

**National Collection of U.S.  
Government Public Information**  
Strategic Plan for FY 2023 – FY 2027

Library Services and Content Management  
Office of the Superintendent of Documents  
U.S. Government Publishing Office

September 1, 2022

*“... so far as known, no library in the United States, neither the Library of Congress, that of any State or Territory, nor any other public library, contains a complete set of the public documents of the General Government, it may be regarded as unfortunate that the provisions of the law are not availed of to the fullest extent.”*

Department of the Interior. Bureau of Education. *Public Libraries in the United States of America Their History, Condition, and Management*. Special Report, Part I. Washington, DC: Government Printing Office, 1876. p. 283.

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## The Superintendent of Documents Operation

The Superintendent of Documents, in the functional organizational chart of the U.S. Government Publishing Office (GPO), is shown as the Public Access arm of the agency and responsible for oversight of information dissemination. This is achieved by providing:

- Public online access to Government information products.
- Permanent access to Government information.
- Cataloging and indexing of Government publications.
- Distribution of publications to Federal depository libraries.

Library Services and Content Management (LSCM) is the GPO business unit responsible for these activities. i.e., the information lifecycle management in multiple publishing formats, from acquisition to public access to dissemination to preservation — and all points in between.

As every unit within LSCM has a touch point to either the tangible or digital (or both) publications of the Government, the National Collection of U.S. Government Public Information (National Collection) provides an understandable framework for the Superintendent of Documents to coordinate and apply lifecycle management best practices to support Federal depository libraries and to establish partnerships to build, provide access to, and to preserve our Government’s publications, which are vital information assets for the American people.

The focus of this strategic plan<sup>1</sup> is building and curating the National Collection thereby ensuring the public’s right to free, equitable, and convenient access to the past and present public Government information resources. Additional focus is given to transforming the LSCM business unit into a primarily digital content and services organization.

## Mission and Vision Statements



### MISSION

Provide readily discoverable and free public access to Federal Government information, now and for future generations.

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<sup>1</sup> Throughout this plan when the terms publications or information are modified by Government, it is to mean Federal Government publications or information, unless otherwise stated.



## VISION

Federal Government information will be easily available when and where it is needed.

### Guiding Principles for Federal Government Information

- The public has the right of access to Government information.
- Government has the obligation to disseminate and provide broad public access to its information.
- Government has an obligation to guarantee the authenticity and integrity of its information.
- Government has an obligation to preserve its information.
- Government information created or compiled by Government employees or at Government expense should remain in the public domain.

### Assumptions

- Library collections of tangible and digital Government content are valuable to ensuring an informed citizenry.
- Highly trained, skilled, and specialized Government information professionals are necessary.
- No one library or institution can do all that is required to preserve the entire corpus of Government public information.
- Collaboration and partnerships with Federal agencies, Federal depository libraries, and other public and private sector stakeholders are necessary for the Government Publishing Office to accomplish lifecycle management of all tangible and digital public Government information.
- Organizational change will be required to modernize and to better serve depository libraries and other stakeholders in the digital information landscape.

### National Collection of U.S. Government Public Information

Our Nation's Founders and early legislators recognized the importance of the free flow of information in a democratic society. They thought it essential that the citizenry be informed about its Government and its workings so as to allow effective participation in the democratic process. Early in our country's history special acts of Congress provided for the distribution of House and Senate Journals, acts and often reports and documents to state executives and legislatures, and frequently to "each university and college

incorporated in each State, as well as to the incorporated historical societies throughout the country.”<sup>2</sup>

In 1813, the practice of dissemination of public documents was embodied in resolution for the distribution of the 13th Congress documents, as well as for every future Congress. Recipients of these publications were required to retain them. So began collections of Government public information, many of which remain today.

An 1876 special report of the Bureau of Education, *Public Libraries in the United States of America Their History, Condition, and Management*, asserted that

“... so far as known, no library in the United States, neither the Library of Congress, that of any State or Territory, nor any other public library, contains a complete set of the public documents of the General Government, it may be regarded as unfortunate that the provisions of the law are not availed of to the fullest extent.”

This statement is as true today as it was in 1876. There are, however, pockets of such a collection (tangible and digital) throughout the country in Federal depository libraries, Federal agencies, national libraries, and in repositories of organizations. Unlike 1876, we now have means to work more collaboratively to build and share collections beyond the walls of a library and across state boundaries. Together, these dispersed collections can be managed and preserved as the National Collection of U.S. Government Public Information.

