



GPO FY18-22 Strategic Plan

U.S. GOVERNMENT PUBLISHING OFFICE

About GPO

Established in 1861, GPO's mission can be traced to the requirement in Article I of the Constitution that Congress "keep a journal of its proceedings and from time to time publish the same." GPO's Plant Operations and print procurement operations produce the official publications of Congress, the White House, and Federal agencies in digital and print formats. GPO's information dissemination programs provide public access to the official publications and information of the government in both digital and print formats through an official website (www.govinfo.gov), a partnership with Federal depository libraries nationwide, and both online and bookstore sales. Total GPO employment today is approximately 1,700.

GPO operates on a revolving fund basis, like a business. Just 16 percent of GPO's funding comes from direct appropriations to cover the cost of congressional work, the depository library program and supporting distribution programs, and increases to working capital for specified projects in GPO's Business Operations Revolving Fund. All other revenues to GPO are reimbursements from agencies for work performed or sales of publications to the public.

What We Do

Congressional publications services are the primary function of GPO's Plant Operations facility in Washington, DC. In addition to the *Congressional Record*, containing the daily proceedings of Congress, GPO produces bills, hearings, reports, and other legislative documents, in digital and print formats, as required by the Senate and House of Representatives and their committees. GPO's Plant Operations facility also produces the daily *Federal Register* and *Code of Federal Regulations*, and the annual *Budget of the U.S. Government*, as well as U.S. passports and other secure Federal credentials. GPO has an additional facility in Mississippi for passport and secure credential production.

GPO provides centralized operations for the procurement of information products for the Federal Government, purchasing approximately \$360 million

from private sector vendors nationwide for Federal agency customers in FY 2016. About 75 percent of all the products ordered annually from GPO (other than essential congressional and Federal agency work produced by Plant Operations, including passports and secure credentials) are procured from the private sector, including Social Security cards, census and tax forms, and Medicaid and Medicare materials. GPO's procurement program provides great economic opportunity for the private sector. The majority of the firms GPO deals with are small businesses of 20 employees or less.

GPO's primary information dissemination program involves a partnership with approximately 1,100 Federal depository libraries nationwide. Today, the partnership is predominantly electronic, but tangible formats are distributed where required. GPO's **govinfo** website provides public access to more than 1.5 million searchable titles linked through GPO. GPO also provides for public sale of Government publications via its traditional and online bookstores, and offers eBooks through partnerships with multiple vendors.

For more information, please visit www.gpo.gov; follow GPO on **Twitter** <https://twitter.com/USGPO>, **YouTube** <https://www.youtube.com/user/gpoprinter>, **Facebook** www.facebook.com/usgpo, **LinkedIn** <https://www.linkedin.com/company/u.s.-government-printing-office> and **Instagram** <https://instagram.com/usgpo>.

Mission

Keeping America Informed as the official, digital, and secure source for producing, preserving, and distributing official Federal Government publications and information products for Congress, Federal agencies, and the American public.

Vision

An informed nation that has convenient and reliable access to their government's information through GPO's products and services.

Values

GPO's core values define our character. These values transcend product and market cycles, management trends, technological change, and individual leaders. Over the years, GPO has developed new product lines, employed new strategies, reengineered processes, and significantly restructured the organization, yet the core values have remained intact.

Commitment – GPO has had the responsibility of *Keeping America Informed* for over 150 years. It continues that long tradition by providing an uncompromised dedication to authentic, fast, and reliable service.

Customer Service – GPO has a customer-centric approach and has agency-wide procedures, policies, and activities in place to ensure we are meeting customers' needs and exceeding their expectations.

Innovation – GPO is committed to anticipating change and implementing new programs, processes, and technologies that bring value to our organization and customers.

Diversity – GPO is dedicated to diversity in every aspect of the business. Our commitment to diversity helps serve customers better and provides a positive work environment for employees. GPO is committed to promoting and supporting an inclusive environment that provides to all employees the chance to work to their full potential.

