



U.S. Government Publishing Office

FY2027 Annual Performance Plan FY2026 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 1,630.

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 \$300 million worth of products from private sector vendors nationwide for Federal agency customers in FY 2026. About 73 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. In FY 2026, 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. The majority of the firms GPO deals with are small businesses of 20 employees or less.

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 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 165-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	Physical Security
G1	Achieve Operational Excellence													
1.1	Prioritize Customer Relationships	X				X				X				
1.2	Right-Size GPO's Workspace Footprint										X			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	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.			
FY25		FY26	
- 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 Complete—See Note 1	- 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.	Carry Over to FY27—See Note 2 Carry Over to FY27
Note			
- XPub functionality is in place to publish US Code directly from USLM XML. This will take place when the Office of Law Revision Counsel is ready to move to an all USLM workflow. - The Production Release was delayed due to various external dependencies. XPub is expected to be in Production during FY27 for Congressional Bills and Public Laws.			
FY27			
- 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. - Continue development and implementation of the XPub Horseshoe application.			

2. USLM

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

FY25		FY26	
- 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.	Complete Complete	Enhance the USLM XML modeling, schema, and related files for House and Senate Committee Legislative Reports and Conference Reports based on stakeholder feedback, including modeling CBO cost estimates.	Complete
FY27			
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.

FY25		FY26	
Initiate acquisition of roll-to-book solution, automatic die cutter, and automatic folder.	Complete	Complete acquisition and initiate installation of roll-to-book solution, die cutter, and automatic folder.	Carry Over to FY27— See Note

Note

The acquisition and installation of a die cutter was removed from the FY26 implementation plan.

FY27

- Complete acquisition and initiate installation of roll-to-book solution and automatic folder.
- Complete delivery and installation of color inkjet press.

4. Plant Operations Manufacturing System (POMS) – COMPLETED

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.

FY25		FY26	
Automate critical reports to reduce preparation time and improve reliability of distributed data.	Complete	Deploy POMS to the production environment.	Complete
Implement dashboards that proactively identify data entry errors to improve the integrity and credibility of reporting.	Complete		
Perform operational analytics on collected data to identify inefficiencies and support process improvements and workflow optimizations.	Complete		
Upgrade shop floor data collection workstations to Windows 11 and streamline backend functionality to lower maintenance requirements and reduce manual support efforts.	Complete		
FY27			
This has been completed and will be removed from the Agency Priority Projects and Programs list for FY27.			

5. Publish

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

FY25

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

Carry Over
to FY27

FY27

- 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.

FY25		FY26	
Transition all remaining reimbursable business lines to G-Invoicing and retire GPO legacy IPAC processes.	Complete	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.	Carry Over to FY27— See Note

Note

Treasury has extended the legacy IPAC retirement date from September 30, 2025, to September 30, 2027, providing agencies additional time to transition to G Invoicing. GPO will continue supporting both legacy IPAC and G Invoicing throughout this period.

FY27

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

7. GovInfo

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

FY25

- Perform quarterly releases of new content and functionality.

Complete

FY26

- Perform quarterly releases of new content and functionality.

Complete

FY27

- 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.

FY25		FY26	
Continue to collaborate with the Law Library of Congress to make more digitized Serial Set volumes available on GovInfo.	Complete	Continue digitization work on hearings, Serial Set, and miscellaneous publications to continue adding content to GovInfo.	Carry Over to FY27
Launch United States Reports Collection	Complete	Initiate digitization work on Code of Federal Regulations historic volumes.	Complete
		Initiate project to replace end-of-life system that provides access to the Catalog of Government Publications.	Complete
FY27			
- Continue digitization work on hearings, Serial Set, and miscellaneous publications to continue adding content to GovInfo. - Continue digitization work on Code of Federal Regulations historic volumes. - Replace end-of-life system that provides access to the Catalog of Government Publications.			

9. IT Infrastructure Modernization

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

FY25		FY26	
Continue upgrade to the HQ data center.	Carry Over to FY26— Se	Continue upgrade to the HQ data center.	Carry Over to FY27— See Note

Note

This is a multi-year effort. The design phase for the HQ data center is complete. A contract modification is underway for the construction phase. Facilities management anticipates posting the construction contract solicitation in April 2027 and expects to award the contract by October 2027. Contractor mobilization is projected to begin in December 2027, with construction estimated to be completed by May 2028. Once construction has been completed it will take approximately one year to complete wiring, switch closet installations, and equipment installation. This project is estimated to be completed by the end of FY29.

FY27

- Continue upgrade 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.

FY25		FY26	
Continue with Agency's Smart Manufacturing Project in Building D.	Carry Over to FY26— See Note 1	Continue with Agency's Smart Manufacturing Project in Building D.	Carry Over to FY27 – See Note 1
Complete the engineering design to upgrade GPO's data center at headquarters.	Carry Over to FY26	Complete the engineering design to upgrade GPO's data center at headquarters.	Carry Over to FY27— See Note 2
Consolidate Government Integrated Print Services' Bindery Section from Building A to Building C.	Carry Over to FY26	Consolidate Government Integrated Print Services' Bindery Section from Building A to Building C.	Carry Over to FY27— See Note 2
Award a construction contract for the second phase of Building D loading dock.	Carry Over to FY27— See Note 3	Award a construction contract for the second phase of Building D loading dock.	Carry Over to FY27— See Note 3
		Award contract for Phase 1 of the construction of an archival storage facility for NARA's Center of Legislative Archives (CLA).	Carry Over to FY27— See Note 4

Note

1. Construction of the Agency's Smart Manufacturing Facility is a multi-year project currently 97% complete. Substantial completion is projected for November 15, 2026.
2. GPO is reviewing the 100% design drawings. Construction contract award is projected for October 2027.
3. Building D loading dock was put on the FY27 Master Plan. This project cannot start until after the completion of the Smart Manufacturing Project.
4. The NARA Center for Legislative Archives (CLA) Project is ready for the construction contract to be awarded, pending the JCP's final approval of additional funding.

FY27

- Initiate Construction on the Data Center Project.
- Initiate Construction on the NARA CLA, pending the JCP's final approval of additional funding.

11. Succession Planning/Workforce Planning – COMPLETED

Conduct a thorough and formal Workforce Planning and Succession Study.

FY25		FY26	
- Finalize the Human Capital Succession Management Plan Study and brief Agency leadership on results and recommendations. - Begin implementing report recommendations.	Complete Complete	Continue implementing report recommendations, including: - 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.	Complete— See Note
Note Workforce and Succession planning has been incorporated into regular business operations and will be an ongoing activity supported by Agency Human Capital and GPO Business Units.			
FY27			
This has been completed and will be removed from the Agency Priority Projects and Programs list for FY27.			

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.

FY25		FY26	
Continue to update and modernize MMAR.	Carry Over to FY26	Continue to update and modernize MMAR.	Carry Over to FY27— See Note

Note

The initial update to the MMAR was completed on September 30, 2026 and is under review by the Office of the General Counsel.

FY27

- Finalize update to MMAR.
- Implement and develop process to routinely review the MMAR.

13. Physical Security Updates and Modernization

Improve physical security at GPO to better protect GPO employees and assets.

FY25		FY26	
N/A		- Begin planning for physical security updates to GPO buildings: - Renovate GPO Police Officers' Room. - Replace Perimeter Fence for GPO Lots 50, 6, and Building D Entrance. - Contract for Installation of Servers for the Access Control System.	Carry Over to FY27
FY27			
- Complete Planning for physical security updates to GPO buildings. - Begin implementing physical security updates to GPO buildings.			