



# **U.S. Government Publishing Office**

## **FY2022 Annual Performance Plan FY2020 Annual Performance Report**

### **U.S. GOVERNMENT PUBLISHING OFFICE**

Keeping America Informed | OFFICIAL | DIGITAL | SECURE

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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](https://govinfo.gov)), a partnership with Federal depository libraries nationwide, and online bookstore sales. Total GPO employment today is approximately 1,580.

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 \$517.5 million worth of products from private sector vendors nationwide for Federal agency customers in FY 2020. About 82 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 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 2020, GPO awarded jobs to vendors in all 50 states, plus the District of Columbia, Puerto Rico, the Virgin Islands, 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

*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 160 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.

## **Goal 1: Exceed Our Stakeholders' Expectations**

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**

- Meet evolving stakeholder needs with a modern publishing portfolio of print and digital products and services.
- Provide the most trusted secure credentialing products and services in Government.
- Use analytics to improve the customer experience.
- Streamline customer-facing processes to optimize the customer experience.
- Meet the evolving needs of Congress.

## **Goal 2: Enhance Access to Federal Government Information**

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 160 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**

- Increase the amount of U.S. Government information available for free to the public and enhance access to information to meet evolving user needs.
- Support access and discoverability through the Federal Depository Library Program and the Cataloging and Indexing Program.
- Ensure security, authenticity, and accessibility of the nation's publications for future generations.

## **Goal 3: Strengthen Our Position as the Government-Wide Authority on Publishing**

GPO is an authority on printing through 160 years of 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 and a central hub for Federal Government information from all three branches.

### **Strategies**

- Provide best practices, standards, and training to support evolving Federal agency publishing needs.
- Provide products and services at every stage of the publishing lifecycle.
- Communicate our unique value and evolved portfolio of products and services.

## **Goal 4: Promote Collaboration and Innovation within Government**

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**

- Provide shared services across Government and connect Federal agencies with private sector businesses through our procurement program.
- Form strategic partnerships where collaboration and innovation can flourish.
- Support Government-wide innovation and interoperability.

## **Goal 5: Engage Employees and Enhance Internal Operations**

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**

- Build and retain a workforce that is talented, diverse, motivated, and committed.
- Reduce our environmental footprint.
- Modernize and streamline internal processes and systems.

## 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
<b>G1</b>	<b>Exceed Our Stakeholders' Expectations</b>													
<b>S1.1</b>	Meet evolving stakeholder needs with a modern publishing portfolio of print and digital products and services.	X	X	X	X		X	X	X					
<b>S1.2</b>	Provide the most trusted secure credentialing products and services in Government.		X											
<b>S1.3</b>	Use analytics to improve the customer experience.			X		X				X			X	X
<b>S1.4</b>	Streamline customer-facing processes to optimize the customer experience.	X			X	X			X	X	X		X	
<b>S1.5</b>	Meet the evolving needs of Congress.	X		X	X	X	X	X		X	X			
<b>G2</b>	<b>Enhance Access to Federal Government Information</b>													
<b>S2.1</b>	Increase the amount of U.S. Government information available for free to the public and enhance access to information to meet evolving user needs.	X		X	X		X	X			X			X
<b>S2.2</b>	Support access and discoverability through the Federal Depository Library Program and the Cataloging and Indexing Program.			X			X				X		X	X
<b>S2.3</b>	Ensure security, authenticity, and accessibility of the nation's publications for future generations.	X	X	X				X			X			X
<b>G3</b>	<b>Strengthen Our Position as the Government Wide Authority on Publishing</b>													
<b>S3.1</b>	Provide best practices, standards, and training to support evolving Federal agency publishing needs.	X				X		X	X					
<b>S3.2</b>	Provide products and services at every stage of the publishing lifecycle.	X	X	X	X	X	X	X	X		X			
<b>S3.3</b>	Communicate our unique value and evolved portfolio of products and services.	X		X					X				X	
<b>G4</b>	<b>Promote Collaboration and Innovation within Government</b>													
<b>S4.1</b>	Provide shared services across Government and connect Federal agencies with private sector businesses through our procurement program.								X					
<b>S4.2</b>	Form strategic partnerships where collaboration and innovation can flourish.	X	X	X			X	X				X		
<b>S4.3</b>	Support Government-wide innovation and interoperability.	X	X	X				X		X		X		
<b>G5</b>	<b>Engage Employees and Enhance Internal Operations</b>													
<b>S5.1</b>	Build and retain a workforce that is talented, diverse, motivated, and committed.	X	X	X	X	X	X	X	X	X	X	X	X	X
<b>S5.2</b>	Reduce our environmental footprint.									X	X			X
<b>S5.3</b>	Modernize and streamline internal processes and systems.	X			X	X			X	X	X	X	X	X



