U.S. Government Publishing Office

FY2023 Annual Performance Plan
FY2021 Annual Performance Report

April 2022

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 1,550.

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 $402.3 million worth of products from private sector vendors nationwide for Federal agency customers in FY 2021. About 77 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 2021, 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

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
G1	**Exceed Our Stakeholders' Expectations**													
S1.1	Meet evolving stakeholder needs with a modern publishing portfolio of print and digital products and services.	X	X	X	X		X	X	X					
S1.2	Provide the most trusted secure credentialing products and services in Government.		X											
S1.3	Use analytics to improve the customer experience.			X		X			X				X	X
S1.4	Streamline customer-facing processes to optimize the customer experience.	X			X	X			X	X	X		X	
S1.5	Meet the evolving needs of Congress.	X		X	X	X	X	X		X	X			
G2	**Enhance Access to Federal Government Information**													
S2.1	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
S2.2	Support access and discoverability through the Federal Depository Library Program and the Cataloging and Indexing Program.			X			X			X			X	X
S2.3	Ensure security, authenticity, and accessibility of the nation's publications for future generations.	X	X	X			X			X				X
G3	**Strengthen Our Position as the Government-Wide Authority on Publishing**													
S3.1	Provide best practices, standards, and training to support evolving Federal agency publishing needs.	X				X		X	X					
S3.2	Provide products and services at every stage of the publishing lifecycle.	X	X	X	X	X	X	X	X		X			
S3.3	Communicate our unique value and evolved portfolio of products and services.	X		X					X				X	
G4	**Promote Collaboration and Innovation within Government**													
S4.1	Provide shared services across Government and connect Federal agencies with private sector businesses through our procurement program.								X					
S4.2	Form strategic partnerships where collaboration and innovation can flourish.	X	X	X			X	X				X		
S4.3	Support Government-wide innovation and interoperability.	X	X	X				X			X	X		
G5	**Engage Employees and Enhance Internal Operations**													
S5.1	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
S5.2	Reduce our environmental footprint.									X	X			X
S5.3	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.			
FY21		**FY22**	
Move the composition of Congressional Bills, Public and Private Laws, and the Statutes at Large with XPub into production.	Carry Over to FY22 – See Note	Continue moving the composition of Congressional Bills, Public and Private Laws, and the Statutes at Large with XPub into production.	On Track
Note			
The remaining development tasks for Congressional Bills, Public and Private Laws, and the Statutes at Large are targeted to be completed in FY22. Once production ready, GPO will work with House, Senate, and OFR customers to determine the timeframe for deployment to users.			
FY23			
Complete moving the composition of Congressional Bills, Public and Private Laws, and the Statutes at Large with XPub into production. Perform multiple production releases for additional publications and iteratively implement functionality to modernize GPO's Pre-Press operations.			

USLM			
Model, convert, and provide access to documents in an XML format that conforms to the United States Legislative Markup (USLM) schema.			
FY21		FY22	
Convert Statute Compilations into USLM XML and provide access to the files on **govinfo**.	Complete	Model initial prioritized bill versions in USLM XML and update the USLM schema.	On Track
FY23			
Model additional prioritized bill versions in USLM XML and update the USLM schema.			

Digital Presses

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

FY21		FY22	
• Produce the entire suite of daily Congressional publications and the Federal Register on the inkjet presses and associated bindery equipment. • Install standalone digital handfed binder for efficient handling of small count books.	Complete	• 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.	On Track

FY23
Research a new highly-automated state-of-the-art sheet-fed color press.

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.

FY21		FY22	
• Complete configuration and customization of Pace modules. • Integrate Pace with Oracle (GBIS). • Begin testing of POMS.	Carry Over to FY22 – See Note	• 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.	On Track

Note

Challenges with maintaining full project resources in FY21 prevented GPO from fully completing the FY21 objectives as some project activities were placed on hold. However, significant progress on the objectives was achieved in spite of these limitations. The POMS system was modified with a number of configurations and customizations to meet specific GPO data and production workflow requirements including order entry, job estimating and costing, and reporting. Additionally, the integration of POMS system components for Pace and GBIS/Oracle was developed and tested in full, and it awaits final implementation. Testing of the POMS system for the above configurations, customizations, and the system component integration development was completed. Project staffing levels are anticipated to return to operational levels in FY22 Q3 with initial parallel testing projected by the end of FY22.

FY23

Continue parallel testing of POMS to enable GPO to transition from the current legacy systems to POMS as the new production system of record. Additional enhancements of the POMS system will be analyzed and established with the objective of increasing system functionality and providing improved analytical support to GPO and its customers.

Publish

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

FY21		FY22	
Release a Minimum Viable Product (MVP) to production.	Complete	Begin developing functionality to support retirement of mainframe applications.	On Track

FY23
Continue developing functionality to support retirement of mainframe applications, and deliver new and enhanced order management functionality for customers and vendors.

