



U.S. General Services Administration

Real Estate
Acquisition
Technology
Shared Services

GSA Strategic Plan

FISCAL YEARS 2018 - 2022



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Effective and efficient Government for the people.

At the U.S. General Services Administration (GSA), we are uniquely positioned to help the rest of Federal Government best serve the American people. The better our agency performs, the more our fellow Federal agencies are able to ensure the nation's security, protect public health, and strengthen communities.

GSA leads the way in maximizing the effectiveness of every tax dollar by supporting more than \$54 billion in procurement spend, and with 8,700 owned and leased properties across the United States and its territories. We achieve cost savings and efficiencies through smarter acquisition, responsible management of Federal real estate, transformative use of technology, and leading practices across Government. By making it easier to do business with Government, GSA strives to be an exceptional partner to industry, especially small and innovative companies.

Based on input from our partners in Federal agencies, local communities, and the commercial sector, we are setting out four strategic goals that form the backbone of GSA's FY 2018-2022 Strategic Plan:

Save taxpayer money through better management of Federal real estate

We will deliver cost savings and value for taxpayers through smart asset management while also providing cutting-edge workplace solutions that help agencies fulfill their important missions.

Establish GSA as the premier provider of efficient and effective acquisition solutions across the Federal Government

We will lead acquisition and procurement strategies that help agencies access inventive and effective commercial solutions, make it easier to do business with Government, and use our buying power to drive cost savings.

Improve the way Federal agencies buy, build and use technology

We will lead the charge to modernize Government's approach to technology products and services. We will guide agencies through innovative and efficient technology deployment to meet their missions and fulfill the needs of Americans in a rapidly evolving and complex world.

Design and deliver expanded shared services within GSA and across the Federal Government to improve performance and save taxpayer money

We will transform administrative services in Government by leading the consolidation of common mission-support processes and services across the Government. Implementing this best practice will make these services better, faster, and more affordable while allowing Government agencies to dedicate more resources to their missions.

GSA's unwavering commitment to a culture of high-performance and customer focus -- reinforced by our agency values of Service, Accountability, and Innovation -- is the key to helping agencies deliver on their mission. When we do our job well, the American people win.

Thank you,



Emily W. Murphy
Administrator



We have been
delivering the best
value in real estate,
acquisition and
technology services,
to the Federal
Government and
American people for
more than 67 years.

Our history.

GSA was established on July 1, 1949, as a result of the Hoover Commission. The agency consolidated administrative functions across Government into one organization in order to avoid duplication, reduce cost, streamline the acquisition and distribution of supplies, and centralize the management of Federal buildings.

Over the subsequent seven decades, the nation's population has more than doubled, the price of real estate in major cities has skyrocketed, and super-computers have gone from filling three-story rooms to fitting in our pockets. The world has become vastly more interconnected. Federal agencies are striving to match the pace of change, evolving to meet new domestic and global challenges and better serve the American public.

What has not changed is GSA's steadfast commitment to support our Federal customers and stakeholders by providing cost-effective, high-quality services. Our focus is on delivering value to our partner agencies so they can focus their resources on fulfilling their own important missions to the American people.

Our agency provides the spaces, technical innovation, and goods and services essential to operate the Federal Government. We provide workplaces by constructing, managing, and preserving Government buildings and commercial leases. Our acquisition solutions offer private sector professional services, equipment, supplies, telecommunications, and information technology to Government organizations and the military. Our technology leadership helps agencies build, buy, and share technology in ways that support their missions to better serve the public. Our implementation of Government-wide policies promotes management best practices and efficient Government operations.

Our success relies on bringing together a talented and diverse workforce -- including data scientists, real estate experts, architects, acquisition specialists, technologists, and policy analysts -- to build a cohesive, customer-focused team. The next section outlines GSA's current organizational structure and our mission, vision, and values, followed by a summary of our strategy for the future.

GSA today.

GSA has two main service lines, Federal Acquisition Service (FAS) and Public Buildings Service (PBS), as well as, the Office of Government-wide Policy (OGP) and a set of staff offices that support the efficient and effective operation of the agency.

Federal Acquisition Service

FAS provides Federal agencies over 28 million different products and services, and annually delivers over \$54 billion in information technology products, services and solutions, telecommunications services, assisted acquisition services, travel and transportation management solutions, motor vehicles and fleet services, and charge card services. FAS manages over 200,000 leased vehicles, more than 3.3 million charge cards, and provides personal property disposal services facilitating the reuse of \$1 billion in excess/surplus property annually. FAS leverages the buying power of the Federal Government by negotiating prices on many products and services required by agencies for daily operations. By arranging a network of service providers, FAS is able to meet the operating and mission requirements of a vast array of Federal agencies and state, local, and tribal Governments. Leveraging its Technology Transformation Service, FAS and the Centers of Excellence improve the

public's experience with Government by obtaining and sharing technology applications, platforms, and processes to make their services more accessible, efficient, and effective.

Public Buildings Service

PBS activities fall into two broad areas: workspace acquisition and property management. PBS acquires space on behalf of the Federal Government through new construction and leasing, and acts as a caretaker for Federal properties across the country. As the largest public real estate organization in the United States, PBS owns or leases 8,700 assets and maintains an inventory of 371 million square feet of rentable workspace. Within this inventory, PBS has more than 500 owned and leased historic properties. PBS provides high-quality facility and workspace solutions to more than 55 Federal agencies, disposes of excess or unneeded Federal properties, and promotes the adoption of innovative workplace solutions and technologies. Through lease, construction, and purchase transactions, PBS delivers the workspace necessary to meet the varied missions of its Federal customers. PBS is working with its Federal customers to design the workplace of the 21st century, seeking to reduce overall workspace needs and associated costs.

These services are also coordinated to obtain the best available pricing.

