



U.S. General Services Administration

# GSA Strategic Plan

**Fiscal Years 2022 - 2026**



REAL ESTATE SOLUTIONS



ACQUISITION



DIGITAL GOVERNMENT



GOVERNMENT OPERATIONS



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## Letter from the Administrator

In 1949, President Harry Truman, my fellow Missourian, established the U.S. General Services Administration to do two things: streamline Government operations and save money. That no-nonsense vision — to make Government work better for the people it serves and save money doing it — remains our defining purpose today.

For more than 70 years, GSA has taken pride in delivering the best customer experience and value in real estate, acquisition, and technology services to the Government and the American people. Now more than ever, GSA needs to continue to improve and evolve to meet the needs of our customers and the demands of a 21st-century economy.



The impacts of the global pandemic, the urgent threat of climate change, and a rapidly changing digital landscape underscore the need for innovative solutions. Technological advances offer unprecedented opportunities to deliver services more efficiently and effectively, while saving taxpayer money. In this moment of change, GSA is uniquely positioned to help our customer agencies deliver for the American people by providing critical tools, systems, solutions, and expertise at the best value.

GSA will focus on enhancing our customer delivery and support by:

- Developing solutions with the end user in mind to make it easier and faster to work with GSA.
- Offering equitable and sustainable solutions.
- Using technology and innovation in real estate and acquisition to transform the business of Government.
- Enabling the Government to operate more efficiently and effectively, allowing agencies to focus on delivering their mission.
- Serving as a champion for interagency collaboration, with a focus on continually growing and improving people, policies, and processes.

As we implement our plan, GSA will seek to ensure that key initiatives are thoughtful, bold, sustainable, and equitable, and foster diversity and inclusion with customers, suppliers, and in support of the American people.

By delivering the best customer experience and value in real estate, acquisition, and technology services to the Government and the American people, GSA will help lead the way towards a more equitable, prosperous, and sustainable future.

**Robin Carnahan**  
**Administrator**

## GSA's Mission

*To deliver the best customer experience and value in real estate, acquisition, and technology services to the Government and the American people.*

The U.S. General Services Administration (GSA) was established to promote management best practices and efficient operations across the Government. For over seven decades, GSA has been honored to serve the American people by supporting other Federal agencies as they carry out their own critical missions.

GSA accomplishes its mission by developing innovative, sustainable, cost-effective, and collaborative solutions in real estate, acquisition, and technology. GSA also improves Government operations by fostering interagency collaboration, promoting shared services, and developing smart policies that allow agencies to focus on mission delivery.

GSA brings together a talented and diverse workforce — including leasing specialists, architects, contracting officers, project managers, and policy analysts — as a data-driven, customer-focused team developing solutions to meet the needs of the Government today and into the future.

There are four fundamental strategies for delivering GSA's mission in the coming years:

1. Develop real estate solutions by acquiring, designing, constructing, managing, and preserving Government buildings and optimizing GSA's real estate portfolio.
2. Offer best value and an exceptional customer experience to Government organizations in acquiring professional services, equipment, supplies, telecommunications, and information technology.
3. Modernize technology across Government to protect against cyber threats and deliver a better digital experience for the American people.
4. Promote interagency collaboration, centralized services, and shared solutions to improve management practices and operations across Government.



## Core Business Lines

### Public Buildings Service



Throughout the 50 States, five Territories, and the District of Columbia, GSA's Public Buildings Service (PBS) manages one of the Nation's largest and most diverse real estate portfolios, housing nearly 1 million Federal employees. As the largest landlord in the United States, PBS operates and leases approximately 8,400 assets and maintains an inventory of almost 364 million square feet of rentable workspace. GSA's inventory of assets comprises 429 buildings listed in the National Register of Historic Places and 86 buildings eligible for listing. PBS provides high-quality real estate and workspace solutions, including acquiring, designing, constructing, leasing, and when necessary, disposing of surplus Federal properties for 60 Federal departments and agencies.

### Federal Acquisition Service



The Federal Acquisition Service (FAS) helps Federal agencies buy goods, services, and technology solutions, using the Federal Government's buying power to offer the best value for taxpayers and Federal customers. FAS offers Federal agencies over 32 million different products and services needed to meet their missions for the American people. FAS also supplies over \$87.5 billion in information technology (IT) products, services, and solutions; telecommunications services; assisted acquisition services; travel and transportation management solutions; motor vehicles and fleet services; and charge card services. FAS is approaching 227,000 leased vehicles in its fleet, has issued over six million charge cards, and provides personal property disposal services for the reuse of over \$1 billion in surplus property annually.

### Office of Government-wide Policy

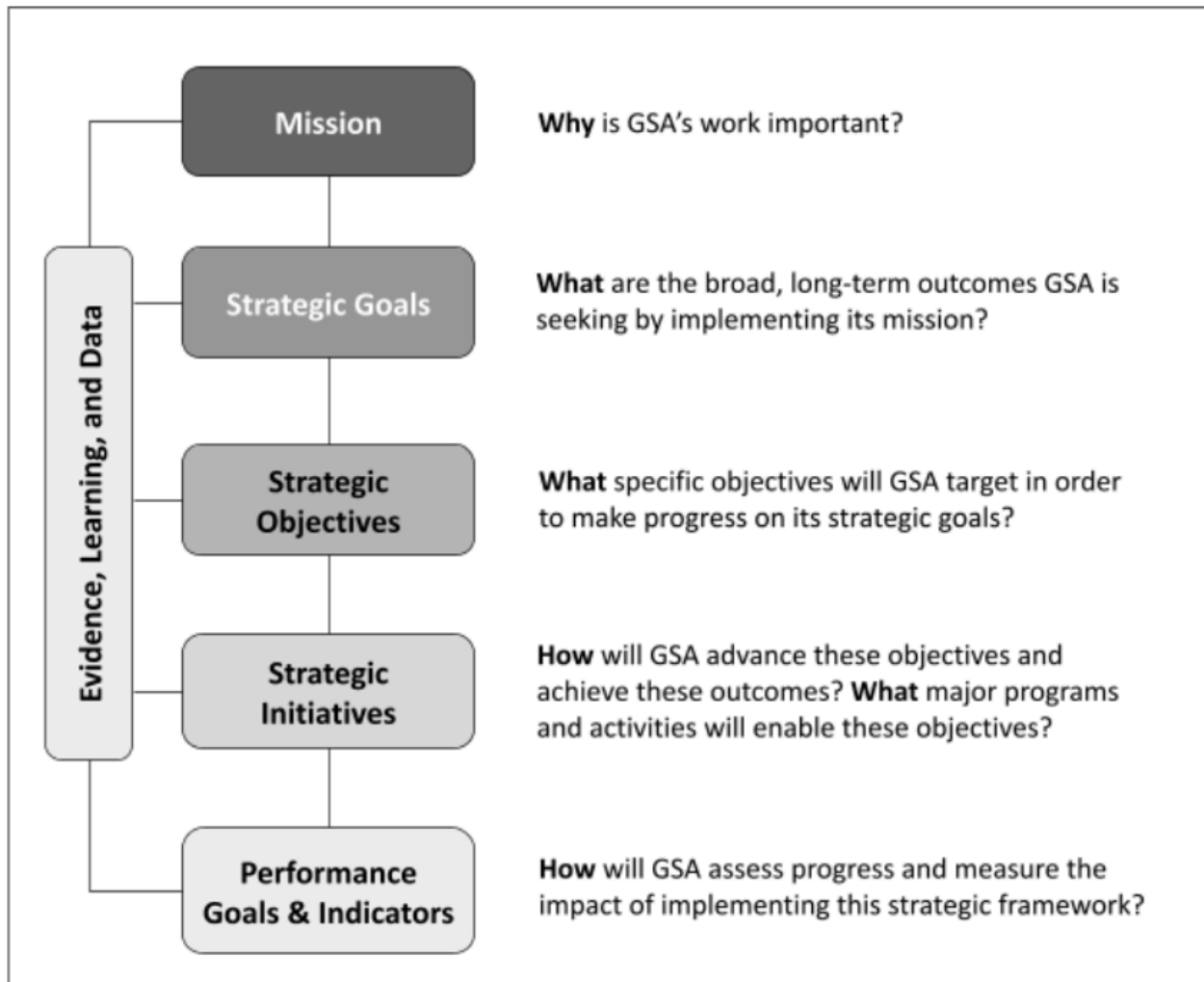


The Office of Government-wide Policy (OGP) uses policies, data, and strategy to drive efficiency, excellence, and dynamic mission delivery across the Federal Government. OGP focuses on key administrative areas such as shared services, travel and transportation, acquisition, acquisition workforce development, fleet management, information technology modernization, and real estate management. OGP influences agency behavior in these areas through the development of Government-wide policies, performance standards, benchmarking resources, and transparent reporting of Government-wide data.

For a full description of GSA's organization structure and offices, please see the [Appendix](#).

## Components of the Strategic and Performance Framework

The infographic illustrates the standardized structure of GSA’s strategic and performance framework as well as the purpose of each component in fleshing out the strategic goals, from high-level objectives to specific performance indicators.



## Strategic Framework

**GSA Mission:** *To deliver the best customer experience and value in real estate, acquisition, and technology services to the Government and the American people.*

### G1 REAL ESTATE SOLUTIONS

Financially and environmentally sustainable, accessible, and responsive workspace solutions that enable a productive Federal workforce.

- SO 1.1** Optimize and modernize the real estate portfolio with critical investments in core assets, disposal of low-value properties, and consolidation of leases to deliver safe, efficient, and cost-effective workspaces for customers.
- SO 1.2** Expand workspace offerings that maximize flexibility and mission delivery for a hybrid workforce.
- SO 1.3** Implement cross-cutting solutions that reduce overall greenhouse gas (GHG) emissions and mitigate climate risks by increasing building resilience, improving energy, water, and waste efficiency, and supporting the transition to carbon pollution-free electricity.
- SO 1.4** Develop, implement, and track outcomes of programs that positively impact local communities through enhanced economic activity and opportunities for underserved populations.

