

GPO and the American Printing Industry Move Forward with Sustainable Environmental Stewardship



Prepared Remarks from ROBERT C. TAPPELLA, *Public Printer of the United States*

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ROBERT C. TAPPELLA, *Public Printer of the United States*

Good afternoon. My name is Bob Tapella and I am the Public Printer of the United States. It is an honor to be at **drupa 2008** and to lead our delegation of 17 people from the U.S. Government Printing Office (GPO).

As you know, for more than fifty years **drupa** has been the world's most important event for print media and represents our best opportunity to see the great innovation taking place in all of the different facets of our industry. I look forward to spending the next several days visiting the 19 exhibition halls, traveling the nearly 40 acres of conference space, and attempting to visit as many of the 1,800 exhibitors as possible.

This afternoon, I would like to talk about GPO and the various roles we play. Then I'll discuss some of the environmental initiatives underway at GPO and conclude with my thoughts on environmental sustainability in Federal printing and what is occurring in the American print marketplace.

By law, the Public Printer heads GPO, which has the mission to keep the American people informed about the work of their Federal Government. We are one of the largest printing and digital information factories in the world and certainly one of the largest print buyers, too.



The position of Public Printer traces its roots back to Benjamin Franklin and the period before the American Revolution, when he served as a “publick printer,” whose job was to produce official government documents for Pennsylvania and other colonies. There is a portrait of Ben Franklin hanging over the fireplace in my office, and he looks over my shoulder every day. I'm certain Ben would be fascinated by just how much the business of Federal Government printing has evolved!

GPO Yesterday and Today

When GPO was established in 1861, printers set type by hand under gaslight. Printing presses were driven by belts attached to a shaft driven by a steam engine and deliveries each morning to the Capitol were by horse-drawn cart. Since then, every Public Printer has had to adapt the agency to new technologies and new ways of meeting the information product needs of Congress, Federal agencies, and the American people.

Today, GPO disseminates the daily *Congressional Record*, the *Federal Register*, and numerous other products and services in print and digitally while also building the digital tools of the future that will enable our Government to work more effectively and efficiently.

To me it makes sense to talk a little bit about the history of GPO, because I believe that our past helps us to define our mission in the future.

Created in 1860 by an Act of Congress, GPO opened its doors for business on March 4, 1861, the same day Abraham Lincoln was inaugurated as President. Through war and peace, boom and bust, GPO has been there, producing and distributing the official publications of our Government, what I call the “documents of our democracy.” It was at GPO that the text for the Emancipation Proclamation was set, and it was at GPO that initially every great American state paper since then was first printed.

Recently, GPO produced the official edition of the 9/11 Commission’s final report in both print and online formats. In 2005, for the Presidential Inauguration, GPO printed a range of materials including invitations, maps, signs, programs, tickets and other products. Many of these included unique and unprecedented security features prepared specifically for the first Inauguration since 9/11.

On February 4th of this year, GPO authenticated by digital signature the *Budget of the U.S. Government* for fiscal year 2009. This authentication verifies to anyone who downloads the e-Budget that the content is official and unaltered. This is the first time in history that the President of the United States has submitted his budget to Congress electronically. This truly ushers in a new era for GPO and the Federal Government, with far reaching implications that I will talk about more towards the end of my remarks.



Unfortunately, GPO’s middle name tends to get in the way of a true public understanding of our mission: *Keeping America Informed*.

Our mission and the notion of an informed public is one of the greatest ideas to emerge in the past millennium. It’s an idea that was directly related to the single greatest invention of that era: Johann Gutenberg’s development of moveable type, here in Germany, some 550 years ago.

This was not simply a method of producing ink-on-paper more economically. What Gutenberg did was to create a means for easily transferring language to a medium for widespread dissemination. The technologies we have today for accomplishing the same end—computers, e-mail, online systems, and even offset web presses—are all indebted to his vision.