Office of Government-wide Policy

OGP uses policies, information, and ideas to drive efficiency and management excellence across Federal Government for key administrative areas, including travel and transportation, acquisition, fleet management, information technology, and real estate management. OGP helps drive agency behavior in these areas by developing Government-wide policy making, performance standards, analysis and benchmarking of data, and regular reporting to Federal agencies and key stakeholders.

Staff Offices

GSA has three independent staff offices (Office of the Inspector General, Civilian Board of Contract Appeals, and the Federal Permitting Improvement Steering Council). Eleven GSA staff offices support the enterprise. They ensure GSA is prepared to meet the needs of customers on a day-to-day basis and in crisis situations (Office of Administrative Services, Office of Congressional and Intergovernmental Affairs, Office of the Chief Financial Officer, Office of the Chief Information Officer, Office of Human Resource Management, Office of General Counsel, Office of Mission

Assurance, Office of Strategic Communication, Office of Customer Experience, Office of Civil Rights, and the Office of Small Business Utilization).



COURTROOM



Our strategy for the future.

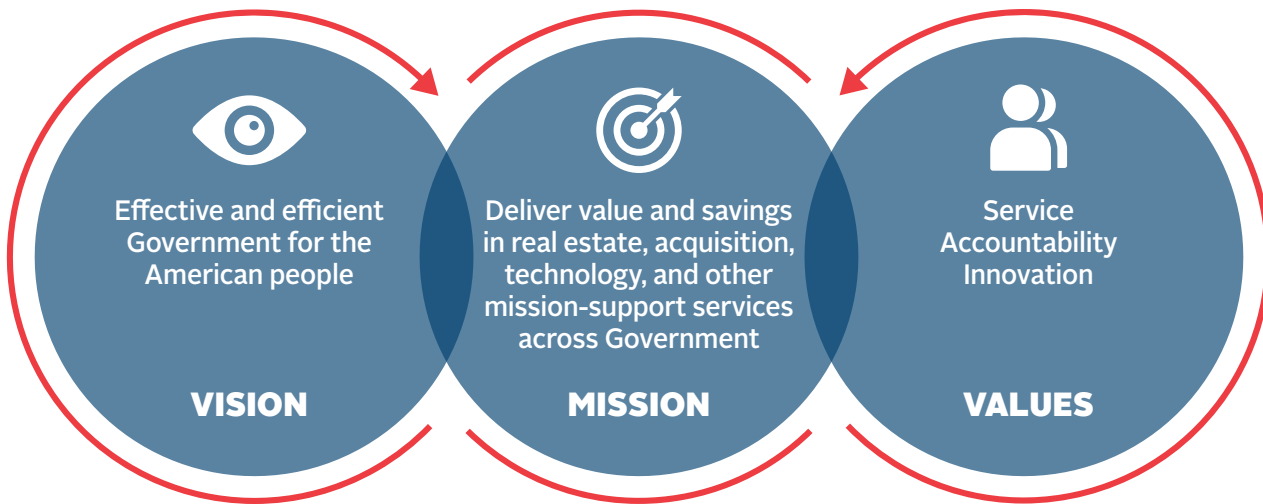
GSA takes pride in delivering high-quality, cost-effective services in real estate, acquisition, and technology for customers across Federal Government. These service areas represent the core of GSA's offerings, and we know we must continue improving them to satisfy the needs and expectations of our customers.

Agencies want to focus their full attention and resources on mission delivery for the American people. They expect support services to be easy-to-use, reliable, and cost-effective.

Knowing this, we have set an ambitious goal: for GSA to be the place where agencies come to meet their mission-support needs. Whether GSA directly delivers those services or arranges for others to do

so, we believe GSA is ideally positioned to fulfill this role. GSA has the ability to capitalize on economies of scale to drive down costs, pool and mitigate the market risks that agencies are currently taking on themselves, reduce duplication in common administrative functions, and help agencies make smarter decisions using GSA's expertise and analysis of the marketplace.

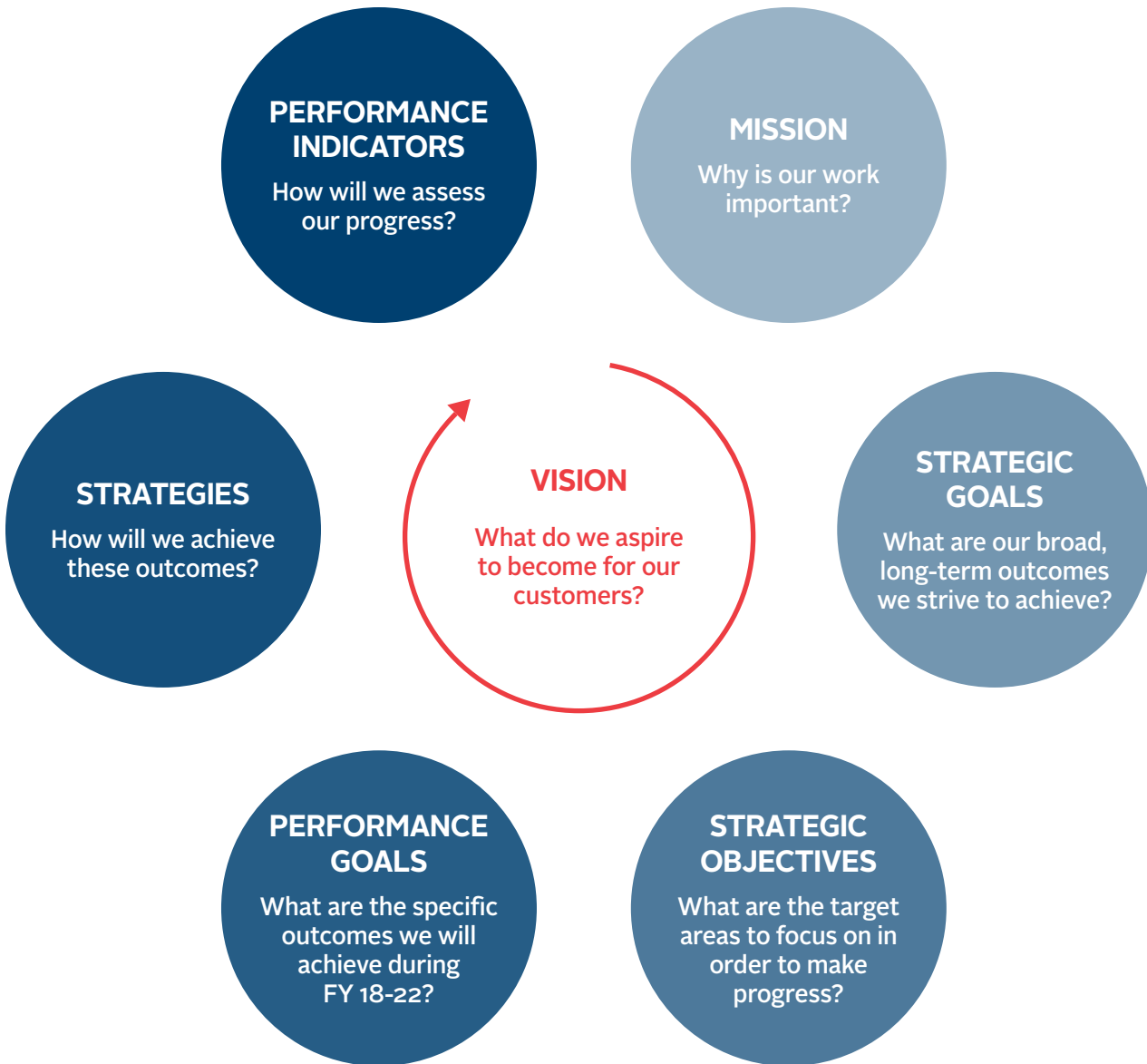
This strategic plan is the blueprint for GSA to fulfill its mission on behalf of the Federal Government over the next five years. Based on customer agency feedback, input from our own employees, supplier engagement, and operational analysis, GSA recognizes that we must improve our current services, expand into new areas, and transform our approach toward serving customers.