### G2 ACQUISITION

A modern, accessible, and streamlined acquisition ecosystem and a robust marketplace connecting buyers to the suppliers and businesses that meet their mission needs.

- SO 2.1** Ensure GSA's portfolio of offerings meets market demand for products, services, and solutions and the desired acquisition approaches.
- SO 2.2** Improve stakeholder experiences by delivering simplified customer-and supplier-centric solutions.
- SO 2.3** As a trusted partner, foster the supply chain to support GSA and Federal acquisition needs for 2025 and beyond.
- SO 2.4** Aid U.S. economic growth by maximizing opportunities and minimizing barriers for small and/or underserved businesses seeking to do business with GSA.

### G3 DIGITAL GOVERNMENT

A digital Government that delivers for the public through trusted, accessible, and user-centered technologies.

- SO 3.1** Implement inclusive, accessible, and equitable design practices that improve customer experience with technology and digital platforms.
- SO 3.2** Lead Government-wide adoption of shared technology solutions that improve digital governance, sharing, security, and interoperability.
- SO 3.3** Equip agencies with the knowledge and tools to strategically procure and deploy technology products and services.

### G4 GOVERNMENT OPERATIONS

A Government that capitalizes on interagency collaboration and shared services to make informed management decisions and improve operations, delivering value for the American people.

- SO 4.1** Build evidence-based capacity and foster interagency collaboration to strengthen operational effectiveness at GSA and across Government.
- SO 4.2** Improve centralized services and shared solutions that promote cost savings and environmental sustainability, enabling agencies to focus on mission delivery.
- SO 4.3** Deliver smart policies, regulations, and workforce training that inform management decisions and help agencies streamline operations.

### KEY CAPABILITIES

- People-First Culture Prioritizing Diversity, Equity, Inclusion, and Accessibility
- Evidence-Based Management Grounded in Strong Data Governance and Analytics
- Efficient Operating Processes Driven by Leading Technology
- Exceptional Customer Experience Delivery

## Strategic Goal 1: Real Estate Solutions

### Financially and environmentally sustainable, accessible, and responsive workplace solutions that enable a productive Federal workforce.

This strategic goal positions GSA to continue leading the Federal Government’s real estate optimization efforts as part of the “future of work.” Two critical trends have created the opportunity to optimize the GSA-controlled real estate portfolio to better serve the future needs of the Government and save money for the American taxpayers:

- The demand for office space is decreasing, a long-term trend accelerated by the COVID-19 pandemic. The pandemic demonstrated that increased telework – above pre-pandemic levels – is a viable option for many Federal agencies. In the future, the Federal Government will likely adopt more hybrid work approaches, involving a mix of office-based work and telework. This presents a unique opportunity to restructure GSA’s real estate portfolio and meet customers’ workplace needs through a combination of space and technology services.
- While office trends might change the composition and size of the GSA real estate portfolio in the future, GSA will continue to manage a significant asset base. With sufficient funding, GSA can capitalize on potential consolidation and disposition opportunities, which will reduce long-term real estate costs and enable GSA to maintain core facilities in a state of good repair. For the past decade, though, funding shortfalls have hindered GSA’s ability to address the growing backlog of deferred maintenance. GSA must continue to address these deferred maintenance needs to provide safe, functional, and healthy workspaces for Federal employees at a good value for the American taxpayer, and to manage capital costs responsibly.

GSA strives to be a leader in the evolving workplace landscape by offering innovative, sustainable, and flexible solutions that meet the varying workplace needs of our customers. GSA’s critical investments in GSA-controlled facilities will not only support these workplace solutions, but also provide for a modernized and optimized footprint. By consolidating customers in Federally owned facilities, GSA can continue to reduce leased space and dispose of surplus buildings that are unneeded or underutilized, and/or no longer meet standards of performance. This will reduce the backlog of repairs and alterations and improve the quality and financial viability of the portfolio.

GSA also plans to expand investments in climate adaptation and risk mitigation strategies to minimize adverse impacts on GSA-controlled facilities, which promote increased continuity of operations for customers and cost savings for taxpayers. To be successful, GSA must secure the funding required to invest in and maintain these facilities.



## Strategic Objective 1.1

**Optimize and modernize the real estate portfolio with critical investments in core assets, disposal of unneeded or underutilized properties, and consolidation of leases to deliver safe, efficient, and cost effective workspaces for customers.**

### *Lead Office: Public Buildings Service*

GSA manages one of the Nation's largest and most diverse real estate portfolios, housing nearly 1 million Federal employees who perform, among other things, vital national security, law enforcement, commerce, and research and development missions. The COVID-19 pandemic created a unique opportunity for GSA and its 60 occupant agencies to rethink how they use space and reposition the portfolio to potentially reduce the overall Federal footprint and save money.

Investment in the Federally owned facilities under GSA's jurisdiction, custody, and control (hereinafter referred to as federally owned GSA-controlled facilities) not only modernizes existing space and achieves higher performing facilities, but it also addresses the growing backlog of repairs and alterations needed to properly maintain facilities in the future. For the past decade, funding shortfalls have hindered GSA's ability to make these critically needed investments.

GSA works with customer agencies and Congress to secure the funding and approvals necessary to deliver a right-sized portfolio that is financially sustainable. By strategically prioritizing investments in federally owned GSA-controlled facilities, GSA continues to maintain them in good condition and reduce the reliance on leased assets, which will also reduce the Government's long-term real estate costs. Sufficiently investing in Federal facilities supports the President's Management Agenda and takes advantage of the unique opportunity to re-imagine the future of Federal workspaces and to optimize GSA's real estate portfolio.

### Key Performance Goal

1. Optimize GSA's real estate portfolio.

### Strategic Initiatives

#### **Modernize and optimize GSA's federally owned facilities.**

GSA will prioritize investments that modernize and optimize federally owned GSA-controlled facilities to meet the long-term needs of our customers and save taxpayer dollars. Doing so will enable GSA to consolidate space, reduce repair and alteration liabilities, and result in a more financially and environmentally sustainable portfolio. GSA will also prioritize the evaluation and disposition of properties that are unneeded or underutilized, and/or no longer meet standards of performance. This will further reduce owned operational expenses and growing liability repair needs.

#### **Develop and implement a real estate strategy with a financially-solvent asset mix.**

While, in most cases, taxpayer benefits are best realized when the Federal Government owns an asset, GSA has not consistently had access to the entirety of the annual revenues it collects to reinvest in federally owned GSA-controlled facilities. The resulting backlog of reinvestment liabilities and the anticipated post-pandemic shift in real estate demand requires GSA to reevaluate its portfolio and, potentially, to redefine the asset mix between federally owned and leased facilities. The goal of this re-evaluation is to yield sufficient returns to support responsible operations and management of the portfolio and appropriate reinvestment levels to address repair and maintenance needs. Achieving a financially-solvent asset mix requires a three-pronged approach:

1. Prioritize funding with a focus on long-term hold assets to address asset repair backlog, reduce liabilities, and meet customers' needs.
2. Invest in long-term hold assets to improve utilization, reduce vacancy, and dispose of underperforming assets.
3. Reduce reliance on costly leases and improve utilization in federally owned GSA-controlled facilities.

**Secure the funds needed to maintain GSA's federally owned facilities in a state of good repair.**

GSA strives to maintain GSA-controlled facilities in a state of good repair to (i) provide Federal Government employees and contractors with safe, healthy, and productive workspace, and (ii) manage taxpayer dollars responsibly. Achieving a state of good repair requires a three-pronged approach:

1. Securing consistent and full annual access to the Federal Buildings Fund to address a backlog of unfunded repair and alterations projects and to maintain buildings properly going forward; and
2. Achieving the Administration's climate and sustainability goals, which directly result in cost savings, smart buildings, and climate resilient buildings.
3. Capitalizing on funding from the Bipartisan Infrastructure Law (BIL) and the Inflation Reduction Act (IRA) to invest in the Nation's infrastructure and support the economy.

## Strategic Objective 1.2

**Expand workspace offerings that maximize flexibility and mission delivery for a hybrid workforce.**

*Lead Office: Public Buildings Service*

GSA is committed to partnering with all customer agencies to assess and deliver their future real estate needs. GSA proactively and regularly engages with its customers to understand changing mission needs and guide their workspace strategies based on those evolving requirements.

GSA is continuing to develop and deploy customer-driven solutions through the Workplace 2030 initiative to enable agencies to align people, processes, and tools around their workspace strategies. Workplace 2030 solutions focus on the future of Federal work, exploring how expanded telework, hybrid work environments, and distributed organizational models can enhance the mission effectiveness. GSA also continually monitors and quantifies variables such as space utilization, changing demand, and market trends to improve data-driven decisions. This objective focuses on these activities as a key component to right-sizing GSA's real estate footprint.

### Key Performance Goal

1. Shape the Future of Work.

### Strategic Initiatives

**Lead the Federal Government's post-COVID real estate efforts.**

GSA aims to right-size the GSA portfolio and sustain a financially viable real estate model that supports the President's Management Agenda by partnering with customer agencies to optimize future space requirements. GSA is proactively engaging with agencies to develop and deploy workplace solutions and workspace strategies that promote mission delivery, cost savings, and improved space utilization. These efforts also enable GSA to right size its real estate portfolio. GSA will continue to use a data-driven approach to gain insight into agencies' future operating postures and real estate needs, recognizing that each customer will have different requirements. These efforts will help GSA provide systematic, evidence-based leadership in this arena, resulting in an optimized and more efficiently used real estate portfolio.

**Evolve and expand workspace solutions for agencies.**

GSA is partnering with customers to identify the set of real estate, technology, and people solutions required and desired in the Federal workplace of the future. GSA aims to deploy integrated workplace solutions to meet customer agencies' changing real estate needs. Based on efforts to date, GSA is simplifying the purchase of home office furnishings and technology for customers, piloting a Workplace Innovation Lab that will allow customers to experiment with emerging workspace technologies, and offering flexible co-working space through a contract with multiple vendors.

