U.S. Government Publishing Office

FY2024 Annual Performance Plan
FY2022 Annual Performance Report

March 2023

U.S. GOVERNMENT PUBLISHING OFFICE

America Informed

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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 $478.1 million worth of products from private sector vendors nationwide for Federal agency customers in FY 2022. About 80 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 2022, 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	Passports	GovInfo	Digital Presses	POMS	Digitization	USLM	Publish	Facilities	Data Center	G-Invoicing	AskGPO	Cloud	
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	X		
1.4	Promote Synergy											X			
G2	**Modernize and Innovate**														
2.1	Develop and Leverage Powerful Software Solutions					X					X	X	X	X	
2.2	Provide the Most Trusted and Secure Credentialing Products and Services		X								X		X		
2.3	Deploy New Functionality and Content			X			X				X	X	X		
2.4	Transition from Paper to Electronic Processes	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												X		
3.2	Enhance Marketing												X		
3.3	Cross-Selling														
3.4	Sunsetting Legacy Practices					X			X			X	X		
G4	**Develop Our Workforce**														
4.1	Recruitment, Development, and Retention														
4.2	Succession Planning														
4.3	Knowledge Management												X		

Priority Program and Project Performance

<table>
<tr><th colspan="4">XPub</th></tr>
<tr><td colspan="4">Replace GPO’s legacy Microcomp system and locator-coded text format with XPub, an XML-based composition ecosystem.</td></tr>
<tr><td colspan="2">FY22</td><td colspan="2">FY23</td></tr>
<tr><td>Obtain internal Authority to Operate (ATO) in moving the composition of Congressional Bills and Public Laws into production with XPub.</td><td>Complete</td><td>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.</td><td>On Track</td></tr>
<tr><td colspan="4">FY24</td></tr>
<tr><td colspan="4">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.</td></tr>
</table>

USLM			
Model, convert, and provide access to documents in an XML format that conforms to the United States Legislative Markup (USLM) schema.			
FY22		FY23	
Complete initial modeling of remaining bill versions in USLM XML and update the USLM schema.	Complete	Model all remaining bill versions in USLM XML and update the USLM schema.	On Track
FY24			
GPO plans to complete the Remaining Bill Versions project in FY23. Additional projects will follow based on priorities set forth in the Legislative Branch USLM Roadmap.			

Digital Presses

Acquire presses for the production of the Congressional Record, Federal Register, and Congressional Calendars to replace current press equipment.

FY22		FY23	
• Add redundant binding capability to support single point of failure post-press processes in the digital inkjet production operation. • Evaluate variable data solutions for industrial inkjet applications.	Complete	• 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.	On Track

FY24

Research new digital inkjet color web press solutions.

POMS (Plant Operations Manufacturing System)

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.

FY22		FY23	
• Complete configuration and customization of Pace modules. • Integrate Pace with Oracle (GBIS). • Begin testing of POMS. • Begin end-to-end integration activities. • Begin operating Pace in production in parallel with the legacy PEPS system.	Complete	• 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.	On Track

FY24

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.

<table>
<tr><th colspan="4">Publish</th></tr>
<tr><td colspan="4">Launch a system that automates, streamlines, and enhances the functions of GPO’s Print Procurement Program.</td></tr>
<tr><td colspan="2">FY22</td><td colspan="2">FY23</td></tr>
<tr><td>Begin developing functionality to support retirement of mainframe applications.</td><td>Complete</td><td>Continue developing functionality to support retirement of mainframe applications, and deliver new and enhanced order management functionality for customers and vendors.</td><td>On Track</td></tr>
<tr><td colspan="4">FY24</td></tr>
<tr><td colspan="4">Continue developing functionality to support retirement of mainframe applications, and deliver new and enhanced order management functionality for customers and vendors.</td></tr>
</table>

G-Invoicing

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

FY22		FY23	
Begin brokering initial General Terms and Conditions (GT&C) agreements with Federal trading partners in coordination with the Treasury Department's timeline.	Carry Over to FY23 - See Note	• 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.	On Track

Note
GPO will continue negotiating GT&Cs with our trading partners based on mutually agreed-upon transition timelines and readiness.

FY24
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.

GovInfo

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

FY22		FY23	
• Perform quarterly releases of new content and functionality. • Begin a server and storage refresh for non-production environments at GPO's new remote primary data center. • Provide access to files from XPub for Congressional Bills, Public and Private Laws, and the Statutes at Large.	Complete Carry Over to FY23 - See Note	• 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.	On Track

Note

GPO completed development tasks to support receiving files from XPub for Congressional Bills and Public and Private Laws. Development tasks for the Statutes at Large will be completed when sample files are available from XPub. Files for Enrolled Bills along with Public and Private Laws will be made available on GovInfo when XPub is in production.