Where once we solely relied on ink and paper, we now also use electronic ions and integrated circuits, but our job is still the same: to record the words and actions of our Government and make them available for our people.

GPO's Four Roles

GPO plays four roles today that are crucial to the information product operations of the Federal Government:

- We play a role in the legislative process by producing work for the United States Congress;
- We play a critical role in our Nation's security by producing security and intelligent documents for Federal agencies, most prominently the electronic passport for the State Department;
- We play a supportive role to all of the agencies and organizations of the Federal Government by helping them meet their printing and communication needs; and
- We play a facilitating role by working with the library community to provide free, open, and permanent public access to the documents of our democracy through the Federal Depository Library Program.

Let's take a closer look at each of these roles.

Congressional Work GPO's first purpose—the reason why we were established—is to provide the information products and services that are essential to the conduct of the legislative functions mandated for Congress by the Constitution.



In carrying out this role, we produce a family of legislative products. We print a Congressional Record for every day that Congress is in session. We print a Congressional Record Index every 2 weeks. The bound or permanent edition of the Congressional Record is compiled on an annual basis, and we print 4,700 copies a year. We print 400 copies of the House business calendar for every day that the House is in session, we print 2,100 copies of the Senate business calendar, and at the end of a Congress, we print the final House and Senate calendars.

Congressional bills, House and Senate reports (including conference reports), executive reports, House and Senate documents, and treaty documents are printed as they are filed during each session of Congress, in quantities ranging from 700 to 2,000 each. For posterity and for the use of about 300 Federal depository libraries, we produce the Congressional Serial Set, a bound compilation of House and Senate reports, executive reports, House and Senate documents, and treaty documents, for each session of Congress. Committee hearings and committee prints are printed throughout the year. All of these congressional products and services are produced at GPO's main plant in Washington, DC, and most of them are made available online as well as printed.

I've thrown out quite a few facts and figures. Here's the number I'd like you to remember:

Our plant prints the equivalent of nearly 3 billion standard 8.5" x 11" pages per year. That's equal to about 20 million pounds of paper. Beyond any particular printed product, if one were to follow how a bill becomes a law, one would find there up to 27 legislative steps. GPO plays a role in 12 of them. Congressional printing is a \$90 million a year business for GPO, and is a core function of our mission.

Security and Intelligent Documents GPO plays a critical role in our Nation's security by producing passports for the State Department. Our premier security document, the U.S. passport, which we have produced for the State Department since 1926, has radically changed. Consistent with international standards, we are now including a contactless chip capable of holding biometric information into the printed booklet. It's the convergence of electronics with traditional printing that makes these documents intelligent. The contactless chip is just one of the many security features employed in the design of the new passport. And the demand for this type of product will be an ever-growing Government need.

We are printing an unprecedented number of these intelligent documents. For FY 2008, we are planning to produce 28 million e-passport tourist books. These are the 28-page, blue covered books. We'll produce about 225,000 of the business traveler books. These are similar to the tourist books but have 52 pages to accommodate frequent overseas travelers who need more pages for visa stamps. We also produce a special blue book for military dependents. These are slightly different from a standard tourist book and are a production run of about 75,000. If you are a Government employee traveling overseas on official business, the State Department will issue you an official passport. These are the maroon books available in either 28- or 52-page varieties and represent nearly a quarter million in production numbers. If you travel overseas with diplomatic immunity, the State Department issues black diplomatic passports. We'll produce about 50,000 of these.

To put these numbers in perspective, when I first came to GPO five years ago, we were producing less than 9 million passports a year. Today, that number is well over 20 million.

GPO produces more than just passports in our secure printing facility. We also produce the Department of Homeland Security (DHS) travel book. This green-covered, chip-less book is issued by DHS in special circumstances to non-citizens. We produce about 200,000 of these. For the U.S. Coast Guard, we produce the orange-covered *Merchant Mariner Book*, which is used as a credential for port visits and to hold qualification stamps of our nation's merchant marines. We produce about 60,000 of these.