## Strategic Objective 1.3

**Implement cross-cutting solutions that reduce overall greenhouse gas emissions and mitigate climate risks by increasing building resilience, improving energy, water, and waste efficiency, and supporting the transition to carbon pollution-free electricity.**

*Lead Offices: Public Buildings Service, Office of Government-wide Policy*

The Federal Government faces broad exposure to the mounting risks and costs already posed by the climate crisis. GSA has a unique standing to address the climate crisis by using its authorities, buying power, and expertise to advance the Administration's climate and sustainability efforts. To do so, GSA is developing and deploying a climate and sustainability strategy for the facilities in its real estate portfolio. GSA continues to prioritize investments in climate risk management capacities, acquiring and deploying smart building and sustainable technologies, and strengthening critical climate and sustainability policies. Likewise, GSA is investing in greenhouse gas (GHG) emission reduction, deep energy retrofits, and sustainable performance. Progress will take the form of clean energy, energy and water efficiency, performance contracting, waste diversion, and sustainable building strategies.

### Key Performance Goals

1. Reduce GHG emissions from the GSA-controlled real estate portfolio.
2. Continue reducing energy intensity of GSA-controlled facilities.
3. Apply the Guiding Principles for Sustainable Federal Buildings.

### Strategic Initiatives

**Achieve 100% renewable electricity sources by 2025 and 100% carbon pollution-free electricity by 2030, including 50 percent 24/7 carbon pollution-free electricity.**

GSA will develop and implement a Renewable Energy Strategic Plan that will outline steps to achieve its 2025 goal for 100% renewable electricity in federally owned GSA-controlled facilities on the way to the Administration's 2030 100% carbon pollution-free electricity goal, including 50 percent 24/7 carbon pollution-free electricity. The plan will be based on findings from a comprehensive analysis of the GSA portfolio, life-cycle analysis, industry best practices, market conditions, available options, and contract mechanisms.

**Target 50% of eligible buildings to comply with the Guiding Principles for Sustainable Federal Buildings by 2025.**

GSA will undertake efforts to identify opportunities to improve or streamline performance evaluation required by the Guiding Principle (GP) for Sustainable Federal Buildings. This evaluation capability would help target sustainability performance challenges and building improvements over time, and better support the business case for operational improvements and renovations. GSA will develop a portfolio-wide plan to expand its review and qualification of sustainable buildings to at least 50% (of gross square feet (GSF)) of all 968 eligible federally owned GSA-controlled facilities (>10,000 GSF) by 2025. GSA will continue to support the interagency effort to develop a Federal Buildings Performance Standard and evaluate opportunities to integrate with other agencies' GP programs, maximizing value for the taxpayer.

**Target net-zero designs for new construction and major modernization by 2030.**

GSA will build on existing standards and requirements to advance the Administration's climate sustainability priority. GSA, in partnership with relevant Federal agencies, will enhance its project sustainability requirements by:

- Updating the *Facilities Standards for the Public Buildings Service (PBS-P100)* to require new construction designs to be, at least, net zero energy-ready<sup>1</sup>.
- Eliminating usage of fossil fuel-generated energy in new and modernized buildings.
- Exploring ways to reduce the embodied carbon of materials used in construction and modernization projects.

By FY 2025, GSA plans for 40% of its new construction building designs to include on-site renewable energy-generation systems sufficient to achieve net zero energy performance.

**Develop robust data and capacities to manage climate change risks, increase resilience, and secure Federal real property investments by 2025.**

GSA will establish a climate risk management process and resilience program that will formulate criteria and metrics to inform real property decisions and to monitor risk reduction investments (e.g., building flood protection, resilient power, wildfire damage prevention). GSA will analyze portfolio data and use climate science to identify and manage the portfolio's climate risks, engage with customers on requirements, and integrate climate risk considerations into formal agency decision-making processes. GSA will develop and institutionalize these processes and programs in a way that reduces GSA real estate portfolio risks.

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<sup>1</sup> Designs must be Energy Net-Zero ready on a source energy basis with onsite renewables that are designated on the plan for future installation including pathways, conduits, or other means of getting the power in the building.

## Strategic Objective 1.4

**Develop, implement, and track outcomes of programs that positively impact local communities through enhanced economic activity and opportunities for underserved populations.**

*Lead Office: Public Buildings Service*

GSA is the Nation’s largest landlord, managing more than 8,000 federally owned and leased assets located in approximately 2,000 communities throughout the 50 States, five territories, and the District of Columbia. GSA’s vast reach presents a unique opportunity to support State, local, and Tribal governments’ economic goals, along with the well-being of communities that host GSA-controlled facilities. GSA has the responsibility to leverage its real estate actions in ways that support community development and local planning goals, while meeting customer agency needs. This derives from legal mandate as well as sound business practice. GSA’s Good Neighbor Program (GNP) provides the technical expertise and planning tools to help leverage its projects in support of community planning goals – to create multiple returns for both communities and customer agencies.

GSA, while balancing customer agency mission requirements, security criteria, and the interests of the American taxpayer, continues to use the GNP to identify and align projects that may support local community priorities. GSA designs and locates Federal facilities with local economic development and planning goals in mind; designs facilities to maximize sustainability and to reflect the local community; coordinates with Federal agencies and State, local, and Tribal governments to advance environmental justice where GSA-controlled facilities are having disproportionate negative impact on local communities; and coordinates with State, local, and Tribal governments on uses for and disposition of Federal surplus real property.

### Key Performance Goal

1. Deploy the “Good Neighbor Program” (GNP) nationwide.

### Strategic Initiatives

**Coordinate major GSA development projects with State, local, and Tribal stakeholders to generate positive and long-lasting community impacts for those communities that host GSA-controlled facilities.**

GSA will execute its major capital projects in ways that support local economic development and community planning goals through early and in-depth engagement with local officials and other stakeholders. GSA will expand and enhance the use of pre-design collaborative techniques on new construction and other projects that impact the public realm to maximize community benefits. GSA will build upon previously successful outreach techniques, such as its Planning Outreach and Partnership meetings, public meetings, and other engagement strategies, including with partner Federal agencies. Where best practices are developed — such as in economic impact analysis, urban design, and public use concepts — we will incorporate them into GSA’s facility design standards and business processes.

**Collaborate with Federal agencies to accelerate economic recovery, sustainability, and environmental justice.**

GSA will work with other Federal agencies to explore and implement policies and procedures for funding community-focused projects that target economic recovery and environmental improvement, especially in neighborhoods that have historically suffered from disinvestment and environmental harm. GSA will coordinate with agencies to review and revise existing policies to reflect current legislation and executive orders. GSA also will partner with grantmaking agencies to identify opportunities to enable local governments to build on the impact of GSA projects in their communities.

**Study and apply economic impact methodologies to GSA's core real estate activities, and expand use of environmental justice and sustainability mapping with other spatial data tools to help GSA decision making.**

GSA will expand its use of available environmental justice and sustainability mapping tools to better understand how its real estate investments impact local communities, including communities with environmental justice concerns and other vulnerable populations. Relevant data will enable GSA to evaluate projects holistically and prioritize projects that would also benefit local communities.

## Strategic Goal 2: Acquisition

### **A modern, accessible, and streamlined acquisition ecosystem and a robust marketplace connecting buyers to the suppliers and businesses that meet their mission needs.**

As the Federal Government's primary provider of acquisition services, GSA is committed to delivering value, innovation, and an exceptional customer experience. Every day, we help customers make smart purchasing decisions to get the goods and services they need.

GSA leverages the collective buying power of the Government to negotiate better prices, while using efficient operations, market expertise, and proactive partnerships with customer agencies and private sector vendors.

GSA plays an important role in advancing the Administration's priorities through leadership in Government-wide acquisition, including economic growth, climate resiliency, and strengthening diversity, equity, inclusion, and accessibility. The acquisition policies GSA establishes and implements have a significant and lasting impact on communities and stakeholders.

GSA will continue:

- Delivering best-value products and services to enable customers' missions.
- Modernizing acquisition through technology to improve the overall experience for buyers and suppliers.
- Using GSA's strategic position in the market, expertise, and relationships with customers and suppliers to drive equitable markets, sustainable practices, and continued economic recovery.



## Strategic Objective 2.1

**Ensure GSA's portfolio of offerings meets market demand for products, services, and solutions and the desired acquisition approaches.**

*Lead Offices: Federal Acquisition Service, Public Buildings Service*

The Federal Government relies on GSA to meet its evolving acquisition needs. GSA products, services, and solutions offerings help agencies accomplish their core missions and serve the public. GSA needs the right acquisition approaches to drive targeted outcomes, cost savings, faster responses, and broader socioeconomic access. In addition, GSA offerings need the right market intelligence, including the data and resulting insights, to navigate complex and changing market dynamics.

GSA continues to help reshape the Federal marketplace by refining and adapting its offerings, acquisition approaches, and market intelligence. GSA envisions a highly efficient market that brings customers and suppliers together with solutions that are purposefully designed to support each acquisition's unique needs. Using the strategies listed in this section, GSA ensures that its solutions align with customers' changing needs while adding value throughout the acquisition process.

### Key Performance Goals

1. Expand the use of GSA acquisition solutions, and associated savings, across the Government.
2. Increase Multiple Award Schedule (MAS) sales.

### Strategic Initiatives

**Evolve GSA's capabilities by tailoring offerings to the markets they serve.**

GSA is rethinking and reshaping both the Services Marketplace and the Products Marketplace. Each market connects buyers with suppliers through tailored solutions to improve the value to those stakeholders. Within the Services Marketplace, GSA aims to improve the services contracting experience for customers, suppliers, and the acquisition workforce. A new Services Multiple Award Contract, built for the unique needs of services contracts, will:

- Make all contract types available, including hybrid and cost-type contracts.
- Provide flexible pricing models aligned to commercial practices.
- Deliver access to exceptionally qualified and highly capable industry partners.

On the products side, GSA will refine and clarify its online Products Marketplace offerings to improve customer experience and the selection process. It will:

- Consolidate and simplify multiple self-service buying platforms.
- Improve catalog management capabilities.
- Upgrade the post-award experience for suppliers via enhancements to catalog data and self-service interfaces.

