U.S. GENERAL SERVICES ADMINISTRATION



STRATEGIC PLAN

Fiscal Year 2014 - 2018

U.S. General Services Administration

STRATEGIC PLAN

Fiscal Year (FY) 2014 - 2018

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Agency Information

Overview

The U.S. General Services Administration (GSA) provides the spaces, services, and goods required to operate the Federal Government. We provide workplaces by constructing, managing, and preserving government buildings and by leasing and managing commercial real estate. Our acquisition solutions offer private sector professional services, equipment, supplies, telecommunications, and information technology to government organizations and the military. Our policies promote management best practices and efficient government operations.

GSA has an annual business volume of over \$60 billion, manages over 205 thousand fleet vehicles, and manages a building portfolio, which includes 9,011 owned or leased assets, more than 378 million rentable square feet of workspace, and 471 historic properties. We have a continuing commitment to our federal customers and the American public to provide services in the most cost-effective manner possible, and we deliver on this promise by steadily improving organizational performance. At a time when budgets are shrinking across the federal government, we are providing the value that our partner agencies need so that they can focus their resources on fulfilling their own important missions to the American people.

Mission, Vision and Goals

GSA was established on July 1, 1949, as a result of the Hoover Commission's recommendation that consolidating administrative functions across government into one organization would be more effective and economical for the government and would avoid "senseless duplication, excess cost, and confusion in handling supplies, and providing space." Our mission, vision and goals were selected to continue in this tradition and focus our activities to make government more effective and economical by providing savings to federal departments and agencies, improving the efficiency of operations and service delivery, and delivering excellent customer service.

Mission

Deliver the best value in real estate, acquisition, and technology services to government and the American people

Vision

Providing government with the services and resources it needs to accomplish its work as effectively and efficiently as possible

Values

Integrity • Transparency • Teamwork

The scope of the work we do at GSA is vast and varied, but the mission is simple and to the point. We serve the government and the American people. Through implementing our mission, we aspire to achieve three strategic goals:

 Savings – Provide savings to federal departments and agencies. We will use our purchasing power and expertise to deliver cost-effective real estate, acquisition and technology solutions to federal departments and agencies.

- Efficiency Improve the efficiency of operations and service delivery. We will streamline our operations to offer high quality real estate, acquisition, and technology services at a good value to federal departments and agencies.
- Service Deliver excellent customer service. We will deliver excellent customer service to federal agencies and departments by making it easier to reliably meet their real estate, acquisition and technology needs.

GSA Priorities

We are committed to six priorities that guide us in meeting our mission.

- 1. Delivering Better Value and Savings. Using the purchasing power of the federal government, we will reduce costs to our customer agencies, enabling them to focus on their core missions. We will further improve this area by finding more ways to solve our customers' problems in the coming year. We will look for new ways to help these agencies make their purchases smarter and more efficient. At the same time, we will look for new and innovative ways to maximize the value of our real estate assets.
- 2. Serving Our Partners. Every day the work that we do helps our customer agencies focus on their missions. Partnership on all levels is critical to the success of GSA. Strong partnerships with partner agencies and vendors alike are critical and lead to good business decisions that create value and savings for our customers and the American public. It is our commitment to ensure that doing business with GSA is an easy and reliable experience. We are continuously improving our processes and systems to make them as simple and streamlined as possible.
- 3. **Expanding Opportunities for Small Businesses.** Small businesses are the engines that power the American economy. Contracting with these entrepreneurs is a win-win for both the federal government and the small business community. The government receives great service at great value, while small businesses are provided opportunities to grow and create jobs. GSA offers opportunities to small businesses across the country through our contract vehicles and through the contracts we award for other agencies.
- 4. **Making a More Sustainable Government**. Going green saves green. Environmentally friendly practices are good for the environment and for business. GSA is committed to both. As we work toward implementing sustainable practices and making our buildings and our fleet more environmentally-friendly, we will continue to work with vendors to make sustainable products and services readily available and affordable.
- 5. **Leading with Innovation**. GSA is a leader of innovation in public service. Among many firsts, we were the first government agency to move to cloud computing, setting an example for others to follow. In the coming years, we will continue to develop innovative, cost saving solutions that will be shared across the government.
- 6. Building a Stronger GSA. We must make sure our own employees at GSA are getting the same high quality support that we give our partner agencies. Offering the very best training and resources to our employees will be the cornerstone of this effort. By doing so, the agency will better serve its employees, while continuing to ensure that our customers receive great service. We will guarantee that when we do something, we will do it once and do it well.