The National Collection is a long-term, mission critical strategic priority, and a complex undertaking, of the Superintendent of Documents, and of GPO. The importance of such a collection in a democratic society cannot be overestimated. It will allow current and future generations to have both physical and intellectual access to our nation’s history as seen through the works of the Government.

## **The National Collection Defined**

The National Collection of U.S. Government Public Information is a geographically dispersed collection of the corpus of Federal Government public information that is accessible to the public at no cost.

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<sup>2</sup> Joint Committee on Printing. *Government Depository Libraries: The Present Law Governing Designated Depository Libraries*. S. PRT. 8-228. Washington, D.C.: U.S. Government Printing Office, 1984.

## Scope of the National Collection

The National Collection definition raises the question, “What is in scope of, and included in, the corpus of Federal Government public information?” Because the scope of what has been distributed through the Federal Depository Library Program (FDLP) has changed over time, depository materials are a subset of a comprehensive National Collection. The scope for Cataloging and Indexing Program (C&I) content represents another subset of the National Collection. Its scope has always been broader than that of the FDLP, though there is much overlap.

Today’s scope for the FDLP, C&I, and GPO’s System of Online Access (GovInfo) are defined in Superintendent of Documents policy, and are applied retrospectively in building the comprehensive National Collection. Basically, Government information dissemination products, regardless of format or medium, produced by Federal employees or paid for with Federal funds, are in scope of the National Collection. There are exceptions, which can be found in the detailed scope policies that are publicly available from the [Superintendent of Documents Public Policies, Guidance, and Reports](#) page on FDLP.gov:

- *Scope of Government Information Products Included in the Cataloging and Indexing Program and Disseminated Through the Federal Depository Library Program*
- *Content Scope for GPO’s System of Online Access*

Among the publications not in scope of the National Collection are those that are classified for reasons of national security, and those for which use is constrained by privacy considerations. Declassified materials and materials whose privacy considerations have expired are included within the scope of the National Collection.

## Major Challenges of the National Collection

While GPO has statutory authority for a library collection of public documents for the promotion of knowledge, a collection of tangible materials does not exist at GPO. However, digital resources are maintained in GovInfo, a trustworthy digital repository certified under ISO 16363.

Though Federal depository library collections are the property of the Government and make up the bulk of the tangible portion of the National Collection, not having a library at GPO headquarters presents some major collection management complexities. Born digital publications have added difficulties as well. Among the challenges are:

- an unknown body of Government documents in scope of the FDLP and C&I;
- differing scopes for the FDLP and C&I programs that have changed over time;

- unknown holdings of depository libraries, and the condition of them;
- identifying digital public information published each year by every agency, bureau or office of the Federal Government;
- preservation of digital public information not in GovInfo, but is currently linked to via GPO PURL;
- identifying tangible public information that is not published through GPO; and
- the rate at which Federal depository libraries are weeding and discarding their tangible collections.

LSCM will face these challenges and work to minimize them through the goals and objectives in this strategic plan.

## **Managing and Curating the National Collection**

While Federal depository libraries continue to manage their collections for local needs, LSCM is tasked to ensure the comprehensive collection of digital and tangible Government information products is accessible, preserved, and that no fewer than four copies of tangible publications are accessible throughout the FDLP. This will be achieved with the appropriate organizational infrastructure and with staff who have the knowledge and skills for building, managing, curating, preserving tangible and digital collections, and for making them discoverable.

### **Organizational Infrastructure**

Currently LSCM's organizational infrastructure and workflows are based primarily on print material processes. As of this writing 97% of Government information products are digital, and LSCM must examine the organization, positions, and workflows through fresh eyes. In today's Government information landscape, the driving forces should be digital content and services, with the handling of print materials viewed as exception processing.

When vacancies arise, positions should be evaluated for need in a changing organization. A determination should be made whether to fill the vacancy as is, or seize the opportunity to create a new position to fill an unmet need in the organization.

Position descriptions should be reviewed regularly and revised as necessary to ensure they evolve with the organization and to ensure staff possess the knowledge and skills to work in a digital information and services environment. Retraining will most probably be needed for those positions that evolve to meet the new organizational needs.