**Help the Federal Government approach acquisition as a single, connected enterprise.**

Category Management is a Government-wide effort to better understand and manage Federal spending as a single enterprise. Leading six of the ten categories and managing the majority of the Best-in-Class contract solutions, GSA is uniquely positioned to deliver benefits to customers and suppliers through Category Management. GSA will improve data access and analytics to gain insights about spend patterns, build policies to reinforce category management principles, increase transparency, foster public policy objectives, and reduce duplication of solutions.

**Ensure GSA is at the forefront of acquisition innovation while maintaining exceptional contract quality.**

GSA will continue to deliver best-value solutions to customers, particularly on reducing customer risk, enhancing end-user capabilities, and leveraging GSA's Government-wide acquisition expertise. These best-value determinations include considerations of price and speed for individual transactions, while encompassing a broader analysis of how GSA's solutions support agencies' strategic positions.

**Fully transition the Federal Government to the next generation of telecommunications contracts.**

Enterprise Infrastructure Solutions (EIS) is the Government-wide joint voice, video, data, and security service acquisition vehicle targeted for full adoption by FY 2024. These contracts efficiently leverage the scale of Government buying power while standardizing and optimizing major portions of the Federal technological infrastructure.

## Strategic Objective 2.2

**Improve stakeholder experiences by delivering simplified customer- and supplier-centric solutions.**

*Lead Offices: Federal Acquisition Service, Public Buildings Service, Office of Government-wide Policy*

Strong partnerships with other agencies and suppliers are critical to the success of GSA and to support decisions that create value and savings for customers and the American people. Doing business with GSA should be an easy and transparent experience. GSA must continuously simplify and streamline its processes and systems. To accomplish this, GSA focuses on:

- Improving the supplier onboarding process for the MAS program.
- Streamlining the buyer experience.
- Modernizing acquisition through technology.
- Striving for excellence in contract administration.

### Key Performance Goals

1. Increase customer satisfaction.
2. Increase satisfaction of supplier base.
3. Improve tenant satisfaction in Government-owned and -leased space.
4. Improve the quality of contract administration in GSA contracting activities.

### Strategic Initiatives

#### **Improve the supplier onboarding process for GSA's MAS program.**

Under GSA's MAS program, GSA plans to build and deploy journey maps to identify inconsistencies throughout the program. GSA will review all entry points to the program and determine what can be consolidated or removed to streamline the supplier experience. GSA will use the journey maps to help suppliers understand how they can improve the information they provide and to identify systems requirements. GSA will also create training for new suppliers to strengthen their business marketing, leading to more connections with customer agencies and increased supplier retention under the MAS program.

#### **Streamline the buyer experience.**

Improving the buyer experience is a new area of focus under GSA's Federal Marketplace Strategy, centered on establishing a user-centered digital presence for buyers. This initiative aims to streamline access to acquisition tools; simplify market research; and provide commonly used documents, templates, and pricing resources for services that help with acquisition planning. Over the next five years, the new experience will evolve to incorporate both product and service offerings. GSA envisions it as the premier self-service buying site for customer agencies. GSA will also identify opportunities to improve the buyer experience and usability of the Products Marketplace and GSA Advantage!®, focusing on search functionality, shipping notifications, product photos, and inventory status.

#### **Modernize acquisition through technology.**

GSA must ensure that the systems used to facilitate acquisitions are up-to-date, effective, and efficient. GSA is working to modernize and automate a variety of these systems, including:

- Delivering a modern, enterprise-wide Contract Acquisition Life-cycle Management (CALM) system to streamline acquisition systems.

- Merging legacy applications under the Assisted Services Shared Information System (ASSIST) to provide users with a single experience for all GSA Assisted Acquisitions.
- Automating bots to produce time savings and/or increase quality through error detection.
- Streamlining and improving data management for the more than 50 million products and services offered to the Federal marketplace through Catalog Management.

**Improve GSA contract administration to ensure effective mission execution.**

Sound contract administration is essential so that customers receive the goods and services for which GSA contracts on schedule and on budget. Contract administration is a shared responsibility among all stakeholders on the acquisition team. By increasing the focus on strategic improvements in this area, GSA can monitor the effectiveness of its internal contracting functions, verify that appropriate internal controls are in place, and deliver first-class acquisition services to its customers.

GSA's Senior Procurement Executive will continue to assess contracting activity and program offices' performance of contract administration to achieve acquisition excellence. GSA will conduct both cyclical and targeted reviews of contracting activities' acquisition performance. Based on results, GSA will assign agency-wide corrective action plans as necessary. The results will be shared with GSA senior leadership and key acquisition professionals to monitor continual performance improvements.

## Strategic Objective 2.3

**As a trusted partner, foster the supply chain to support GSA and Federal acquisition needs for 2025 and beyond.**

*Lead Offices: Federal Acquisition Service, Public Buildings Service, Office of Small and Disadvantaged Business Utilization, Office of Government-wide Policy, Office of GSA IT*

GSA has supported economic recovery of the domestic supply base, worked to strengthen the industrial base, created policy to increase consideration of climate impact in key acquisitions, recognized and begun the development of processes and procedures to address the impact of cyber risk in Smart Buildings, and established three GSA-wide Cyber-Supply Chain Risk Management (C-SCRM) priorities. To ensure a strong and resilient supply chain, GSA will continue to advance cyber-supply chain risk management and cultivate a healthy supply base.

### Key Performance Goal

1. Lead CFO Act Agencies in Cyber-Supply Chain Risk Management (C-SCRM).

### Strategic Initiatives

#### **Leverage acquisition to identify, deter, and respond to cyber threats.**

GSA will support the Administration's goal of preventing, detecting, assessing, and remediating cyber incidents to protect national and economic security. GSA will achieve this goal through interagency collaboration; policy and regulation guidance; moving towards a Zero Trust Architecture; developing and implementing vendor, customer, and acquisition workforce communications of new cyber requirements; and monitoring vendor offerings on GSA acquisition vehicles.

Also, GSA will continue addressing C-SCRM priorities to address enterprise-level supply chain risks, increase awareness and capabilities within GSA's acquisition workforce to better manage supply chain risks, standardize and expand GSA's operational management of supply chain risks, and build depth on pre- and post-award vendor risk assessment.

#### **Support the American economy and businesses with strategic purchasing practices.**

GSA will support the Administration's goal of maximizing the purchase and use of goods, products, and materials produced in, and services offered in, the United States. GSA will play a crucial role in increasing reporting capabilities and developing reporting protocols of Made in America waivers. GSA will use policy-based approaches to advance this objective, including the Federal Acquisition Regulation rulemaking process and the expanding domestic requirements under the Buy American Act.

#### **Strengthen the Industrial Base.**

GSA will promote the Administration's priorities to strengthen the acquisition industrial base by fostering a supply chain that can achieve new public policy objectives and meet customer requirements. The Federal Marketplace requires a broad, vibrant industrial base to meet customer agency mission requirements and fulfill a wide range of policy objectives. GSA will conduct supplier data analysis, conduct vendor outreach, and develop policies and acquisition strategies that aim to strengthen the diversity of the supplier base doing business through the GSA acquisitions program or directly through the award of GSA contracts. One area of focus will be building small business capacity in underrepresented markets, such as facilities maintenance and personal protective equipment, to support key agency objectives while reducing risk of supply shortages.

**Promote sustainable acquisition.**

GSA acquisition is committed to using the power of Federal procurement to support the Administration's sustainability, climate, and environmental justice objectives. GSA will establish internal guidance to incorporate sustainable best practices throughout the acquisition life cycle. This policy will encourage GSA's program managers and contracting officers to consider sustainability early during acquisition planning. In the construction sector, GSA will partner with other agencies to require new construction designs to be, at minimum, net zero energy-ready and to stop using fossil fuel-generated energy in new and modernized buildings. GSA will also explore ways to reduce the embodied carbon of materials used in construction and facilities modernization projects.

**Develop and implement GSA Smart Buildings technology.**

GSA will enhance processes in the Supply Chain Risk Management and Smart Building programs to quickly deploy smart devices, such as occupancy sensors, while preparing against cyberattacks. GSA has developed standard processes and procedures to evaluate the IT security of Building Monitoring and Control Systems components. In FY22, GSA issued ADM 7002.1, GSA Smart Buildings, a new Smart Building directive to uphold consistency in applying, evaluating, and implementing Smart Buildings system technology. Moreover, GSA will update the 2011 technology policy, revise the Smart Buildings program guide, and issue a new Smart Building Implementation Guide to serve as a roadmap for Smart Buildings Systems for GSA real estate projects.

## Strategic Objective 2.4

**Aid U.S. economic growth by maximizing opportunities and minimizing barriers for small and/or underserved businesses seeking to do business with GSA.**

*Lead Offices: Federal Acquisition Service, Public Buildings Service, Office of Government-wide Policy, Office of Small and Disadvantaged Business Utilization*

GSA continues to collaborate and build more robust outreach to industry regarding Federal acquisition requirements and best practices promoting opportunities for small, disadvantaged, and socioeconomic entities. GSA also continues to educate the acquisition workforce on the importance of exceeding small business goals, ensuring our offerings promote a vibrant industrial and technological base. These actions will directly support increases in jobs and economic growth.

### Key Performance Goals

1. Increase opportunities for persons with disabilities through GSA procurement.
2. Maintain and improve the percent of spend that goes to small business from the MAS.
3. Create more opportunities for small and socio-economic businesses.

### Strategic Initiatives

#### **Design post-award support strategy for new Government-wide contractors.**

GSA believes that the Federal Supply Schedules are the best entry point for new contractors to Federal procurement. As GSA works to streamline onboarding of new contractors — many of which are expected to be in various Small Disadvantaged Business (SDB) categories — it will lead a companion effort to help these new entrants succeed.

#### **Expand GSA's industry partner base through development of the Polaris Government-wide Acquisition Contract (GWAC).**

GSA Small Business GWACs provide customer agencies an efficient way to access highly qualified small business IT service providers. With Polaris, GSA is looking to expand the industry partner base, provide greater access to emerging technologies, simplify proposal submission requirements, and improve the overall customer experience.

