



U.S. Government Publishing Office

FY2026 Annual Performance Plan FY2024 Annual Performance Report

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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 Integrated Print Services and Government Publishing and Print Procurement organizations 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 GovInfo.gov, a partnership with Federal depository libraries nationwide, and online bookstore sales. Total GPO employment today is approximately 1,660.

GPO operates on a revolving fund basis, like a business. Just 10 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 Integrated Print Services 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 Integrated Print Services facility also produces the daily Federal Register and Code of Federal Regulations and the annual Budget of the U.S. Government, while GPO's Government Secure and Intelligent Documents organization produces U.S. passports and other secure Federal credentials.

GPO provides centralized operations for the procurement of information products for the Federal Government, purchasing approximately \$431 million worth of products from private sector vendors nationwide for Federal agency customers in FY 2024. 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 2024, 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 to the 1940s, and this program provides significant economic opportunity for the printing industry and local economies. Most of the firms GPO deals with are small businesses of 20 employees or fewer.

GPO provides public access to millions of searchable titles on GovInfo.gov, in partnership with libraries and agencies, and 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 remembered in our daily work. Every teammate at the GPO should embody these four core values to guide us as we work together 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 values in place, every employee can see, deliver, and improve the flow of value to our customers, 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 164-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 modernize its operations.

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.

FY24		FY25	
- 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	- 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. - 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.	Carry Over to FY26 – See Note On track
Note			
The Production Release was delayed due to various external dependencies. XPub is expected to be in Production during FY26 for Congressional Bills and Public Laws.			
FY26			
Complete moving the composition of Congressional Bills and Public Laws into production with XPub. Leverage XPub technology to improve and streamline the process for preparing, editing, composing, and publishing the Federal Register.			

2. USLM

Model, convert, and provide access to documents in an XML format that conforms to the United States Legislative Markup (USLM) schema.

FY24		FY25	
Model all remaining bill versions in USLM XML and update the USLM schema.	Complete	- Initiate next project based on priorities set forth in the Legislative Branch USLM Roadmap. - Model House and Senate Committee Legislative Reports and Conference Reports in USLM XML, update the schema and related files, and make files available on GitHub for stakeholder feedback.	On Track
FY26			
Based on stakeholder feedback, enhance the USLM XML modeling, schema, and related files for House and Senate Committee Legislative Reports and Conference Reports.			

3. Modernize Production Equipment and Manufacturing Systems

Optimize production workflows and align resources with current production demands.

FY24		FY25	
• Research new digital inkjet color web press solutions. • Research roll-to-book solutions. • Research automatic folder and die cutter. • Begin the acquisition process based on research results.	Complete	• Initiate acquisition of roll-to-book solution. • Initiate acquisition of an automatic die cutter. • Initiate acquisition of an automatic folder.	On Track
FY26			
Complete acquisition and initiate installation of roll-to-book solution, die cutter, and automatic folder.			

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.

FY24		FY25	
- 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.	Complete	- Automate critical reports to reduce preparation time and improve the reliability of distributed data. - Implement dashboards that proactively identify data entry errors to improve the integrity and credibility of reporting. - Perform operational analytics on collected data to identify inefficiencies and support process improvements and workflow optimizations. - Upgrade shop floor data collection workstations to Windows 11 and streamline backend functionality to lower maintenance requirements and reduce manual support efforts.	On Track
FY26			
- Implement a web-to-print interface automating workflows for select GPO-produced products, reducing manual intervention and turnaround time. - Advance process improvement initiatives by applying data analysis to streamline operations and eliminate inefficiencies. - Monitor and stabilize Auto-Count to fine-tune system performance, ensuring accuracy and reliability in production tracking. - Deliver targeted workforce training to strengthen skills, improve adoption of new tools, and support continuous improvement.			

5. Publish

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

FY24

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

Carry Over
to FY25

FY25

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

Carry Over
to FY26

FY26

Continue developing functionality to support the 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 mandates.

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.

Complete

FY25

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

Complete –
See Note

Note

Treasury has extended the period during which legacy IPAC will be available.

FY26

We will continue to support customers through webinars and one-on-one meetings as they transition to G-Invoicing in preparation for the retirement of the GPO legacy IPAC processes.

7. GovInfo

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

FY24

- 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.

Complete

FY25

- Perform quarterly releases of new content and functionality.

On Track

FY26

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.

FY24		FY25	
- 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.	Complete Carry Over to FY25	- Continue to collaborate with the Law Library of Congress to make more digitized Serial Set volumes available on GovInfo. - Launch United States Reports Collection.	On Track Complete
FY26			
To continue adding content to GovInfo, digitization work on hearings, Serial Set, and miscellaneous publications will continue. Digitization of the Code of Federal Regulations historic volumes will also begin. The end-of-life system that provides access to the Catalog of Government Publications will be replaced.			

9. IT Infrastructure Modernization

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

FY24		FY25	
Continue upgrade to the HQ data center.	Carry Over to FY25	Continue upgrade to the HQ data center.	Carry Over to FY26 – See Note

Note

This is a multi-year effort. The construction design phase of the HQ data center is 95% complete. A contract modification is taking place to complete the work. Facilities management expects the construction work to be completed by December 2027. IT will need a year to do the wiring, switching closets, and equipment installation. This project is estimated to be completed by the end of FY28.

FY26

Continue upgrading to the HQ data center.

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

Perform multiple improvements to GPO headquarters and regional office facilities.

FY24		FY25	
Award Construction Contract for the Agency's Smart Manufacturing Facility in Building D.	Carry Over to FY25	- Continue with the Agency's Smart Manufacturing Project in Building D. - Complete the engineering design to upgrade GPO's data center at headquarters. - Consolidate Government Integrated Print Services' Bindery Section from Building A to Building C. - Award a construction contract for the second phase of Building D loading dock. - Complete Agency Force Protections' Command Center project. - Complete construction of the Government Integrated Printing's 8 Color Press project.	Carry Over to FY26 – See Note 1 Carry Over to FY26 On Track Carry Over to FY27– See Note 2 Complete Complete

Note

- Construction of the Agency's Smart Manufacturing Facility is a multi-year project. Construction is currently 85% complete, and substantial completion is projected for March 15, 2026.
- Building D's loading dock was included in the FY27 Master Plan. This project cannot start until after the completion of the Smart Manufacturing Project.

FY26

Award contract for Phase 1 of the construction of an archival storage facility for NARA's Center of Legislative Archives (CLA). Complete Smart Manufacturing Project. Complete design of the Data Center Project.

11. Succession Planning/Workforce Planning

Conduct a thorough and formal Workforce Planning and Succession Study.

FY24		FY25	
• Begin Human Capital Succession Management Plan Study.	Complete	• Finalize the Human Capital Succession Management Plan Study and brief Agency leadership on results and recommendations. • Begin implementing report recommendations.	Complete Carry over to FY26 – See Note
Note			
This is a multi-year effort to establish an agency-wide Succession Management Program.			
FY26			
Continue implementing report recommendations. Recommendations include:			
• Complete and publish a strategic workforce plan (SWP). • Pilot SWP the approach with HC and at least one other BU. • Draft and implement Phased Retirement policy and program. • Identify and analyze skill gaps to drive cross-training plans. • Review Senior Leadership and Deputy Positions. • Implement exit interview program.			

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.

FY24

- Continue to Update and Modernize MMAR.

Carry Over to FY25

FY25

- Continue to Update and Modernize MMAR.

Carry Over to FY26

FY26

Complete update to MMAR. Modernize, implement, and routinely update the MMAR.