Integrity – GPO's employees believe that honesty and the highest ethics form the cornerstone of the organization and create an environment of trust.

Teamwork – GPO employees treat one another with dignity and respect and communicate openly. GPO's environment fosters collaboration and innovation while maintaining individual accountability. The agency partners with the Government and the private sector to provide the best value to customers.

Strategic Goal 1

Exceed our stakeholders' expectations

Overview

GPO exists to serve our stakeholders: Congress, Federal agencies, and the public, and in doing so we work with a multitude of organizations, entities, private sector businesses, and interested communities. We endeavor to provide all of these stakeholder groups with efficient, cost-effective, and modern products and services that deliver results and exceed customer expectations. It is our goal to provide all stakeholders with world-class customer service together with product innovation through a wide range of publishing and technology vehicles.

Strategies

1. Meet evolving stakeholder needs with a modern publishing portfolio of print and digital products and services

In an environment dominated by rapidly evolving technology, GPO will work to understand, anticipate, and meet the changing needs of our stakeholders. Technology investments will be in direct relationship with GPO's business goals, resulting in excellent customer service, strong partnerships, secure infrastructures, and cost-effective performance.

As GPO has transitioned from a print-centric to a content-centric operation, our portfolio of products and services has greatly diversified. In order to best meet our customer needs, GPO aligns resources with a streamlined set of publishing products and services that reflects our experience, expertise, and strengths. To keep pace with evolved customer needs GPO has modernized our products and services portfolio to include eBooks, print-on-demand, digital signature application, as well as procurement programs for digital products and services. GPO has saved more than a million dollars in inventory costs through increased use of print-on-demand and just-in-time printing, and plans to continue to emphasize print-on-demand and just-in-time printing to minimize inventory costs while keeping Federal print titles available for purchase.

2. Provide the most trusted secure credentialing products and services in government

GPO plays a critical role in our nation's security by producing Secure Federal Credentials. We have manufactured the U.S. passport for over 90 years. Since the electronic passport program began in 2005, we have made well over 150 million e-Passports for our customer, the Department of State. Since 2005, the U.S. passport has incorporated a digital chip and antenna array capable of carrying biometric identification data. With other security printing features, this document — which we produce in Washington, DC, as well as an additional secure facility in Mississippi — is the most secure identification credential obtainable.

GPO produces and personalizes millions of secure Federal smart card credentials each year for a variety of Federal agency customers. These credentials are used to gain access to our nation's borders, our Federal buildings and facilities, and our most sensitive IT networks and architectures. The success of our secure credential programs proves that we can connect security printing with secure electronics to produce the most trusted credentials in Government.

GPO serves as an integrator of secure identification smart cards to support the credentialing requirements of Federal agencies and other Government entities. GPO can offer secure credential services that include card and secure artwork design, security printing, card manufacturing, card personalization, and fulfillment services.

3. Use analytics to improve the customer experience

GPO elicits feedback regularly from customers through multiple channels in order to gauge GPO service levels as well as customer expectations regarding future service needs. Survey results provide specific areas of focus for improvement that result in action plans to effect changes in processes or behaviors. This allows GPO to nurture existing customer loyalty and ensure we are meeting evolving customer requirements.

GPO surveys customers bi-annually with a focus on products, services, and programs; the cost-effectiveness of services; and satisfaction with GPO's website and employee customer service. The findings from this survey are used to develop and implement customer expectations for daily interactions with

customers to address desired service enhancements, identify new business opportunities, and develop plans to continuously improve performance.

4. Streamline Customer-Facing Processes to Optimize the Customer Experience

GPO is working to optimize the customer experience by enhancing external facing systems, streamlining access points for customer contact with GPO, and ensuring internal processes reflect a customer-centric approach. Our goal is to ensure our customers and stakeholders have a seamless experience from initial contact to ordering, billing, and payment.