The most important shift will be a concerted effort to support the full range of customer needs throughout the product and services life cycle. GSA will undertake a set of initiatives in the near term to help achieve this, including:

- For all GSA products and services, developing a clear, standardized menu of options; collaboratively identifying new offerings based on opportunity, maturity, and relevance; and “certifying” products and services that are ready for launch;
- Consolidating and harmonizing our internal structure and processes to strengthen interactions with customers and suppliers;
- Enhancing our delivery of integrated products and services, including contractual vehicles;
- Promoting and facilitating customer agencies’ use of shared services—whether delivered directly by GSA or another provider—by supporting agencies throughout the product/service life cycle; and
- Ensuring that GSA’s internal support services operate efficiently and responsively, to fuel high performance at GSA and serve as a model for support services across Government.

In sum, GSA’s FY 2018-2022 strategy is designed to build the policies, processes, and organizational capabilities to provide the rest of Government with efficient and effective support services, so they can focus on delivering their mission.



OUR PERFORMANCE AND STRATEGY FRAMEWORK

Key Terms and Definitions

Strategic Goal Includes the goal statement and goal overview. Strategic goals represent the highest level statement of aim or purpose that is included in the strategic plan. This plan's four strategic goals articulate clear statements of what the agency wants to achieve to advance its mission and vision statements.

Strategic Objective Includes the objective statement and the objective overview. This plan's 11 strategic objectives are the primary units for strategic analysis and decision making. Strategic objectives reflect the high-level outcomes or impacts the agency is trying to achieve and collectively represent all areas of agency activity.

Key Strategy Represents a key approach or initiative that will be pursued to advance the related objective. These may include, but are not limited to, major organizational or business model changes, service delivery model changes, new areas of strategic focus, implementing best practices, and/or process improvement reforms

Performance Goal Represents mid-level outcomes or impacts GSA will achieve. Each strategic objective has a cascaded set of performance goals and related key strategies that

together depict what GSA aims to achieve, and the steps that will be taken to meet those objectives. Progress towards performance goals is measured through performance indicators.

Performance Indicator These measures are used to track progress towards achieving performance goals. GSA reports on performance progress in the agency's Annual Performance Plan and Report.



Goals and Objectives Summary Guide

STRATEGIC GOAL 1

Save taxpayer money through better management of Federal real estate.

1.1

Reduce the cost of Federal inventory.

1.2

Establish GSA as a more effective provider of real estate services for all agencies.

STRATEGIC GOAL 2

Establish GSA as the premier provider of efficient and effective acquisition solutions across the Federal Government.

2.1

Design and deliver GSA products and services that yield measurable savings while aligning with customer mission objectives and changing market demand.

2.2

Make it easier to do business with the Government by simplifying processes and streamlining access for our customers and suppliers.

2.3

Enhance customer agency access to qualified socio-economic entities.

STRATEGIC GOAL 3

Improve the way Federal agencies buy, build, and use technology.

3.1

Lead Government-wide technology modernization initiatives.

3.2

Drive more efficient and innovative Government procurement of technology services.

3.3

Lead implementation of technical standards, policies, and strategies.

STRATEGIC GOAL 4

Design and deliver expanded shared services within GSA and across the Federal Government to improve performance and save taxpayer money.

4.1

Develop new organizational capabilities to understand customer demand and deliver integrated offerings to support common business processes Government-wide.

4.2

Promote adoption of shared services by agencies through policy, guidance, and benchmarking.

4.3

Support the overall mission of GSA by investing in our employees and modeling how we deliver internal support services, while providing policy guidance across Government.

We provide
workplaces
by constructing,
managing, and
preserving
Government
buildings and by
leasing and managing
commercial real
estate.

Strategic Goal 1

Save taxpayer money through better management of Federal real estate.