With an estimated 30% of LSCM and Superintendent of Documents Office employees eligible for retirement, having a succession plan is critical. One should be developed and include both long and short-term considerations, for all positions. Unexpected emergencies and interim vacancies are covered by short-term plans, while long-term plans are designed for lengthy absences and future change. Cross training, particularly where certain identified critical processes have a single point of failure, should be a vital provision of the plan.

As we look toward a customer-centric organization for digital-first processes and services, the need for new units, additional staff, new positions, and different skill sets is recognized. Additional appropriations requests may be required to meet these organizational needs.

A new division will be proposed to manage the lifecycle of tangible publications in the National Collection. As it is envisioned, the chief of this area will report to the Managing Director of LSCM. Staff will include, but not be limited to, subject matter experts and staff for acquiring, managing, curating, digital imaging, and preserving tangible resources and collections. People in this unit also will work directly with depository library coordinators and provide guidance and services that support their managing, analyzing, and preserving their collections.

The number of born digital publications being produced across the Federal Government is ever increasing, and they are one of the most at-risk segments of content in scope of the FDLP and C&I. LSCM will investigate new required skill sets and propose new positions for increasing our ability to manage the lifecycle of digital information, while also reviewing current practices for acquiring born digital content and seeking process improvements.

Skill sets needed to strengthen the LSCM organization for the digital landscape are varied. There needs to be an understanding of lifecycle management for both digital and tangible Government publications. This entails planning, budgeting, administering, processing and controlling information throughout the stages through which tangible or digital information assets pass, including:

- Creation, identification, and acquisition.
- Organization, bibliographic control, metadata, and persistent identifier administration.
- Preservation, digitization and reformatting.
- Authentication, access, dissemination, and promotion.
- Storage of tangible information assets.

- Trusted digital repository management.

As we look toward the delivery of more and varied online tools and services in a digital-first environment, we need people who have a record of user-centered design as well as the ability to apply user experience research that results in the best customer experience possible. As the offerings of the FDLP Academy expand into teaching, it is highly desirable to have a curriculum specialist who is also trained in the design and development of results-driven learning experiences, using instructional methodologies intended specifically for online delivery.

In building the National Collection decisions will need to be made, on a large-scale basis, regarding the handling of tangible materials to determine conservation needs and prioritizing for digital imaging. Knowledge of preservation condition assessment coupled with skills for analyzing bibliographic, and other resources, to determine scarcity, at-risk, and other decision-making factors is a necessity. The importance of partnerships in building and preserving the National Collection cannot be overstated. The number and diversity of partnerships must grow and be sustainable. The ability to cultivate, establish, and manage a wide range of partnerships with stakeholders is essential. The capability to think strategically for the development of new and innovative partnerships for other aspects of lifecycle management activities is also required.

With LSCM undergoing change, it will be critical to determine the effectiveness of the new organization. Having the ability to benchmark, to conduct program assessments, to establish success measures, and to implement a continual improvement processes will be important to the long-term success of the organization.

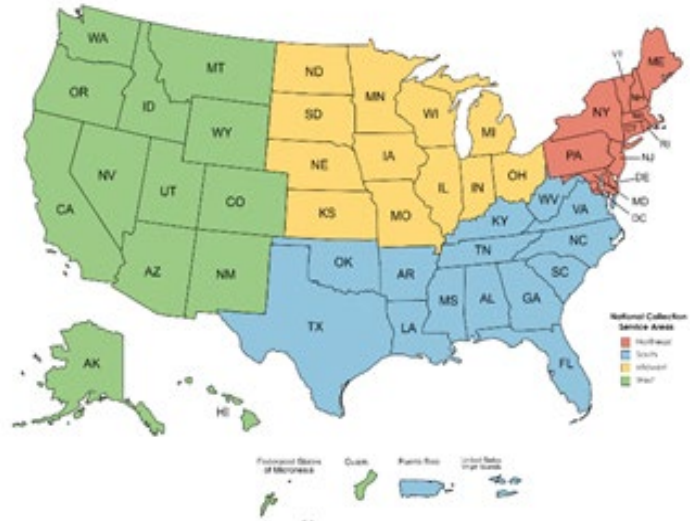
### **National Collection Service Areas**

National Collection Service Areas (NCSA) group Federal depository libraries into four regions of the country as a means of ensuring geographically dispersed permanent public access to Federal Government information products, sharing resources among depository libraries, and receiving services from LSCM. The four geographic areas are Northeast, South, Midwest, and West.