Strategic Framework

The GSA Mission is to deliver best value in real estate, acquisition, and technology services to government and the American people							
STRATEGIC GOALS							
1. SAVINGS Provide savings to federal departments and agencies		2. EFFICIENCY Improve the efficiency of operations and service delivery		3. SERVICE Deliver excellent customer service			
PRIORITIES							
Delivering Better Value and Savings	Making a More Sustainable Government	Building a Stronger GSA	Leading with Innovation	Serving Our Partners	Expanding Opportunities for Small Businesses		
STRATEGIC OBJECTIVES AND KEY PERFORMANCE GOALS							
1.1 Deliver contracting solutions to generate customer savings Generate savings through the Federal Strategic Sourcing Initiative * Reduce the Global Supply blended markup Procure lease space at below industry market rates Realize savings through Integrated Technology Service solutions 1.2 Improve the federal utilization of space Reduce the federal footprint * Reduce vacant space in the government-owned and leased inventory 1.3 Reduce resource use and environmental impact Green the federal supply chain Reduce total water consumption Reduce total energy purchased Reduce use of petroleum-based fuel Purchase alternative fuel vehicles Provide useful energy efficiency information and tools to federal		2.1 Increase the efficiency of GSA operations		3.1 Enhance relationships with our customers, suppliers and stakeholders Improve customer satisfaction with government-owned and leased space Achieve customer loyalty and supplier satisfaction for acquisitions services Implement effective policy initiatives Drive greater transparency and innovation in government Increase citizen engagement with federal agencies 3.2 Support small and disadvantaged business Meet small business prime contracting and subcontracting goals Meet small business targets on Multiple Award Schedules			
MANAGEMENT OBJECTIVES AND PERFORMANCE GOALS							

MANAGEMENT OBJECTIVES AND PERFORMANCE GOALS

M.1 Deliver a mission ready workforceReduce the time to hireIncrease employee engagement

M.2 Streamline information technology and improve data quality and reporting Successfully implement enterprise information

technology services

* Agency Priority Goal

Organizational Structure

GSA provides the spaces, services, and goods required to operate the Federal Government. We provide workplaces by constructing, managing, and preserving government buildings and by leasing and managing commercial real estate. Our acquisition solutions offer private sector professional services, equipment, supplies, telecommunications, and information technology to government organizations and the military. Our policies promote management best practices and efficient government operations. We serve more than 60 federal agencies and departments through our 11 regional offices and are organized into the 16 service and staff offices highlighted below. Our organizations support the 22 programs defined in the FY 2013 GSA Program Inventory published on www.performance.gov.

- Federal Acquisition Service (FAS) FAS provides federal agencies over 11 million different products and services, and annually delivers over \$54 billion in information technology solutions and telecommunications services, assisted acquisition services, travel and transportation management solutions, motor vehicles and fleet services, and charge card services. FAS manages over 205 thousand leased vehicles, more than 3.5 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 federal 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.
- Public Buildings Service (PBS) 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 9,011 assets and maintains an inventory of more than 378 million square feet of rentable workspace for 1.1 million federal employees. Within this inventory, PBS has 647 owned and leased historic properties. PBS provides high quality facility and workspace solutions to more than 60 federal agencies, disposes of excess or unneeded federal properties, and promotes the adoption of innovative workplace solutions and technologies. Through lease and purchase transactions, PBS delivers the workspace necessary to meet the respective 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 Citizen Services and Innovative Technology (OCSIT) OCSIT makes federal government information and services more readily available to the public, and makes it easier for the public to conduct transactions with the federal government. OCSIT also identifies, tests and deploys innovative technologies for the government to provide shared, transparent and cost effective means to disseminate information and conduct business. OCSIT provides access to a wide range of government services as well as consumer protection information through the official web portals of the federal government, USA.gov and GobiernoUSA.gov. OCSIT works closely with other government agencies federal, state, local, and international to collect and consolidate information and make it available to the public, sharing experiences that lead to better solutions.