#### **Implement a supplier diversity plan.**

As part of GSA's commitment to equity in procurement, GSA developed a supplier diversity plan focused on key issues and actions GSA will take to increase opportunity for suppliers in SDB categories. Part of its implementation will include plans for regular on-ramping of key acquisition vehicles.

#### **Advance AbilityOne program.**

GSA's position as a premier acquisition agency influences the buying patterns of the Federal Government. GSA will work with the AbilityOne Commission and authorized Central Nonprofit Agencies to develop strategies that increase employment opportunities for persons with disabilities.

## Strategic Goal 3: Digital Government

### **A digital Government that delivers for the public through trusted, accessible, and user-centered technologies.**

GSA is working to create transformative change across Government as agencies modernize and secure Federal IT and Federal networks. Driven to make an impact, GSA's technology offices — the Technology Transformation Services (TTS) and the Office of Information Technology Category (ITC), supported by the OGP — are leading the digital ecosystem in the Federal Government. They are committed to deepening Government-wide capabilities and services to yield a trusted, accessible, and user-centered digital experience.

Technology is at the foundation of the Administration's priorities: promoting economic growth; advancing diversity, equity, inclusion, and accessibility; tackling the climate crisis; and addressing the aftermath of the COVID-19 pandemic. The Nation's response to the pandemic was hindered by legacy systems and compounded by digital inequalities. Agencies have an obligation to rebuild public trust and to improve mission delivery through digital services. GSA is well positioned to continue delivering meaningful advancements by supporting agencies in their journeys and prioritizing the development of common digital services and standards, platforms, and products.

Programs such as the United States Web Design System, Login.gov and USAGov are examples of GSA's ability to deliver increased efficiency, integration, and improved digital services for "the moments that matter most in people's lives." By adapting and aligning its work to anticipate customer needs, GSA supports technology development and deployment at other agencies. Finally, GSA takes pride in modeling effective digital Government by improving its own websites, products, and services, showcasing its shared offerings available to partner agencies.



## Strategic Objective 3.1

**Implement inclusive, accessible, and equitable design practices that improve customer experience with technology and digital platforms.**

*Lead Offices: Technology Transformation Services, Office of Customer Experience, Office of Government-wide Policy, Office of GSA IT*

To best serve the wide-ranging needs of the public and our Government, GSA must insist on diversity, equity, inclusion, and accessibility in our teams and in our services. This is essential for developing, implementing, and responsibly scaling adoption of technology that works for everyone. GSA recognizes that the most effective teams are cross-functional and have diverse backgrounds, experiences, and skills—with high levels of cultural competency and inclusivity. By prioritizing an equity-focused, people-centered approach to our design practices, we can proactively reduce negative impacts and improve usability and accessibility of our products for the American people.

There is a significant opportunity to improve how the Federal Government designs and delivers services and experiences for the public. Federal agencies have expressed robust demand for support in this area. With its strong organizational culture, technology, and customer experience (CX) capabilities, GSA can continue to develop CX and equity-centered design capacity at partner agencies through TTS. These services support the Federal Government as it works to implement solutions that are simple, effective, equitable, and accessible to the public. For example, GSA focuses on broadening the public's access, particularly for historically marginalized communities that experience language access, accessibility and other types of barriers to civic participation, to voting registration information by improving vote.gov. As a response to user research and to comply with the Executive Order 14019 on Promoting Access to Voting (2021), the team behind this product has prioritized providing voting registration information, including voting guides, in several languages.

For our partners and customers, GSA's solutions must represent the public it serves. Recognizing that equitable approaches lead to better outcomes for everyone, GSA strives to deliver with equity at the forefront of its services and solutions. This includes advising and leading inclusive design strategy; providing training, support, and best practices to delivery teams; and ensuring GSA's workforce has the skills to design, develop, and deliver equitable projects and products. During implementation, GSA:

- Advocates for an inclusive design mindset with GSA supervisors and leaders to strengthen team and portfolio capabilities through ongoing training, toolkit development, research, and more.
- Prioritizes, identifies, measures, and supports improved usability and accessibility for historically and socially marginalized communities, applying best practices during the design process to reduce negative impacts to these communities.
- Ensures inclusive representation of the public in user research practices, such as ongoing co-creation and participatory design.
- Defines and drives equity and accessibility best practices and requirements across GSA.

### Key Performance Goals

1. Evaluate, rationalize, and modernize GSA technology and solutions to advance standardization among websites across Government.
2. Improve the public's ability to access resources by increasing usability, utility, and data integrity of public-facing Government websites.

## Strategic Initiatives

### **Increase user satisfaction with GSA websites and digital products, as well as agency partner websites, by focusing on accessibility, navigation, data integrity, and standardization.**

The Government must effectively design and deliver websites and digital services to the public that promote accessibility, optimal experience, trust, and security. GSA will act to increase the adoption of GSA digital products and services that promote the 21st Century Integrated Digital Experience Act (IDEA) principles by increasing standardization among Government websites. GSA will champion efforts that focus on customer experience while requesting amendments to the Federal Citizen Services Fund (FCSF) appropriation language. These requests include reimbursable services and raising the spending cap to provide more services to Government partners so that GSA can serve the public and deliver high-impact projects.

Additionally, GSA will reimagine the USA.gov program to increase Government information sharing and accessibility to the public. This will include incorporating multiple language translation services and modern call center technology. The first step will be to develop a roadmap for the redesigned USA.gov website that will improve customers' ability to navigate to all Government benefits, services, and programs. The website will feature streamlined content, processes, and technologies that use human-centered design to meet customer needs, including consolidating content currently appearing on Benefits.gov, Grants.gov, and other appropriate websites.

Within GSA, the Office of Customer Experience and internal Digital Executive Board will enhance the digital literacy of GSA website managers. "Digital literacy" refers to the managers' and their associated teams' abilities to navigate both the business and technical requirements of website management, collaborating across those specialty areas to accomplish strategic tasks to serve GSA's customers and achieve and maintain compliance with 21st Century IDEA.

### **Expand data visibility and insight through increased outreach and resources for the Digital Analytics Program (DAP).**

Across the Federal Government, latent data is underutilized. This data could provide more insight to agencies as they deliver on their missions. Government websites and services are the primary means by which the public interacts with and receives information from the Government. As a data analytics solution that reveals the American public's usage patterns on Government websites, the DAP provides a clear picture of the information the public is seeking on a daily basis. With upgraded technologies and tools, DAP can expand on its capabilities for helping agencies understand how people find, access, and use Government services online.

## Strategic Objective 3.2

### Lead Government-wide adoption of shared technology solutions that improve digital governance, sharing, security, and interoperability.

#### *Lead Office: Technology Transformation Services*

GSA is committed to providing technology support that builds digital capacity within Government agencies and ultimately makes it easier for the public to access the resources they need in the moments they most need them. GSA offers a diverse portfolio of shared technology solutions that helps agencies improve system security, interoperability, and digital delivery of information and services to the public.

GSA is focused on implementing a market development and partnerships capability, featuring a market-sensing initiative, that will ensure GSA is ready to deliver technology solutions to Government's most pressing challenges. In doing so, GSA will continue to leverage its biggest strength — the ability to work with stakeholders to identify problems, develop solutions, and execute on those solutions.

#### Key Performance Goals

1. Target the growth of shared security products to reduce digital threats.
2. Increase adoption of Login.gov.

#### Strategic Initiatives

##### **Continue to grow and streamline targeted shared services that enable the public to easily and safely engage with Government.**

The public expects seamless and secure tools and information to effectively interact with Government agencies. GSA is leading by developing a robust set of shared services to improve the way that people access and share information with the Government. GSA will focus on two shared services in particular:

- Improving the equity and security of identity verification for users of Government websites. GSA will expand the Login.gov platform, enhancing Login.gov's current operational environment to further scale across Government and increase equitable access to websites and digital services.
- Modernizing Federal rulemaking management systems to encourage constructive public engagement while reducing operating costs. GSA will more effectively facilitate public access to Federal rulemaking and guidance information, streamline workflows for Federal rulemakers, and support data tools to improve analysis of rulemaking data by Government and the public.

##### **Reduce public sector digital threats by expanding the Federal Risk and Authorization Management Program (FedRAMP).**

FedRAMP empowers agencies to use modern cloud technologies, with an emphasis on securing and protecting Federal information. The Government uses FedRAMP-authorized cloud systems to provide Government services and information to the public. FedRAMP will continue to expand, focusing on increasing reuse of authorized cloud products. This reuse will lead to economies of scale, Government-wide standardization, faster delivery time, and increased security.

##### **Be a partner and leader in facilitating the procurement of and access to services and products to State, local, territorial, and Tribal governments.**

Many of the Federal Government's digital challenges and strategic goals are similar to those of State, local, territorial, and Tribal governments, and many of these challenges could be addressed by better coordination and greater economies of scale at the State and local level. This is currently accomplished by leveraging authorities such as the Intergovernmental Cooperation Act and GSA's Cooperative

Purchasing program. By exploring ways to scale GSA's technology programs, products, and expertise to non-Federal governments, many of these challenges could be addressed to provide better public experiences and greater economies of scale at the State and local level. In addition, GSA has extensive knowledge around improving digital services that could help State and local governments reduce duplication of services and more efficiently allocate IT funds from the Federal Government.

## Strategic Objective 3.3

**Equip agencies with the knowledge and tools to strategically procure and deploy technology products and services.**

*Lead Offices: Technology Transformation Services, Office of Government-wide Policy*

GSA has a track record of providing modern products and services and enabling capabilities on a cross-agency basis. This includes the provision of technical services and an array of digital products and programs that are available on a Government-wide scale. The current Administration has invested significantly in technology and positioned GSA as the “tip of the spear” to expand technology modernization and digital transformation across the Federal Government. This is an opportune moment to be ambitious and aggressive in driving transformational change on behalf of the American people.

### Key Performance Goals

1. Increase Government technology acumen and adoption.
2. Increase usage and satisfaction with GSA’s shared digital services and solutions.
3. Increase Federal IT modernization.
4. Expand the diversity of the digital workforce.

