.

[The prepared statement of Mrs. Vance-Cooks Submitted for the Record:]

Senator KING. Thank you.

Before we get to questions, Senator Klobuchar has joined us. Senator, did you have an opening statement of any kind?

Senator KLOBUCHAR. No, I think we should just move on to questions, but I welcome the nominee and congratulate her and her family. Thank you, and thank you for your good work.

Senator KING. Mrs. Vance-Cooks, I understand that one of the first things you did when you took over as Acting Public Printer was hold Town Hall meetings with your staff. The feedback we got was very positive from that, that they appreciated your transparency and your willingness to listen.

You made it through, as you noted in your comments, the sequester pressure, and I wondered how you view the next couple of years. As you know, the sequester is not a one-year event, but unless it is modified, it is in the law for the next nine years. How do you see that relating to your ability to carry out your mission?

Mrs. VANCE-COOKS. First of all, thank you for acknowledging the Town Hall meetings. I made it an objective to have Town Hall meetings around the clock every quarter with the employees, and since we are, in fact, a 24-hour by seven operation, we have Town Hall meetings that go around the clock, and it is very important for us to communicate with our employees to let them know where we are going and why we are moving in that direction. I have found that when we communicate with our employees, we tend to get better buy-in, and that buy-in allows us to make hard decisions, but decisions which they, in fact, understand, and that leads me to the point about the sequester.

In February, I had a series of Town Hall meetings to talk to them about what I called the Perfect Storm. At that point, it was the sequestration; it was the Continuing Resolution and the debt ceiling. And I explained to them that it is important for us to manage our expenses very carefully. And I wanted them to understand that when we manage our expenses, is to make sure that we are a viable operation. So they understand why we have to cut back on training sometimes or why we have to cut back on some of the technological investments that had been planned for the future.

The way in which I understand, or the way in which we have planned to make it through the next few years with the sequestration is to make sure we understand our expenses. Our expenses are

at the lowest level right now. We have reached all the way down to the 2008 level. But it is what I call targeted expenses. It is not a slash across the board. It is making sure that we target the right areas, and we will continue to do that.

We also will continue to try to increase our revenue. Our financial model is set up so that only 16 percent of our budget is due to appropriations. The 84 percent balance, we actually earn it. And so that earned revenue is what we will target to make sure that we can ride through the sequester. That earned revenue will come from procurement business and will come from other types of information, such as secure cards and passports.

So the balance between our expenses and managing our revenue will allow us to go further. But I want to stress that it is targeted revenue opportunities and it is targeted expense opportunities, and it is also making sure that we collaborate with our employees so that they understand our vision.

Senator KING. Thank you. The Depository Library Program, the localized program that helps ensure public access to Federal Government documents, is an old and tried and true program. However, how does that program fit in, in your vision, with digital access? Do we need Federal Depository Libraries if everybody can access all the information from their living room?

Mrs. VANCE-COOKS. Well, first of all, we definitely need Federal Depository Libraries. That is a guaranteed issue. Yes. In fact, you know that we have 1,200 Depository Libraries spread throughout the United States. We need it because of the fact that not everyone is on digital. Not everyone is on a digital platform. And the libraries are needed to serve the underserved, those individuals who do not have access to digital content. And I know for a fact that we have a lot of pockets like that.

Now, I will admit that the FDLP Program is moving towards a digital platform. We need to help them manage the digital platform. They have identified a number of issues, such as they want improved access online. They want enhanced catalog records. They want the information to be easily discoverable. They want us to digitize more historical content. They want more flexibility in terms of how we manage the collection according to Title 44. And they want preservation.

We hear them. We agree with them. And that is why, back in 2012, we initiated a study called the State Forecasting Project. It is a collaborative project with all of the libraries, and we asked them, how can we as GPO best help to serve you? How can we help you to serve your patrons, whether digital or whether tangible? We have been working on all of the analysis, all of the recommendations, and we intend to present a National Federal Digital Program Plan by October to address all of those issues.

Senator KING. Thank you.

Senator Roberts.

Senator ROBERTS. Well, I thank the Acting Chairman and I thank you, Mrs. Vance-Cooks. What is the appropriate title after your confirmation here? I have got Chief Executive Officer. CEO seems a little—Madam CEO does not quite get it. What do you take as the proper title?

[Laughter.]

Mrs. VANCE-COOKS. Well, you know, I like Madam CEO.

[Laughter.]

Senator KLOBUCHAR. I would like the record to reflect I also think that is a good title, Senator Roberts.

[Laughter.]

Senator ROBERTS. It is now four-to-zero. I can understand that. Okay.

Well, Madam CEO, you have already responded to about three of my questions and they were asked in a very timely fashion by our Acting Chairman. I have got a question. In your view, what is the appropriate mix of agency printing that should be performed by GPO and will you continue to support a robust private sector printing industry?

Mrs. VANCE-COOKS. Today, we have an in-plant operation and we have a print procurement operation. Our in-plant operation primarily handles Congressional products and inherently government information, such as the Federal Register. Our Print Procurement Program handles the Federal agency printing. And, as you know, a number of Federal agencies come to us for printing. We know that approximately 70 percent of the mix that comes in, or 70 percent of the work orders that come in, are for the Federal agencies.

That work is sent out to our nationwide network of businesses that are printers. And we know that when we send that out, about 80 percent of those printers who actually get business from us are employees or employers with fewer than 20 employees. So, basically, we are funding the small business network for printers.

I believe strongly in the Print Procurement Program because it is a way to leverage a tremendous amount of buying capability to get competitive prices. It is a competitive bid process, and it is a longstanding partnership between the government and private sector. And, in fact, when I started at GPO, I started managing that Print Procurement Program, so I am very much familiar with it. It will continue. It generates about—well, in fiscal year 2012, it generated about \$350 million in revenue for all these private businesses.

This is, however, an area that I am very concerned about for the sequester, because when the sequestration hit, the Federal agencies, of course, the first thing they looked at were different line items about which they can cut. And one of the things they probably will start to cut will be printing, and that is, of course, because they might think about how they can put things online or they might think that they may not need as many orders.

So this is what I am calling the rippling effect. When they submit fewer orders to us, we, in turn, will submit fewer orders to the private businesses. So we are watching that very carefully. Right now, since the sequester has come on board, we are seeing about an eight to ten percent decline in printing on that side.

