



U.S. GOVERNMENT PUBLISHING OFFICE

## STRATEGIC PLAN | 2023–2027

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### SUMMARY OF PUBLIC COMMENTS ON GPO'S DRAFT STRATEGIC PLAN AND AGENCY RESPONSES











# SUMMARY OF PUBLIC COMMENTS ON GPO'S DRAFT STRATEGIC PLAN AND AGENCY RESPONSES

The public comment period for GPO's Draft Strategic Plan commenced on March 29, 2022 and closed on April 29, 2022. GPO received 14 comments on the Plan from a variety of interested entities, including GPO employees, the Association of Research Libraries (ARL), the Carl Levin Center for Oversight and Democracy and the Project on Government Oversight (POGO), the American Association of Law Libraries (AALL), members of the Federal Depository Library (FDLP) community, and members of the public. GPO reviewed these comments and summarized them according to the sections identified on the following pages.



## Overall Plan

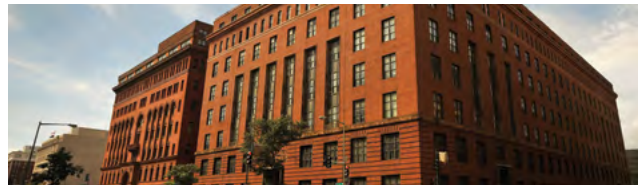
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Three commenters appreciated the overall structure of the Plan, referring to the language and presentation as concise, straight forward, succinct, and streamlined.

One commenter recommended GPO include “Support National Social Initiatives” as a fifth goal in the Strategic Plan, as a way for the Agency to be involved with and support non-partisan contemporary social issues or technical topics related to printing and publishing.

### ***Agency Response:***

With regard to the proposal to include the support of “national social initiatives,” the Agency does not believe that is appropriate. Although the proposal is well-intentioned, it is one that the Agency cannot address: the Agency produces materials and provides services to all three branches of government and does not set policy itself. What may seem like an appropriate initiative to one customer may not sit well with another. Rather than pick particular policies to support, the Agency must remain focused on its mission of publishing trusted information for the Federal Government to the American people.



## Vision, Mission, Values

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One commenter supported the update to GPO’s vision, mission, and values to focus on the convenient provision of access to trusted information for all and appreciated the focus on transparency as a supported value in the Agency’s work.

One commenter recommended the Mission Statement be updated from “Publish trusted information for the Federal Government to the American people” to “Publish trusted Federal Government information for the American people.”

One commenter recommended the sentence “Treat one another with respect” be updated to read “Treat one another with respect regardless.”

### ***Agency Response:***

The Agency believes that the existing mission statement adequately addresses both its Federal customers and the American people who benefit from much of that work. The suggested change could be read to deemphasize the Agency’s obligation to its customers and therefore the mission statement should remain the same.

With respect to the comment regarding treating each other with respect, that is intended to provide further context in our value of “kindness.” As it is related to a GPO core value, it is always part of our work ethic and culture.



# *Goal 1— Achieve Operational Excellence*

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## ***Goal 1.1—Prioritize Customer Relationships:***

One commenter appreciated GPO’s continuing focus on customer service and recommended that any metrics developed to measure GPO customer service activities take into consideration both the timeliness and the thoroughness of responses to customer needs.

### ***Agency Response:***

GPO’s business units create individual strategic plans to complement the Agency’s plan. Timeliness and thoroughness of responses to customer needs are important metrics to measure success and will be shared with GPO’s business units for incorporation and implementation.

## ***Goal 1.2—Right-Size GPO’s Workspace Footprint:***

Two commenters supported GPO’s efforts to explore additional opportunities for leasing to government tenants. One commenter further recommended this could introduce opportunities to collaborate with Federal partners (modeling the relationship between GPO and the Office of the Federal Register).

### ***Agency Response:***

The Agency appreciates the support for this goal and will incorporate these comments into its implementation of the strategic plan.



## ***Goal 1.3—Automate for Efficiencies:***

The Agency received no comments on this goal.

## ***Goal 1.4—Promote Synergy:***

One commenter recommended that the explanation of the goal include the promotion of interoperability.

### ***Agency Response:***

The strategic plan was updated to include the promotion of interoperability in the explanation of this goal.