- Office of Government-wide Policy (OGP) OGP uses policies, information and ideas to
 drive efficiency and savings in the agencies across key administrative areas: including travel
 and transportation, acquisition, information technology, and green buildings. OGP helps
 drive agency behavior in these administrative areas through the development of
 government-wide policy-making, performance standards, analysis and benchmarking of
 data, and regular reporting to the agencies and key stakeholders.
- Staff Offices The 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. GSA has two independent staff offices (Office of the Inspector General, Civilian Board of Contract Appeals), and ten GSA staff offices (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 Communications and Marketing, Office of Civil Rights and the Office of Small Business Utilization).

Stakeholder Engagement

GSA engaged key stakeholders in the development of this plan. These stakeholders include customers, suppliers, executive councils, and the Office of Management and Budget. Both federal and non-federal stakeholders were consulted when developing and formulating goals. Through activities like the Top to Bottom Review, the Great Ideas Hunt, and numerous town hall meetings, people at every level of GSA provided input about how we can be more efficient and effective. We conducted strategic visioning sessions, which included external stakeholders to define the future state of the agency, and published our draft Strategic Plan on our website and requested comments from stakeholders: including Congressional stakeholders and the American public. All comments received were considered when finalizing this plan and updating our internal processes for planning and performance management.

Cross Agency Priority Goals

Per the GPRA Modernization Act requirements to address Cross-Agency Priority (CAP) Goals in the agency strategic plan, the annual performance plan, and the annual performance report, please refer to www.performance.gov for the agency's contributions to those goals and progress, where applicable. GSA currently contributes to the following CAP goals: Cybersecurity, Sustainability, Real Property, Improper Payments, Data Center Consolidation, Closing Skill Gaps, Open Data and Strategic Sourcing.

Agency Priority Goals

Priority Goal 1: Generate savings through Federal Strategic Sourcing Initiative

By September 30, 2015, GSA will save \$255 million (\$111 million during FY 2014 and \$144 million during FY 2015) through the use of the Federal Strategic Sourcing Initiative (FSSI). Federal agencies purchase over \$500 billion of goods and services annually. A key vehicle used by GSA, and other top purchasing federal government agencies, to promote cost savings, improve management visibility and adoption of best practices, has been the Federal Strategic Sourcing Initiative. Established in FY 2005, FSSI is designed to improve government management of commonly purchased goods and services. FSSI provides customers with significant savings, decreases administrative redundancy, and improves business intelligence while meeting or exceeding small business and sustainability goals.

Strategies:

GSA is focused on informing customers of the benefits of using FSSI solutions, including savings opportunities, the ability to help meet socioeconomic goals and improved operating efficiencies. GSA is actively engaged in coordinated efforts to educate agencies regarding the benefits of FSSI solutions. In addition to increasing adoption, GSA will focus on generating savings by:

- 1. Leveraging information available through data sources to negotiate better prices;
- 2. Critically analyzing spending patterns to enhance business intelligence while applying this intelligence to FSSI initiatives within GSA;
- 3. Reengineering business processes to identify operational efficiencies that will reduce costs to agencies;
- 4. Sharing information, such as prices paid under FSSI and other federal contracts to increase savings opportunities; and
- 5. Increasing adoption of industry and government agency best practices.

Barriers and challenges related to usage of these solutions include:

- Agencies may have duplicative solutions in place or attempt to create duplicative solutions;
- Agencies may have trouble identifying usage or key users in order to spread information relating to the solutions; and
- Some agencies may not use the Federal Strategic Sourcing Initiative solutions due to unique requirements or ability to obtain better pricing.

Priority Goal 2: Reduce the federal footprint

By September 30, 2015, GSA will reduce the aggregate amount of leased space by 5 percent for replacement leases. GSA will also work with agencies to complete a total of 15 client portfolio plans (three new plans each year) to identify opportunities for agencies to optimize their real estate portfolios. GSA is leading efforts to improve asset utilization, reduce agency space requirements, effectively manage real property, and pursue innovative proposals to leverage resources. We will work with agencies to increase office space utilization, which will minimize operations, maintenance and investment costs. GSA's efforts will assist the Federal Government in reducing its real estate footprint and generating savings for the American public.