### Strategic Initiatives

**Be the premier provider of shared digital services and solutions for Government.**

To transform the methods used by Government agencies to build, buy, and share technology, GSA will position TTS more prominently in the Federal market. Prioritizing shared digital services that provide a better experience for the public, the TTS brand will emphasize innovative technology expertise in people, services, and solutions to accelerate IT modernization in Government. Additionally, GSA will continue to seek more flexible Federal Citizen Services Fund (FCSF) authorities to better serve the public and accomplish more impactful projects. These actions will enable GSA to continue to scale TTS programs, products, and technical acumen across Government.

**Drive technology modernization and increase technology acumen across Government by expanding innovative accelerators.**

Innovative accelerators within GSA are changing the way digital services are developed and delivered. By using accelerators such as 18F, Centers of Excellence, Presidential Innovation Fellows, and 10X, agency partners are reinventing processes, approaches, and platforms, while actively learning from one another. This environment of growth, development, and mentorship allows people to share learnings, best practices, and open-source software. GSA will expand the use of innovative accelerators and communities of practice to drive technology modernization with our agency partners and deepen the pool of technology acumen across Government.

**Leverage the Technology Modernization Fund to drive high-impact, urgent IT modernization, providing funding that is aligned with the needs of Federal agencies and the fast pace of changing technology.**

The ARP provided \$1 billion to the Technology Modernization Fund (TMF) to focus on the most urgent modernization and cybersecurity projects. The TMF enables agencies to reimagine and transform the way they use technology to deliver their services to the American public. The TMF’s innovative financing model means that many IT modernization projects are funded and sustained that otherwise would not have gotten off the ground. The incremental funding, tied to delivery of milestones, allows for more agile and dynamic project implementation while promoting efficient, effective use of taxpayer dollars. GSA is working with agencies pre- and post-award to ensure that projects are well-designed and set up for success. In general, TMF-financed projects support modernization of cybersecurity, public-facing digital

services, high-value assets, and Government-wide collaboration and shared services. Additionally, GSA has been working to overhaul and upgrade the Federal IT Dashboard to support greater transparency into IT investments and better inform funding allocation decisions.

**Increase the technological capabilities of the Federal Government and support GSA's diversity, equity, inclusion, and accessibility priorities by expanding the digital workforce and combating current disparities within the Federal IT workforce.**

New talent and best practices are key to increasing the technological capabilities of the Federal Government. GSA will attract talent by creating new pathways for early career and diverse technologists to enter Government through programs such as the U.S. Digital Corps. This will allow recruitment and hiring of more early career technologists from underrepresented groups and non-traditional pathways, diversifying the Federal IT workforce. GSA will be using skills-based assessments and subject matter experts in the hiring process. This approach can minimize reliance on purely credential-based approaches (education, experience) and give technologists from non-traditional backgrounds a clearer pathway into Government. GSA will continue to champion diversity, equity, inclusion, and accessibility best practices within GSA and will share learnings across Government. Overall, GSA will actively hire diverse technology talent and create a culture for diverse talent to thrive.

## Strategic Goal 4: Government Operations

### **A Government that capitalizes on interagency collaboration and shared services to make informed management decisions and improve operations, delivering value for the American people.**

Government agencies are best able to execute their mission when they have well-informed decision-making capabilities, affordable and readily accessible solutions to operate key functions, and strong policy development and implementation practices. Yet agencies face a daunting task to develop and periodically upgrade these “building blocks” on their own. Common sense dictates that agencies benefit when they are able to use the practices, processes, and expertise of other agencies and the broader ecosystem of stakeholders that work with the Government.

GSA plays a unique role in bringing together Federal agencies, industry, academia, and subject-matter experts to make Government more effective, efficient, and responsive to the American people. The “Government Operations” Strategic Goal emphasizes the communication channels, processes, tools, and services that collectively serve as an accelerator for sharing and applying knowledge across the Executive branch enterprise.

## Strategic Objective 4.1

### Build evidence-based capacity and foster interagency collaboration to strengthen operational effectiveness at GSA and across Government.

#### *Lead Office: Office of Government-wide Policy*

Analysis and evaluation are critical to assess operational effectiveness and inform decision making for Government agencies. However, many agencies lack adequate mechanisms for rigorous evaluations. GSA is leading Government-wide efforts to develop evidence-building and evaluation to enhance strategic analysis and build organizational capacity. GSA can use its experience in growing these capabilities internally to assist other agencies with their efforts to establish robust evidence and evaluation activities.

Government agencies also face common management challenges that can lead to inefficiencies and drain resources. Agencies benefit from interagency collaboration to address these challenges effectively and holistically. GSA convenes interagency forums to tackle significant issues to benefit the whole of Government. Among these, the Federal Executive Councils and communities of practice bring together a wide variety of capabilities and expertise to address common challenges and create effective policy across Government.

#### Key Performance Goal

1. Develop and implement evaluation designs and methods on high-priority, high-impact Government-wide programs.

#### Strategic Initiatives

##### **Expand Government-wide evidence and evaluation capacity.**

GSA will conduct robust evaluations to examine and improve program effectiveness to support agencies' priorities and to build Government-wide knowledge. Building evidence on key Government-wide priority topics will help to drive, inform, and improve decision making in priority areas such as the President's Management Agenda, Administration priorities, agency priorities, and other cross-cutting challenges. GSA will build portfolios of evidence, tackling priority topics with multiple agencies to accumulate a robust body of evidence. To do so, GSA will expand capacity-building efforts through the established Evaluation Fellowship program, pairing external academic talent with pressing agency challenges. Through this work, GSA will also support agencies using existing administrative data to drive, inform, and improve decision making in priority areas.

##### **Foster and manage Government-wide communities of practices to enable innovation.**

GSA will build on the progress of the active and robust communities of practice (CoPs) it administers to strengthen the Federal workforce, spur innovation, enable adoption of emerging technologies, and create opportunities to improve the effectiveness and efficiency of Government. GSA currently manages over 30 CoPs that have unique goals and objectives tailored to the needs of the community members they serve. For FY 2022, GSA has identified six CoPs to achieve key milestones or quantitative performance outcomes.

##### **Leverage interagency forums to tackle key management challenges.**

GSA will provide support to drive collaboration among the Federal Executive Councils (Councils). The Councils coordinate engagement and policy development across the Federal Government's CXO ecosystem to identify shared challenges, foster innovation, and spread best practices. GSA is moving beyond its traditional support activities by working to convene cross-Council events to improve collaboration among the Councils on key policy and management challenges. This focus supports a



cross-functional approach and increases the diversity of perspectives, helping to more holistically address long-term or emerging challenges.

## Strategic Objective 4.2

**Improve centralized services and shared solutions that promote cost savings and environmental sustainability, enabling agencies to focus on mission delivery.**

*Lead Offices: Office of Government-wide Policy, Federal Acquisition Service*

Despite annual Federal spending of roughly \$25 billion on mission-support services,<sup>2</sup> 38% of agency leaders still report low satisfaction with services such as hiring, financial management, grants management, procurement, and travel. With many agencies managing these services in-house, the Federal Government has missed opportunities to leverage economies of scale and expertise. In addition, redundant IT solutions across agencies are costly and difficult to secure against cybersecurity threats.

Shared Services is an industry best practice to improve the quality and performance of mission-support services in a manner that enables agencies to focus on their missions and better serve the American public. GSA plays a central role in developing policy, best practices, and strategic planning for mission-support shared services across Government. GSA has led in educating and helping Government agencies understand the cost and operational benefits of shared solutions and centralized services. GSA regularly assesses agency progress at standardizing and consolidating work processes. That, in turn, facilitates opportunities to consolidate specific services and drive increased adoption across the Federal enterprise.

GSA's Fleet services is an excellent example of a centralized service provided for the benefit of all agencies. The Fleet program works to efficiently acquire and deploy vehicles in support of agency missions - increasingly through the procurement of zero-emission vehicles (ZEVs) and electric charging infrastructure. These efforts work to promote adoption of ZEVs across Government. This will reduce greenhouse gas emissions and lower the cost of operating motor vehicle fleets in the future. Using this best-in-class shared service model, agencies can focus on their core mission delivery while decreasing emissions.

Through the increased adoption of high-performing centralized services and shared solutions, the focus of the Government's workforce, technology, and funding resources will be better aligned to delivering on mission to the American people.

### Key Performance Goals

1. Improve agency adoption and optimization of GSA services.
2. Advance Government-wide agreement on the standardization of mission-support functions.
3. Address the climate crisis through zero-emission fleet vehicles.
4. Increase the collection and application of climate information to operations and investments.

### Strategic Initiatives

**Increase adoption of GSA's existing shared services by other agencies.**

GSA will increase the use of its existing portfolio of solutions and services by large and small agencies as well as Presidential and Congressional commissions and boards. The shared services encompass GSA's technology modernization offerings, acquisition services, management of real property and other assets, and various other administrative and operational services. Improved use of these services will accelerate the Government's overall progress in leveraging economies of scale in buying and implementing commonly used products and services.

<sup>2</sup> Refer to OPM Fedscope (2016), FPDS (2016), and IT Dashboard (2016)

**Increase standardization of business requirements to inform and facilitate agency decisions on shared services adoption.**

Business standards, established and agreed to by agencies using the Federal Integrated Business Framework (FIBF), enable the Government to better coordinate on the decision making needed to determine what can be adopted and commonly shared. Standards are an essential first step toward agreement on outcomes, data, and cross-functional end-to-end processes that will drive economies of scale and leverage the Government's buying power. GSA will continue to convene the interagency Business Standards Council (BSC), coordinating agreement among the BSC, relevant Executive Councils, and OMB on advancing common mission-support business standards. GSA will enroll new mission-support functions into the business standards community and provide the tools necessary to complete standards. GSA will promote using the business standards in readiness assessments, performance management frameworks, procurements, and investment planning.