## *Goal 2— Modernize and Innovate*

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### ***Goal 2.1—Develop and Leverage Powerful Software Solutions:***

One commenter recommended GPO should consider whether it is feasible to rely on existing infrastructure, rather than building software solutions in-house. The commenter also recommended GPO examine existing market solutions, and prioritize leveraging these over GPO-developed solutions.

#### ***Agency Response:***

The commenter identified an ongoing tension between using commercial, off-the-shelf software (COTS) solutions versus custom software developed by the Agency. The Agency's software development is usually in response to



customer requirements that are unique or difficult to meet with COTS solutions. This goal is intended to continue the recent GPO practice of integrating COTS solutions to the extent practicable. For example, GPO's next-generation composition engine, XPub, is built around the commercial XPP publishing solution. Additionally, GPO will be developing solutions to enable our customers to easily author documents using Word and send them to GPO to be processed through XPub. Thus, the Agency is trying to incorporate COTS solutions both in its own environment and for its customers' interactions with GPO systems. While the Agency will continue to develop cutting-edge systems to meet its own requirements as well as those of its customers, it will also look to integrate commercially available software where feasible and advantageous.

### ***Goal 2.2—Provide the Most Trusted and Secure Credentialing Products and Services:***

The Agency received no comments on this goal.

### ***Goal 2.3—Deploy New Content:***

One commenter supported GPO's plans to work with its Federal Government partners to add more content to the GovInfo digital repository and continue to enhance its functionality.

One commenter commended GPO for significant improvements to GovInfo and the Catalog of U.S. Government Publications over the past five years. The commenter recommended GPO enhance the functionality of existing content by developing more effective tools to retrieve congressional oversight materials.

One commenter supported GPO's plans to work with its Federal Government partners to add more content to GovInfo and to enhance its functionality. The commenter stated that collaborations with Federal partners to increase online access to historic agency documents, Congressional reports and hearings, and court opinions are key to ensuring that law libraries can effectively meet the legal research needs of students, faculty, attorneys, and members of the public.

One commenter encouraged GPO to continue to add born-digital Federal agency content into GovInfo. In addition, GPO should consider revising 2.3 to "Deploy New Functionality and Content" instead of "Deploy New Content" which seems to overlap with 2.6.

#### ***Agency Response:***

The Agency appreciates the support for this portion of its strategic plan. With respect to the suggestions to improve accessibility of congressional materials, those suggestions are best addressed through the strategic plan for the Agency's Library Services and Content Management unit and will be included in that plan. The Agency has modified goal 2.3 as suggested.

#### ***Goal 2.4—Transition from Paper to Electronic Processes:***

The Agency received no comments on this goal.

#### ***Goal 2.5—Expand In-House Publishing Services:***

The Agency received no comments on this goal.



#### ***Goal 2.6—Expand Digital Content and Preserve Historic Collections:***

One commenter stated that expanding GPO's digitization efforts will require additional agency resources.

One commenter recommended that in implementing recommendations by the all-digital task force and prioritizing permanent no-fee public access to digital content, GPO should consider the storage and resource capacity of libraries to store and preserve materials and identify ways to make funds available to compensate libraries for retention and preservation. The commenter supported comments that call on GPO to prioritize collaborations with libraries interested in collecting, describing, and preserving born-digital content. The commenter recommended GPO acknowledge gaps in collections, preservation, and access.

One commenter supported GPO's goals to partner with Federal depository libraries to identify documents and collections for digitization, to increase access to digital government information, and to preserve tangible historic materials. The commenter recommended GPO consider forming partnerships with academic law



libraries, public law libraries, and private law firm libraries that are not members of the FDLP but that may wish to partner with the GPO.

One commenter encouraged GPO to continue to add born-digital Federal agency content into GovInfo. They suggested that the final Strategic Plan should directly address digital preservation activities (as well as access measures) for all Federal information under GPO's stewardship and that GPO make a commitment to seek to expand its stewardship of content within scope of the FDLP. In addition, they suggested that GPO prioritize collaborations with libraries that have an interest in working to collect, describe, and preserve born-digital content.

#### ***Agency Response:***

The Agency appreciates the support for its approach to expanding digital content and expanding its historical collections.