GSA will achieve cost savings for the Federal Government by enhancing asset management and optimizing space utilization to provide the best price in Federal leased and owned real estate. Effective and integrated delivery of workspace solutions will provide our customers the opportunity to focus time and resources on their mission-related operations. Greater integration and consistency of our services will also improve the experience of our Federal customers.

Innovative and shared portfolio planning at the local and national level will be used to find the right solution at a lower cost for new leases. In doing so, GSA will lower the cost associated with its owned and leased real estate portfolio to better meet the needs of its customers. GSA will also focus on optimizing revenue from the sales of GSA and other federally owned real property assets to ensure a Government-owned portfolio of high-performing assets.

STRATEGIC OBJECTIVE 1.1
Reduce the cost of Federal inventory.

Key Performance Goal	Generate cost avoidance through lease negotiations.
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Lead Office	Public Buildings Service
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With over half of GSA lease space expiring in the next few years, GSA will increase cost savings by utilizing a wide range of strategies. GSA will increase the usage of automated systems and private sector brokers, where appropriate, to improve our efficiency in awarding leases. GSA will also negotiate longer lease terms to provide better value for our Federal customers. GSA will also reduce the Federal footprint – cost and size of the Federal Inventory – by improving workspace utilization, disposing of underperforming assets, and increasing the proportion of assets with positive funds from operations. These, and many other initiatives, combine to create a tremendous opportunity for meeting the GSA mission and saving taxpayer dollars.

Key Strategies

Improve utilization by reducing the Federal footprint:

Work with Federal partners to adopt agency specific design standards that facilitate new work arrangements and increase utilization.

Help identify opportunities for co-location and consolidation of agency office spaces.

Increase use of longer lease terms, where appropriate, as a mechanism for cost savings:

Pursue all available strategies to increase cost savings, including maximizing lease terms. More than half of GSA leased space is expiring over the next four years, creating an opportunity to realize cost savings.

Increase usage of the Automated Advanced Acquisition Program (AAAP) and GSA Leasing Support Services (GLS) for lease awards:

The AAAP is a multiple award lease procurement tool that allows potential suppliers to compete for multiple Federal leases by submitting a single offer through a simple on-line portal. Increased use of the AAAP will reduce administrative cost and burden for Government and industry partners, while also using scale to deliver cost savings.

GLS assists in delivering the best value in space solutions for the Government and taxpayers,

leveraging private sector resources and expertise with reduced contract administration.

Increase assets with positive funds from operations:

Continue to identify and invest in core assets on the basis of Federal need, asset use, asset condition, and market value.

Dispose of under-performing Federal assets:

Work with agencies to develop and prioritize effective and efficient real property repositioning strategies.

Aggressively identify and dispose of under-performing Federal assets through expanded sales and out leases, auctions and transfers to local entities.

Partner with stakeholders to ensure disposal projects leave a positive impact on communities.

STRATEGIC OBJECTIVE 1.2	
Establish GSA as a more effective provider of real estate services for all agencies.	
Key Performance Goals	Provide building cleaning and maintenance at competitive costs. Improve tenant satisfaction with Government-owned and leased space.
Lead Office	Public Buildings Service

GSA will support Federal agencies in fulfilling their mission by offering integrated turn-key services, providing high-quality facility and workspace solutions, and improving responsiveness and value to customers. Building on ongoing efforts, GSA will focus on reducing cost without impacting service levels through increased use of standardized contracts and GSA procurement tools for building operations and maintenance contracting. To more fully assess customer experience, GSA will implement an improved methodology to gauge the Federal customer's experience and satisfaction with services. Finally, GSA will provide staff with the tools to ensure delivery of high-quality services.

Key Strategies

Improve productivity by investing in our people:

Continue to train staff, develop new tools, and improve processes to support strong teamwork and delivery of services.

Reduce the cost of operations and maintenance contracts without impacting service levels:

Build upon current efforts to save taxpayer money by improving operations and leveraging buying power through standardized contracts and GSA procurement tools.

Improve responsiveness and value to customers:

Work with customer agencies to identify common goals and initiatives together.

Strengthen customer relationships through a commitment to increase information sharing.

Increase the use of integrated, turn-key services for customers:

Provide more options and integrated offerings across the product and service life cycle for real estate management services, including consultation and mission-support services.

We provide
acquisition solutions,
offer private
sector professional
services, equipment,
supplies, and IT
to Government
organizations and
the military.

Strategic Goal 2

Establish GSA as the premier provider of efficient and effective acquisition solutions across the Federal Government.

GSA is committed to delivering service, innovation, and value through efficient operations, market expertise, and proactive partnerships with customer agencies and private sector vendors. Generating economies of scale is the cornerstone of our acquisition solutions, enabling us to negotiate better prices. Every day, we help our customers make smart purchasing decisions to acquire the goods and services they need.

GSA is dedicated to improving the contract vehicles, services, and products we provide to Federal agencies, military, and state/local entities. We make access to the Government market easier, faster, and less costly to socio-economic providers. We are achieving this by designing and delivering solutions that meet current needs and anticipate future requirements.

STRATEGIC OBJECTIVE 2.1
Design and deliver GSA products and services that yield measurable savings while aligning with customer mission objectives and changing market demand.

Key Performance Goal	Increase customer satisfaction.
Lead Office	Federal Acquisition Service

Using the purchasing power of the Federal Government, GSA reduces Federal agencies' operating costs, enabling them to focus on their core missions to serve the public at best value. We are always looking for new ways to help these agencies make their purchases smarter and more efficient. This ability to achieve savings or avoid costs depends largely on developing common requirements across the Government that leverage our purchasing power. Throughout GSA's acquisition operations, our goal is to place customers at the center of our operations, develop common requirements across the Government, and increase adoption of our solutions for agencies' common needs. Knowing this, we have developed robust strategies to meet the current and future demands of our customers.