The use of these areas was first recommended by the Joint Committee on Printing (JCP) when, in 2015, it approved the Superintendent of Documents Public Policy Statement, *Government Publications Authorized for Discard by Regional Depository Libraries*. The approval letter added to the policy a stipulation that “a minimum of four tangible copies of the

publication exist in the FDLP distributed geographically.” The map of the Census Bureau’s regions was attached as a map that could be applied for this purpose. LSCM used that Census map as the basis for the NCSAs map, which was first used for implementing both the regional discard and the regional online selections Superintendent of Documents policies.

As operations, services, and plans for the future were developed, other possible applications of these geographic areas were recognized. NCSAs now are identified for LSCM programs. This map reflects boundary modifications from the Census regions that better serve the FDLP. Depository libraries in the District of Columbia, Maryland, and Delaware are in the Northeastern NCSA. It should be noted that Puerto Rico and the U.S. Virgin Islands are both in the Southern NCSA, while Federated States of Micronesia and Guam are in the Western NCSA.



**National Collection Service Areas**

### New Strategies to Build the National Collection

Several strategies will be exercised to build the National Collection. As mentioned in an assumption above, collaboration and partnerships are a necessity. LSCM will work to increase the number of partnerships for accessing and ingesting digital content into GovInfo, for preserving tangible content, and for cataloging. LSCM will continue to monitor FDLP eXchange, and other “offer” avenues, for needed materials for digital reformatting and ingest into GovInfo. *GPO’s System of Online Access Collection Development Plan* will guide priorities.

Because of the rate at which depository libraries are weeding their collections, more and more historical materials are at risk of having their intellectual content lost. Going forward, LSCM will employ the strategy of obtaining those materials when they become available, and storing them if necessary for digitization, long-term preservation, and other purposes. This will mitigate the risk of them being unavailable later when LSCM is ready for reformatting. In this instance historical materials at risk refers to publications from the beginning of the Republic to 1950, and 1950-1980 for select topics (e.g., Vietnam War,

Civil Rights Movement). Materials from agencies that no longer exist also remain a priority to obtain, to make accessible, and to preserve.

The Superintendent of Documents recently revised and implemented Depository Guidance Document *Federal Depository Libraries Relinquishing Their Designation | Strategic Disposition of Depository Materials in Support of the National Collection* (SOD-DGD-1-2021). This

*The National Collection is defined as a geographically dispersed collection of the corpus of Federal Government public information that is accessible to the public at no cost.*

guidance, while also providing flexibility to regional depository coordinators in this process, includes LSCM in the disposition of materials loop providing an opportunity to acquire materials for digitization and ingest into GovInfo. Because FDLPeXchange may be used, other depository libraries in need of tangible materials for their collections will also have a chance to obtain them. This same catch them while we can strategy will be employed in the disposition process as well.

As we are building a comprehensive National Collection, superseded materials should be included. The content of many publications remains valuable even when a newer edition is released. Because depositories have been able to discard superseded materials, it is not known how prevalent they may be in collections. The *Superseded List* can prove useful in identifying regional collections that may still hold at least some superseded materials. The *Superseded List* is a tool that was compiled by the depository community, and sanctioned by the Superintendent of Documents, to assist depository coordinators in identifying and disposing of materials that are superseded or later replaced by bound volumes. Some entries contain an “R,” which indicates that regional depository libraries have agreed to retain the title, even though they are not legally obligated to do so. The *Superseded List and Guidelines* document was last updated in 2010 and is now considered an archival copy. At the fall 2019 meeting of Regional Government Information Librarians (REGIL), it was decided that the list of “R” obligations would no longer be maintained. Regional depository coordinators originally identified the “R” titles because they were important for their collections and to their users. Given this, those designated superseded titles or series will be obtained for the National Collection, along with the titles: Regulations, Rules, Instructions; Supreme Court Decisions Preliminary Prints and Individual Cases; Rules of the United States Claims Court; Bibliographies and Lists of Publications; and Crime in the United States.

## Organizational Goals and Objectives

### GOAL 1: CREATE AN ORGANIZATIONAL INFRASTRUCTURE THAT IS “DIGITAL FIRST”

- Objective 1: Examine current workflows and processes, and determine what needs to be transformed to create a primarily digital content and services organization.
- Objective 2: Create a new division in the organization to manage the lifecycle of the National Collection’s tangible publications, which is to include digital imaging and collection services to depository libraries.

