GPO

U.S. Government Publishing Office

FY2025 Annual Performance Plan
FY2023 Annual Performance Report

August 2024

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 (**GovInfo.gov**), a partnership with Federal depository libraries nationwide, and online bookstore sales. Total GPO employment today is approximately 1,600.

GPO operates on a revolving fund basis, like a business. Just 12 percent of GPO's funding comes from direct appropriations to cover the cost of congressional work, the Federal 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 $496 million worth of products from private sector vendors nationwide for Federal agency customers in FY 2023. About 78 percent of all the products ordered annually from GPO (other than essential congressional and Federal agency work produced by in-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 typically awards contracts to 1,000–2,000 printing contractors a year on a competitive basis, and nearly 10,000 companies are registered to do business with the agency, using GPO as their one-stop shop for print and related services contract opportunities. In FY 2023, GPO awarded jobs to vendors in all 50 states, plus the

District of Columbia, Puerto Rico, and Guam. GPO's relationship with the private sector dates back to the 1940s and this program provides significant economic opportunity for the printing industry and local economies. 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 provides public access to millions of searchable titles on GovInfo.gov and through links in GPO's Catalog of U.S. Government Publications. GPO also provides for public sale of Government publications via its online bookstore, and offers eBooks through partnerships with multiple vendors.

Mission

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

Vision

America Informed.

Values

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.

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.

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 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.

Strategies

1.1 Prioritize Customer Relationships

1.2 Right-Size GPO's Workspace Footprint

1.3 Automate for Efficiencies

1.4 Promote Synergy

Goal 2: Modernize and Innovate

Across its 162-year history, GPO has transformed from a print-only 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.

Strategies

2.1 Develop and Leverage Powerful Software Solutions

2.2 Provide the Most Trusted and Secure Credentialing Products and Services

2.3 Deploy New Functionality and Content

2.4 Transition from Paper to Electronic Processes

2.5 Expand In-House Publishing Services

2.6 Expand Digital Content and Preserve Historic 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 to its customers.

Strategies

3.1 Explore Expansion of Agency Products and Services

3.2 Enhance Marketing

3.3 Cross-selling

3.4 Sunsetting Legacy Practices

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.

Strategies

4.1 Recruitment, Development, and Retention

4.2 Succession Planning

4.3 Knowledge Management

Priority Programs and Projects Mapped to Agency Goals and Strategies

		XPub	USLM	Modernize Production	POMS	Publish	G-Invoicing	GovInfo	Digitization	Modernize IT Infrastructure	Facilities	Workforce Planning	MMAR Update
G1	**Achieve Operational Excellence**												
1.1	Prioritize Customer Relationships	X				X				X			
1.2	Right-Size GPO's Workspace Footprint										X		
1.3	Automate for Efficiencies			X		X	X			X	X		
1.4	Promote Synergy						X				X		
G2	**Modernize and Innovate**												
2.1	Develop and Leverage Powerful Software Solutions				X		X			X			
2.2	Provide the Most Trusted and Secure Credentialing Products and Services									X			
2.3	Deploy New Functionality and Content						X	X	X	X			
2.4	Transition from Paper to Electronic Processes	X	X		X		X						X
2.5	Expand In-House Publishing Services	X	X	X									
2.6	Expand Digital Content and Preserve Historic Collections							X	X				
G3	**Ensure Financial Stability**												
3.1	Explore Expansion of Agency Products and Services												
3.2	Enhance Marketing												
3.3	Cross-Selling												
3.4	Sunsetting Legacy Practices				X	X	X						
G4	**Develop Our Workforce**												
4.1	Recruitment, Development, and Retention											X	X
4.2	Succession Planning											X	
4.3	Knowledge Management											X	X

Priority Program and Project Performance

1. XPub			
Replace GPO's legacy Microcomp system and locator-coded text format with XPub, an XML-based composition ecosystem.			
FY23		FY24	
Complete moving the composition of Congressional Bills and Public Laws into production with XPub. Perform multiple production releases for additional publications and iteratively implement functionality to modernize GPO's Pre-Press operations.	Carry Over to FY24 – See Note	• Complete moving the composition of Congressional Bills and Public Laws into production with XPub. Perform multiple production releases for additional publications and iteratively implement functionality to modernize GPO's Pre-Press operations. • Begin testing XPub in the Pre-Press department in parallel with the legacy Microcomp system. Improve system functionality to enable Pre-Press to publish routine publications, including the Federal Register and Congressional Record, natively in XML using the XPub system.	Carry Over to FY25 – See Note
Note			
The Production Release was delayed due to various external dependencies. XPub is expected to be in Production during FY25 for Congressional Bills and Public Laws.			
FY25			
Integrate with the new XML Editor being implemented by the Office of Law Revision Counsel for the United States Code and publish the United States Code via XPub directly from the source USLM XML.			