In order to fully maximize the purchasing power of the Federal Government, we will provide market intelligence and acquisition expertise to the Federal marketplace. GSA is committed to bringing

Government-wide contract spend into common categories to further capture economies of scale. This approach also creates economies of skill for Government as a whole when agencies can rely on GSA to deliver the right goods and services for their mission needs.

Key Strategies

Better understand and anticipate customer needs by developing a robust and effective customer management approach:

Grow and refine the approach to strategic account management by:

- Strengthening client relationships by serving as a trusted advisor;
- Generating analytics and customer intelligence to inform decisions and provide our customers with meaningful recommendations; and
- Leveraging relationships and market intelligence, to manage and customize GSA offerings.

Develop a Voice of the Customer (VOC) process, which ensures we gather customer feedback to improve the effectiveness of our solutions, service delivery, and customer interactions.

Enhance the customer experience through innovative customer experience mapping and usability testing of GSA systems and solutions.

Increase agency adoption of full life cycle assisted acquisition solutions for large and/or complex projects. The Assisted Acquisition Services program offers these value-added, customized, acquisition project management, and financial management services for large and/or complex information technology and professional services solutions.

Improve market intelligence and optimize Federal buying power by leveraging commercial principles:

Mature and expand the internal use of business best practices (such as category management) to improve Government acquisition by pooling and sharing demand management, acquisition data, and supplier relationship management knowledge. Expanding use of data and business intelligence allows us to better understand, anticipate, and deliver customer requirements relative to specific markets and industries. This includes:

- Leading a number of Government-wide categories and working with top purchasing agencies to understand their use of these products and services, enabling us to enhance the customer’s buying experience; and
- Developing purchasing strategies so that customers find best value for items and services.

STRATEGIC OBJECTIVE 2.2

Make it easier to do business with the Government by simplifying processes and streamlining access for our customers and suppliers.

Key Performance Goal	Increase supplier satisfaction.
Lead Office	Federal Acquisition Service

Every day the work that we do allows our customer agencies to better focus on their missions. Partnership on all levels is essential to the success of GSA. Strong partnerships with other agencies and suppliers are critical, and support decisions that create value and savings for our customers and the American public. Doing business with GSA should be an easier and more transparent experience. We must continuously improve our processes and systems to make them as simple and streamlined as possible.

Key Strategies

Modernize and streamline IT systems:

Simplify the acquisition experience for the supplier and customer communities:

- Improving GSA and agency data access and quality so that acquisition and program leaders can make better procurement decisions;
- Empower GSA governance systems to streamline investments for better results;
- Increase the use of cost-effective strategic

delivery of commercially readily available items by improving electronic integration with supply chain partners; and

- Assess the feasibility and opportunities for adoption of e-commerce commercial platforms.

Simplify processes to make Multiple Award Schedule contract vehicles the Government's vehicle of choice for commercial products, services, and solutions:

Provide our stakeholders with a Multiple Award Schedules program that addresses current market forces and provides Government with a streamlined, value-based contracting solution that continues to save time and money well into the future. We are transforming the program in four distinct areas:

- Supplier engagement;
- Customer engagement;
- Competitive pricing; and
- Innovation.

STRATEGIC OBJECTIVE 2.3
Enhance customer agency access to qualified socio-economic entities.

Key Performance Goal	Create more opportunities for small businesses.
Lead Offices	Federal Acquisition Service, Office of Small Business Utilization

GSA will collaborate with industry on Federal acquisition requirements and best practices promoting opportunities for socio-economic entities. This includes all small businesses (disadvantaged, women-owned, veteran-owned, service-disabled veteran-owned, and businesses located in historically underutilized zones). GSA will continue to educate the acquisition workforce on the importance of meeting small business goals; ensuring our offerings promote a vibrant industrial and technological base.

Key Strategies

Educate socio-economic entities on the opportunities available through the Multiple Awards Schedules:

Find creative ways to educate socio-economic entities on opportunities in the Federal marketplace available through GSA.

Sponsor and deliver business development events.

Streamline outreach programs to promote

efficiency and effectiveness.

Expand access to socio-economic buying options across GSA contracts:

Seek creative ways to improve the small business experience with GSA:

- Provide free counseling;
- Develop new tools to access opportunities;
- Review rules and regulations that impact small businesses;
- Review subcontracting plans for small business inclusion;
- Survey internal and external customers to improve customer satisfaction; and
- Develop special resources for our veterans in line with EO 13360.

Participation in acquisition planning, internal procurement compliance reviews, and prime contractor subcontractor compliance reviews.

Enhance analytic, performance monitoring, and reporting capabilities.

Strategic Goal 3

Improve the way Federal agencies buy, build, and use technology.

Technology is critical to how every agency accomplishes its mission and serves the public. It is at the core of running mission-support operations, safeguarding critical information, and analyzing program data for agency decision making. However, the Federal Government continues to struggle with legacy IT systems, IT modernization hurdles, and procurement challenges, as well as keeping pace with the public's expectation for digital services.

The challenge of supporting, managing, and securing legacy systems significantly affects the ability of Federal agencies to meet current and evolving mission requirements. GSA can take the lead in a modernization that rethinks business problems and uses new, innovative technologies and IT practices to help Government IT work better. GSA and its agency partners have the capabilities to shift more Federal IT spending from maintenance to modernization.

The Federal IT procurement process includes requirements development and acquisition

practices that can be burdensome and time-consuming. GSA is helping agencies adopt new approaches for buying commercial-off-the shelf and as-a-service solutions. We are leading the development of modular contracting approaches to enable agile and efficient development of complex new requirements. GSA's goal is to assist agencies through the entire life cycle of procurement and system development.

Keeping up with the public's expectations for services, and digital services in particular, has been challenging for the Government. The technology challenges facing Federal agencies and the direct impact on the public are well-known by leaders across Government and the private sector. GSA has been a leader in using technology to make customer experiences simple, fast, and secure.