Strategies:

In order to accomplish our goal to reduce the federal footprint, GSA is aggressively working to reduce the amount of leased space in our inventory, since leased space is more costly than government-owned space. GSA will propose space reduction and consolidation options as tenant agencies require new or replacement leases. We will work with agencies to reduce their requirements and implement new and innovative workplace strategies that maximize space utilization. GSA will also continue developing new client portfolio plans and update existing plans to identify and implement opportunities for customers to reduce space in leased and government owned buildings. Through these plans, GSA assesses agencies' current real estate portfolio and develops action plans to increase asset utilization, as funding is available. GSA also works with agencies without a client portfolio plan to reduce their space. We develop and utilize local portfolio plans and leverage market opportunities to help our customers consolidate and reduce real estate costs.

Through these strategies and initiatives, GSA is helping the Government reduce the federal footprint and save customer agencies money. Customers are looking for ways to consolidate space and minimize costs in this current budget climate and GSA is helping them achieve this goal by offering innovative solutions and technologies to reduce and optimize space.

Updates to these Agency Priority Goals are posted on performance.gov.

Strategic Goal 1: Provide savings to federal departments and agencies

GSA will strengthen federal capabilities to leverage the purchasing power of the government to offer the most cost-effective solutions. Two areas of focus will be improving federal utilization of space and increasing savings through strategic sourcing. GSA will continue to promote cost savings through the sustainable usage of space, travel, fleet, technology and resources. GSA will also continue to test new technologies, workplaces, and other solutions, and share the best practices with other agencies to generate savings.

Strategic Objective 1.1: Deliver contracting solutions to generate customer savings GSA will effectively leverage existing, and develop new, federal strategic sourcing initiatives to provide competitively priced solutions to drive savings in technology, real property and other acquisitions throughout the federal government. Through these solutions, GSA will be able to leverage government-wide business volume for better pricing, and standardize contracting terms and conditions in order to reduce the cost of purchasing across government.

Strategies:

- 1. Continue to assess government purchasing and supply markets to develop federal strategic sourcing initiatives that provide our customers with services and equipment, at an excellent value, from suitable suppliers using standard solution pricing menus.
- Use standard solutions and pricing with qualified suppliers to make it easier for agencies
 to meet their acquisition needs with minimal administrative demands, and, in turn, allow
 agencies to focus their time and resources towards their core mission-critical operations.
- 3. Promote the use of strategic sourcing solutions by our customers and work with federal partners and industry to develop solutions for a broader array of products and services.
- 4. Reduce the operating costs for providing supplies to customers, which in turn will lead to customer savings.
- 5. Continue to use solutions such as Smartbuy, Networx Services and Reverse Auctions to provide customers with significant savings for information technology and telecommunications services and equipment.
- 6. Continue to develop and refine real estate market analysis tools and leasing processes to offer our customers leased workspace, when needed, at an excellent value.

Key Performance Goals:

- Generate savings through Federal Strategic Sourcing Initiatives
- Reduce the Global Supply blended markup
- Procure lease space at below industry market rates
- Realize savings through Integrated Technology Service solutions

Contributing Programs:

- Assisted Acquisition
- Electronic Government
- General Supplies and Services
- Integrated Award Environment

- Integrated Technology Services
- Rental of Space
- Travel, Motor Vehicle and Card Services

Strategic Objective 1.2: Improve the federal utilization of space

GSA is leading efforts to improve asset utilization, reduce agency space requirements, effectively manage real property, and pursue innovative proposals to leverage resources. We

are a government-wide leader and expert in real estate solutions. We will assist and educate federal departments and agencies to develop plans that will assist agencies with consolidating their space to reduce their footprint.

GSA is encouraging agencies to reduce space to minimize costs. We use a variety of tools, strategies, and portfolio planning options to determine the optimal housing solutions for agencies. We are also targeting our large, more costly new construction, major repairs and alterations, and leasing prospectus projects. By working with customer agencies, GSA will identify opportunities to optimize federal real estate portfolios by reducing space, improving utilization, disposing of underutilized assets, and leveraging market opportunities to reduce the footprint and investment and operating costs.

GSA supports meeting the Office of Management and Budget's "Freeze the Footprint" policy – aimed at maintaining government-wide square footage for offices and warehouses – by collecting government-wide data and conducting analysis to assess the performance of each agency towards meeting the national goal.