Senator ROBERTS. When you make those adjustments, you are talking about the small business community and your average was 22 people or less. Obviously, if you have an eight to ten percent cut, that is going to hit, if it is across the board. How are you going to manage that? Are you going to pick and choose, or—

Mrs. VANCE-COOKS. No. This is a competitive bid process. Right now, we have about 16,000 vendors on our master list, and so when

an order comes in, we then send it out to all the businesses to bid. They actually bid on the particular order. And then we give it to the best possible price.

Senator ROBERTS. All right. I appreciate that.

You have got about one million—well, not about—you have got exactly 1,431,600 square feet of total space in four buildings over there. I have been there on several occasions, but not lately, so I have got to get back over. And about 437,200 square feet of that space is classified as being unusable. We are talking about pipes, stairwells, mechanical rooms, et cetera, et cetera. With costs that are significantly rising to maintain the aging buildings, what kind of advice can you give us on getting the best economic value out of the usable space while continuing to meet the core needs of the GPO and the Congress?

Mrs. VANCE-COOKS. We are leasing that space. In fact, I always tease Andy Sherman, sitting behind me, and Jim Bradley on the other side, because I call them my RE/MAX salesmen because of the fact that we had that—

Senator ROBERTS. You do not have a reverse mortgage or anything like that, do you?

Mrs. VANCE-COOKS. No, I do not. No.

[Laughter.]

Mrs. VANCE-COOKS. No. But we do lease the space. In fact, we have four renters now and they contribute about \$1.7 million annually, and that funding is used to defray the cost of operating the building.

We are in the process of looking for additional renters. Again, I will admit, the sequestration has sort of slowed that process. But that is what we intend to do.

Senator ROBERTS. I appreciate that, and the red light is blinking, Mr. Chairman, so let us move on.

Senator KING. Senator Klobuchar.

Senator KLOBUCHAR. Very good. Again, welcome, and as Senator Roberts is now aware, the Public Printer is the Chief Executive Officer—

Mrs. VANCE-COOKS. Right.

Senator KLOBUCHAR. —of the GPO, and in this capacity, you are responsible, or will be responsible for leading and managing the organization. I know you have had significant experience in both the public and private sector. Could you talk a little bit about how your experiences in the private sector will inform your decision making as the CEO of the GPO?

Mrs. VANCE-COOKS. Thank you for that CEO title. Thank you very much.

My private sector experience actually has given me a unique perspective on the organizational challenges of the GPO. In my private sector experience, I specialized in operations management, change management, and strategic planning. When I became the Chief of Staff, I immediately took my strategic planning emphasis and brought it to the GPO. I have developed a very coordinated, very standard process for strategic planning.

We developed a five-year strategic plan several years ago. It is a dynamic plan. By that, I mean we continually update it. It is updated every year to go to the next year. On top of that, every six

months, we have a report that identifies where we stand in terms of our operational plans. And every year, at the end of that year, we identify what we have accomplished. All of that information is open and transparent and it is on the web so you can see exactly what our plans are going forward.

In terms of operations management from the private sector, I have brought that here because I understand how to manage. I can manage and I can strategically plan. And then my change management experience is also helpful because this is an organization that is going through a lot of transformation and we need that kind of skill set to make sure that we understand where we are going and get the buy-in.

Senator KLOBUCHAR. As you talk about change, I know that Senator King asked you some questions, which I thought were very good, on the new, the digital, and referenced that. Are you doing anything with social media, with Facebook, Twitter?

Mrs. VANCE-COOKS. Absolutely. We have a Facebook. We have YouTube, which is half Pinterest, which I think is kind of interesting, okay. And we believe in social media. Social media is the best way to get out our name. It is the best way to communicate what we do. It is also a reference to the fact that there is a new generation coming and this is how they communicate. This is how they learn about us. So we cannot wait for them to come to us. Social media allows us to go to them. And we also have a Twitter account.

Senator KLOBUCHAR. Have you ever thought that the name should be changed?

Mrs. VANCE-COOKS. Absolutely.

Senator KLOBUCHAR. From Government Printing Office—

Mrs. VANCE-COOKS. To Government Publishing Office.

Senator KLOBUCHAR. Well, there we go. We have a goal now. But it does seem like that might be a good idea, because it is hard for you to say on social media, to use the Government Printing Office when you are giving them digital access.

Mrs. VANCE-COOKS. Exactly. And the Government Printing Office title, the name is a great name full of history. It is steeped in tradition. But it is limiting. It makes people think that the only thing we do is printing.

Senator KLOBUCHAR. Exactly.

Mrs. VANCE-COOKS. We actually publish digital information. So we are a digital publisher. We have E-commerce through E-books. We create mobile apps.

Senator KLOBUCHAR. And then people will stop saying, well, why do you have to exist when you are the Printing Office?

Mrs. VANCE-COOKS. Exactly.

Senator KLOBUCHAR. Okay.

Mrs. VANCE-COOKS. Thank you.

Senator KLOBUCHAR. We have a goal.

Mrs. VANCE-COOKS. All right. Thank you.

Senator KLOBUCHAR. You talked with Senator King about the importance of the depositories, even in the digital age, a place for everyone to access the records, and I found out, which I did not know, getting ready for this, that the University of Minnesota is the Regional—

Mrs. VANCE-COOKS. That is right.

Senator KLOBUCHAR [continuing]. Depository Library for Minnesota and South Dakota and Michigan, housing more than a million volumes of government publications. Can you talk about how that works? I know you mentioned, was it 1,200—

Mrs. VANCE-COOKS. There are 1,200 Depository Libraries—

Senator KLOBUCHAR. But these are regional ones, and so what role do they play and how do you work with the universities?

Mrs. VANCE-COOKS. Okay. The regional role—the Regional Libraries are responsible for coordinating with the Depository Libraries, and I think of the Regional and the Depository Libraries as actually collaborating with each other to make sure that they have the right documents on file, to make sure that they are not duplicating efforts, and to make sure that they serve the patrons.

So in terms of how they work with the universities, it is the same thing. What do the universities want? Let us make sure we have the information that they need.

And I would also like to say that with all of these libraries that cover a number of areas, it is academic, it is law, it is public. It goes on and on.

Senator KLOBUCHAR. Okay. The National Academy of Public Administration report found that, based on a conservative set of assumptions, the GPO only has the cash necessary to offset operating losses and fund modest investment for another seven years. Do you agree with that assessment and what do you think can be done with your business background to ensure a brighter financial future?

Mrs. VANCE-COOKS. I do not agree with that assessment. I believe that the GPO has a bright future and a good financial strong future and we will be here for a very long time. We earn our revenue, as I said, with the 84 percent. It comes from passports, and we are in the process of coordinating with the State Department for the next generation of passports. I think most people know that we have been working with the State Department since the 1920s on our passports. We leverage that expertise with our passports to create secure credentials. We consider the secure credential market to be a very large market opportunity for us.