## Priority Program and Project Performance

XPub			
Replace GPO's legacy Microcomp system and locator-coded text format with XPub, an XML-based composition ecosystem.			
FY20		FY21	
Compose the 2018 Main Edition of the United States Code with XPub.	Complete	Move the composition of Congressional Bills, Public and Private Laws, and the Statutes at Large with XPub into production.	On Track
FY22			
Perform multiple production releases for additional publications and iteratively implement functionality to modernize GPO's Pre-Press operations.			

USLM Projects			
Model, convert, and provide access to documents in an XML format that conforms to the United States Legislative Markup (USLM) schema.			
FY20		FY21	
Perform data modeling activities for Statute Compilations in USLM and update the XML schema.	Complete	Convert Statute Compilations into USLM XML and provide access to the files on <b>govinfo</b> .	On Track
FY22			
Model additional bill versions in USLM XML and provide access to the files on <b>govinfo</b> .			



## Digital Presses

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

FY20		FY21	
Install six new high efficiency digital inkjet presses and associated bindery equipment.	Complete	<ul style="list-style-type: none"> <li>Produce the entire suite of daily Congressional publications and the Federal Register on the inkjet presses and associated bindery equipment.</li> <li>Install standalone digital handfed binder for efficient handling of small count books.</li> </ul>	On Track
FY22			
Add redundant binding capability to support single point of failure post press processes in the digital inkjet production operation. Secondly, evaluate variable data solutions for industrial inkjet applications.			

## 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.

FY20		FY21	
Perform configuration, customization, and testing of Pace modules with current Plant production processes.	Complete	Complete configuration and customization of Pace modules, integrate Pace with Oracle (GBIS), and begin testing of POMS.	On Track
FY22			
Perform end-to-end integration activities and operate Pace in production in parallel with the legacy PEPS system.			

## Publish

Launch a system that automates and streamlines the functions of GPO's Print Procurement Program.

### FY20

Develop functionality to support a Minimum Viable Product (MVP).

Complete

### FY21

Release a Minimum Viable Product (MVP) to production.

On Track

### FY22

Develop functionality to support retirement of mainframe applications.

## G-Invoicing

Integrate the G-Invoicing solution into GPO enterprise business processes and systems to comply with the Treasury Department's October 2022 mandate.

### FY20

Gather requirements and perform impact analysis.

Complete

### FY21

Perform scenario testing with internal and external stakeholders in the G-Invoicing QA-C environment, and obtain system upgrade resources.

On Track

### FY22

Begin brokering initial General Terms and Conditions agreements (GT&Cs) with Federal trading partners in coordination with the Treasury Department's timeline.

govinfo			
Manage, develop, and support a public access system and ISO 16363 certified Trustworthy Digital Repository.			
FY20		FY21	
Perform quarterly releases of new content and functionality, and complete a server and storage refresh including replacing and upgrading storage components, moving to a completely virtualized server infrastructure, and upgrading operating systems and applications.	Complete	Perform quarterly releases of new content and functionality including providing access to the initial Serial Set volumes, Statute Compilations in USLM XML, and files from XPub for Congressional Bills, Public and Private Laws, and the Statutes at Large.	On Track
FY22			
Perform quarterly releases of new content and functionality, and perform a server and storage refresh for non-production environments at GPO's new remote primary data center.			