**Facilitate the movement of agency-owned vehicles into the GSA leased fleet to reduce cost and improve service for Federal agencies.**

GSA will continue to work with customers to consolidate their agency-owned vehicles into the GSA Leased Fleet, to save approximately \$0.10 per mile with GSA's services.

**Reduce the carbon emissions of the Federal fleet by increasing offerings and acquisition of zero-emission vehicles (ZEVs).**

GSA's fleet prioritizes having modern, safe, efficient, and cost-effective vehicles. These principles drive our strategy of acquiring zero-emission, low-GHG-emitting, hybrid, and other alternative fuel vehicles mirroring what the commercial market offers. GSA will continue to purchase cleaner vehicles to meet customer mission needs within the GSA Fleet. It will thus increase the efficiency of vehicles operated and ultimately reduce carbon emissions. To accomplish this, GSA will:

- Deploy ZEVs within the GSA-leased and agency-owned fleets as they become available in the market and can meet customer mission requirements.
- Continue to educate customers on available ZEVs that can replace fossil-fueled vehicles and reduce carbon emissions, expanding ZEV deployment efforts Government-wide.

Contingent upon the appropriation of additional funds to GSA for the electrification of the Federal fleet, GSA will help to defray the higher cost for ZEVs relative to the cost of equivalent fossil-fueled vehicles.

**Enable Federal agencies to acquire Electric Vehicle Supply Equipment (EVSE).**

GSA will partner with agencies to deploy and install EVSE at Federal facilities to accommodate an expected increase in ZEVs within the Federal fleet. GSA currently provides access to EVSE through a blanket purchase agreement (BPA) allowing customers to purchase charging stations from vendors. GSA will expand its contract offerings and customer tools to provide a wide variety of EVSE hardware, software, and options Government-wide. This will make it easier for GSA and tenant agencies to install charging stations and related equipment. GSA is also establishing construction contracts to allow for installation of charging stations in Federal facilities when new construction or repair and alteration work is being done.

**Leverage the installation of telematics to measure and drive the reduction of carbon emissions.**

GSA will continue to install telematics on all appropriate new vehicle acquisitions as well as support customer agencies requesting to retrofit their existing fleet with telematics. This long-term effort allows agencies to use data as a strategic asset to address climate change by accurately measuring their fleet's carbon emissions and tracking reductions over time.

**Acquire and deliver a travel services shared solution to all civilian agencies.**

GSA will deliver an end-to-end travel and expense service — E-Gov Travel Service Next — that results in a more efficient Government-wide travel and expense marketplace. The service will have a user-centric design that integrates all travel products for an improved customer experience. The solution will be

centrally acquired and delivered as a shared service, allowing GSA to focus on prioritizing customer needs, cost efficiencies, and environmental benefits.

## Strategic Objective 4.3

**Deliver smart policies, regulations, and workforce training that inform management decisions and help agencies streamline operations.**

*Lead Office: Office of Government-wide Policy*

A streamlined Government enables mission success, improves citizen experience, and promotes savings. Key to improving Government operations is having accurate and reliable data that helps decision makers manage assets effectively, develop balanced operating policies and procedures, and provide the right skills-based training to the Federal workforce.

This strategic objective focuses on three specific areas where improving data quality and access can have a meaningful impact on Government operations: asset management, policy formulation, and workforce skills.

### Key Performance Goals

1. Improve Government-wide real property data.
2. Implement effective policy support services.
3. Deliver quality policy compliance training to agencies regarding policies, regulations, and best practices.

### Strategic Initiatives

**Improve the accuracy of Government-wide real property data through consistent data standards and management.**

GSA plans to use mission-support business standards and automated tools to improve the consistency and accuracy of Government-wide real property data. For the past 20 years, the U.S. Government Accountability Office has cited problems with real property data as a reason that Federal real property management is on the high-risk list of Federal programs. GSA will use business rules developed for the FIBF to establish real property data standards that should improve data consistency. GSA has developed a set of automated tools to identify potential errors in data that landholding agencies submit to the Federal Real Property Profile database. GSA will also leverage geospatial data tools to assist agencies validate and verify data to improve data accuracy and completeness.

**Assess Government-wide effectiveness of GSA's policy initiatives.**

GSA will establish a method to regularly gather feedback on their policy initiatives from key policy stakeholders and agency users across Government. GSA's goal will be to implement policy initiatives that result in 75 percent of respondents rating those initiatives as effective. GSA will analyze survey responses to identify areas for improvement in creating, communicating, and implementing policy initiatives.

**Evaluate and adapt policy compliance training for agencies.**

GSA has a strong track record of training agency partners on how best to comply with Government-wide policies and regulations. GSA uses a variety of formats and delivery channels, including live training, documentation (e.g., playbooks, checklists), and consultation with subject matter experts. GSA will use a suite of metrics to track the volume and effectiveness of compliance training, ensuring that it provides the necessary breadth and depth of education while remaining accountable for making training improvements.

## FY 2024 - FY 2025 Agency Priority Goals

Agency Priority Goals are leadership priority areas used to drive significant progress and change. Goals are outcome-oriented, ambitious, and measurable with specific targets that reflect a near-term result that agency leadership wants to accomplish within approximately 24 months.

### Optimize GSA's Real Estate Portfolio

By September 30, 2025, GSA will prioritize long-term sustainability and optimize utilization in the real estate portfolio by increasing the disposal of underperforming assets and reducing leased real estate costs by procuring the best lease deals possible while terminating unneeded leased space. This approach will allow GSA to strategically reallocate resources and shift focus to core assets that better align with GSA's strategic objectives and serve the long-term needs of the Federal Government.

**Lead Office: Public Buildings Service**

### Address the Climate Crisis through Zero-Emission Fleet Vehicles

By September 30, 2025, as part of GSA's efforts to tackle the climate crisis and help the Federal Government lead by example, GSA will support near-term reductions in scope 1 greenhouse gas emissions and a long-term goal of net-zero global emissions by helping agencies convert to zero-emission vehicles (ZEVs). In line with E.O. 14057, GSA will help agencies achieve 100% non-tactical vehicle acquisitions as ZEVs by 2035, including 100% of all light-duty vehicle acquisitions as ZEVs by 2027. GSA will support customer agencies in maximizing the replacement of conventionally fueled vehicles that are eligible to be replaced with ZEVs, increasing the presence of ZEVs in the Federal Fleet each fiscal year. GSA will also evaluate viability and capacity of a Federal facility's ZEV charging infrastructure to support conversion to an electric vehicle (EV) fleet.

Note: The speed of ZEV deployment and the number of ZEVs purchased will be influenced by funding and market availability.

**Lead Offices: Federal Acquisition Service and Public Buildings Service**

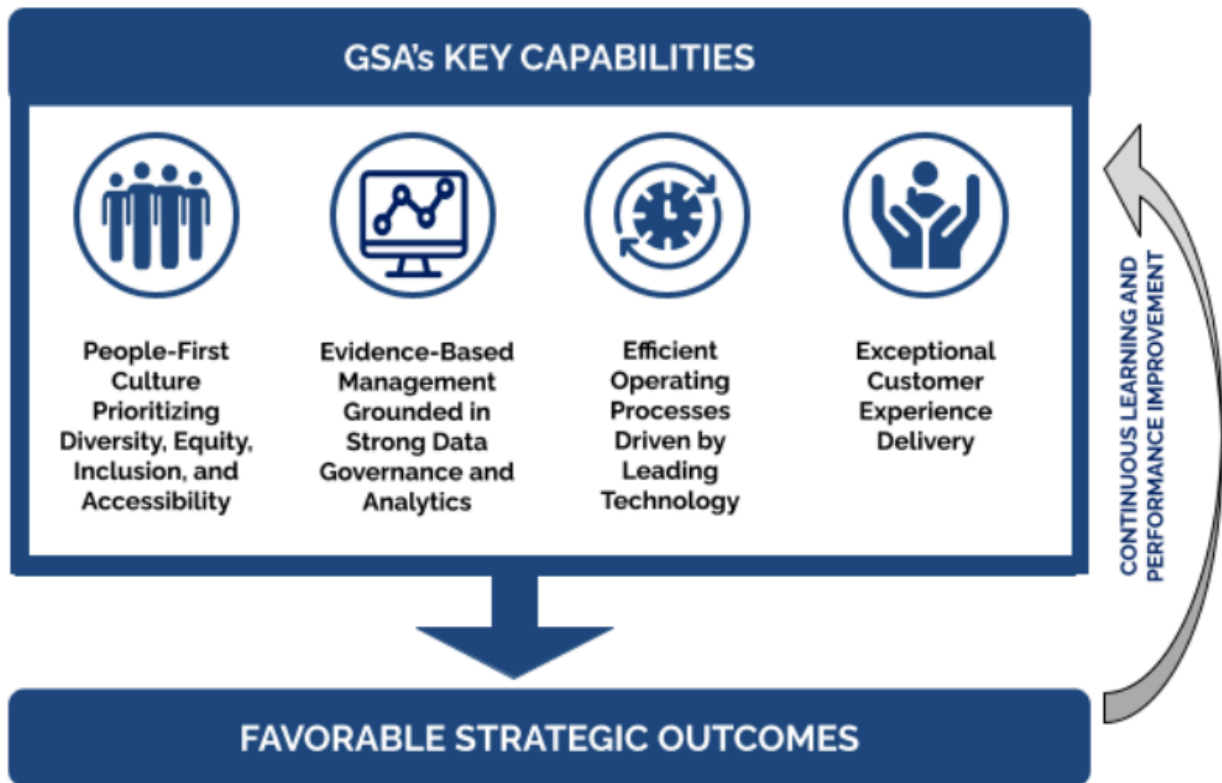
### Increase Adoption of Login.gov

By September 30, 2025, GSA will increase adoption of Login.gov, a simple, secure, and equitable shared service at the forefront of the public's digital identity. The goal is for Login.gov to be the public's one account for accessing Government services online. Login.gov can effectively help agencies to support a better user experience, streamline user accounts, and enhance security. GSA will increase usage of its identity verification platform, as measured by the number of users.