G-Invoicing

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

FY21		FY22	
Perform scenario testing with internal and external stakeholders in the G-Invoicing QA-C environment, and obtain system upgrade resources.	Complete	Begin brokering initial General Terms and Conditions agreements (GT&Cs) with Federal trading partners in coordination with the Treasury Department's timeline.	On Track

FY23
Begin phased transition to support new orders in the G-Invoicing production environment, and integrate GPO's Oracle platform with G-Invoicing.

govinfo

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

FY21		FY22	
• Perform quarterly releases of new content and functionality including providing access to the initial Serial Set volumes and Statute Compilations in USLM XML.	Complete	• Perform quarterly releases of new content and functionality.	On Track
• Provide access to files from XPub for Congressional Bills, Public and Private Laws, and the Statutes at Large.	Carry Over to FY22 – See Note	• 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.	

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, Public and Private Laws, and the Statutes at Large will be made available on **govinfo** when XPub is in production.

FY23

Perform quarterly releases of new content and functionality, and begin a server and storage refresh for production environments at GPO's primary and secondary data centers.

Digitizing Historic Publications

Digitize historic Federal Government publications for availability on **govinfo**.

FY21		FY22	
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.	Complete	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**.	On Track

FY23
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**.

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.

FY21		FY22	
• Launch the production of NextGen Exemplar, Official, Diplomatic, and Tourist NextGen Passports.	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.	On Track
• Perform modifications to GPO equipment and processes that will optimize production and maximize product quality.	Carryover to FY22 – See Note		
• 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.	Complete	• Perform modifications to GPO equipment and processes that will optimize production and maximize product quality.	

Note

The planned modifications to GPO equipment were delayed due to the pandemic, supply chain issues, and travel restrictions. The equipment modifications are continuing in 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.

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.

FY21		FY22	
• Build out the remote primary data center infrastructure such as floor space, power, air conditioning, and networking cables.	Complete	• 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.	On Track
• Procure, install, configure, and test infrastructure systems.	Complete	• Replicate and validate production applications from current primary data center.	
• Replicate and validate production applications from current primary data center.	Carryover to FY22 – See Note		

Note

Equipment for the new primary data center arrived late due to the pandemic.

FY23

Migrate enterprise applications and services.

Cloud Implementation

Establish and enhance a cloud smart strategy.

FY21		FY22	
• 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.	Complete	• 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.	On Track

FY23
Implement additional security features, pilot new cloud services, and implement cloud storage.

Facilities Changes

Perform multiple improvements to GPO headquarters and regional office facilities.

FY21		FY22	
• Award a construction contract to repair the basement and substructure of GPO's garage.	Carry Over to FY22 – See Note 1	• Start construction of GPO's Building Automation System.	On Track
• Award a construction contract for the second phase of Building D loading dock.	Carry Over to FY22 – See Note 2	• Establish common levels of support for GPO units and tenants.	
• Award an engineering design contract to upgrade GPO's data center at headquarters.	Carry Over to FY22 – See Note 3	• Improve GPO's leasing program by applying Government best practices.	
• Take prudent steps to consolidate Plant Operations from Building A to Building C.	Carry Over to FY22 – See Note 4	• Award a construction contract to repair the basement and substructure of GPO's garage.	
• Award an engineering design contract for the Next Generation Press and Passport in Building 4.	Complete	• Award a construction contract for the second phase of Building D loading dock.	
• Complete the design for GPO's Building Automation System, rollout GPO's new Computerized Maintenance Management System (Nuvolo).	Complete	• Award an engineering design contract to upgrade GPO's data center at headquarters.	
• Close the San Diego regional office.	Complete	• Take prudent steps to consolidate Plant Operations from Building A to Building C.	

Facilities Changes (continued)
Note

1. GPO solicited a construction contract to repair the basement and substructure of the garage, and the procurement is in progress.

2. The construction contract for the 2nd phase of the Building D loading dock was delayed due to personnel shortages. GPO solicited a construction contract, and the procurement is in progress.

3. GPO solicited a contract for the Architectural and Engineering Design of the Data Center, and the procurement is in progress.

4. GPO has taken steps to consolidate Bindery Operations from Building A to Building C so that the available space can be leased to NARA. The first step is to remove existing 98 Presses. GPO solicited a contract to remove the 98 Presses, and the procurement is in progress.

FY23

Continue to make targeted infrastructure investments to improve the quality of life for GPO's employees, tenants, and visitors.

AskGPO Update

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

FY21		FY22	
Perform continued system operations, sustainment, enhancements, and data migrations from the legacy CRM system.	Complete	Perform discovery and development of further enhancements for the new CRM system incorporating new tools and functionality.	On Track

FY23
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.