In order to provide quality service to customers, GPO will focus on the creation of first-rate, system-wide solutions that meet customer requirements and exceed customer expectations. GPO will improve processes and technologies to ensure that solutions are scalable, available, cost-effective, and secure. This includes modernization of agency business processes and systems used for conducting and managing print procurement ordering processes, enhancement of customer relationship management, and focus on developing informational resources on billing and payment processes, assisting in timely resolution of customer billing inquiries, and improving internal processes to facilitate ease of financial transactions.

5. Meet the evolving needs of Congress

GPO was originally established to produce congressional products under the close guidance and control of the House of Representatives and the Senate, and this work continues as the agency's primary mission. GPO is currently operating with the smallest workforce of any time in the past century, yet output for Congress has expanded to include both print and multiple digital formats, with a vastly superior ability to reach a larger portion of the public than ever before. Congress relies on GPO to prepare and post congressional publications increasingly online as demand for printed copies declines.

GPO facilitates the needs of Members of Congress, congressional committees and staff, and their constituents, and we are an expert resource on GPO products and services, all of which meet the highest standards for accuracy, integrity, fairness, and professionalism.

Strategic Goal 2

Enhance access to Federal Government information

Overview

In pursuit of our vision of an informed nation, GPO will continue to provide authentic, published government information to the public through a variety of print and digital technology vehicles, both efficiently and securely. Our mission of *Keeping America Informed* has not wavered in our more than 150 years; what has changed is the range of formats and channels through which stakeholders expect to receive information. We further government transparency efforts and continue to evolve our approach to public information dissemination.

Strategies

1. Increase the amount of U.S. Government information available for free to the public and enhance access to information to meet evolving user needs

GPO provides access to Government information through tangible distribution of U.S. Government publications to Federal depository libraries nationwide, ingest into **govinfo**, and identification and linking through GPO's Catalog of U.S. Government Publications (CGP). Federal content is increasingly born-digital, living online, and never printed or preserved. As part of the agency's core and historic mission of *Keeping America Informed*, GPO continuously works to capture the ever growing amounts of this content to ensure its availability to the American public in perpetuity by increasing the amount of content managed, preserved, and made publicly and freely available in many different formats. This includes print, digitized, and born-digital content in formats ranging from PDF and HTML to MP3, XML, and EPUB; Federal websites; and open data. GPO also works to coordinate efforts to increase public access to digitized collections of high value to the American public.

GPO launched **govinfo**, available at www.govinfo.gov, as a public beta website in February 2016 to replace its predecessor site, the Federal Digital System (FDsys). **govinfo** provides free public access to official

publications from all three branches of the Federal Government. In addition to providing an advanced, metadata-powered search experience, **govinfo** also includes a content management system and a standards-compliant preservation repository. These three components comprise GPO's world-class system for the comprehensive management of electronic information. Continuing to add to the collections currently available on **govinfo** is of the highest priority, with a goal of offering complete and historic holdings.

2. Support access and discoverability through the Federal Depository Library Program and the Cataloging and Indexing Program

As part of its publishing programs, GPO, through the Federal Depository Library Program (FDLP), distributes certain Government documents free of cost to designated libraries throughout the United States and its territories. These libraries are known as Federal depository libraries. GPO's primary information dissemination program involves a partnership with approximately 1,100 of these libraries nationwide.

The Cataloging & Indexing Program (C&I), *U.S.C. Title 44, Sections 1710 and 1711*, aims to provide a comprehensive index of every document issued or published by a department, bureau, or office not confidential in character. GPO administers this program and provides public access to this index through the online bibliographic records contained in GPO's Catalog of U.S. Government Publications (CGP). The CGP is available at <https://catalog.gpo.gov> as a finding tool for Government publications, containing records with information about publications in many different file formats.

The identification and creation of online bibliographic records for new U.S. Federal Government documents, in all published formats, is accomplished through daily operations at GPO. However, a separate effort is necessary to incorporate missing records and enhance existing bibliographic records for historic materials. This effort is known as the National Bibliographic Records Inventory Initiative (NBRII). The NBRII endeavors to provide online bibliographic records or serial holding records for those historic materials that are not currently captured in the CGP.

