

Davita Vance-Cooks
Director
U.S. Government Publishing Office

Prepared Statement before the
Committee on Oversight and Government Reform
U.S. House of Representatives

Secure Credentials Issued by the
Government Publishing Office

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Mr. Chairman and Members of the Committee on Oversight and Government Reform, good morning. I'm pleased to have this opportunity to showcase the important secure credential work that the GPO performs on behalf of Federal agencies. We are proud of the service we provide to our Federal agency customers as they seek solutions to secure our borders and facilities.

Accompanying me today is Mr. Steve LeBlanc, Managing Director of our Secure and Intelligent Documents business unit. A retired Marine Lieutenant Colonel, Mr. LeBlanc has been managing this unit for ten years and is to be commended for running a successful operation.

The GPO has produced the U.S. Passport for the State Department since the 1920's, giving us extensive experience in the important field of secure credentials. More than a decade ago we engineered the development of the e-Passport, which contains multiple physical and digital security features. Since then, we have produced over 100 million e-Passports that are in use by the American public today.

Based on this experience, in 2007 the Joint Committee on Printing (JCP)—our oversight committee—approved our request to fund a capability to produce secure credentials, such as border crossing cards, for Federal agencies that were asking us for these solutions. In 2012, the JCP approved our request to fund the establishment of a continuity of operations (COOP) for secure credential production at our Secure Production Facility in Stennis, MS. The JCP has overseen and approved funding for this program throughout its existence.

To date, the GPO has produced over nine million secure credential cards across 15 different secure credential product lines. Among these products are the Trusted Traveler Family of border crossing cards – NEXUS, SENTRI, FAST, and Global Entry – for the Department of Homeland Security, which are used by frequent travelers across the U.S. borders. We produce a Border Crossing Card that is issued by the State Department for authorized travel across the Mexican border. We also have produced secure law enforcement credentials for the U.S. Capitol Police that were used in the 2009 and 2013 Presidential inaugurations, in addition to other products.

Our secure credential program has been validated by the Government Accountability Office (<http://www.gao.gov/products/GAO-15-326R>) and the National Academy of Public Administration (<http://www.napawash.org/wp-content/uploads/2013/02/GPO-Final.pdf>). Additionally, our program is overseen by our legislative and appropriations committees (see for example <http://www.gpo.gov/fdsys/pkg/CHRG-113hhrg86569/pdf/CHRG-113hhrg86569.pdf>). In 2007 we testified about our plan to establish our program before a subcommittee of this Committee.

Our secure credential program is a government-to-government solution, backed by a robust and close partnership with multiple private sector companies. In designing and producing secure credentials, we serve as a printer and card integrator. Our longstanding reputation as a quality producer of the e-Passport has brought customer agencies to us. We

have no need for sales teams for these products nor do we employ any.

Within our government solution, the GPO produces secure credentials using qualified expert staff working in an ISO 9001-certified manufacturing operation, backed by a COOP facility, and supported by a secure supply chain. We have access to both Federal and commercial experts in fraudulent document testing and forensic laboratories from design through product construction.

We work closely with the secure credential industry for consulting, design, equipment, fabrication, materials, and supplies. Through our partnerships and outsourcing initiatives, we have access to cutting edge security technologies. We use this access to leverage “the best of the best” rather than being limited to a proprietary system. Our partnerships put business and jobs into the private sector economy nationwide.

The GPO’s secure credential operation is relatively modest in size, employing just 27 staff out of the total staffing in our Secure and Intelligent Documents business unit. Total program revenues for FY 2014 were approximately \$30 million, representing a fraction of one percent of the industry’s global revenues.

In addition to telling you about the good work performed by the GPO, this hearing provides an opportunity to clarify certain issues of interest to this Committee:

- First, our secure credential program is an authorized GPO function. The physical security of the credentials we produce is provided by graphic arts processes, which include composition, presswork, and binding as outlined by Title 44 of the U.S. Code. The process agencies use to requisition secure credentials as print products is also defined by Title 44.
- Second, our secure credentials program operates under multiple layers of oversight and review. In addition to congressional oversight, the GPO’s Office of Inspector General reviews our secure credentials program frequently, and we act on his recommendations. Our finances are independently audited by KPMG every year.
- Third, we have been open and transparent about our secure credentials operation. We share information via gpo.gov, in social media, and through press releases. We are a longstanding member of the Smart Card Alliance, an association of commercial and government organizations that support the widespread application of smart card technology.
- Lastly and most importantly, our secure credential program is working to keep our borders secure while benefiting the taxpayer, which is the ultimate goal. Our credentials are high quality products that equal or exceed comparable products

produced elsewhere. By law, the GPO can only recover costs so there are no profits or shareholder margins, which makes us distinctly different from the commercial sector, resulting in significant taxpayer savings.

In conclusion, our secure credentials program is well-established and well-known among Federal agencies that need these products. Our program is an option—a choice—for Federal agencies and we do not require them to use us. However, the agencies that have chosen to use our program are highly satisfied with GPO's product performance, reliability, security, and pricing. Our employees are committed to providing quality products to help secure our borders and protect our government facilities. We are proud of what we do. We do it well. And we are proud to serve. I would like to invite all Members of this Committee—as well as any other Member who may be interested—to visit the GPO and tour our secure credential operation.

Mr. Chairman and Members of the Committee, thank you again for this opportunity. I would be happy to respond to any questions you may have.

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**DAVITA E. VANCE-COOKS****Director****U.S. Government Publishing Office**

Davita E. Vance-Cooks is the Director of the U.S. Government Publishing Office (GPO), the agency's chief executive officer. A seasoned business executive with more than 35 years of private sector and Federal Government management experience, she is the first woman and first African-American to lead the agency.

Vance-Cooks has held a succession of senior management positions at the GPO since joining the agency in 2004. She served as the Deputy Managing Director of Customer Services, with the responsibility for overseeing the GPO's liaison with Federal agencies for in-house print production and printing procurement services. She then 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 January 2011, Vance-Cooks was named the GPO's Chief of Staff. In December 2011, she was named Deputy Public Printer, and in that capacity she served as Acting Public Printer from January 2012-August 2013. President Barack Obama nominated Vance-Cooks to be Public Printer on May 9, 2013, and the U.S. Senate confirmed her as the 27th Public Printer on August 1, 2013. In December 2014, her title was changed to Director as the result of legislation she supported re-designating the GPO as the Government Publishing Office, in recognition of the GPO's role as a provider of digital as well as print services.

Under her leadership the GPO has followed a program of cutting costs while improving services, generating positive net income for the agency each year while modernizing the GPO's operations and expanding the availability of Government information digitally via mobile apps, bulk data downloads, and e-Books. Her objective has been to move the GPO from a print-centric to a content-centric focus in the digital era, a strategy that was validated by a congressionally-mandated study of the GPO by the National Academy of Public Administration. The agency has earned several digital Government achievement awards, was the first legislative branch agency to move to cloud technology, and has partnered with the private sector to increase information access. At the same time she has worked to improve work life at the GPO. The level of EEO complaints at the GPO has reached an historic low. The agency has been rated as a "best place to work" by the GPO's employees and as an "innovative agency" by the Partnership for Public Service.

Before coming to the GPO, Vance-Cooks held several private sector management positions in the health insurance industry. She was the Senior Vice-President of Operations for NYLCare MidAtlantic Health. She 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 holds a B.A. from Tufts University and an M.B.A. from Columbia University. She and her husband Clifford Cooks reside in Fairfax County, VA. They are the parents of two grown children.