Strategies:

- Use of the client portfolio planning process to develop and implement space saving opportunities with demonstrated value for both the client and GSA. These plans create value by proposing solutions which align Administration, client agency and GSA goals, and help optimize an agency's existing portfolio while more effectively anticipating, capturing, and advising on future portfolio needs.
- 2. Where it is advantageous to the federal government, work to house tenants in federally owned space, rather than leasing from the private sector.
- 3. Minimize the amount of vacant space in the inventory and increase the utilization of existing space.

Key Performance Goals:

- Reduce the federal footprint
- Reduce vacant space in the government-owned and leased inventory

Contributing Programs:

- Assisted Acquisition
- Building Operations
- Construction and Acquisition of Facilities
- Government-wide Policy
- Integrated Technology Services

- Operating Expense
- Real Property Disposal
- Real Property Relocation
- Rental of Space
- Repairs and Alterations

Strategic Objective 1.3: Reduce resource use and environmental impact

GSA will reduce resource usage by installing and implementing energy and water efficiency improvements in its portfolio; procuring more fuel efficient vehicles; reducing waste generation and diverting waste from landfills; offering more sustainable products and services on its schedules; reducing business travel and making remote meeting technologies more available and accessible; and increasing telework and designing workspaces that increase space utilization.

GSA also serves as a test-bed for innovative technologies and management practices that improve environmental performance while reducing costs. This will be accomplished by testing

and, where proven effective, deploying Green Proving Ground building technologies and by making innovative products and services available and affordable to customer agencies.

Strategies:

- 1. Employ new technologies and building management practices that are both costeffective and environmentally responsible.
- 2. Expand the use of alternative fuel vehicles government-wide and ensure that low-cost, high-efficiency vehicle options are available to customer agencies.
- 3. Building on its capability to deliver comprehensive products and services across Government at the best value possible, GSA will continue to expand its offerings of sustainable products. Assist federal agencies in meeting environmental sustainability purchasing requirements by identifying and increasing the availability of green products and services.
- 4. Enhance the usefulness of energy efficiency research, strategies, practices, and tools provided to federal agencies by improving existing and deploying new resources that will enable better measurement of the use and impact of the resources provided; and obtaining user feedback, and disseminating research, strategies, practices and tools.

Key Performance Goals:

- Green the federal supply chain
- Reduce total water consumption
- Reduce total energy purchased
- Reduce use of petroleum-based fuel
- Purchase alternative fuel vehicles
- Provide useful energy efficiency information and tools to federal agencies

Contributing Programs:

- Assisted Acquisition
- Building Operations
- Construction and Acquisition of Facilities
- General Supplies and Services

- Government-wide Policy
- Integrated Technology Services
- Repairs and Alterations
- Travel, Motor Vehicle and Card Services

Strategic Goal 2: Improve the efficiency of operations and service delivery

GSA will build greater efficiency in its operations and service delivery. Operations will be streamlined and improved to ensure that we provide our services efficiently to our customers. GSA will continue to invest in improving our real property assets to meet the short and long term needs of our customers. GSA will improve internal operations by enhancing real property asset quality, and streamlining operations, processes and technology delivery. GSA will assist the federal government in improving the efficiency of fleet operations government-wide by pursuing the consolidation of customer managed fleets into GSA's fleet operations.

Strategic Objective 2.1: Increase the efficiency of GSA operations

GSA will build greater efficiency in meeting customer needs in the areas of acquisition services and real property leasing, construction, and disposal. We will reduce administrative costs, improve oversight and strengthen internal controls to drive efficiency in our operations. Zero-based budgeting practices will be employed to allocate and reduce travel, information management infrastructure, management support contracts based on agency priorities.

Strategies:

- 1. Streamline and standardize processes, maintain cost-beneficial controls and improve financial and performance data analytics and reporting;
- 2. Mitigate financial risks by developing, implementing and overseeing rigorous and consistent internal controls on budgetary and financial processes and transactions;
- 3. Reduce indirect costs through realignment;
- 4. Achieve greater efficiency in delivering products and services by implementing category management best practices;
- 5. Increase percent of leased revenue available after administering the leasing program by improving billing practices for rent and building services;
- 6. Design, construct and manage buildings that efficiently meet our customers' requirements; and
- 7. Change the use of space and reduce the average space allocation by implementing innovative workplace solutions and adoption of a "smart occupancy" approach to GSA occupied space.