3. Ensure security, authenticity, and accessibility of the nation's publications for future generations

In order to provide continual access to information, GPO must also ensure tangible and digital long-term preservation, cybersecurity, authenticity, and accessibility and provide for the Continuity of Operations.

It is necessary to preserve the official publications and information products of the U.S. Government in all formats. These publications document the fundamental rights of the public, the actions of Federal officials in all three branches of our Government, and the characteristics of our national experience. This information asset is vulnerable to decay, technical obsolescence, malicious cyber-attacks, and neglect. Safeguarding access to Government information for everyone, now and for the future, is best achieved through programmatic preservation.

GPO and Federal depository libraries have a long-standing tradition of supporting permanent public access to all forms of Government information. Working with its partners, GPO is committed to ensuring that future generations have free and permanent public access to Government publications and information dissemination products that are within the scope of the Federal Depository Library Program, the Cataloging & Indexing Program, and GPO's System of Online Access (**govinfo**).

GPO's comprehensive IT security posture helps address challenges with information security, network security, disaster recovery, and compliance issues, and GPO will continue to develop appropriate plans to provide for the continuation of essential functions and operations during a wide range of all-hazards emergencies.

Strategic Goal 3

Strengthen our position as the government-wide authority on publishing

Overview

GPO is an authority on printing through more than a century of the experience and now seeks to strengthen and expand our expertise in all areas of publishing to reflect the transformation to a content-centric provider of information. GPO is a primary source, a central hub.

Strategies

1. Provide best practices, standards, and training to support evolving Federal agency publishing needs

GPO seeks to increase efficiencies across government through knowledge sharing and exchange of ideas and best practices with the community through white papers, panel discussions, working groups, and collaboration with publishing standards organizations. GPO's outreach efforts will reflect the agency's transformation from a print-centric to a content-centric operation, highlight our innovations and achievements, and equip our customers with the knowledge and tools that meet their information needs. GPO aims to develop educational opportunities and provide informational resources for Federal agencies, vendors, and the Federal Depository Library Program (FDLP) community as an integral partner in helping these stakeholders accomplish their missions. GPO's outreach initiatives will integrate traditional channels with a range of digital communication channels to increase awareness of GPO programs and services.

GPO offers educational opportunities for Federal publishing and printing professionals through the Institute at GPO (www.gpo.gov/how-to-work-with-us/agency/services-for-agencies/training-opportunities) with courses that reflect the changing face of agency needs to communicate effectively with a broad range of audiences using a variety of channels.

GPO also provides the Federal Depository Library Program (FDLP) Academy (<https://www.fdlp.gov/about-the-fdlp/fdlp-academy>) as a resource for training opportunities and tools for Federal Depository Libraries. The FDLP Academy enhances Federal Government information knowledge through events and conferences coordinated by GPO, and webinars and webcasts on a wide variety of Government information topics, presented by GPO, other Federal agencies, or from the FDLP community.

2. Provide products and services at every stage of the publishing lifecycle

GPO aims to offer customers products and services to support the entire publishing lifecycle of both tangible and digital information products from concept generation, planning, and creative design, to production, publication, document conversion, dissemination, and storage.

- **Project Planning** – Design consultation and marketability
- **Creative Design/Preflight** – Development of comps for digital and tangible products, editorial and preflight services, and a variety of design services including publication design, branding and identity, exhibit graphics, video, multimedia, photography, and security design.
- **Production** – Nationwide print and print-related procurement program for tangible and digital products, print-on-demand solutions, in-house printing, eBook conversion and creation
- **Dissemination** – Channels include the U.S. Government Online Bookstore, Federal Depository Library Program, **govinfo** online repository,
- **Storage and Distribution** – Storage/Inventory Management/Distribution, Customized Online Ordering Solutions, Contracted Services.