2. USLM			
Model, convert, and provide access to documents in an XML format that conforms to the United States Legislative Markup (USLM) schema.			
FY23		FY24	
Model all remaining bill versions in USLM XML and update the USLM schema.	Carry Over to FY24 – See Note	Model all remaining bill versions in USLM XML and update the USLM schema.	On Track
Note			
This is a two-year effort. Initial modelling began in FY23, with planned completion in FY24.			
FY25			
Initiate next project based on priorities set forth in the Legislative Branch USLM Roadmap.			

3. Modernize Production Equipment and Manufacturing Systems

Optimize production workflows and align resources with current production demands.

FY23		FY24	
• Research a new highly-automated state-of-the-art sheet-fed color press. • Research variable data solutions for industrial inkjet applications. • Finalize the acquisition process.	Complete – See Note	• Research new digital inkjet color web press solutions. • Research Roll-to-Sew Solutions • Research automatic folder and die cutter. • Begin the acquisition process based on research results.	On Track

FY25
Plant is preparing for installation of the sheet-fed press in Q1 of FY25.

FY25
Conduct market research on Roll-to-Book Finishing solutions to support removing ZMR press. Perform market research on collaborative robots (Cobots) to automate the handling of products on production lines.

4. Plant Operations Manufacturing System (POMS)

Replace GPO's legacy mainframe Plant production, estimating, planning, and data collection systems with state-of-the-art EFI Pace, a print industry management information system/ enterprise resource planning (MIS/ERP) solution.

FY23		FY24	
• Continue parallel testing of POMS to enable GPO to transition from the current legacy systems to POMS as the new production system of record. • Transition software to "Live" status. • Analyze and establish additional enhancements to the POMS system with the objective of increasing system functionality and providing improved analytical support to GPO and its customers.	Complete	• Stabilize POMS system. • Prioritize remaining enhancement opportunities. • Bring the PEPS distribution list functionality into a more modern structure that can be supported by current technology. • Examine the use of Auto-Count functionality to increase data accuracy.	On Track
FY25			
Implement and stabilize Auto-Count. Explore enhancement possibilities through digital storefront automation.			

5. Publish			
Launch a system that automates, streamlines, and enhances the functions of GPO's Print Procurement Program.			
FY23		FY24	
Continue developing functionality to support retirement of mainframe applications and deliver new and enhanced order management functionality for customers and vendors.	Complete	Continue developing functionality to support retirement of mainframe applications and deliver new and enhanced order management functionality for customers and vendors.	On Track
FY25			
Continue developing functionality to support retirement of mainframe applications, and deliver new and enhanced order management functionality for customers and vendors.			

6. G-Invoicing

Integrate the G-Invoicing solution into GPO enterprise business processes and systems to comply with the Treasury Department's October 2025 mandate.

FY23		FY24	
• Begin brokering initial GT&Cs with Federal trading partners in coordination with the Treasury Department's timeline. • Integrate GPO's Oracle platform with G-Invoicing. • Negotiate GT&Cs with participating Federal trading partners. • Support intragovernmental (IGT) requisitions and orders when GPO is the Requesting Agency/Buyer.	Complete	• Support IGT Standard Order Processing when GPO is the Servicing Agency/Seller; continue to support legacy processes for customers who have not yet transitioned to G-Invoicing; and integrate GPO GBIS platform with Oracle's G-Invoicing solution for 7600EZ.	Complete – See Note

Note
The 7600EZ integration was descoped and replaced by full support for Standard Order Processing. This strategic decision was made to accommodate the largest segment of GPO's Trading Partner agencies.

FY25
Transition all remaining reimbursable business lines to G-Invoicing and retire GPO legacy IPAC processes.

7. GovInfo

Manage, develop, and support a public access system and ISO 16363-certified Trustworthy Digital Repository.

FY23		FY24	
• Provide access to files from XPub for Congressional Bills, Public and Private Laws, and the Statutes at Large. • Perform quarterly releases of new content and functionality. • Begin a server and storage refresh for production environments at GPO's primary and secondary data centers.	Complete – See Note	• Perform quarterly releases of new content and functionality. • Complete a server and storage refresh for production environments at GPO's primary and secondary data centers.	On Track

Note
GPO completed development tasks to support receiving files from XPub. Files will be made available on GovInfo when XPub is in production.