FY24

Perform quarterly releases of new content and functionality.

Digitizing Historic Publications

Digitize historic Federal Government publications for availability on GovInfo.

FY22		FY23	
Begin digitizing the Congressional Directory and continue to collaborate with the Law Library of Congress to make more digitized Serial Set volumes available on GovInfo.	Complete	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.	On Track

FY24

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.

NextGen Passports

Support the Department of State's launch of a Next Generation of e-Passports by printing and manufacturing the new passport books with enhanced security features.

FY22		FY23	
• Continue to strengthen the quality assurance programs, process and equipment improvement projects, and customer-focused initiatives needed to reach steady state production, quality packaging, and distribution systems for a long-term NextGen Passport production program. • Perform modifications to GPO equipment and processes that will optimize production and maximize product quality.	Complete	Continue to strengthen the quality assurance programs, process and equipment improvement projects, and customer-focused initiatives needed to reach steady state production, quality packaging, and distribution systems for a long-term NextGen Passport production program.	Complete

FY24

The NextGen Passport project has fully launched and achieved "Steady State Production." The project is complete.

Data Center Relocation

Relocate GPO's data center operations to a remote primary facility, and upgrade the data center at headquarters to function as a backup.

FY22		FY23	
• Acquire Authority to Operate (ATO), receive sign-off from business units, and begin migrating GPO's data center operation from the legacy facility to the new facility. • Replicate and validate production applications from current primary data center.	Complete	• 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 - See Note

Note

Work began in FY23 to support the implementation of Internet/Firewalls/DMZ and the migration of enterprise applications and services, with planned completion in FY24.

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.

Cloud Implementation

Establish and enhance a cloud smart strategy.

FY22		FY23	
• Leverage cloud services for infrastructure and for enhanced business intelligence and reporting. • Enhance web application monitoring and optimize costs. • Evaluate security enhancements for cloud systems for implementation. • Advocate cloud use within the GPO enterprise. • Encourage migration of applications and services to the cloud.	Complete	• Implement additional security features. • Pilot new cloud services. • Implement cloud storage.	Complete

FY24

GPO has established a cloud smart strategy to support IT applications and infrastructure. The project is complete.

Facilities Changes

Perform multiple improvements to GPO headquarters and regional office facilities.

FY22		FY23	
• Start construction of GPO's Building Automation System.	Carry Over to FY23 - See Note 1	• Start construction of GPO's Building Automation System.	On Track
• Establish common levels of support for GPO units and tenants.	Complete	• Award a construction contract for the second phase of Building D loading dock.	
• Improve GPO's leasing program by applying Government best practices.	Complete	• Complete the engineering design to upgrade GPO's data center at headquarters.	
• Award a construction contract to repair the basement and substructure of GPO's garage.	Complete	• Take prudent steps to consolidate Plant Operations from Building A to Building C.	
• Award a construction contract for the second phase of Building D loading dock.	Carry Over to FY23 - See Note 2	• 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 5
• Award an engineering design contract to upgrade GPO's data center at headquarters.	Complete - See Note 3		
• Take prudent steps to consolidate Plant Operations from Building A to Building C.	Carry Over to FY23 - See Note 4		

Note

1. Purchase Request for Phase I Equipment submitted to Acquisitions.
2. Purchase request for A&E Design Contract submitted to Acquisitions.
3. Data Center A&E Contract has been awarded and is 35 percent complete.
4. Project is underway and projected to be completed by October 2023.
5. Completed Phase 1 of 8th floor cafeteria project. Phase 2 requires A&E design. Design documentation has been submitted to Acquisitions and is awaiting solicitation.

Facilities Changes (Continued)
FY24
• Continue to make targeted infrastructure investments to improve the quality of life for GPO's employees, tenants, and visitors. • Award Construction Contract for Agency's Smart Manufacturing Facility in Building D.

AskGPO Update			
Replace GPO's legacy Customer Relationship Management (CRM) system.			
FY22		FY23	
Perform discovery and development of further enhancements for the new CRM system incorporating new tools and functionality.	Complete	Continue to develop and enhance the new CRM system as GPO upgrades and modernizes systems within Library Services and Content Management (LSCM). These developments will provide new tools and functionality for both LSCM and Federal Depository Libraries.	On Track
Note			
askGPO/SalesForce will play a key role in the delivery, tools and operations of the new Digital Platform requiring ongoing development and implementation.			
FY24			
Continue to integrate askGPO/SalesForce into the operational and customer servicing relationship of our Federal Depository Library Program, including development of tools and processes for the new Digital Library platform.			