Our print procurement is also an area of opportunity for us because we believe that we should do more market outreach to the Federal agencies to let them know that we are here to assist them with their printing needs because printing will not go away. Tangible print is here and it will always remain, it is just that there will be a balance between tangible print and online.

Now, because I mentioned earlier that we intend to reposition our core business, by that, I mean the traditional printing, we are looking for market niche opportunities to support it. So that would be print on demand. That would be E-books. That would be all of those type of market opportunities to bolster the revenue to move forward.

I think we are going to be just fine.

Senator KLOBUCHAR. Okay. Well, I would love to work with you on the name change—

Mrs. VANCE-COOKS. Well, thank you.

Senator KLOBUCHAR [continuing] Because I just realized you can still be the CEO of the GPO—

Mrs. VANCE-COOKS. That is right.

Senator KLOBUCHAR [continuing]. Because it would be the Publications Office. That would make it easier for everyone in Washington to keep the same acronym.

Mrs. VANCE-COOKS. And it does not bother our letterhead too much.

Senator KLOBUCHAR. Yes. Then we save money and we can keep the old letterhead. Okay. We are ready to work on it.

Mrs. VANCE-COOKS. All right.

Senator KLOBUCHAR. Thank you.

Mrs. VANCE-COOKS. Thank you.

Senator KING. Thank you, Senator Klobuchar.

Before closing the hearing, there is so much talk these days in terms of bad news, particularly sometimes focusing on Federal employees. I just want to take this occasion to thank you and the people at GPO that go to work every day quietly, do their job in a quality manner serving the public in responsive and creative ways and just thank you for that, and please convey the thanks of this committee to your loyal and creative and good serving employees. Would you do that for me?

Mrs. VANCE-COOKS. I will. Thank you very much.

Senator KING. Thank you. On behalf of the Rules Committee, I want to thank you for your testimony this morning.

The record on this hearing will remain open for five business days for additional comments. There may be post-hearing questions submitted in writing for the nominee to answer. We plan to consider this nomination in a timely manner, hopefully within the next few days, so the Senate can have an opportunity to confirm Mrs. Vance-Cooks as the next Public Printer in an expeditious manner.

With no further business to come before the committee, the committee is adjourned.

Mrs. VANCE-COOKS. Thank you, sir.

[Whereupon, at 10:39 a.m., the committee was adjourned.]

## **APPENDIX MATERIAL SUBMITTED**

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**STATEMENT BY U.S. SENATOR CHARLES E. SCHUMER, CHAIRMAN  
SENATE COMMITTEE ON RULES AND ADMINISTRATION  
NOMINATION HEARING OF DAVITA VANCE-COOKS, NOMINEE FOR  
PUBLIC PRINTER OF THE UNITED STATES  
June 12, 2013**

I am pleased to support the nomination of Davita Vance-Cooks for Public Printer of the United States, to lead the Government Printing Office. She comes to us with a very strong record of 25 years in the private sector and nine years in management at GPO. I believe she is uniquely well-prepared for this opportunity. The confirmation of Ms. Vance-Cooks also would be historic; she would be the first woman and the first African-American confirmed as Public Printer.

Ms. Vance-Cooks has been serving as Acting Public Printer since January 4, 2012. Under her guidance, GPO has faced a fast-moving digital environment and the fiscal constraints of budget cuts followed by further reductions under sequestration. These challenges are being met by Ms. Vance-Cooks with innovation and keen understanding. In February 2013, Vance-Cooks met tirelessly with GPO employees to discuss GPO's sequestration plans. She has managed the sequester so far without furloughs, and while maintaining GPO's essential services. At the same time, she is building for the future by modernizing the agency and pursuing profitable new products.

GPO has been undergoing a transformation from a printing operation to a broad-based publishing operation with specific emphases on digital information platforms and secure credentials such as passports. GPO is a large, complex operation that requires outstanding leadership to fulfill its obligations to Congress, the executive branch, and the public. Ms. Vance-Cooks has just what GPO needs as it continues to transform itself from an ink-on-paper operation to a full-service publisher of digital and print products.

Under Ms. Vance-Cooks, GPO has made great strides to diversify its services in many areas. Apps of Congressional and other government information have been introduced for mobile devices, more e-books have been created, and tickets and other materials for the 2013 Presidential Inauguration were completed on time. GPO continued to increase business for passports and secure IDs, producing 10 million passports in 2012. The State Department has asked GPO to develop the next generation of passports, to be issued starting in 2015.

The Rules Committee is using the new "smart form" developed in consultation with Senate by the White House working group established by the Presidential Appointment Efficiency and Streamlining Act of 2011 (P.L. 112-166). I worked with Senator Alexander, who strongly advocated and worked tirelessly for such a form. It will help streamline the confirmation process and reduce inadvertent errors in reporting information. The Senate Rules Committee is one of the first Senate Committees to agree to use the form for its nominations.

As Chairman of the Senate Committee on Rules and Administration and Chairman of the Joint Committee on Printing, I believe Ms. Vance-Cooks has demonstrated that she will be the right person at the helm of GPO to continue its transformation. I am pleased to support her confirmation, and I urge my colleagues to move expeditiously on her nomination.

**Executive Summary of Statement by Davita Vance-Cooks before the  
Committee on Rules and Administration, U.S. Senate  
June 12, 2013**

Thank you for inviting me to appear before the Committee on Rules and Administration to assist in your consideration of my nomination by President Barack Obama to be Public Printer of the U.S. Government Printing Office (GPO). I am currently the Deputy Public Printer. I have been serving in the capacity of Acting Public Printer since January 2012.

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. Today we operate in an environment that is dominated by constantly evolving technology, rapidly changing stakeholder expectations, an ongoing shift to digital content via multiple formats and devices, and financial budget pressure. Set against this backdrop is the GPO, an agency that – for 152 years – has been committed to its mission of *Keeping America Informed*, first in tangible print and now in digital format.

As I have detailed in my prepared statement, I believe my educational background, private sector experience, GPO management experience, and GPO executive experience have prepared me to lead this agency. This background has provided me with a broad knowledge of GPO's mission, customers, partners, operations, capabilities, employees, organizational culture, and the requirements for moving the agency forward.

I am proud to say that GPO has had many successes over the past year and a half. 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.