3. Communicate our unique value and evolved portfolio of products and services

Known for more than 100 years as the Government *Printing* Office, and since 2014 as the Government *Publishing* Office, GPO is positioned to effectively bring about a new level of visibility to the agency's expanding array of products and services that meet the changing information needs of Congress, Federal agencies, and the American public in the digital age.

With a name that aptly reflects GPO's transformation, the agency will continue to build and market this new, relevant brand and live up to the brand promise as the "Official, Digital, and Secure" source for producing, protecting, preserving, and distributing the official publications and information products of the Federal Government.

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Strategic Goal 4

Promote collaboration and innovation within government

Overview

GPO is perfectly positioned based on our existing relationships across all three branches of the Federal Government to leverage the collective expertise of the government in pursuit of interoperability of information with an outcome of better access to information. GPO collaborates with a number of other Federal agencies on solutions that enable both agencies to better fulfill their missions.

Strategies

1. Provide shared services across government and connect Federal agencies with private sector businesses through procurement program

GPO utilizes our collective expertise in printing, publishing, and information technologies to provide shared services that save Federal agency customers time and money, and help them accomplish their missions. GPO operates a variety of procurement vehicles that simplify, streamline, and lower costs of the procurement process for Federal agencies. GPO's demonstrated expertise in this area for print products and services is continually being expanded to include a wider array of digital solutions to help Federal agencies cost effectively meet their publishing and information dissemination needs. GPO is also leveraging existing in-house capabilities, developed for GPO's own information dissemination functions, but now offered as shared services for other Federal agencies.

GPO provides the technical expertise and flexible procurement processes for agencies to cost effectively obtain a wide range of products and services to meet their mission. The solutions GPO offers include on-site document solutions (www.gpo.gov/how-to-work-with-us/agency/services-for-agencies/onsite-document-solutions) for assessment and consulting, document conversion, and in-house production support; the GPO Online Paper Store (www.gpo.gov/how-to-work-with-us/agency/services-for-agencies/gpo-online-paper-store), the simple, one-stop solution for ordering cut-sheet paper for use in office copiers and printers; and the

GPOExpress program (www.gpo.gov/how-to-work-with-us/agency/services-for-agencies/gpoexpress) that provides Federal agencies discounts on copying, binding, signs, and other products and services through 1,800 FedEx Office locations nationwide.

2. Form strategic partnerships where collaboration and innovation can flourish

GPO will continuously work on strengthening purposeful collaboration with internal and external customers that will create more efficient and effective programs and processes. Since 1997, GPO has developed strategic partnerships with Federal depository libraries, Federal agencies, and other institutions to increase public access to electronic U.S. Government information. Partnering is an integral part of how GPO is *Keeping America Informed*, and over the past two decades, these partnerships have grown and evolved. Today, GPO collaborates with a number of organizations to further its mission and ensure permanent public access to the wealth of information products, both current and historic, that are produced by the U.S. Government.

GPO will continue developing new strategic partnerships with Federal agencies, Federal depository libraries, and other entities to increase access to Federal publications and services, reduce duplication of digital initiatives, safeguard historical Government documents, and preserve print collections. These partnerships may include cataloging, digitizing, and preserving tangible copies of Government publications. GPO will support efforts to increase public access to digitized collections of high value to the American public.

GPO established the Federal Publishing Council (FPC) (<https://www.gpo.gov/how-to-work-with-us/agency/federal-publishing-council>) to advise GPO on the latest publishing and printing trends as the scope of Federal publishing has expanded far beyond strictly tangible printed content. The FPC replaced the Inter-agency Council on Printing Publications Services (ICPPS), established in 1976, and will continue to focus and build upon the established goals of the ICPPS. This advisory council is made up of Federal employee professionals involved in all facets of the Federal printing and publishing community. In addition to tangible printed content, the council will focus on digital publishing concepts, web content management, and graphic design.