### GOAL 2: ENSURE LSCM HAS THE NECESSARY POSITIONS, AND EMPLOYEES WHO HAVE THE NECESSARY KNOWLEDGE AND SKILLS TO PERFORM SUCCESSFULLY, FOR A MODERN ORGANIZATION

- Objective 1: Evaluate position vacancies for need to fill, possible revision of the position description, or creation of a new position.
- Objective 2: Establish regular training/retraining programs and reinstate the use of Individual Development Plans (IDPs).
- Objective 3: Identify and prioritize the creation of new positions.
- Objective 4: Develop both short-term and long-term succession plans.

## National Collection Goals and Objectives

### Strategic Themes for the National Collection

The three strategic themes support each other. To achieve our vision, we will continue to **enrich** the National Collection with content. The National Collection will be further enriched as we **expand** access, services, and partnerships; and **engage** more with depository libraries, Federal agencies, the public, and other stakeholders. User needs will be met, resulting in positive user experiences with depository libraries and with using the National Collection of U.S. Government Public Information.

<b>ENRICH</b>	The National Collection of U.S. Government Public Information
<b>EXPAND</b>	Access to Government information, services to depository libraries, Partnerships, and Collaborations
<b>ENGAGE</b>	With Depository Libraries, Federal Agencies, the General Public, and Other Stakeholders

### Long-Term Goals for the National Collection

Long-term goals in this instance are defined as not achievable before 10 years. As most of the goals have technological components, any innovations in that area that are applied may result in the goal being achieved prior to the 10 years. The goals identified for fiscal

years 2023 – 2027 will lead us down the path to meeting the long-term goals and our vision of providing Government information where and when it is needed.

- The Catalog of U.S. Government Publications (CGP) will be a comprehensive index of Federal Government public information.
- The CGP will be a union catalog of Federal depository library holdings.
- The tangible holdings in Federal depository libraries will have digital versions accessible through the CGP.
- The digital components of the National Collection not held by GPO partners will be accessible through GovInfo.
- The preserved National Collection will fulfill the Government’s obligation for permanent public access to its information.

## National Collection Goals for Fiscal Years 2023-2027

### GOAL 1: ENHANCE THE CUSTOMER EXPERIENCE

- Objective 1:** Explore the feasibility of implementing additional formats for downloading publications from GovInfo, e.g., eBook formats.
- Objective 2:** Continue to seek and obtain feedback and comments on the next generation CGP.
- Objective 3:** Explore and test non-print centric content for ingest into GovInfo, e.g., video.
- Objective 4:** Develop flexible, custom metadata, which is needed for discovery and access, and investigate new options for delivery of metadata and bibliographic records.
- Objective 5:** Increase the findability of Congressional oversight resources in the CGP and GovInfo.

### GOAL 2: INCREASE ACCESS TO GOVERNMENT INFORMATION

- Objective 1:** Share records after conducting CGP bibliographic record comparisons with the catalogs of depository libraries.
- Objective 2:** Increase efforts to digitize, and ingest into **GovInfo**, at-risk titles from the historical tangible collections in depository libraries.
- Objective 3:** Evaluate LSCM web harvesting activity, and recommend strategies to improve the capture of born digital Federal agency content.
- Objective 4:** Study, develop, and implement a strategy to incorporate declassified Government documents into the National Collection.
- Objective 5:** Add the holdings of regional depository libraries to the *Catalog of U.S. Government Publications*.
- Objective 6:** Apply strategies for collecting tangible at-risk and superseded content for digital imaging.

**GOAL 3: STRENGTHEN USER CONFIDENCE IN ONLINE GOVERNMENT INFORMATION**

**Objective 1:** Maintain ISO 16363 Trustworthy Digital Repository recertification for GovInfo.

**Objective 2:** Seek CoreTrustSeal certification for GovInfo.

**Objective 3:** Develop a comprehensive preservation plan for both tangible and digital resources of the National Collection of U.S. Government Public Information.

**GOAL 4: INCREASE SERVICES TO FEDERAL DEPOSITORY LIBRARIES**

**Objective 1:** Explore and develop scenarios for how deposit of digital Government publications to depository libraries might work.

**Objective 2:** Conduct a collection and bibliographic assessment pilot to determine if user needs are met by the depository library collection. Document the procedures and operationalize this service.

**Objective 3:** Investigate how LSCM can better support the relocation of depository materials to Federal depository libraries.