We developed and introduced mobile apps for several congressional and agency publications; expanded information offerings via our Federal Digital System; initiated the Federal Depository Library Program (FDLP) Forecast Study to ensure the digital future of the Program; increased our production capability for smart cards with the establishment of a second production site; produced the work required by the 2013 Presidential Inauguration; and attained additional professional certifications for our plant operations. We re-branded GPO as the "*Official, Digital, Secure*" provider of the Federal Government's information products and services. And we successfully emerged from a congressionally-mandated independent study of our operations that validated our mission and our program of digital transition.

I believe in the value of communicating. In developing and carrying out our plans for moving the GPO forward, I am committed to consulting with Congress and our stakeholders who share in our mission of *Keeping America Informed*. I have a strong belief in GPO's mission, and I admire the ability of the men and women of GPO to perform difficult and exacting work under pressing deadlines to ensure this mission is carried out every day. I look forward to continuing to work with them if I am confirmed as Public Printer.



OFFICIAL | DIGITAL | SECURE

**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 Boorman. 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 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.





**DAVITA VANCE-COOKS**  
Deputy Public Printer

Davita Vance-Cooks is the Deputy Public Printer of the U.S. Government Printing Office. By law, the Deputy Public Printer performs the duties of the Public Printer until a successor is appointed. As the provider of official Federal Government information in digital and printed formats, GPO produces U.S. passports, the *Congressional Record*, the *Federal Register*, and a wide variety of other publications, and provides public access to Government information products through Federal depository libraries nationwide as well as free online access via GPO's Federal Digital System, at [www.fdsys.gov](http://www.fdsys.gov).

#### Biography

Vance-Cooks is a seasoned business executive with 30 years of private sector and Federal Government experience. She joined GPO in 2004 and has held a succession of senior management positions, beginning as the Deputy Managing Director of Customer Services, with the responsibility of overseeing GPO's liaison with Federal agencies for in-house print production and printing procurement services. Under her leadership, GPO annually awarded approximately \$500 million dollars in printing contracts to the private industry and oversaw the award of a \$50 million contract for the production of 2010 census materials, which was one of the largest procurements in the agency's history. Vance-Cooks served as the Managing Director of GPO's Publications and Information Sales business unit, where she oversaw a large print distribution/supply chain operation with customers across the United States. In that position she led GPO's effort to partner with Google to sell Federal publications in an eBook format, launched an award winning Government book blog, modernized GPO's customer contact center, and oversaw the renovation of the agency's retail bookstore in Washington, D.C.

Vance-Cooks was named GPO's Chief of Staff in January 2011. In that role, she advised the Public Printer, created and implemented an agency wide strategic performance plan, and was responsible for day-to-day operations, budgets and performance goals of the executive offices that include: Human Capital, Acquisitions, Security, Information Technology, Equal Employment Opportunity and Program, Strategy and Development offices. In December 2011, the Public Printer appointed Vance-Cooks as Deputy Public Printer.

Before coming to GPO, Vance-Cooks held several private sector management positions. She was the Senior Vice-President of Operations for NYLCare MidAtlantic Health Plan where, among other duties, she was responsible for a digital print work center for production of variable data printing products. She also served as the Director of Customer Service and Claims, Director of Membership and Billing, and Director of Market Research and Product Development for Blue Cross Blue Shield Plans. She also served as the General Manager of HTH Worldwide Insurance Services.

Vance-Cooks earned her Bachelors degree from Tufts University and her MBA from Columbia University.

June 11, 2013

The Honorable Charles E. Schumer  
Chairman  
Committee on Rules & Administration  
United States Senate  
305 Russell Senate Office Building  
Washington, D.C. 20510

The Honorable Pat Roberts  
Ranking Member  
Committee on Rules & Administration  
United States Senate  
305 Russell Senate Office Building  
Washington, D.C. 20510

Dear Chairman Schumer and Ranking Member Roberts:

We write to you today in support of President Obama's nomination of Davita Vance-Cooks for Public Printer of the United States. The Government Printing Office (GPO) is the federal government's leader in providing no-fee permanent public access to government information. The Public Printer has the important role of overseeing GPO's public access programs, including the Federal Depository Library Program and the Federal Digital System (FDsys). We believe Ms. Vance-Cooks has the understanding of GPO and the management skills to successfully lead the agency in the digital age.

Ms. Vance-Cooks has nine years of experience at GPO, serving in various leadership roles. Before coming to GPO, she held several private sector management positions, including as Senior Vice-President of Operations for NYLCare MidAtlantic Health Plan. Since becoming Acting Public Printer in January 2012, she has led a rebranding of GPO as the "*official, digital, secure* resource for producing, procuring, cataloging, indexing, authenticating, disseminating, and preserving the official information products of the Federal Government."

In her role as Acting Public Printer, Ms. Vance-Cooks has established a positive and productive relationship with the library community. In May 2012, representatives from our library organizations joined Ms. Vance-Cooks to discuss our priorities and challenges. We appreciated the opportunity to share our concerns and ideas with her.

At the 2012 Depository Library Conference, Ms. Vance-Cooks said, "I am passionate about the mission, the vision and the core values of the United States Government Printing Office. I recognize and I respect the history of the GPO over the past 151 years. And I am excited about collaborating with our stakeholders to build the future." We look forward to working with Ms. Vance-Cooks to build that future.

We believe Ms. Vance-Cooks has the understanding of GPO and the management skills to successfully undertake and lead the critical transitions necessary for the agency in the digital age. We urge you to support her nomination as the next Public Printer of the United States.

Sincerely,

American Association of Law Libraries  
American Library Association  
Association of Research Libraries  
Medical Library Association  
Special Libraries Association



The American Association of Law Libraries (AALL) is a nonprofit, educational organization founded in 1906 to promote and enhance the value of law libraries to the legal and public communities, to foster the profession of law librarianship, and to provide leadership in the field of legal information. Today, with over 5,000 members, the Association represents law librarians and related professionals who are affiliated with a wide range of institutions: law firms; law schools; corporate legal departments; courts; and local, state and federal government agencies.

[www.aall.org](http://www.aall.org)

Contact: Emily Feltren, (202) 942-4233

## ALA American Library Association

The American Library Association (ALA) is the oldest and largest library association in the world with more than 58,000 members. Its mission is "to provide leadership for development, promotion, and improvement of library and information services and the profession of librarianship in order to enhance learning and ensure access to information for all." [www.ala.org](http://www.ala.org)

Contact: Jessica McGilvray, (202) 628-8410



The Association of Research Libraries (ARL) is a nonprofit organization of 125 research libraries in the US and Canada. Its mission is to influence the changing environment of scholarly communication and the public policies that affect research libraries and the diverse communities they serve. ARL pursues this mission by advancing the goals of its member research libraries, providing leadership in public and information policy to the scholarly and higher education communities, fostering the exchange of ideas and expertise, facilitating the emergence of new roles for research libraries, and shaping a future environment that leverages its interests with those of allied organizations.