In all cases with security and intelligent documents produced by GPO, we ensure Security by Design, Security by Materials, Security by Print, and Security by Technology:

- Security by Design means that we have staff who are experts in the latest and most secure design software, which has been specifically designed for us that allows for security features including guilloche patterns, variable line widths, special security screens, special deformations, microtext, crystal patterns, UV ink preview, and many others.
- Security by Materials means that we have experts who can prepare technical specifications for security papers and security inks. We have a division that specializes in paper mill inspections and technical audits, tracking and evaluating the latest secure technologies.
- Security by Print means that GPO employs individuals with security clearances to manufacture, procure, design, and deliver high quality documents. In addition to providing in-house printing services, GPO has decades of experience in procuring documents such as U.S. Treasury checks and Social Security cards from the leading security printers throughout America.



- Security by Technology means that GPO provides expertise and experience in utilizing the Nation's leading anti-counterfeiting protection products. We are continuing to enhance our capabilities with the use of electronic technologies such as Radio Frequency Identification (RFID) tags and Smartcards to increase the level of security we can offer.

I expect more than half of GPO's revenue eventually will come from secure and intelligent documents. And I believe it is a very exciting cutting edge business to be in.

Information Product Procurement GPO plays a supportive role to all of the agencies of the Federal Government as we help them meet their printing and communication needs.

In FY 2007, GPO procured 98,000 orders for our Federal customers from private sector vendors. This makes GPO perhaps the largest print buyer in America. We're offering our customers more flexibility in choosing and working directly with vendors, especially with small value jobs and complex purchases that involve multiple functions such as data preparation, personalization, and distribution. We also work in content development, graphic design, web-site design, and hosting rich media and print-on-demand.

The work we procure runs from simple black and white jobs to some incredibly complex projects. Here are just two examples of complex projects:



- Annually, we work in partnership with the Department of Health and Human Services' Centers for Medicare and Medicaid Services to produce the *Medicare and You* handbook. There are 40 million copies printed and delivered to every person eligible for Medicare and Medicaid coverage nationwide. Last year, this work involved coordinating the work of three contractors to produce nearly 50 different versions of this product with state-specific information. This was a \$17.5 million procurement.
- We also awarded ten contracts for the 2010 Census. The print contract alone, worth nearly \$50 million, is one of the largest printing contracts ever awarded by GPO and it was a unique, negotiated, best value, task-order contract containing multiple performance incentive clauses.

One of the most exciting opportunities we have for Federal agencies is the GPOExpress program. This is a contracted partnership between GPO and FedEx/Kinko's. GPOExpress allows Federal personnel to walk into or Web-into any FedEx/Kinko's print center nationwide, day or night, to take care of small printing needs, and at significantly reduced prices. This allows great flexibility and incredible convenience, and it also allows more work that previously was performed outside of GPO to be brought into our system, where the information can be made available for public access.

GPO and Permanent Public Access GPO plays a facilitating role as we work with the library community to provide free, open, and permanent public access to the documents of our democracy.

For nearly 200 years, this has occurred through the Federal Depository Library Program (FDLP). By Federal law, the information created by the Government is the property of the

people of the United States, and unless the information is classified for reasons of national security or is purely for internal administrative purposes with no educational value, the public has the right to access that information. If your tax dollars were used to create the information, it's our job to make certain that this information is made broadly available to the public and kept in perpetuity.

With more than 1,200 participating public, academic, law, agency, and other libraries nationwide, the FDLP is managed by GPO in partnership with the American library community. As the Federal Government moves from paper documents to electronic information, there is still much more collaborative work still to do.

For more than 500 years tangible documents were created using processes that could be seen and felt by crafts people who were trained in the art and craft of typesetting, printing, and binding. Authors began with a paper manuscript and saw their words transformed into type and reproduced as pamphlets, catalogs, and books. These tangible products were distributed by booksellers and delivered by the postal service; many found their way into library collections.



