America Informed: Strategic Plan 2023 - 2027

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 to guide us as we work together as a team toward a common goal.

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

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U.S. Government Publishing Office (GPO)

Stakeholder(s):

Hugh Nathanial Halpern :
   Director

Vision

America Informed.

Mission

Publish trusted information for the Federal Government for 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.

1. Operations

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 delivering a satisfying production experience to 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. Customer Relationships

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.

1.2. Workspace

Right-size GPO's Workspace Footprint

GPO recently adopted an innovative policy to promote telework and remote work where possible. Whereas GPO's overall headcount may not shrink, the day-to-day number of people in our headquarters and regional offices 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. Automation

Automate for Efficiencies

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

1.4. Synergy

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 promote interoperability and 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.

2. Modernization & Innovation

Modernize and Innovate

Across its 161-year history, GPO has transformed from a printonly operation to an integrated publishing enterprise.

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

2.1. Software

Develop and Leverage Powerful Software Solutions

For many of our customers, GPO "owns" the software behind the printing process. Using a combination of commercial, offthe-shelf (COTS) software and GPOdeveloped 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, ensuring a revenue stream to support future development.

2.2. Credentialing

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 is a world leader in credential security and credential anti-counterfeiting technology.

Stakeholder(s):
Department of State   **Department of Homeland Security**

2.3. Funtionality & Content

Deploy New Funtionality and Content

GovInfo is our trusted ISO-certified digital repository, which 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. Processes

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. Publishing

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.

2.6. Digital Content & Historic Collections

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.

Stakeholder(s):

Federal Depository Libraries   **Libraries**

3. Financial Stability

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 to its customers.

3.1. Products & Services

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.

Stakeholder(s):

Intergovernmental Partners   **Private Sector Customers**

3.2. Marketing

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 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.

3.3. Cross-Selling

Cross-sell our products and services to our customers

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, increase GPO's value proposition.

3.4. Legacy Practices

Sunset Legacy Practices

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

4. Workforce

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 & Retention

Expand inclusive recruitment, development, and retention programs

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 knowledge base 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 and teach the unique and highly-technical skills required to perform our work.

4.2. Succession Planning

Identify critical positions to support business continuity and create a transition plan

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 effectively passing on instrumental knowledge and insight to new hires, we can be better prepared to meet our future business needs.

4.3. Knowledge Management

Enable knowledge sharing and empower our teammates to contribute their ideas

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 across decades. As is typical with any large organization, when knowledge is not easily accessible, seeking out relevant information or duplicating efforts can be very costly. Cross collaboration among our teammates will streamline the flow of information and lead to more efficient work practices and processes.

Administrative Information

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