**Objective 4:** Digitize the Silver-Halide microfiche that was distributed through the FDLP. Begin by conducting a pilot to establish and document procedures.

**Objective 5:** Investigate the print on demand landscape and provide options for delivery of this service.

**Objective 6:** Develop a strategic plan and service framework for the National Collection Service Areas.

**GOAL 5: INCREASE INTERACTIONS WITH FEDERAL AGENCIES AND DEPOSITORY LIBRARIES**

**Objective 1:** Address the recommendations of the Task Force on a Digital FDLP.

**Objective 2:** Foster program partnerships with depository libraries and other stakeholders.

**Objective 3:** Develop and implement an outreach strategy for Federal agencies.

**Objective 4:** Develop a strategy and standard operating procedures (SOP) for managing at-risk depository library collections.

**Objective 5:** Conduct a study to determine the condition, holdings, and feasibility of the Superintendent of Documents' Public Documents Library (currently housed at National Archives as Record Group 287) serving as a collection of record for the National Collection.

## Aligning National Collection Goals and Objectives with Strategic Themes

GOALS FY 2022 - 2026	ENRICH OBJECTIVES	EXPAND OBJECTIVES	ENGAGE OBJECTIVES
<p><b>1. Enhance the Customer Experience (ENRICH)</b></p>	<p>Explore the feasibility of implementing additional formats for downloading publications from GovInfo, e.g., eBook formats.</p>	<p>Explore and test non-print centric content for ingest into GovInfo, e.g., video.</p> <p>—</p> <p>Develop flexible, custom metadata, which is needed for discovery and access, and investigate new options for delivery of metadata and bibliographic records.</p> <p>—</p> <p>Increase the findability of Congressional oversight resources in the CGP and GovInfo.</p>	<p>Continue to seek and obtain feedback and comments on next generation CGP.</p>
<p><b>2. Increase access to Government information (EXPAND)</b></p>	<p>Increase efforts to digitize, and ingest into GovInfo, at-risk titles from the historical tangible collections in depository libraries.</p> <p>—</p> <p>Develop and implement a strategy to incorporate declassified Government documents into the National Collection.</p> <p>—</p> <p>Apply strategies for collecting tangible at-risk and superseded content for digital imaging.</p>	<p>Add the holdings of regional depository libraries to the CGP.</p> <p>—</p> <p>Evaluate LSCM web harvesting activity and recommend a strategy to improve the capture of born digital Federal agency content.</p>	<p>Share records after conducting CGP bibliographic record comparisons, making them accessible for use in catalogs of depository libraries.</p>
<p><b>3. Strengthen user confidence and trust in online Government information (EXPAND)</b></p>	<p>Maintain ISO 16363 Trustworthy Digital Repository recertification for GovInfo.</p>	<p>Develop a comprehensive preservation plan for both tangible and digital resources of the National Collection.</p>	<p>Seek CoreTrustSeal certification.</p>
<p><b>4. Increase services to Federal depository libraries (EXPAND)</b></p>	<p>Digitize the Silver-Halide microfiche that was distributed through the FDLP. Begin by conducting a pilot to establish and document procedures.</p>	<p>Explore and develop scenarios for how deposit of digital Government publications to depository libraries might work.</p> <p>—</p> <p>Investigate how LSCM can better support the</p>	<p>Conduct a collection and bibliographic assessment pilot to determine if user needs are met by the depository library collection. Document the procedures and operationalize this service.</p>



GOALS FY 2022 - 2026	ENRICH OBJECTIVES	EXPAND OBJECTIVES	ENGAGE OBJECTIVES
		relocation of depository materials to FDLs. — Investigate the print on demand landscape and provide options for delivery of this service. — Develop a strategic plan and service framework for the National Collection Service Areas.	
<b>5. Increase interactions with Federal agencies and depository libraries (ENGAGE)</b>	Conduct a study to determine the condition, holdings, and feasibility of the Superintendent of Documents' Public Documents Library serving as a collection of record for the National Collection.	Foster program partnerships with depository libraries and other stakeholders.	Address the recommendations of the Task Force on a Digital FDLP. — Develop and implement an outreach strategy for Federal agencies. — Develop a strategy and standard operating procedures for managing at-risk depository library collections.