Today, for many documents, there is no longer a requirement for typesetting, printing, or binding, and there is no tangible document to make its way to library shelves or otherwise be preserved for the future. Authors begin the process by digitally recording their manuscripts on a personal computer and then making their documents available through web portals. With growing frequency, there is often no need for an original printing of multiple copies. Such documents are said to be “born digital and published to the Web.” This publishing strategy has become so common today, that more than half of the Government information products we make available to our depository library partners never see ink-on-paper.

In years past, when printing presses controlled authentic Government information, it was easy for the Public Printer to be the leader in Federal information policy. Today, this task is much more difficult.

But we have a solution. It's called FDsys—GPO's Federal Digital System. This information system will be a digital repository for all published Federal documents—past, present, and future—that are within scope of the Federal Depository Library Program. The system will allow Federal content creators to easily submit content to GPO, where it can then be authenticated, managed, and delivered upon request in the forms and formats that users need them, and preserved for future generations. FDsys will form the core of GPO's operations and will forever change how we maintain and manage Government information.

FDsys is currently in beta testing and is scheduled to make its public debut at the end of 2008. With FDsys, GPO will not only keep pace with trends in information technology, but will show leadership and innovation, and restore GPO's position as the essential source for authentic Government information.

Now that I've discussed the roles of GPO, I'd like to switch my focus to how GPO and the American Printing Industry are moving forward with Sustainable Environmental Stewardship.

Environmental issues have taken hold in the public's mind for many years. American companies in all areas of our economy have taken notice. The printing industry is no exception. We have long had to contend in one way or another with many environmental factors, from solvent emissions to paper waste to the complex industrial chemicals and metals used in our processes.

GPO has a long history of recycling. Since 1860, GPO has been recycling waste paper, copper, brass, and scrap metal. In FY 2007, GPO recycled over 5 million pounds of paper, 99,000 pounds of non-ferrous metals, and 108,000 pounds of ferrous metals. From 1915 until 2003, when GPO stopped manufacturing its own inks, GPO recycled ink. Since 1954, GPO has been recycling corrugated boxes, and last year we recycled 1.5 million pounds of corrugated material. Other materials we recycle today include aluminum, silver, photographic film, phototypesetting paper, empty paint cans, 55-gallon metal drums, plastic drums, wooden pallets, CD's, floppy disks, and video cassettes. Most recently, we started a fluorescent light recycling program.



Today, as the largest industrial manufacturer in the District of Columbia, GPO tries to be as environmentally sensitive as possible, given our industry. This includes trying to be green in virtually every step of our printing processes. In concert with Federal policy, nearly all of GPO's printing—both produced inplant and procured—uses recycled paper. The vast majority of inks we use, again both inplant and for procured printing, are vegetable-oil based, again in concert with Federal policy. This year, the Environmental Protection Agency downgraded GPO from a Large Quantity Generator of Hazardous wastes to a "Small Quantity Generator." This was done by changing the solvents that we use to clean our presses.

In the past, environmental issues for our industry have been a matter of compliance with laws and regulations. I think GPO's track record over the past 147 years has been pretty good, again considering the industry. But now we're looking ahead to the future. And the future is environmental sustainability, which is more than just going green. It is being proactive and making changes so that we are a more efficient operation.

By law, I have an obligation to "take charge and manage" GPO. In my view, this entails an obligation to be a good steward of the resources under GPO's control. Under my administration, GPO's business will be conducted in an environmentally, economically, and fiscally sound, integrated, continuously improving, efficient, and sustainable manner. In short, I believe in doing the right thing.

This may surprise a few people, but environmental sustainability is not a partisan issue. It's good business and good government. It also means confronting a great number of issues that have been ignored in the past.