[www.arl.org](http://www.arl.org)

Contact: Prudence Adler, (202) 296-2296



The Medical Library Association (MLA) is a nonprofit, educational organization with more than 4,000 health sciences information professional and institutional members worldwide. Founded in 1898, MLA provides lifelong educational opportunities, supports a knowledgebase of health information research, and works with a global network of partners to promote the importance of quality information for improved health to the health care community and the public. [www.mlanet.org](http://www.mlanet.org)

Contact: Carla J. Funk, (312) 419-9094, ext. 14



The Special Libraries Association (SLA) is a nonprofit global organization for innovative information professionals and their strategic partners. SLA serves about 9,000 members in 75 countries in the information profession, including corporate, academic, and government information specialists. SLA promotes and strengthens its members through learning, advocacy, and networking initiatives. [www.sla.org](http://www.sla.org)

Contact: Douglas Newcomb, (703) 647-4923



GRAPHIC COMMUNICATIONS CONFERENCE  
INTERNATIONAL BROTHERHOOD OF TEAMSTERS  
25 LOUISIANA AVENUE, N.W., WASHINGTON, D.C. 20001

202/624-8991  
E mail gtedeschi@gciu.org  
Fax: 202/624-8145

GEORGE TEDESCHI  
GCC PRESIDENT  
IBT VICE PRESIDENT AT-LARGE

June 12, 2013

The Honorable Charles Schumer  
Chairman, Senate Committee on Rules & Administration  
305 Russell Senate Office Building  
Washington, DC 20510

Dear Chairman Schumer:

On behalf of the International Brotherhood of Teamsters and our membership of 1.4 million, I am writing to express our strong support for the nomination of Davita Vance-Cooks to the position of U.S. Public Printer. Ms. Vance-Cooks' extensive managerial and strategic planning experience, as well as her deep institutional knowledge of the U.S. Government Printing Office (GPO), makes her an excellent choice for this role. She will, if confirmed, be a strong leader for the workers employed under the Public Printer.

Ms. Vance Cooks is a seasoned business executive with 30 years of private sector and Federal Government experience. Over the course of her near decade of work with the GPO, she has held a succession of senior management positions including: Managing Director of GPO's Customer Services and Procurement business unit and Managing Director of Publication Information Sales. Most recently, she assumed the role of Acting Public Printer, following the completion of William J. Boarman's term as the 26<sup>th</sup> U.S. Public Printer. Notably, Ms. Vance-Cooks is the first woman in the history of the GPO to hold this title.

The Teamsters Union represents more than 60,000 workers in all craft and skill areas in the printing and publishing industry. Every day our members play an integral role in bringing vital information to the public. At the GPO, Teamster members are charged with keeping the American people informed about the work of the Federal Government. It is with the responsibility of this task squarely in mind that we offer our unqualified support. We hope that you will move quickly to confirm Ms. Vance-Cooks as the 27<sup>th</sup> Public Printer of the United States.

Sincerely,

George Tedeschi, President  
Graphics Communications Conference/  
International Brotherhood of Teamsters

cc: Senate Committee on Rules & Administration



**DAVITA VANCE-COOKS**  
Acting Public Printer



June 3, 2013

The Honorable Charles E. Schumer  
Chairman  
Committee on Rules and Administration  
U.S. Senate  
305 Russell Senate Office Building  
Washington, DC 20510

Dear Mr. Chairman:

As you have requested, enclosed are my responses to questions for the record submitted by the Committee on May 23, 2013.

If you need additional information, please do not hesitate to contact GPO's Congressional Relations Officer, Mr. Andrew Sherman, at 202-512-1991, or by email at [asherman@gpo.gov](mailto:asherman@gpo.gov).

Sincerely,

A handwritten signature in cursive script that reads "Davita Vance-Cooks".

DAVITA VANCE-COOKS  
Acting Public Printer

Enclosure

Cc: The Honorable Pat Roberts  
Ranking Member  
Committee on Rules and Administration  
U.S. Senate

**QUESTIONS FOR THE RECORD FOR DAVITA VANCE-COOKS  
NOMINEE FOR PUBLIC PRINTER**

**Question: The Government Printing Office in FY2012 had operating revenues of \$713.8 million and has submitted an FY2014 appropriations request of \$128.5 million. Given the complexities of managing an agency of this size in an industry that is being increasingly challenged and transformed by evolving technology, how has your background prepared you to lead the GPO?**

Response: GPO has been undergoing a transformation from a printing operation to a publishing operation with a specific emphasis on developing a digital information platform and leveraging our expertise to become a provider of secure credentials. GPO is operating in an industry that is dominated by evolving technology, changing stakeholder expectations, a shift to digital, and financial budget pressure.

My educational background, private sector experience, GPO management experience, and GPO executive experience have prepared me to lead the GPO. I am a seasoned business executive with 34 years of private sector and Federal Government experience, and if confirmed by the Senate, I will not need a learning curve.

My education includes a BS in Psychology from Tufts University and a MBA from Columbia University with an emphasis in Marketing and Finance. I am trained in the theory and application of marketing an organization to develop a competitive position. I have also been trained in organizational financial requirements. Both of these areas are critical in leading an agency 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 production of variable data printing products. I also served as the Director of Customer Service and Claims, Director of Membership and Billing, and Director of Market Research and Product Development for Blue Cross/Blue Shield Plans. I have significant experience in business management and the process of identifying and responding to organizational challenges.

I have been with the GPO for almost nine years and I have held a succession of senior management and executive positions in GPO's printing and information dissemination operations, all of which have equipped me to lead the GPO. This background has provided me with depth, breadth, and knowledge of GPO operations, employees, and the organizational culture.

From 2004-2008, I served as the Deputy Managing Director of Customer Services and was responsible for the print procurement side of the business, overseeing the procurement of approximately \$500 million annually in Federal printing requirements from the private sector. In addition, I also oversaw the development of GPO Express, a contract with FedEx Office that provides quick turnaround print jobs. I was also responsible for the establishment of GPO's

Online Paper Store. I managed corporate print procurement, 15 regional print procurement offices, 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 managed the Online Sales Program, Content Acquisition, the Pueblo Distribution Warehouse, Laurel Distribution Warehouse, and the Contact Center. I led the renovation of the GPO 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 to increase product sales.