Digitizing Historic Publications			
Digitize historic Federal Government publications for availability on <b>govinfo</b> .			
FY20		FY21	
Digitize and provide access to the United States Government Manual from 1935 to 1995.	Complete	Digitize and provide access to additional House and Senate hearings, the Monthly Catalog of U.S. Government Publications and other related indices, and the initial Serial Set volumes in partnership with the Library of Congress.	On Track
FY22			
Begin digitizing the Statutes at Large from 1789 to 1950, the Congressional Directory, and additional volumes of the Serial Set in partnership with the Library of Congress.			

## 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.

### FY20

- Perform the development of the final design, construction, and security features found in the NextGen Passport and ensure that the right equipment, trained personnel, and processes are in place to support the Department of State's NextGen Passport launch goals.
- Initiate the GPO production of critical NextGen Passport components to include the polycarbonate data pages.

Complete

### FY21

- Launch the production of NextGen Exemplar, Official, Diplomatic, and Tourist NextGen Passports.
- Perform modifications to GPO equipment and processes that will optimize production and maximize product quality.
- Utilize multiple cross-functional teams of experts to identify, respond, mitigate, and solve all unknown and unexpected NextGen Passport production launch and ramp-up challenges.

On Track

### FY22

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.

## 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.

FY20

Complete planning and acquisition of the remote primary data center facility.

Complete

FY21

- Build out the remote primary data center infrastructure such as floor space, power, air conditioning, and networking cables.
- Procure, install, configure, and test infrastructure systems.
- Replicate and validate production applications from current primary data center.

On Track

FY22

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.

## Cloud Implementation

Establish and enhance a cloud smart strategy.

FY20

Create a cloud strategy document.

Complete

FY21

- Pilot three systems including the Publish Minimum Viable Product, GPO File Sharing, GPO Intranet, and the Identity Management Policy System.
- Expand the use of Platform and Infrastructure as a Service.
- Complete the **govinfo** cloud backup project.

On Track

FY22

Leverage cloud services for infrastructure and for enhanced business intelligence and reporting, enhance web application monitoring and optimize costs, and evaluate security enhancements for cloud systems for implementation. Advocate cloud use within the GPO enterprise, and encourage migration of applications and services to the cloud.

## Facilities Changes

Perform multiple improvements to GPO headquarters and regional office facilities.

FY20

- Complete the installation of the Building A fire pump.
- Award an agency omnibus contract vehicle for Architectural and Engineering design services.
- Complete the construction of Phase 1: NARA archival spaces.
- Award a contract for GPO's next generation Computerized Maintenance Management System (Nuvolo).

Complete

FY21

- Award a construction contract to repair the basement and substructure of GPO's garage.
- Award a construction contract for the second phase of Building D loading dock.
- Award an engineering design contract to upgrade GPO's data center at headquarters.
- Take prudent steps to consolidate Plant Operations from Building A to Building C.
- Award an engineering design contract for the Next Generation Press and Passport in Building 4.
- Complete the design for GPO's Building Automation System, rollout GPO's new Computerized Maintenance Management System (Nuvolo), and close the San Diego regional office.

On Track

FY22

Start construction of GPO's Building Automation System, establish common levels of support for GPO units and tenants, and improve GPO's leasing program by applying Government best practices.



## AskGPO Update

Replace GPO's legacy Customer Relationship Management (CRM) system.

FY20

Launch the new CRM system utilizing a Salesforce platform.

Complete

FY21

Perform continued system operations, sustainment, enhancements, and data migrations from the legacy CRM system.

On Track

FY22

Perform discovery and development of further enhancements for the new CRM system incorporating new tools and functionality.