Key Performance Goals:

- Improve the efficiency of GSA operations
- Reduce indirect costs
- Achieve full cost recovery in the GSA leasing program
- Complete new construction projects on schedule

Contributing Programs:

- Acquisition Workforce Training
- Assisted Acquisition
- Building Operations
- Citizen Services and Innovative Technologies
- Construction and Acquisition of Facilities
- Federal Acquisition Service Integrators
- General Management and Support Services

- General Supplies and Services
- Government-wide Policy
- Integrated Technology Services
- Operating Expense
- Real Property Disposal
- Real Property Relocation
- Rental of Space
- Repairs and Alterations
- Travel, Motor Vehicle and Card Services

Strategic Objective 2.2: Enhance asset management

GSA will continue to invest in improving our real property assets and operating systems to meet the needs of its federal customers. We will use asset evaluation tools to determine the financial performance in the real property inventory. By applying leading and innovative building operations management principles, we will provide services in an efficient and effective manner for the American public.

GSA will continue to support customers in meeting their fleet needs though the efficient management of our fleet operations. Since we are responsible for approximately one half of the federal fleet, we leverage economies of scale in delivering fleet solutions to customers that include working with customers to find the best solutions to meet their mission critical needs at the lowest cost possible. We are also able to manage changes in demand from customers through use of its vehicles to alleviate the need for additional assets by the federal government to meet short term needs.

Strategies:

- 1. Maintain a viable, self-sustaining inventory of real properties providing federal agencies with optimum facilities at the best possible cost.
- 2. Ensure customer agencies are paying competitive, market rates for building support services.
- 3. Actively manage the GSA Fleet vehicles across the federal customer base and maximize asset utilization to the greatest extent possible.
- 4. Leverage the information systems and infrastructure across the federal government to reduce per unit cost of vehicle operations.
- 5. Work with our customer agencies to further educate them on how to efficiently identify and dispose of unneeded real property assets.

Key Performance Goals:

- Achieve an appropriate return on equity for government-owned properties
- Provide building cleaning and maintenance at competitive costs

Contributing Programs:

- Building Operations
- Repairs and Alterations

 Travel, Motor Vehicle and Card Services

Strategic Goal 3: Deliver excellent customer service

GSA will deliver excellent customer service to federal agencies and departments by making it easier for them to meet their real estate, acquisition and technology needs. We will strengthen communications, processes, and offerings, and generate new ideas through collaboration with customers and industry. This goal will be achieved through a commitment to service, teamwork, problem-solving and continual improvement.

Strategic Objective 3.1: Enhance relationships with customers, suppliers and stakeholders

GSA will improve customer knowledge through increased use of business intelligence, furthering strategic partnerships and improved financial stewardship. We will make it easier for federal agencies to acquire what they need to achieve their mission. We will also assess our performance in acquisition, technology, and real property services through annual surveys to attain customer perceptions concerning the quality, reliability, value, timeliness, and responsiveness of GSA in meeting federal agency needs. Customer data will be used to drive continuous improvement.

We will continue to improve relationships with current and potential suppliers, and develop tools and processes to make it easier for suppliers to efficiently meet the needs of government customers. We will analyze market and vendor data to negotiate better rates, discounts, improved services and other benefits for federal agencies. We will increase vendor outreach and communications to strengthen trust with suppliers.

GSA will enhance federal government interaction with the American public by providing innovative tools and solutions that better enable the American public to access federal information; increasing federal use of existing public engagement tools, technology, and

expertise; and improving access and increasing the American public's use of communication mediums aimed at public engagement.

Strategies:

- 1. Increase customer loyalty through strategic partnerships with customers and an agencyspecific team approach to provide federal customers with access to customized support at all levels, from the agency executive through procurement decision makers.
- 2. Offer a multi-layered team of people and programs to capture the voice of the customer, identify and improve gaps, deliver customized analytics and recommendations and further improve the value GSA offers for customer agencies.
- 3. Establish focused account strategies to ensure customers receive coordinated and consistent information, dedicated client representation understanding their strategies and needs, and an improved appreciation for how important their business and satisfaction are to GSA.
- 4. Ensure consistency with our building services delivery by improving communication with national managers and staff, and providing training courses.
- 5. Continue to implement our smart building program so that improvements to our buildings will include consideration for building systems, occupants, the environment, energy sources, operating policy, capital and operating expenses, while meeting customer workforce expectations.
- Continue to administer the Supplier Relationships Survey and act on survey results to improve our processes and make it easier for suppliers to do business with us, while maintaining rigorous business controls and improving purchasing transparency for federal customers.
- 7. Leverage data to improve programs.
- 8. Create tools and resources (reverse auctions, IT Solutions Navigator, etc) and offer regular training sessions that make it easier for agencies to identify and purchase GSA-contracted information technology solutions which fully meet their needs.
- 9. Meet with senior leadership of government agencies to promote GSA solutions and new awards, and help agencies identify ways to save money.
- 10. Improve the collection, analysis, and visualization of data to inform decision-making and lead to more effective policy development.
- 11. Demonstrate the viability and scalability of new government-wide shared solutions and expand the use of solutions to deliver value, cost avoidance and excellent customer experiences to federal agencies.

Key Performance Goals:

- Improve customer satisfaction with government-owned and leased space
- Achieve customer loyalty and supplier satisfaction for acquisition services
- Implement effective policy initiatives
- Drive greater transparency and innovation in government
- Increase citizen engagement

Contributing Programs:

- Acquisition Workforce Training
- Assisted Acquisition
- Building Operations
- Citizen Services and Innovative Technologies
- Construction and Acquisition of Facilities
- General Supplies and Services
- Government-wide Policy
- Integrated Award Environment
- Integrated Technology Services

- Rental of Space
- Repairs and Alterations

 Travel, Motor Vehicle and Card Services

Strategic Objective 3.2: Support small and disadvantaged business

GSA will collaborate with industry on federal acquisition requirements and best practices to promote opportunities for small, disadvantaged, women-owned, historically underutilized business zones, and service-disabled veteran—owned small businesses. GSA will continue to educate the acquisition workforce on the importance of meeting socio-economic goals and assure small business considerations are made throughout the acquisition life-cycle in accordance with the Federal Acquisition Regulation in order to maximize small business opportunity in procurements.

Strategies:

- 1. Increase participation in acquisition planning, internal procurement compliance reviews, and prime contractor subcontractor compliance reviews.
- 2. Advise on revision of small business policies.
- 3. Enhance analytic, performance monitoring and reporting capabilities.
- 4. Streamline outreach program efficiency and effectiveness.

Key Performance Goals:

- Meet small business prime contracting goals
- Meet small business subcontracting goals
- Meet small business targets on Multiple Award Schedule

Contributing Programs:

- Acquisition Workforce Training
- Assisted Acquisition
- Building Operations
- Citizen Services and Innovative Technologies
- Construction and Acquisition of Facilities
- Electronic Government
- Federal Acquisition Service Integrators

- General Management and Support Services
- General Supplies and Services
- Government-wide Policy
- Integrated Award Environment
- Integrated Technology Services
- Operating Expense
- Rental of Space
- Transportation Audits
- Travel, Motor Vehicle and Card Services

Management Objectives

Management Objective M1: Deliver a mission ready workforce

GSA will deliver a high performing workforce by focusing on mission critical occupations such as acquisition, financial management, real property management and information technology. We will continue to invest in growing employee knowledge, skills, and abilities through improved performance management, training and developmental opportunities. We will become a leaner, more efficient, results oriented workforce by utilizing data analytics and improving human resource service delivery models to help leaders drive their business and deliver results.

Strategies:

- 1. Enhance strategic alignment by
 - Delivering products and services that enable our business partners to focus on their core businesses;
 - Promoting effective hiring programs and workforce management practices;
 - Supporting the Agency's effort to become more effective and efficient by eliminating redundancy and streamlining activities;
 - Enhancing GSA human resource operations through the establishment of enterprisewide procedures and implementation of service level agreements and performance commitments;
 - Partnering with GSA Services to define how they can help plan for, identify and build the workforce competencies and abilities necessary for GSA to deliver on its business goals; and
 - Creating and administering a comprehensive performance management system that is aligned to the GSA mission, goals and priorities with organizational commitments.
- 2. Maintain quality leadership by
 - Improving employee engagement scores by creating a culture that motivates and engages employees; and
 - Enhancing workforce development by focusing on the value of key tools such executive development plans and individual development plans.
- 3. Further develop human capital knowledge by
 - Conducting workforce planning by inventorying current capabilities of GSA workforce (focus on mission critical occupations),
 - · Identifying "best in class" metrics and targets, and
 - Closing gaps between current and desired workforce capabilities.