The Trump Administration created the Office of American Innovation and the American Technology Council to focus the attention and resources of the White House on this challenge. GSA will be an essential partner in providing solutions through

the Centers of Excellence, the IT Category, and the Office of Government-wide Policy. Our unique mix of talent and expertise in acquisition, technology, and service delivery -- combined with our

Government-wide scope and scale -- make GSA an agent of transformation in how Federal agencies buy, build, and use technology.

STRATEGIC OBJECTIVE 3.1
Lead Government-wide technology modernization initiatives.

Key Performance Goal	Provide agencies with cloud authorizations to modernize IT portfolios.
Lead Office	Federal Acquisition Service

The “Report to the President on Federal IT Modernization (2017)” tasks agencies with achieving an array of critical goals involving enhanced IT security, greater use of cloud-based services, and the overall consolidation and modernization of IT networks. GSA is well positioned to help agencies meet these goals. GSA offers the full spectrum of technology assistance, including experts who assess system design, apply user-centered research and design techniques common in the private sector, and ensure fit with agency needs. GSA also offers platforms and services that can assist agencies in using modern IT tools and practices. These include supporting agencies’ move to the cloud; authentication and authorization services that seamlessly integrate with an agency’s public-facing systems; and many cost-efficient and well-designed tools to

communicate with the public via web sites. These partnerships foster trust and confidence in the goal of delivering essential Government services.

Key Strategies

Enable the provision of mature solutions to migrate agency systems to the cloud:

Work across multiple programs to help agencies move to the cloud in the least disruptive way. This includes:

- Issuing authorizations for cloud systems that are secure and continuously monitored;
- Making cloud systems available and easy to purchase; and
- Offering GSA technology talent to plan and implement cloud migrations that are efficient and cost-effective.

Improve public access to Federal Government services through secure accounts and user-friendly tools:

Offer the public secure and private on-line access to participating Government programs, with the goal of making Federal benefits, services, and applications easier to access and more secure.

Increase the cybersecurity of Federal IT systems hosting the public's personally identifiable information.

Improve the security position of the Government by decreasing insider threats.

Help agency partners modernize and improve digital interactions:

Ensure highly-skilled technologists are available to help agencies think through complex business problems and develop appropriate technical designs.

Assist with deploying technology solutions to meet agency business needs.

Monitor customer satisfaction with innovation, technology consulting engagements and acquisitions facilitated by 18F, the Presidential

Innovation Fellows (PIF), Schedule 70, Government-wide Acquisition Contracts (GWAC), and the Enterprise Infrastructure Solution (EIS) program.

STRATEGIC OBJECTIVE 3.2
Drive more efficient and innovative Government procurement of technology services.

Key Performance Goal	Improve technology procurements at customer agencies through acquisition consulting and assistance.
Lead Office	Federal Acquisition Service

The United States is a global leader in software and technology. Government must harness its national prowess in technology to not only drive economic growth, but to improve internal business practices and better serve the public. The acquisition process is a key success factor in Government technology practices.

Congress, the Government Accountability Office (GAO), and industry leaders have repeatedly recommended that Government “buy more and develop less” to improve technology outcomes. This requires the Government to expand the training and use of IT acquisition cadres as outlined in the Federal Information Technology Acquisition Reform Act (FITARA) and remove barriers to agile acquisition of new technologies. GSA is committed to developing and sharing the talent, best practices, and policy improvements needed to bring about these changes.

Multiple components of GSA will play a role in driving this strategic objective. Our staff is identifying and incorporating best practices in technology acquisition, and offering hands-on assistance to agencies at every stage of the process including:

- Research and scoping;
- User research and prototype development;
- Solicitation drafting and technical evaluation; post-award support; and
- Technical assistance during implementation.

The skills and knowledge developed in our organization will be shared across the Federal workforce to improve overall management of IT acquisition and operations.

Key Strategies

Provide agencies with the ability to seamlessly acquire and manage compliant software, systems, and infrastructure at best value:

Make buying and managing commercial off-the-shelf software-as-a-service (SaaS) easier for agencies by improving existing sales channels such as IT Schedule 70.

Further develop and improve Schedule 70 to provide Federal, state, and local customer agencies the tools and expertise needed to shorten procurement cycles, ensure compliance, and obtain the best value for innovative technology products, services, and solutions including buying and managing commercial off-the-shelf SaaS.

Efficiently and effectively transition agency telecommunications and information technology infrastructure to the EIS contract. Utilizing the EIS contract creates a simplified process for agencies to acquire integrated and streamlined solutions while taking advantage of cost reductions through aggregated Government-wide demand.

Assist agency customers in successfully executing a modular contracting approach to enable agile and efficient development of new complex requirements:

Use our leadership in technology and acquisition to work with agencies to introduce agile development methods into technology procurements, build the necessary skills to solicit and manage technology projects with agile suppliers, and, if needed, guide agency leads through the duration of the projects.

Continue to procure high-quality, lower-risk products at best value.

STRATEGIC OBJECTIVE 3.3
Lead implementation of technical standards, policies, and strategies.

Key Performance Goals	Provide agencies with the tools and resources to implement IT standards and policies.
Lead Office	Office of Government-wide Policy

Modernizing Government IT will also require the Federal Government to rethink how it constructs and implements technical standards, policies, and strategies. GSA will play a leading role in delivering economies of scale and more interoperability between functions and between agencies.

This policy role calls for active involvement of Federal agencies, the private sector, and other stakeholders from the initial stages of policy review and formulation. This collaboration helps ensure the best outcomes throughout the policy development life cycle by including the voice of agencies and GSA’s experience with implementation.

GSA also enables agency implementation of Government-wide IT policies and programs guided by a set of core principles:

- Be a trusted Government partner: Align our mission with that of our Government clients,

to continuously improve the effectiveness of Federal IT;

- Craft long-term solutions: Foster a culture and history of sustained attention to finding IT solutions for complex and challenging cross-agency issues;
- Leveraging Federal scale: Seek to maximize the purchasing and processing power of the Federal Government to enable faster, cost-effective adoption of new technologies; and
- Champion the CIO: Work with Federal CIOs to understand, support, and address their most challenging issues.

