

GPO

**DRAFT STRATEGIC
PLAN**

FISCAL YEARS 2023 THROUGH 2027

Version 1.0

*For Public
Comment*

March 29, 2022

GPO's Draft Strategic Plan for FY 2023–2027

This is the draft strategic plan for the U. S. Government Publishing Office for the five year period 2023–2027.

While this document is not in its final form, it represents the combined work product of GPO's executive team, based on hours of discussion with our teammates and amongst ourselves.

This document is intended to generate comments from GPO's stakeholders and the general public. The Agency will consider those comments as it finalizes the strategic plan and builds specific performance goals designed to advance these strategies.

As the Agency's Director, I am excited about what this plan represents. It recognizes the progress made by GPO over the last five years as it moves from a print-centric enterprise to one firmly comfortable in our digital present.

It also is an opportunity for GPO to update its description of the Agency's vision, mission, and values, modernizing and simplifying these statements so it's easier for all of us at GPO to internalize these principles into our work every day.

This document is not intended to anticipate every single possible outcome over the next five years. Rather it is intended to express our values and how we will manifest those values in the future.

I welcome your comments on our plans and appreciate your continued support for GPO.



HUGH NATHANIAL HALPERN
Director

*To comment on this document,
please email comments@gpo.gov
by April 29, 2022.*

Vision, Mission, Values

We strive for an informed Nation and hope to realize our vision by accomplishing our mission —

providing convenient and reliable access to trusted information through GPO's many products and services.

Our values define who we are at the GPO and simplifying them means they are easily and frequently called to mind in our daily work. Every teammate at the GPO should embody these four core values as they guide us to work together as a team toward a common goal.

Vision, Mission, Values (cont.)

Vision

America Informed.

Mission

*Publish trusted information
for the Federal Government
to the American people.*

Values

Honesty

Communicate transparently with
our colleagues and customers.

Kindness

Treat one another with respect.

Effectiveness

Innovate, collaborate, produce, and
deliver.

Inclusiveness

Foster a diverse, supportive, and
welcoming environment for our
teammates and customers.

GPO's Strategic Imperatives

After an exhaustive process, the GPO Executive Team identified four key goals for the next five-years to support GPO's continued growth and leadership in the Government information space:

- 1. Achieve Operational Excellence*
- 2. Modernize and Innovate*
- 3. Ensure Financial Stability*
- 4. Develop the Workforce*

Goal 1

Achieve Operational Excellence

GPO's reputation is one of delivering quality products under tight timeframes. We must maintain that reputation and build on it by delivering a first-rate customer experience with every interaction. Building on our reputation for quality while reducing the friction experienced by our customers sets a path for future growth.

With our newly adopted values in place, every employee can see, deliver, and improve the flow of value to our customer, whether that customer is external or internal.

1.1 Prioritize Customer Relationships

Everyone at GPO will focus on delivering a positive customer experience and coupling it with the “better buying power” philosophy that makes productivity and cost consciousness part of our culture.

This will require real-time feedback strategies so we can measure results and quickly recover when service doesn't meet our standards or those of our customers.

Goal 1

Achieve Operational Excellence (cont.)

1.2 Right-size GPO's Workspace Footprint

GPO recently adopted an innovative policy to promote telework and remote work where possible. While GPO's overall headcount may not shrink, the number of people in our headquarters and regional offices day-to-day will. We need spaces that reflect the popularity of these policies, recognize the hybrid nature of work in the future, and provide our teammates with an environment that encourages collaboration and flexibility. This may open up additional opportunities for leasing to government tenants, also providing another source of revenue.

1.3 Automate for Efficiencies

Automating manufacturing and administrative processes will allow GPO to deliver innovative customer solutions, freeing teammates to focus on the kind of work that continues to deliver results for GPO's customers.

1.4 Promote Synergy

GPO offers a diverse set of services across different business units, and sometimes it's too easy for silos to develop. We will increase our internal collaboration efforts to prevent duplication of effort and overlapping work. By presenting a unified front to the customer, we can complete every task efficiently and to the satisfaction of our customers.

Working across multiple business units, we will centralize customer and stakeholder interactions and formalize our intergovernmental contacts into modern customer relationship management platforms.

Goal 2 Modernize and Innovate

Over GPO's 161-year history, we have transformed from a print-only operation to an integrated publishing enterprise.

With changing patterns of content consumption and increasingly diverse content delivery digital technologies, GPO has an imperative to innovate and to modernize how we work.

2.1. Develop and Leverage Powerful Software Solutions

For many of our customers, GPO "owns" the software behind the printing process. Using a combination of commercial, off-the-shelf (COTS) software and GPO-developed solutions, GPO provides a customized software stack for our customers' unique requirements. By offering these solutions under a "software-as-a-service" (SAAS) model, GPO can leverage its expertise into new solutions for new customers while ensuring a revenue stream to support future development.