In January 2011, I was appointed as GPO's Chief Staff. In that role I advised the Public Printer directly on all aspects of GPO operations. Under his leadership and in cooperation with senior GPO management, we crafted a program to reduce overhead costs, collect unpaid bills to GPO, and expend our service offerings to Congress, Federal agencies, and the public. With this program, GPO generated a net income of \$5.6 million for FY 2011. Additionally, I led efforts to create and implement an agency-wide strategic performance plan and oversaw the conduct of an agency-wide buyout of approximately 15% of the agency's workforce.

I believe my nearly 9 years of experience at GPO have been instrumental in preparing me to lead this agency, culminating in the achievements of the past year when I carried out the responsibilities of the Public Printer to take charge and manage the GPO. During FY 2012, we completed the year in the black and restored overhead costs to 2008 levels. We introduced apps for several publications, expanded information offerings on FDsys, grew our production capability for smart cards, and produced the work required by the 2013 Presidential Inauguration. We successfully emerged from a year-long study of our operations by the National Academy of Public Administration with a validation of our mission and our program of digital transition. We have continued this program into 2013 and have managed so far to absorb the effects of the sequester while continuing to carry out our services for Congress, agencies, and the public.

I believe in the value of consulting with GPO's oversight and appropriations committees, our customers throughout Congress and in Federal agencies, the membership of the library community, GPO's employees and their representatives, representatives of the printing and technology industries, and others in developing plans for moving GPO forward. Equally important has been 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 dedication and expertise of the men and women of GPO and their unmatched ability to perform difficult and exacting work under pressing deadlines that are responsible for carrying out this mission.

**Question: During your service as Acting Public Printer, the federal government has faced fiscal constraints, including the implementation of sequestration. Please describe the**

**impact of sequestration on the workforce, stakeholders and finances of the agency. What steps must be taken to strengthen GPO financially to meet its responsibilities in the years ahead?**

Response: In August 2012, we began planning for the sequester, which at that time was scheduled for January 2013. We prepared options for spending reductions and other measures to offset the impact of a sequester on GPO resources and operations, and in February 2013 conducted a series of town hall meetings with all GPO employees to discuss these measures. We also informed our oversight and appropriations committees of our sequester plans. We implemented freezes on hiring, overtime, performance awards, outside training, administrative travel, and maintenance not required for health or safety. We also reprioritized selected technology and infrastructure investments and projects.

To date, these steps appear to be working by keeping GPO in a positive financial status, although they are cutting back on our ability to make investments in the future. We also remain deeply concerned that there could be significant reductions in revenue if Federal agencies order less work from GPO as the result of the sequester's impact on their appropriations. The full extent of this reduction is not known, though data for the fiscal year to date show that revenue from printing procurements for agencies is down by approximately 5.9%. We have been reaching out to agencies to offer our print procurement program—which is based on a highly effective partnership with the printing industry—as a cost-effective solution to agency printing needs in a sequester environment.

I am very cognizant of the fiscal limits in which we all are operating today. The budget we submitted for FY 13 was flat with FY 12, and our budget for FY 14 proposed a reduction in funding conventional printing requirements to fund increased investment in digital technologies to achieve future savings.

To meet our responsibilities in the years ahead, GPO's operations must be properly equipped and staffed to maximize efficient, cost effective digital and other information product services to Congress, Federal agencies, and the public. We must be financially able to make the necessary investments in digital resources and related technologies, as well as the training and staff required to operate them. This includes investments in technologies and staff that will help us right-size and increase the efficiency of our print services as well as sustain and expand our digital innovation.

**Question: What is your view of the role GPO plans in providing public access to government information, and what opportunities do you see for improvement?**

Response: Keeping America Informed is GPO's primary mission, carried out largely through the Federal Depository Library Program and our Publication and Information Sales Program. Ever since the enactment of the GPO Electronic Information Access Enhancement Act of 1993, we have been fulfilling this mission via digital information dissemination, a function performed today by our Federal Digital System (FDsys). Today, FDsys use by the public has grown to more than 400 million document retrievals by the end of FY 2012. Currently, the system

provides permanent, secure, public access to approximately 800,000 individual titles from all three branches of the Government, the only system of its kind in operation today.

GPO is continually adding collections to FDsys to provide increased public access to Government information. In 2012, we made audio content available for the first time when the National Archives and Records Administration asked us to host the tape recordings of communications between the White House and Air Force One following the assassination of President John F. Kennedy. FDsys now features access to nearly 600,000 Federal court opinions through a partnership with the Administrative Office of the U.S. Courts. It provides bulk data access to certain legislative and regulatory information. Additional digitized historical content has been added for the Statutes at Large and we are collaborating with the Library of Congress on digitizing the Congressional Record back to 1873. FDsys is the basis for mobile apps we have developed for a variety of publications, and is currently being legislatively proposed to provide public access to a comprehensive database of agency reports to Congress.

Improving on these services will involve increasing the amount of content collections made available through the system, and enhancing the system and content in order to support the use and reuse of information content in line with White House's digital Government recommendations. GPO is developing new ways for users to interact with FDsys content, including providing mobile-optimized access to FDsys. The development of a responsive user interface for FDsys will further enhance access for mobile devices. In addition, we are working on usability improvements and a search engine refresh. Our goal continues to be to disseminate information to all public demographics. As we have been doing, we will continue to expand partnership opportunities with other Federal agencies to bring more content into the system, leveraging the strengths of each agency.

**Question: How do you see the escalating demand for information to be compiled, published, and distributed in electronic formats affecting the mission and operational plans for the GPO during your tenure?**

Response. In 2012, GPO rebranded itself as the *Official, Digital, Secure* resource for producing, procuring, cataloging, indexing, authenticating, disseminating, and preserving the official information products of the Federal Government. This brand signifies our transition from a print-centric to a content-centric focus, which will serve as the foundation for an increasing variety of digital and secure products and services to meet the information requirements of Congress, Federal agencies and the public, and to facilitate openness and transparency in Government.

The escalating demand for information is seen through requests for both quantity of information and quality of data. As previously discussed, we are making significant strides forward in adding to the quantity of information made available via FDsys. Increasing the number and size of our digital collections entails requirements for increased storage capacity, the ability to provide appropriate metadata, and related needs, which translates into the need for investment in these capabilities.