3. Support government-wide innovation and interoperability

GPO has incorporated a range of strategies in order to support our transformation from print-centric to content-centric and will offer our expertise in these areas to the rest of the Federal Government where technology evolves at such a rapid pace that institutions must incorporate flexibility and agility into everyday operations to meet their missions in this digital era. GPO is working to increasingly utilize shared-service and open-source technologies which enable increased sharing of data across government in an effort to make content more accessible.

GPO is a member of the Legislative Branch Bulk Data Task Force, which was mandated in a committee report accompanying the House's Legislative Branch Appropriations Bill for FY2013. As a member of the Task Force, GPO works with our Legislative data partners to make congressional information available to the public as XML bulk data. Bulk data reduces the burden on the provider of information while maximizing the possible ways information can be used or repurposed.

GPO is also migrating to new XML workflows in order to take advantage of the flexibility and robustness that is provided by XML. These efforts include modernization of GPO's composition system as well as conversion of online documents into United States Legislative Markup (USLM), an XML schema specifically for documents in the Federal Legislative process. Standardization of these publications into XML promotes interoperability of the documents.

Strategic Goal 5

Engage employees and enhance internal operations

Overview

GPO's ability to be viewed as an employer of choice depends on the agency's ability to develop and attract quality employees and to motivate them to perform at high levels. GPO is committed to treating all employees fairly, respecting their diversity, and valuing their contributions. GPO also utilizes a cost effective and collaborative approach in managing GPO's business processes to help the agency achieve its strategic initiatives and ensure continued financial stability.

Strategies

1. Build and retain a workforce that is talented, diverse, motivated and committed

Through the use of strategic human capital management, GPO aims to attract and keep high-caliber employees with the skills necessary to support GPO's transformation and cultivate a talented, diverse workforce that will allow GPO to tackle the challenges posed by an increasingly complex, ever-changing external environment. GPO will encourage a diverse, high performing, results-oriented workforce by managing effective performance management systems, implementing effective training and development programs, and fostering work life programs.

GPO conducts proactive workforce planning that focuses on diversity and through fostering work life programs to meet the changing needs of today's and tomorrow's employees. Since 1980, GPO has reduced its workforce by over 74 percent as the result of using new technologies, a rate of change unparalleled elsewhere among other Legislative Branch agencies. Furthermore, 44 percent of GPO's workforce will be eligible to retire in FY 2021 and if not carefully managed, anticipated retirements could cause skill gaps to develop (particularly when considering the loss of GPO institutional knowledge). For this reason, talent management and effective workforce planning and knowledge management are vital to the success of GPO. GPO will identify and address gaps and implement and maintain programs to capture knowledge and promote learning.

GPO will work to maintain an environment that is fair, unbiased, and family-friendly, that promotes and values opportunity and inclusiveness. This includes a focus on reducing the number of formal EEO complaints by addressing the allegations at the lowest level possible or through proactive intervention and continuing efforts to create and maintain a model Equal Employment Opportunity program using the *Equal Employment Opportunity Commission's Management Directive 715* as a guide.

2. Reduce our environmental footprint

GPO is committed to working toward a more sustainable future and providing a safer, healthier environment to future generations. GPO will continue to introduce programs that include recycling, reducing energy consumption, and reducing GPO's carbon footprint and will provide Federal customers with environmentally friendly printing alternatives. GPO strives to reduce our environmental footprint from implementation of employee recycling and environmental awareness programs internally to measures taken in our plant to ensure environment-friendly and sustainable operations.

3. Modernize and streamline internal processes and systems

The modernization of GPO's legacy systems is a long-term effort to modernize legacy applications to ensure application support and improve system capabilities. This includes a migration of legacy mainframe applications and business logic to a more modern platform, modernization of printing procurement systems, implementation of an effective and comprehensive workflow integrated with the acquisition life cycle, and improvements to the in-house manufacturing process areas of estimating, scheduling, tracking, data collection, and analysis. Moving away from outdated technologies will ensure continuity and improve system capabilities.



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