## Aligning National Collection & Organizational Infrastructure Goals with GPO's Goals

GOVERNMENT PUBLISHING OFFICE GOALS		Goal 1	Goal 2	Goal 3	Goal 4
NATIONAL COLLECTION GOALS AND OBJECTIVES					
G 1	Enhance the Customer Experience	X			
O1.1	Explore the feasibility of implementing additional formats for downloading publications from GovInfo, e.g., eBook formats.		X		
O1.2	Continue to seek and obtain feedback and comments on next generation CGP.	X			
O1.3	Explore and test non-print centric content for ingest into GovInfo, e.g., video.		X		
O1.4	Develop flexible, custom metadata, which is needed for discovery and access, and investigate new options for delivery of metadata and bibliographic records.		X		
O 1.5	Increase the findability of Congressional oversight resources in the CGP and GovInfo.		X		
G 2	Increase access to Government information		X		
O2.1	Share records after conducting CGP bibliographic record comparisons with the catalogs of depository libraries.	X			
O2.2	Increase efforts to digitize, and ingest into GovInfo, at-risk titles from the historical tangible collections in depository libraries.		X		
O2.3	Evaluate LSCM web harvesting activity, and recommend strategies to improve the capture of born digital Federal agency content.		X		
O2.4	Study, develop, and implement a strategy to incorporate declassified Government documents into the National Collection.		X		
O2.5	Add the holdings of regional depository libraries to the CGP.	X			
O2.6	Apply strategies for collecting tangible at-risk and superseded content for digital imaging.		X		
G 3	Strengthen user confidence and trust in online Government information	X			

*Achieve Operational Excellence*  
*Modernize and Innovate*  
*Ensure Financial Stability*  
*Develop the Workforce*

O3.1	Maintain ISO 16363 Trustworthy Digital Repository recertification for GovInfo.		X		
O3.2	Seek CoreTrustSeal certification for GovInfo.		X		
O3.3	Develop a comprehensive preservation plan for both tangible and digital resources of the National Collection of U.S. Government Public Information.		X		
G 4	Increase services to Federal depository libraries	X			
O4.1	Explore and develop scenarios for how deposit of digital Government publications to depository libraries might work.	X			
O4.2	Conduct a collection and bibliographic assessment pilot to determine if user needs are met by the depository library collection. Document the procedures and operationalize this service.	X			
O4.3	Investigate how LSCM can better support the relocation of depository materials to Federal depository libraries.	X			
O4.4	Digitize the Silver-Halide microfiche that was distributed through the FDLP. Begin by conducting a pilot to establish and document procedures.		X	X	
O4.5	Investigate the print on demand landscape and provide options for delivery of this service.		X		
O4.6	Develop a strategic plan and service framework for the National Collection Service Areas.	X			
G 5	Increase interactions with Federal agencies and depository libraries	X			
O5.1	Address the recommendations of the Task Force on a Digital FDLP.		X		
O5.2	Foster program partnerships with depository libraries.	X			
O5.3	Develop and implement an outreach strategy for Federal agencies.	X			
O5.4	Develop a strategy and standard operating procedures for managing at-risk depository library collections.		X		
O5.5	Conduct a study to determine the condition, holdings, and feasibility of the Superintendent of Documents' Public Documents Library (Record Group 287) serving as a collection of record for the National Collection.		X		
ORGANIZATIONAL INFRASTRUCTURE GOALS AND OBJECTIVES					
G 1	Create an organizational infrastructure that is "digital first"				X
O1.1	Examine current workflows and processes and determine what needs to be transformed to create a primarily digital content and services organization.		X		
O1.2	Create a new division in the organization to manage the lifecycle of the National Collection's tangible publications, which is to include digital imaging and collection services to depository libraries	X			

G 2	Ensure LSCM has the necessary positions, and employees who have the necessary knowledge and skills to perform successfully, for a modern organization				X
O2.1	Evaluate position vacancies for need to fill, possible revision of the position description, or creation of a new position.				X
O2.2	Establish regular training/retraining programs and reinstate the use of Individual Development Plans.				X
O2.3	Identify and prioritize the creation of new positions.				X
O2.4	Develop both short-term and long-term succession plans.				X

## Next Steps

Once the objectives are assigned to staff, the Sr. Program Planning Specialist will work with them to develop an action plan for achieving the objectives. The action plans will include:

- Purpose
- Goal and objectives
- Alignment with GPO strategic imperatives
- Scope
- Risk
- Roles and responsibilities
- Work plan
- Deliverables, milestones, and timeline
- Metrics and measures of success