GSA’s experience with IT modernization, service delivery, and acquisition uniquely situates us to help agencies navigate through their own transformation and policy implementation. We support CIOs, IT procurement personnel, and

other decision makers with services, expertise, and solutions to address a broad spectrum of Federal IT challenges. We also serve as the central hub for Government-wide communities of practice to share information and collaborate on solutions for Government's most pressing IT challenges. These combined strategies improve the Federal IT ecosystem, create efficiencies, and reduce burden across Government.

Key Strategies

Provide a forum for agency technology experts to improve performance and effectively implement IT standards and policies:

Convene communities of practice from around Government to discuss and plan approaches to address the most critical issues facing Federal IT. Top-notch technical expertise is spread throughout Government, and GSA plays a key role in bringing together the best minds to solve our greatest challenges.

Support agencies' transition to and implementation of accessibility standards and policies:

Work with partners in Government to use data-driven analysis and policy expertise to help agencies improve Federal IT service delivery to all Americans.

Support agencies' implementation of cost-effective and efficient data center solutions:

- Coordinate Government-wide data center optimization efforts;
- Develop best practices and tools to help agency CIOs measure progress;
- Advise agencies on operating standards and migration to encourage the use of inter-agency shared services providers and cloud providers, along with Government-wide contract vehicles; and
- Operate a shared services marketplace where agencies can choose from an inventory of data center services and automated management tools and products.

We promote
management
best practices
and efficient
Government
operations through
the development of
Government-wide
policies.

Strategic Goal 4

Design and deliver expanded shared services within GSA and across the Federal Government to improve performance and save taxpayer money.

Mission-support services across Government are challenged by inefficiencies and manual processes, duplicative investments in technology and capabilities, and an inability to consistently modernize technology and business practices. For example, Government-wide benchmarking data shows some agencies are entering nearly all of their vendor invoices manually and paying nearly 100 times more per processed invoice than the standard for electronic invoicing. Similar examples can be cited in key support functions at Federal agencies -- including human capital, IT support, finance, acquisition, and building services. Inefficiencies take valuable time and resources away from agency missions, impeding the Government's ability to deliver on public priorities. GSA is able to fundamentally change the way Government conducts mission-support services by designing and delivering expanded shared services.

"Shared services" is an industry-leading practice with proven success in consolidating processes, systems, and workforce to reduce costs and deliver common services in a standard way across complex enterprises. This practice also creates opportunities to share specialists and proven approaches across agencies. Helping agencies share common services and technology today will mean long-term cost savings for taxpayers, and a Government that is leaner and better equipped. Last year, the GAO stated that "moving to shared services can save the Federal Government billions of dollars as well as reduce duplicative efforts, decrease systems upgrades, and free up resources for mission-critical activities." But the Federal Government's efforts to establish and scale up shared services have yielded mixed results, at best.

At GSA, our mission is to provide services to agencies. Our robust supplier relationships and access to leading practices in industry for all support services allow GSA to bring innovative, proven solutions to the Federal Government. GSA's role in Government-wide policy implementation and data analysis is also a key factor in helping agencies overcome barriers to improving their own mission-support operations and adopting shared services. To coordinate these efforts and fully

realize our potential, we must develop stronger organizational capabilities to understand customer demand, work with industry to provide efficient and

effective supply, and incorporate services across GSA to satisfy the needs of Federal agencies.

STRATEGIC OBJECTIVE 4.1	
Develop new organizational capabilities to understand customer demand and deliver integrated offerings to support common business processes Government-wide.	
Key Performance Goal	Expansion of centralized services.
Lead Offices	Office of Customer Experience, Federal Acquisition Service, Public Buildings Service

The first three goals in this strategic plan focused on advancing and improving GSA’s capabilities in real estate, acquisition, and technology to better support agency missions Government-wide. However, our ability to integrate those capabilities into comprehensive life cycle solutions will create the greatest value for agencies and the American people. To accomplish this goal, GSA will collaborate with customers and improve how our components coordinate to seamlessly meet customer needs.

We will expand our core capabilities and adapt to market demands. Scaling and adaptability are critical to addressing evolving customer needs. Strategic partnership with industry will help create

an agile, responsive delivery model. We will also establish a specific business function to conduct a variety of analyses to benefit customers, such as developing business cases, determining optimal bundles of products and services, and researching innovative methods to reduce costs and strengthen service quality.

We will improve our offerings by using performance evaluation and market competition to incentivize our industry partners to deliver high-quality service. Our service processes and pricing will be transparent so our customers can hold us accountable for delivering services that achieve both quality and cost expectations.

Finally, our services will be better integrated throughout the product and service life cycle, to support customer agencies as they address their complex business challenges. Our service design will strive to include technical integration to allow more data sharing and analytics. This cross-agency integration will help us leverage contracts and commercial acquisition practices to consolidate professional service and IT contracts.

Key Strategies

Strengthen customer interface capabilities by establishing a data-driven approach to customer engagement and standardizing intake processes to identify and address customer needs:

Develop a systematic, repeatable, and understandable approach to working with customers.

Leverage customer relationships to cultivate deep expertise and apply data-validated solutions to address customer problems across the Federal Government.

Monitor customer satisfaction at every point in the life-cycle and hold employees accountable for customer relationship management.

Develop a comprehensive, integrated menu of options for GSA's product and service offerings:

Conduct high-level inventory of existing products and services and create a user-friendly catalogue of GSA offerings.

Recommend service packages (bundles) leveraging the catalogue to meet customer needs, with a focus on small agency life cycle services as an early bundle.

Develop organizational capabilities to provide products and services, tools, methodologies, and metrics to deliver shared services:

Grow the talent and skill sets to establish capabilities, including: business process engineers; process improvement specialists; data specialists; technologists; and experts in large and complex project management.