Key Performance Goals:

- Reduce the time to hire
- Increase employee engagement

Contributing Program:

- Acquisition Workforce Training
- Assisted Acquisition
- Building Operations
- Citizen Services and Innovative Technologies
- Construction and Acquisition of Facilities
- Electronic Government

- Federal Acquisition Service Integrators
- General Management and Support Services
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- Transportation Audits

 Travel, Motor Vehicle and Card Services

Management Objective M2: Streamline information technology and improve data quality and reporting

GSA will deliver quality information technology (IT) to efficiently support our internal operations and to provide high-valued products and services to our external business partners. To meet that challenge by FY 2018, we will change the way we deliver technology to our agency by integrating GSA IT services into a unified IT organization supported by a superior workforce. We will shift our culture from a decentralized business model to one with an enterprise-wide focus that makes transparent, data-driven decisions enabling innovative and collaborative solutions.

GSA will be a trusted advisor and partner, leveraging IT to deliver best value and innovative solutions for high quality outcomes. Our core values and guiding principles drive our decision making and our operational models. We will work as a team to deliver on commitments to our stakeholders as we support the GSA mission. In our execution of IT services, we incorporate our business knowledge and technology expertise to choose the best solution available. Consolidating enterprise IT services will leverage our resources, while efficiently providing capabilities needed across the GSA enterprise. We will focus on designing and delivering "simpler" IT which means improved access to IT, making IT easier to understand and use, and providing effective IT tools for GSA stakeholders.

GSA understands not only how fiscal constraints affect both our internal and external customers, but also how technology can be leveraged to best support mission needs. Through our governance processes, we will make structured, evidence-based investment decisions. While we continue to remain invested in technology innovation, we will balance innovation with the use of mature, standard processes and technologies that effectively meet user needs and create value. We are leveraging the technology surge of the social era to innovate the way we work together; we are standardizing on an agency-wide social networking platform and using other technologies that allow our employees to connect virtually from anywhere. Smart application of technologies saves money and allows for collaboration to generate good ideas.

Strategies:

- 1. Improve the quality of our data and reporting by creating a list of categories to enable the search, discovery and reuse of enterprise data.
- 2. Develop data management services to improve the quality of GSA IT data, reporting and business analytics.
- 3. Improve business systems by consolidating applications and improving strategic customer engagement;
- 4. Modernize the GSA IT environment by providing key application access from mobile devices: and
- 5. Consolidate the GSA IT portfolio to better manage our investment in information technology.

Key Performance Goals:

Successfully implement enterprise information technology services

Contributing Programs:

Assisted Acquisition

Building Operations

- Citizen Services and Innovative Technologies
- Construction and Acquisition of Facilities
- Federal Acquisition Service Integrators
- General Management and Support Services

- General Supplies and Services
- Government-wide Policy
- Integrated Technology Services
- Rental of Space
- Travel, Motor Vehicle and Card Services

Management Challenges

GSA management challenges and strategies to address these challenges are available at: http://www.gsa.gov/portal/mediald/183579/fileName/InspectorGeneralsAssessment-signed.action.

Evaluation and Research

GSA developed this strategic plan using information from comprehensive top-to-bottom reviews of all program activities in FY 2012, the continuous top-to-bottom review process conducted throughout FY 2013, and analyzing data in the areas of real property, acquisition, aviation and motor vehicle fleet, travel, transportation, mail, regulatory activity and acquisition workforce.

Program evaluation is one of the mandatory elements of the Government Performance and Results Act of 1993 (GPRA) and the GPRA Modernization Act of 2010. These statutes call for agencies to: use program evaluations to assess the manner and extent to which their programs achieve intended objectives; include a summary of the findings of program evaluations completed in their Performance and Accountability Reports with a notation if no evaluations were completed; and present a schedule for future program evaluations in Strategic Plans. GSA will continue to perform regular, data-driven reviews to guide decisions and actions to improve performance outcomes and reduce costs.

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