We must begin to look at our entire industry and not just a few of the segments that comprise it. There must be a vision for the entire lifecycle of what we produce from how we source the raw materials to how we produce our products to what happens to the products when consumers are done with them. That is what we are beginning to do at GPO. In fact, I have appointed an executive whose sole job is to look at sustainable environmental stewardship.

Executive Order 13423, signed by President Bush in January 2006, calls for environmental sustainability and puts forward a single vision. This order consolidated and strengthened five executive orders and two memorandums of understanding and established new and updated goals, practices, and reporting requirements for environmental, energy, and transportation performance and accountability. The Office of the Environmental Executive, which reports to the President, was given not just policy responsibility, but authority to grade the success of each executive branch agency on their sustainable environmental stewardship.



Executive Order 13423 requires more widespread use of environmental management systems as the framework in which to manage and continually improve these sustainable practices. Environmental management systems are a planning and implementation tool to help Federal agencies better carry out their mission and be better environmental stewards. They will help to better equip agencies with the information, resources, strategy, and feedback they need to ensure the agencies are continuously improving their performance and reducing their environmental impact. In essence, the Federal Government is now doing what the leaders in corporate America are doing to promote environmental sustainability internally.

I mentioned the President's budget submission earlier. The White House did not print any copies of the new *Budget* for its own use. Jim Nussell, Director of the Office of Management and Budget, said: "The E-Budget will have a green focus above and beyond the fiscal sense." Executive Order 13423 was part of the reason for the Director's decision. OMB estimates that by going paperless with the new *Budget*, the Government will save more than \$1 million over five years, more than 20 tons of paper, and roughly 480 trees. The White House is not just talking the talk, it is taking action.

Executive Order 13423 does not directly apply to GPO since we are an agency in the legislative branch of the Federal Government. However, in my view the proper stewardship and management of GPO compels me to comply with the spirit of it. As Public Printer, I am committed to maximizing the environmental sustainability of production processes in our plant as well as the products and services that we procure on behalf of other Federal agencies and organizations.

Earlier I mentioned that because we have eliminated some of our waste materials, the EPA has downgraded GPO's status from a large to a small hazardous waste generator. Currently, we are installing a solvent recovery system that will further reduce the disposal of waste solvents by up to 90%. That's part of our focus desire for continuous improvement.

Currently, we print what are essentially two daily newspapers — the *Congressional Record* and *Federal Register*. These are produced on 40% post consumer waste recycled newsprint. They are printed on offset web presses just like those used in the newspaper industry and we have a tremendous amount of planned waste. I'd like to see that amount of waste reduced as soon as possible. Additionally, because our quantities printed are continuing to decline, I would like to see if we could move from web offset to digital equipment to significantly reduce paper consumption. Digital itself is a key sustainability initiative, and it is at the core of an ongoing transformation of GPO's operations and programs.

Where we continue to use paper, I would like GPO to use more environmentally responsible paper, both in our plant and for our agency customers. This is a complicated issue. Earlier this month I met with dozens of paper industry leaders from around the world to listen and learn about paper sustainability. Our customers have asked for more sustainable paper choices and I know that there are many challenges we face in providing them options. The open dialogue with the paper industry has been very helpful as we navigate and determine the parameters for gauging paper sustainability.



In addressing paper, we have to include office and publishing paper, as GPO is one of the largest providers of copier paper to Federal agencies.

Important environmental issues come to mind in the manufacturing of paper. Millions of trees are cut down each year to make paper. Energy is used, water is used, and carbon dioxide goes into the air. There are now ways to make significant, environmentally positive improvements on all of these fronts. With important advances in technology, and now with attractive, high quality paper, I see the industry becoming a beacon for sustainability.

I would like to dramatically increase the use of 100% post consumer waste recycled paper, provided the industry can meet the challenge of cost and performance. Currently, GPO has certified four 100% post-consumer plain copier, xerographic papers that meet the Joint Committee on Printing's copy paper standards. Earlier this week, I visited one of these manufacturers, Steinbeis Temming in Glückstadt, near Hamburg, to tour the factory where that paper is produced. Their product Vision uses less material, water and energy to be produced. It was quite impressive.