Embed a culture that encourages performance, continual improvement, and entrepreneurship to deliver value to customers.

Use our technology expertise to deploy interoperable, secure, effective, and efficient technology solutions.

Work with stakeholders in the executive branch and Congress to identify financial mechanisms that help agencies make the investments needed for technical upgrades, capability development and, where needed, transition to a shared services provider.

Reduce costly duplicative expenditures by the Federal Government on activities that GSA can provide through shared services:

Pursue Government-wide efficiencies and savings using proven shared services strategies from the private sector, including:

- Standardization of common processes and technologies;
- Automation and introduction of new technologies, as appropriate;
- Streamlined procurement and consolidation of existing contracts; and
- Gradual reduction of redundant capabilities and infrastructure across Government.

STRATEGIC OBJECTIVE 4.2
Promote adoption of shared services by agencies through policy, guidance, and benchmarking.

Key Performance Goal	Reduce barriers to facilitate easier adoption of shared services.
Lead Office	Office of Government-wide Policy

GSA plays a central role in the development of policy, best practices, and strategic planning for mission-support services across Government. GSA's Shared Solutions and Performance Improvement (SPPI) office, formerly Unified Shared Services Management, has been a leader in educating and helping Government agencies understand the cost and operational benefits of shared services. SPPI has also analyzed the challenges in the current shared service ecosystem and recommended strategies to mitigate risks. SPPI will continue to work with agencies to promote standardization and implement best practices to facilitate agency transitions to a shared services operating model.

Key Strategies

Establish and lead cross-agency council(s) to facilitate the sharing of lessons learned, advise GSA leadership on possible mandatory shared services, and participate in development of best practices guidance:

Leverage the experience of existing Federal communities of practice to revise the SPPI playbook, incorporating the various delivery models and assisting agencies in migrations.

Regularly assess agency progress at standardizing and consolidating work processes to evaluate opportunities to consolidate specific services and mandate adoption across the entire Federal enterprise. Collaborate with internal acquisition and technology expertise to inform strategic options.

Benchmark agencies' performance of mission-support functions against private and public organizations to identify improvement areas through shared services:

Conduct annual benchmarking of mission-support functions, including any Federal organization that provides shared services to other Federal customers; leverage results to inform policy decisions, opportunities for mission support

improvement, or mitigation of risks.

Align Federal benchmarking metrics to private sector benchmarks and incorporate into standard operational service level metrics.

Manage and coordinate the cross-functional development of standard capabilities for mission-support functions where appropriate.

Help agencies prepare for the migration to shared services:

Create and administer a customer readiness assessment that promotes and accelerates shared service adoption.

Identify and maintain best practices by agencies for migrations to shared services.

Help identify and propose use of shared services:

Analyze shared services proposals to determine if increased agency participation reduces total expenditure and/or increases effectiveness. As appropriate, collaborate with OMB to drive adoption of shared services in situations where it will result in the maximum level of Government-wide cost avoidance and/or effectiveness.

Develop and operate an impartial, straight forward

process for agencies to “opt-out” of participation in shared services.

STRATEGIC OBJECTIVE 4.3
Support the overall mission of GSA by investing in our employees and modeling how we deliver internal support services, while providing policy guidance across Government.

Key Performance Goal	Efficient, effective mission-support services at GSA (CXO and non-CXO functions).
Lead Offices	Office of Government-wide Policy, GSA Support Functions (CXO and non-CXO), Federal Acquisition Service, Public Buildings Service

To strengthen GSA's leadership in Government management, it is critical that the agency's support services be among the most efficient and effective in Government. GSA's CXO functions (acquisition, finance, human capital, IT) will seek to build on recent performance gains, accelerating reforms to streamline operations. GSA prides itself on understanding how business operations benefit Government. We will look to the very best business organization equivalents for performance comparisons and benchmarks, challenging ourselves to match or exceed their performance.

This includes "practicing what we preach." When we are advising other agencies on methods to improve their support operations - whether through organizational fixes or migrating to shared services - GSA should adopt a like-minded approach to pursuing efficiency gains and service quality. Our credibility across Government is

enhanced when we demonstrate that the solutions we recommend externally are used inside GSA as well. This is true for the traditional CXO functions, and for non-CXO functions that also enable GSA to achieve its mission.

Finally, we recognize the importance of engaging the entire GSA workforce in this mission. The agency's growing emphasis on providing customers with integrated solutions, life cycle management, and shared services will present a challenge and an opportunity. We must invest in our workforce, developing the skills, tools, and inspiration for employees to excel at delivering core and emerging services to GSA's customers and suppliers.

Key Strategies

Improve the performance of GSA's CXO functions by building on GSA's previous CXO consolidation initiative and applying proven

shared services principles:

Conduct a thorough review of the previous CXO consolidation to implement lessons learned and drive further performance improvement across GSA's support functions.

Partner with SPPI to assess opportunities for GSA CXO functions to incorporate principles and proven practices from the broader shared services community.

Ensure that GSA's non-CXO functions deliver effective, efficient, and accountable services to GSA or, as appropriate, across Federal Government:

Establish organizational performance plans and service metrics for GSA's non-CXO functions, oriented around the customers to whom they are accountable.

Build connections and knowledge of non-CXO functions at other Federal agencies to share and adopt proven practices.

Complete a cost and operational review to clearly identify direct and indirect costs; and develop management actions to address areas for improvement:

Develop methodology for defining and measuring all forms of indirect costs for GSA operations, including staff and service offices.

Construct method(s) for allocating costs to GSA products and services to better inform pricing strategies.

Engage and support GSA's workforce to build an organization-wide understanding of how to perform GSA's core and emerging capabilities as well as model shared services behavior:

Conduct a comprehensive workforce capability assessment.

Develop a workforce restructuring plan that aligns capabilities with emerging organizational needs.

Provide training on delivery of integrated solutions across the life cycle of products and services.



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