GPO has recognized that increasing digitization activities will require additional resources and will incorporate this recommendation into its strategic plan for the National Collection of United States Government Public Information (National Collection).

GPO does not currently have authority to provide direct grants or funding to its library partners and would likely require additional resources should it ever receive such authority. The Agency is incorporating partnerships with non-FDLP institutions, increased work with institutions interested in preserving materials that are born digital and being transparent about collection gaps in its strategic plan for the National Collection.

## ***Goal 3— Ensure Financial Stability***

### ***Goal 3.1—Explore Expansion of Agency Products and Services:***

One commenter recommended GPO investigate a print-on-demand model for aspects of its publishing services, especially in connection to an all-digital FDLP. The commenter recommended working with the Depository Library Council (DLC) to research this topic.

#### ***Agency Response:***

The Agency will continue to explore options for cost-effective print-on-demand services. These efforts will be incorporated into the strategic plans for Plant Operations and the National Collection.

### ***Goal 3.2—Enhance Marketing:***

One commenter recommended spotlighting GPO's role in serving as a digital repository for Government documents and the Agency's ability to preserve and enhance access to executive branch material in an agency-level marketing campaign, which would also support Goal 2.6 Expand Digital Content and Preserve Historic Collections and 3.3 Cross-Selling.

One commenter recommended GPO develop a positioning statement and include Social Marketing and Community Engagement activities in the agency-level marketing campaign.

One commenter recommended GPO convert the Publication and Information Sales (P&IS) organization into a full-



service marketing, advertising, and promotion organization to serve the outreach needs of all Federal agency customers.

One commenter recommended GPO update the GPO Online Bookstore website and operations and use past and future trends to determine product inventory for the GPO Sales Program.

### ***Agency Response:***

The Agency believes that marketing is an important aspect of ensuring that GPO's customers and potential customers understand the breadth of services available from GPO as well as the value proposition of using GPO. Each of the Agency's revenue-generating units will look at activities to improve their own marketing activities as they develop their unit strategic plans in support of this Agency goal. Most of these comments will be addressed within those unit strategic plans.

### ***Goal 3.3—Cross-Selling:***

The Agency received no comments on this goal.

### ***Goal 3.4—Sunsetting Legacy Practices:***

One commenter recommended GPO consider the shift in the prevailing models by which libraries obtain and store information, such as subscribing to digital content and relying on cloud storage. The commenter recommended GPO rely on library staff expertise to better understand current models for building and providing access to the collection.

One commenter recommended GPO continue to seek cooperative input

through Working Groups conducted under the oversight of the Depository Library Council, as an approach to exploring how to balance the public's needs and best interest with available resources.

### ***Agency Response:***

The Agency will investigate the shifts in how its partner libraries receive information as it crafts its own plans for sunsetting outdated or unnecessary practices. The Agency plans to continue its current practice of working with the Depository Library Council (DLC) and its working groups.

## ***Goal 4— Develop Our Workforce***

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### ***Goal 4.1—Recruitment, Development, and Retention:***

One commenter pointed to GPO's success in using the Intern Program to recruit and retain teammates and recommended continued collaboration with Human Capital in this area.

### ***Agency Response:***

The Agency will continue to utilize its intern, recent graduates, and apprenticeship programs to attract qualified people to GPO and retain them as teammates into the future. Human Capital's strategic plan will incorporate this comment.

***Goal 4.2—Succession Planning:***

One commenter recommended GPO model the United States Census Bureau and conduct interviews with retiring or retired teammates in order to preserve the institutional memory of the agency. The commenter recommended this activity fall under the direction of an agency historian.

***Agency Response:***

The Agency’s Human Capital unit will look to other agencies’ practices to find strategies for its implementation of this goal and goal 4.3.



***Goal 4.3—Knowledge Management:***

One commenter supported GPO’s plan to enable a culture of knowledge sharing but emphasized that in order to be successful the effort cannot rely on the informal exchange of information between teammates. The commenter recommended GPO make knowledge management a priority with dedicated responsibilities and resources.

***Agency Response:***

As individual business units develop their own strategic plans, they will incorporate the need to preserve knowledge as required by this goal. Similarly, support units like Information Technology will ensure that they are planning to support those activities.









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