Where quality of information is concerned, the technology options involved with the dissemination of information have reached new levels of complexity, requiring new skill sets by

GPO staff and continued investment in technology. Users seek greater granularity in access to information, improved search capabilities, the provision of information in formats that facilitate the reuse and repurposing of information, improved access via mobile devices, and related improvements that broaden the availability as well as openness and transparency of Government information. At the same time, in this age of fiscal constraint, the provision of information in formats and systems that reduce cost and improve efficiency in product development, storage, and delivery remains a top priority.

Digital technologies are impacting not only GPO's digital information dissemination operations but our operations supporting the provision of information products in conventional print formats, as well as our business support systems. As long as print continues to be required of GPO, we must be positioned to provide it in the most cost-effective way possible, utilizing not only digital composition but digital press and binding technologies that are more flexible, efficient, and scaled to our customers' requirements, and employing business models—such as print on demand—that most efficiently meet our customers' needs. In our business support operations, digital technologies supporting our finance, human capital, telecommunications, security, and related operations are improving the efficiency and reducing cost, and these must be continued.

Funding requirements for GPO are changing as our transition to digital moves forward. In part these can be offset by decreases in funding for conventional products, as our appropriations request for FY 2014 proposes. However, unlike conventional print technologies which have long-term durability, digital technologies and systems are continually changing and evolving, requiring on-going investment in development, infrastructure support and security, maintenance, and testing. Associated with these requirements is the need for continuing investment in recruitment, retention, and training of staff with the requisite skills. These are having and will continue to have significant impacts on the mission and operations of GPO in the coming years.

**Question: The Federal Depository Library program is intended to safeguard the public's right to know about their government. What demands or requests are the Federal Depository Libraries making on GPO as a result of greater use of electronic publishing, and how is GPO responding?**

Response: The Federal Depository Library Program (FDLP) has legislative antecedents that date back 200 years, to 1813. Across those years, depository libraries and depository librarians have served as critical links between "We the People" and the information made available to the public by Federal Government. GPO provides the libraries with information products in digital and tangible formats, and the libraries in turn make these available to the public at no charge while providing additional help and assistance to depository library users.

The program today serves millions of Americans through a network of approximately 1,200 public, academic, law, and other libraries located across the Nation, averaging one per State and nearly 3 per congressional district. Once primarily involving the distribution of printed and microfiche products, the FDLP today is primarily digital, supported by FDsys and other digital resources. Digital dissemination to the library community has reduced the cost of providing

public access to Government information significantly when compared with print, while expanding public access dramatically through the Internet.

In 2012, GPO launched the FDLP Forecast Study, a collaborative research project between GPO and Federal depository libraries. Depositories completed Library and State Forecast Questionnaires and provided State Focused Action Plans (SFAPs). Submissions from these three data gathering instruments allow GPO to understand pressing issues, goals, and viewpoints of depository libraries and to document their initiatives and needs. GPO received an overwhelming response to the Questionnaires, the analysis of which will inform the strategic direction of LSCM and the development of a National Plan to shape the future of the FDLP.

As part of the analysis, we have identified several themes. It is clear that because libraries are experiencing decreased funding and reduced staff, they must rely on GPO more than ever before to allow them to fulfill their responsibilities in getting Federal Government information to the public. GPO is seen by the library community as responsible for the leadership, advocacy, and processes needed to preserve and maintain no-fee public access to Federal government information. GPO partnerships with depository libraries and Federal agencies are essential for the preservation and digitization of the historic tangible collection as well as the acquisition, web archiving, and preservation of born-digital government information. The libraries want GPO to provide increased training in digital Government information products and the use of FDsys, and they look to GPO for assistance in marketing and promotion of their services.

To meet these needs, GPO needs to increase access to online Government information, provide improved and easy to use tools/services for discovery and findability of Government information, digitize the historical collection of Government publications or coordinate a national digitization effort to do so, deliver more and enhanced cataloging (include analytics and more subject headings) records, provide more educational opportunities (including virtual classes), allow more flexibility and collaboration among depository libraries for collection management than Title 44 currently permits, and work to preserve the tangible and digital collections for future generations. If confirmed, I look forward to addressing these issues and working with the library community and other FDLP stakeholders to provide solutions.

**Question: Please describe profitable growth opportunities for GPO in emerging business lines, secure documents, executive branch work and other products and services.**

Response: There are several opportunities for growth in both near and long term. For GPO's passport operation, we are a key partner in the Department of State's formal program to design and select the next and newest US electronic passport scheduled for launch in 2015/16. The Department of State formed the Next Generation Passport Program working group in September 2011 and GPO plays an important role as subject-matter-experts in the process. We fully expect that passport production and associated revenues will remain steady at 10 - 15 million passports per year.

For smart cards, the opportunities for growth are significant. The number and size of card credentials used for access to Government facilities, IT systems and entitlement programs is

growing constantly in the Federal space. The use of secure card credentials to gain access to our Nation's borders and to ease "trusted and pre-approved" movement through security checkpoints at airports and sea ports is growing. It is important to many of our Federal customers that the design and production of their security documents and identification credential products be accomplished within a secure Government facility by background-cleared Government employees. As the recent report of the National Academy of Public Administration states, there may also be interest by state and local government officials in the use of GPO's card credential operations. The Academy recommends that Congress consider whether to allow GPO to respond to state and local government requests for smart cards to help grow this business line and leverage GPO's smart card expertise for public benefit.

There are also opportunities for revenue growth in other GPO operational areas. As the Academy's report recommended, GPO should offer an expanded set of services on a cost-recovery basis that contribute to the lifecycle management of Government information. These would include ingest of agency content into FDSys (including preservation, authentication, and public search and display); content organization; and metadata, granule, access file, bulk data, and API creation. Some of these services have already been used by the National Archives and Records Administration with the public release of the JFK assassination audio files. We are working on alternatives to expand the provision of these services to executive branch agencies as a way of helping to fund the operation of FDSys.

Regarding our buildings, as we move from a manufacturing facility to more digital operations, we are consolidating our space, making space available for leasing other agencies. This generates revenues to offset the cost of operating our buildings. A number of agencies have expressed interest in leasing additional space but no additional agreements have been reached.

**Questions for the record submitted by Senator Thad Cochran  
to the Public Printer Nominee, Davita Vance-Cooks  
June 12, 2013**

**Question 1:** Ms. Vance-Cooks, the GPO announced plans at the beginning of June to expand its operations located at the Stennis Space Center in Mississippi to include the production of smart cards to be used the Department of Homeland Security's Trusted Traveler Program. Do you plan to continue to diversify the work of GPO and the departments it serves if you are confirmed?