Beyond 100% recycled paper, we need to look at the fiber used in other papers. Have the fibers come from responsibly managed forests? While there are a number of certification programs, only 10% of all the worlds' forests are certified to any system. By shifting our focus to the 90% of the forests that are not certified and creating markets that accept certified products, we might actually have the ability to achieve measurable improvements in forest management worldwide.

The United States forest products industry is making great strides toward sustainability from managing the forests to manufacturing to recycling. The U.S. Forest Service estimates an average of 1.74 billion trees are planted in America every year. Last month the American Forest and Paper Association announced that 56% of the paper consumed in America was recovered for recycling. This is an all-time high recovery rate. The focus must remain on innovative practices and improved technologies that protect the environment and provide good jobs while making products that society needs.

During recent conversations with the paper industry, many representatives mentioned their work in the following areas and stressed the need for continued improvement and advancement of these environmental concerns. I am certain the industry will meet these challenges:

- Develop innovative energy solutions that increase the use of renewable energy and reduce reliance on fossil fuels;
- Become leaders in electricity co-generation to meet on-site production needs and provide supplemental electricity to the power grid;
- Develop new methods to increase fiber recovery;
- Work to increase recycling and find better ways to collect and recycle high grade paper, corrugated boxes, and mixed paper;
- Address global climate change by using renewable energy, develop pioneering technology, and create products that store carbon dioxide;
- Convert to innovative pulping and bleaching technologies that virtually eliminate potentially toxic compounds;
- Make environment, health, and safety top priorities;
- Protect forests with exceptional conservation value and lead the movement to end illegal logging;
- Work with groups worldwide to define forest conservation priorities;
- Use process controls, air pollution control equipment, and low-sulfur fuel to reduce air emissions; and
- Promote sustainable forest management around the world, protecting wildlife biodiversity while ensuring long term forest productivity.

Moving directly to the printing industry, I am so pleased that the Printing Industries of America/Graphic Arts Technical Foundation, the Specialty Graphic Imaging Association, and the Flexographic Technical Association have joined together to form one central location for information on sustainable green printing activities. This new Sustainable Green Printing (SGP) Partnership serves to establish the print and graphic communications industry as a leader within the business community for the adoption and promotion of sustainable business practices designed to reduce the global impact of our industry.

The SGP Partnership has taken a particular approach to describing what sustainability means for the printing industry and uses the terms *product*, *process*, and *envelope*. These terms, taken together, provide printers with a road map for sustainability. *Product* includes the design



aspect and input material management to create the product. *Process* includes all manufacturing steps involved in converting raw materials into a finished product (including process by-products such as solid wastes, air pollution, and wastewater) that have an environmental, health, and safety impact. *Envelope* includes all the manufacturing support activities such as the building, grounds, utilities, employees, and other functions at an individual site.

The SGP Partnership recognizes that sustainability is a journey and not an endpoint, such that the criteria used by this recognition program will expand and evolve over time as new techniques and technologies become available.

Printing inks made from vegetable oils—primarily soybeans—and not from petroleum, are nothing new. In fact they were developed in the late 1970's by the newspaper industry in response to the high petroleum costs at the time. They were first used in newspaper production in 1987 and have since become very popular. We use them at GPO and have since the enactment of the Vegetable Oil Printing Act of 1994, which GPO strongly supported. It is estimated that today soy inks are used in 95% of America's daily newspapers that circulate more than 1,500 copies per run. Other estimates have suggested that about one quarter of American commercial printers in the United States use soy inks.