FY25
Perform quarterly releases of new content and functionality.

8. Digitize, Preserve, and Make Accessible the National Collection of U.S. Government Public Information (Digitization)			
Digitize historic Federal Government publications for availability on GovInfo.			
FY23		**FY24**	
Digitize and provide access to Congressional committee prints and additional Congressional committee hearings. Continue to collaborate with the Law Library of Congress to make more digitized Serial Set volumes available on GovInfo.	Complete	Complete digitization of the United States Reports and begin digitization of another group of Congressional hearings, a group of executive agency annual reports, and another group of Federal depository shipping lists. Continue to collaborate with the Law Library of Congress to make more digitized Serial Set volumes available on GovInfo.	On Track
FY25			
Implement five-year contracts for digitization of Congressional hearings and miscellaneous Federal publications. Continue to collaborate with the Law Library of Congress to make more digitized Serial Set volumes available on GovInfo. Create a U.S. Reports collection on GovInfo with the volumes digitized in FY24.			

9. IT Infrastructure Modernization

Upgrade the data center at HQ to serve as the backup. Support BUs with GPO Legacy and Mainframe Systems Modernization.

FY23		FY24	
• Migrate Business Unit's User Data Shares, Applications, Virtual Machines, Physical Servers, etc. Replicate and validate production applications from current primary data center. Configure, install, test and release for production. • Implement Internet/Firewalls/DMZ.	Carry Over to FY24	• Migrate Business Unit's User Data Shares, Applications, Virtual Machines, Physical Servers, etc. Replicate and validate production applications from current primary data center. Configure, install, test and release for production. • Implement Internet/Firewalls/DMZ. • Begin upgrade to the HQ data center.	Complete On Track – See Note

Note

This is a multi-year effort. Hardware and software installation for the upgrade to the HQ data center will begin after the renovation of the HVAC system, scheduled to be finished in FY26. The upgrade to the HQ data center will be completed in FY27.

FY25

Continue upgrade to HQ data center.

10. Build a Resilient Infrastructure and Promote Sustainable Industrialization (Facilities)

Perform multiple improvements to GPO headquarters and regional office facilities.

FY23		FY24	
• Start construction of GPO's Building Automation System.	Complete	• Continue to make targeted infrastructure investments to improve the quality of life for GPO's employees, tenants, and visitors.	On Track
• Award a construction contract for the second phase of Building D loading dock.			
• Complete the engineering design to upgrade GPO's data center at headquarters.		• Award Construction Contract for Agency's Smart Manufacturing Facility in Building D.	Carry Over to FY25 – See Note 2
• Take prudent steps to consolidate Plant Operations from Building A to Building C.			
• Continue to make targeted infrastructure investments to improve the quality of life for GPO's employees, tenants, and visitors.	Carry Over to FY24 – See Note 1		

Notes

1. Completed Phase 1 of 8th floor cafeteria project. Phase 2 requires A&E Design; documentation has been submitted to Acquisitions and is awaiting solicitation.
2. Construction of the Agency's Smart Manufacturing Facility is a multi-year project. Construction currently is at 25% complete. Substantial completion is projected for January 9, 2026.

FY25

• Award contract for Phase 1 of the construction of an archival storage facility for NARA's Center of Legislative Archives (CLA). GPO and NARA entered into a Memorandum of Agreement on July 8, 2024 for Phase 1 construction. The agreement was approved by the JCP on August 15, 2024. NARA currently is working with GPO to transfer funding for the construction contract.
• Complete Security Services Command Center project. The project is at 80% complete.
• Initiate Design/Build contract on 8 Color Press for Plant Operations. Contract is currently awaiting award at Acquisitions.

11. Succession Planning/Workforce Planning			
Conduct a thorough and formal Workforce Planning and Succession Study.			
FY23		FY24	
• Project initiated with Vision Document in November 2023	Complete	• Begin Human Capital Succession Management Plan Study	Carry Over to FY25 – See Note
Note			
This is a multi-year effort to establish an agency-wide Succession Management Program.			
FY25			
Complete Human Capital Succession Management Plan Study. Develop a draft implementation plan with recommendations on how a Succession Management Program can be implemented at GPO.			

12. Materials Management Acquisition Regulation (MMAR) Refresh and Update			
Provide a comprehensive approach to updating Acquisition Services' singular procurement regulation by updating and automating the MMAR.			
FY23		FY24	
• Project added to Agency Priorities in FY24.	N/A	• Update and Modernize MMAR.	Carry Over to FY25
FY25			
Complete update to MMAR. Modernize, implement, and routinely update the MMAR.			