**Response:** Yes, without question. GPO is shifting its core position of traditional ink on paper to a digital emphasis to reflect stakeholder expectations.

The expansion of our smart card operations at Stennis (the opening ceremony for which I had the pleasure to attend at the end of May) is one part of GPO's efforts to continue diversifying the work we perform and to grow our revenue base, particularly in the security and intelligent documents area, where there is increasing demand for documents with hybrid security (both print and electronic) features. We are re-certifying our compliance with the international ISO 9001 standard at the Stennis facility, reflecting our commitment to be the best in the industry.

The passports we produce for the State Department now include electronic chip assemblies capable of holding biometric data. The State Department has recently asked us to assist in the development and production of a next generation passport, to be ready for use in 2015 and containing advanced security features.

We have leveraged our expertise in passport production into offering a growing range of secure identification cards. Various forms of these cards produced by GPO are now used by the Department of Homeland Security, the Department of Health and Human Services, the DC Government, and other agencies, including the U.S. Capitol Police for secure inaugural credentials, and a year ago by the FBI for law enforcement agencies protecting the Super Bowl. GPO today is the only certified government-to-government provider of secure identification credentials, and we see Federal agency markets for an increasing number of applications to support such measures as Federal employee identification, border security, identification security for access to Federal benefits, and related measures.

Diversifying our product mix and growing our revenue base also applies to our other digital and conventional print services for Congress, Federal agencies, and the public. For Congress, we continue to expand digital solutions for legislative information, including digitizing historical issues of the Congressional Record. We are developing a new XML-based composition system that will be used to process legislative documents for digital and print production. We are decreasing the incidence of print for the Senate and House through surveys in line with the growing use of legislative documents in digital formats. We are developing new digital utilities for legislative use and upgrading the security of digital systems for transmitting congressional information from the Capitol to GPO for production.

For our Federal agency customers, we are marketing GPO's highly cost-effective printing procurement services, which feature our longstanding partnership with the private sector printing

industry, as an economical solution to meeting their publishing needs in a sequestration environment. We offer a wide variety of services, including contractor-operated print facility management services, document digitization services, and other efficient graphic arts solutions to agencies, in addition to effective small job production through a partnership with FedExOffice known as GPO Express. We are also providing secure storage and public access capabilities for Federal agencies for their digital publications via our Federal Digital System (FDsys) on a reimbursable basis. We are pioneering new technologies such as 3D printing to determine whether it can be of assistance in providing graphic arts solutions for the Government.

For the public, we are expanding the availability of mobile web applications for Federal information such as the U.S. Budget, and offering public access to Federal agency and certain legislative information in XML bulk data download format. Mobile apps and bulk data downloads are provided on a no-fee basis in order to expand public access to Federal information through new means, increasing the openness and transparency of the Federal Government. We have surveyed our Federal depository library partners concerning recommendations for the continuing role of this longstanding program in the digital era and we are developing a Federal depository library plan for the future which will be released in October.

For those wishing to purchase Federal publications, we have a suite of new publications services featuring e-book partnerships with Google, Apple, and other providers. Our publications sales operation is backed by a print-on-demand service that has been very effective in handling small demand publications.

GPO is unmistakably growing the diversity of its operations to support Congress, Federal agencies, and the public and will continue to do so.

**Question 2:** Ms. Vance-Cooks, you have expressed the importance of modernizing the work and purpose of the GPO in an increasingly digital world. Can you discuss a few ways that you have worked to this end in your time at GPO? How do you plan to continue modernization efforts?

**Response:** Growing the diversity of our product lines to include an expanding range of digital products and services is essential to meet the changing needs of Congress, Federal agencies, and the public in how they access and use Government information. This was the conclusion of the recent study of GPO performed by the National Academy of Public Administration. Web services, mobile apps, bulk data download services, e-books, the replacement of warehousing by print-on-demand, possible applications of 3D printing, smart cards and other intelligent documents – all these products and services are paths that are leading GPO and the Government and public we serve into the future. Our modernization is centered around improvements in three systems - content management, business information, and digital production systems. We have developed a five year strategic plan to move us forward in this direction.

I have personally worked on managing and expanding the range of services provided through our printing procurement program, including GPO Express and our nationwide Online Paper Store. In our Publications and Information Sales business unit I led efforts to establish partnerships for providing e-books and print-on-demand. As Chief of Staff and Acting Public Printer I oversaw

the introduction and expansion of mobile web apps, the implementation of bulk data downloads for certain legislative data, the expansion of our smart card capability to the Stennis operation, and other business developments. As I said during the hearing before the Senate Rules and Administration Committee, GPO is increasingly finding niches to serve in the digital era, and it is doing so successfully.

The impacts of our new products and services are dictating new technology requirements, new job skill sets, and new ways of cooperating between management and employees in the GPO workplace. We are investing in digital equipment and utilizing digital workflow and processes. We are replacing conventional printing systems with new, more flexible, and smaller-scaled digital production lines, decreasing our space and staffing requirements and lowering our costs. At the same time, we are investing in digital information systems to support our Federal Digital System's capabilities to provide more rapid and effective search, expand our storage capability to increase our collections (now numbering more than 800,000 titles from all three branches of the Government), and ensure the authenticity and security of the information. We are adopting best practices in data center modernization and deploying the systems necessary to protect our data assets and operations against loss and unauthorized intrusion. The pace of our modernization will be determined significantly by the extent to which we can continue technology investment.

Technology impacts extend throughout our workforce and workplace. Recruitment and retention of employees in the digital age has to focus on new sets of digital job skills and expertise. In this environment, workplace arrangements now include measures such as telework that would not have been possible in a traditional environment. Project-focused work now commonly utilizes cross-functional teams in collaboratively developing technology solutions that meet today's needs. Openness and accountability are key to management-employee relations in this environment, and GPO—once a rigidly hierarchical organization—now relies on quarterly town halls, video and email communications, and related strategies to keep employees informed and aware. We are investing time and resources in leadership training to ensure employee buy-in and provide background for upward mobility in management through multiple programs. GPO now features the smallest workforce it has had in the past century, the result of a buyout conducted in FY 12, making communications easier to manage.

Space utilization of our building, which once housed a much larger workforce, has become an issue as we have streamlined our technologies, operations, and workforce. We have an outreach program to share space with other legislative branch agencies, and now have elements of the Capitol Police, Architect of the Capitol, Senate Sergeant at Arms, and the US Commission on International Religious Freedom housed in GPO space on a reimbursable basis.

These are examples of the range of issues we are dealing with as we continue GPO's modernization efforts in the digital era.