Goal 2

Modernize and Innovate (cont.)

2.2. Provide the Most Trusted and Secure Credentialing Products and Services

GPO worked closely with its customers, including the Departments of State and Homeland Security, to design and manufacture the world's most advanced and secure credentials and identity documents. GPO will need to continue its pattern of innovation to ensure that the United States' credentials are world leaders in security and anti-counterfeiting technology.

2.3 Deploy New Content

Govinfo is our ISO-certified trusted digital repository and has significant potential for growth. Collaborating with our intergovernmental partners on increasing its content and functionality will bring us closer to an *America Informed*.

2.4. Transition from Paper to Electronic Processes

Even now, GPO relies on many manual, paper-based processes to deliver products for its customers. By shifting to more automated processes, GPO can improve delivery times, boost cost recovery, and gain insights into its operations, yielding future efficiencies.

2.5. Expand In-House Publishing Services

As vendor and supply chain issues continue to impact our customers and suppliers, we will explore opportunities to fill the gap by bringing some work back to our own facilities. With production under our roof, GPO will be able to better control the quality of production and respond to some of the market fluctuations currently experienced by the printing industry.

Goal 2 Modernize and Innovate (cont.)

2.6. Expand Digital Content and Preserve Historic Collections

Working with Federal Depository Libraries, we will continue to identify documents and collections that can be digitized and ingested into **govinfo** and focus on adding new collections and filling the gaps in existing collections. We will expand access to digital government information, while assisting libraries in the preservation of tangible historic materials in their collections.

Goal 3

Ensure Financial Stability

Only about 12 percent of GPO's funding is appropriated directly to the Agency to cover the cost of congressional work, the Federal Depository Library Program, and supporting distribution programs.

The rest of GPO's revenue comes from reimbursements by customer agencies for work performed or sales of publications to the public. Thus, it is critical for GPO to ensure that it has the resources necessary to cover its costs and deliver for its customers.

3.1. Explore Expansion of Agency Products and Services

One of GPO's strengths is its ability to offer customized products and services to intergovernmental partners, private sector customers, and interested communities. By investing in these prospective areas for growth, GPO can better meet the needs of our stakeholders and provide the most efficient, modern, and cost-effective products and services.

3.2. Enhance Marketing

Our customers know that they need digital services. Unfortunately, some customers continue to think of GPO in terms of its historic print offerings and not the modern services we can offer. We plan to create an agency-level marketing campaign to include a catalog of services showcasing GPO's ability to be a one-stop shop for intergovernmental printing and publishing needs.

Goal 3

Ensure Financial Stability (cont.)

3.3. Cross-Selling

GPO is a one-stop shop for publishing needs across the Federal government. Cross-selling our products and services to our customers can be one of the most effective ways to increase overall revenue, while at the same time, increasing GPO's value proposition.

3.4. Sunsetting Legacy Practices

Part of our continuous improvement process will also include an examination into what current practices and programs should be reduced or discontinued. In order to maintain efficiency and decrease costs whenever possible, new initiatives should come at the replacement of others.

Goal 4 Develop Our Workforce

None of the Agency's plans can be successful without a talented team dedicated to executing them.

Strategic workforce planning will ensure that GPO has a first-rate workforce that is in line with the Agency's future growth and vision. By investing in our teammates and our processes, we will secure the future success of the Agency.

4.1. Recruitment, Development, and Retention

It is critical for the Agency's future to focus on initiatives that improve and expand inclusive recruitment, development, and retention programs, both to replace retiring teammates and to expand the knowledgebase of the Agency. Our Human Capital team has laid the groundwork for our team to promote apprentice and intern programs that identify and attract talent to teach the unique and highly-technical skills required to perform our work.

Goal 4 Develop Our Workforce (cont.)

4.2. Succession Planning

Succession planning starts on day one with each new hire, empowering our teammates to make decisions and providing opportunities to learn from one another.

With more than half of our teammates achieving retirement eligibility within the next five years, it is imperative to identify the critical positions needed to support business continuity and create a plan for the impending transition. GPO has a wealth of institutional knowledge that should be captured with each retirement. By focusing on the development of these individuals, we are better prepared to meet our future business needs.

4.3. Knowledge Management

We plan to enable a culture of knowledge sharing and empower our teammates to contribute their ideas to ensure the Agency retains the know-how built up over decades. As is typical with any large organization, when knowledge is not easily accessible, it can be very costly to an organization to spend time seeking out relevant information or duplicating efforts. Cross collaboration among our teammates will streamline the flow of information and lead to more efficient practices.

Notes



America Informed

www.gpo.gov | www.govinfo.gov

facebook.com/usgpo | twitter.com/usgpo | instagram.com/usgpo