Even more than soy ink, computer-to-plate technology has become firmly entrenched in the American printing industry. That's what we do at GPO. At **drupa 2008**, we're looking at chemistry-free plates—plates that do not require cleaning, baking, or gumming—to see if they can meet our production needs, as well as other eco-friendly consumables and coatings. While I would like to reduce our carbon footprint, any decisions surrounding such changes would be made because they were sound business decisions.

While it is easy for me to talk about the specific actions we are taking at GPO, the American printing industry is both robust and quite diverse. Although there is much anecdotal evidence that environmental sustainability is moving swiftly through the industry, the hard evidence is difficult to quantify.

I just finished reading *A WhatTheyThink Primer on Environmental Sustainability in the Commercial Printing Industry*. This special report on green printing is intended to provide a basic primer on the issues facing American printers as they look at environmental sustainability. Perhaps more important, because a survey was conducted of the American printing industry, it also reveals a good deal about how American printers view environmental sustainability today.

I'd like to share a few facts that this report reveals:

- The top green practice that American commercial printers say they have currently implemented is to “promote recycled papers as better than ‘typical’ papers.”
- Larger shops are more likely than smaller shops to have implemented environmentally sustainable actions.
- Almost half of the commercial sheet fed offset shops said they “have special green certifications from independent organizations.”
- Only 10% of all respondents say they currently have some form of certification from an



environmentally sustainable printing authority. A further 20% say they will have one in the next 12 months.

- More than 44% of gravure/flexo/letterpress shops already have green certification, as do 35% of commercial web offset shops and 31% of commercial sheetfed offset shops.
- Those that are unlikely to have green certification are prepress shops and quick printers.

As I mentioned earlier in the fourth role of GPO, we play a facilitating role by working with the library community to provide free, open and permanent public access to the documents of our democracy through the FDLP. Paramount to our future is the development of FDsys—GPO's Federal Digital System. In many ways electronic systems are perceived to be more environmentally friendly. But are they, in view of the energy costs and the looming question of what to do with e-waste such as discarded computers, peripherals, and components?

I don't have the answer to such questions, and I'm not sure whether anyone does. But as we look at where our industry is heading, we need to start seeking the answers.

Finally, GPO is perhaps the largest printing and information factory in the world. It encompasses 1.5 million square feet and our newest building was completed in 1940. Our facility once included a blacksmith shop, hospital, bowling alley, ballroom, and a smelting factory in the days of linotype machines. It is both too large and too antiquated for our needs.



I would like to see GPO move into a new factory—one that has green building certification LEED Platinum. LEED is a voluntary green building rating system that provides measurable benchmarks for developing high-performance, sustainable buildings. Platinum is the highest standard. I'd like to see GPO move into the first LEED Platinum printing plant in America, and I believe that is an achievable objective.

In the meantime, however, we are taking steps to increase the efficiencies of our current factory and have conducted multiple energy audits to help identify areas we can increase our building's efficiency by looking at programs and processes that have short returns on investment. Some of these conservation measures include:

- Reducing the wattage of burnt out lamps when they require replacement;
- Re-examining water conservation measures;
- Investigating new alternatives for steam used for heating, domestic hot water, and humidification;
- Evaluating the air handling units to supply air throughout the factory complex; and
- Performing a full air system investigation from generation of compressed air through to application and consumption.

So there you have it: my vision of GPO performing four simply explained but critically impor-

tant roles, and an agenda for promoting sustainable environmental stewardship throughout GPO and our Federal agency customers, as well as my thoughts on what is occurring in the American print marketplace.

I would like to conclude with the following quote:

“Our position in the world has been attained by the extent and thoroughness of the control we have achieved over nature; but we are more, and not less, dependent upon what she furnishes than at any previous time of history.”

President Theodore Roosevelt made this observation one hundred years ago during a speech to a national conference on conservation held at the White House in 1908. It’s just as accurate today as then, and certainly a call to sustainable environmental stewardship. At GPO, we intend to move forward with this timeless vision so eloquently expressed by one of America’s greatest leaders.

Thank you.