**Lead Offices: Federal Acquisition Service and Technology Transformation Services**

## Key Capabilities

GSA's key capabilities encompass the people, processes, and technology that support the agency in achieving the strategic goals and objectives laid out in this strategic plan. These capabilities are primarily internally focused, cross-cutting, and enduring. They underpin the unique value GSA provides to its customer agencies, industry partners, and ultimately, the American people. GSA's commitment to maintaining and strengthening these four key capabilities creates the conditions for achieving strong outcomes for the agency.



GSA's people are at the heart of everything the agency does; their skills, talents, and drive are the foundation of the organization's strategic and operational success. GSA employees strive to provide exceptional customer service by cultivating trusted partnerships, leveraging cutting-edge technology, and relying on evidence-based management to make decisions. The workforce capitalizes on these organizational attributes to deliver favorable outcomes for each of the agency's strategic goals.

## Key Performance Goal

1. Efficient, effective support services that equip GSA to readily deliver on its mission.

## Focus Areas

### **People-First Culture Prioritizing Diversity, Equity, Inclusion, and Accessibility**

By advancing equal employment opportunity and implementing policies and strategies across GSA that prioritize diversity, equity, inclusion, and accessibility in the hiring process, employee performance management, and workforce engagement, GSA will remain one of the best places to work in the Federal Government. This will center our work within a safe, collaborative, non-discriminatory environment that attracts and amplifies the skills, capabilities, and talents of the very best employees in the Federal

Government. Driving our strategic and operational goals requires building a cadre of talent that reflects the diversity of the American public.

#### **Evidence-Based Management Grounded in Strong Data Governance and Analytics**

GSA believes that organizational strategy and management decisions should be based on data and evidence. This approach drives impact, creates value for GSA customers, and maximizes limited resources. GSA will continue to strengthen its data governance, analytics, and evidence-based culture by developing an enterprise data strategy, establishing standards for data quality and access, investing in analytics tools and technologies, cultivating data literacy, and providing analytics training to its workforce. In building a robust data analytics capability, conducting rigorous program evaluations, and delivering insights to decision makers, GSA will be well positioned to meet evolving business challenges and optimize the use of its resources.

#### **Efficient Operating Processes Driven by Leading Technology**

GSA recognizes that a streamlined and efficient IT organization generates opportunities to reduce costs and modernize delivery of goods and services to customers. GSA has a long tradition of leading the Federal Government in the provision of innovative technology solutions. GSA was the first Federal agency to move its email system to the cloud, an effort that has advanced the agency's transition to a mobile workforce. GSA will continue to provide its employees with the tools they need to gain new capabilities while increasing productivity, mobility, agility, and cost savings. Through government-leading initiatives, GSA will solidify its role as the go-to agency for driving technology transformation and modernization, with the Office of GSA IT and Technology Transformation Services leading the way.

#### **Exceptional Customer Experience Delivery**

GSA's mission is to deliver the best customer experience and value in real estate, acquisition, and technology services to the Government and the American people. The public expects the same level of service from the Government as they would receive from any private sector organization. In seeking to deliver the best customer service, GSA focuses on optimizing the end-to-end experience of its customers by aligning operations and processes to customer needs. GSA will continue to lead by example – with the Office of Customer Experience leading the way – by embedding customer-oriented thinking into daily operations to ensure GSA delivers sound products and services with a more simplified, seamless, and secure customer experience.

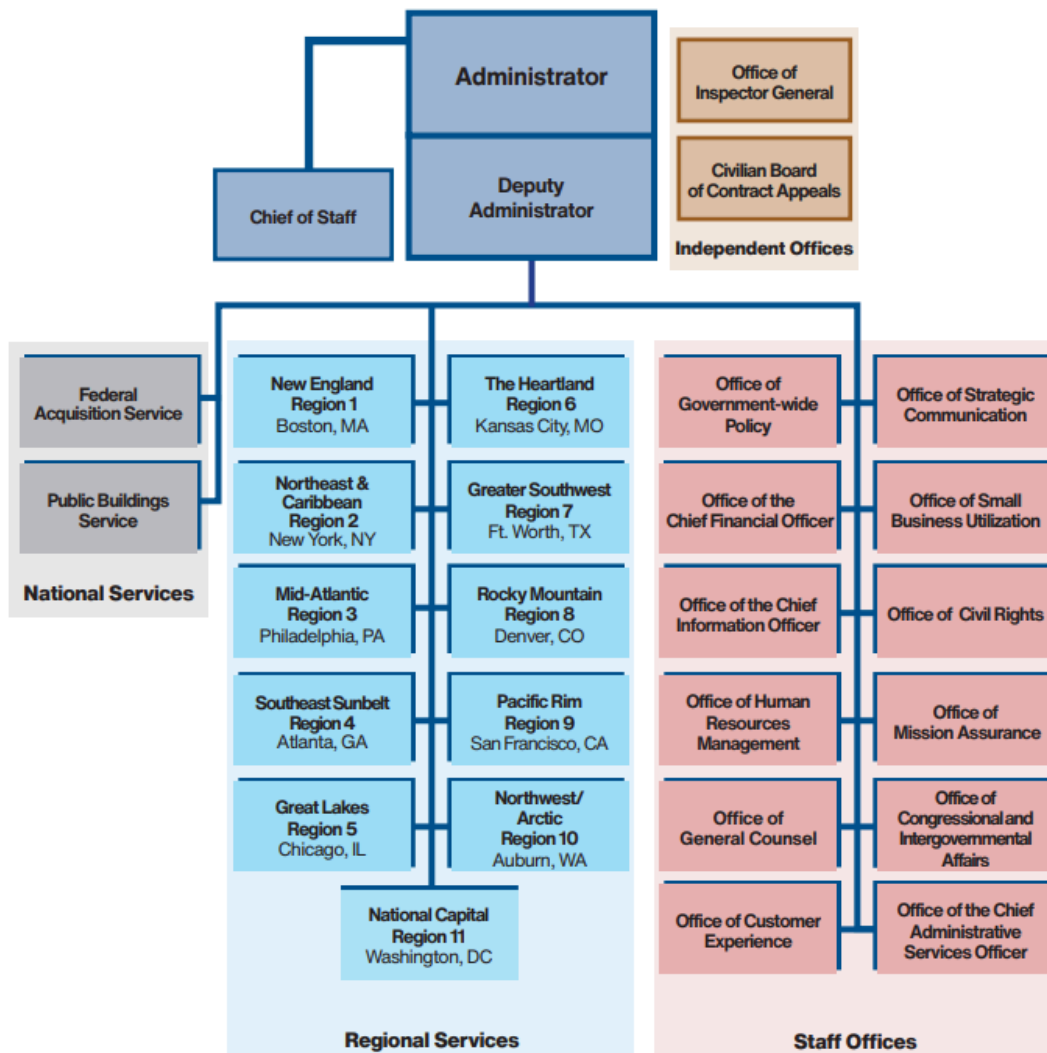


# Appendix

## Organizational Structure and Office Descriptions

Headquartered in Washington, DC, GSA serves and supports more than 60 Federal departments and agencies through its:

- Central Office
- Federal Acquisition Service
- Public Buildings Service
- Office of Government-wide Policy
- 11 National Staff Offices
- 11 Regional Offices
- 2 Independent Offices



## Staff Offices

### Office of Administrative Services (OAS)

OAS delivers innovative, responsive, and timely value-added solutions for GSA's administrative, workplace, and information needs in ways that promote integrity, the efficient use of Government resources, and effective risk management.

### Office of the Chief Financial Officer (OCFO)

OCFO provides enterprise-wide budget, financial management, financial analysis, performance management, and strategic planning services to GSA business lines and Staff Offices. OCFO also leads robotic process automation initiatives and workload elimination, optimization, and automation efforts.

### Office of GSA IT (GSA IT)

GSA IT provides staff with innovative technology to improve capabilities, productivity, mobility, agility, and cost savings. GSA IT solutions include laptops, mobile devices, collaborative cloud-based software, training, and technical support. GSA IT ensures GSA and Federal information security and privacy requirements are implemented agency-wide

### Office of Civil Rights (OCR)

OCR administers five programs related to Federal civil rights laws and regulations: Equal Employment Opportunity, Affirmative Employment, Non-discrimination in Federally Conducted Programs and Activities, Environmental Justice, and Non-discrimination in Federally Assisted Programs and Activities. OCR also administers the appeals process for administrative grievances filed by GSA employees.

### Office of Congressional and Intergovernmental Affairs (OCIA)

OCIA maintains relationships with Congress; prepares and coordinates the GSA annual legislative program; communicates the GSA legislative program to OMB, Congress, and other interested parties; and works closely with OMB in the coordination and clearance of all proposed legislation affecting GSA.

### Office of Customer Experience (OCE)

OCE works with internal clients to enhance relationships with customers, industry partners, and both internal and external stakeholders. OCE improves the end-to-end experience of GSA customers by aligning operations to customer needs. OCE utilizes human-centered design approaches to promote three key behaviors: conducting representative customer research; synthesizing findings into actionable insights; and making incremental, measurable, and customer-focused improvements.

### Office of General Counsel (OGC)

OGC provides sound and timely legal advice and representation to GSA clients to enhance their ability to deliver the best value in real estate, acquisition, and technology services to the Government and the American people. OGC carries out all legal activities of GSA; advises on the proper implementation of GSA's statutory responsibilities; and provides legal counsel to the Administrator, the Deputy Administrator, and other officials of GSA (with the exception of certain legal activities of the Office of Inspector General and the Civilian Board of Contract Appeals). The General Counsel is the chief legal officer of the agency and is responsible for legally sound implementation of GSA's mission responsibilities nationwide. The General Counsel also serves as the GSA's Designated Agency Ethics Official and the Chief Freedom of Information Act (FOIA) Officer.

### Office of Human Resources Management (OHRM)

OHRM delivers comprehensive human resources services and solutions to GSA and its employees. OHRM's primary focus is to work with GSA Services and Staff Offices to attract, motivate, develop, retain, and reward employees to maintain and enhance a mission-ready workforce.

**Office of Mission Assurance (OMA)**

OMA ensures resilience and continuity of the agency's critical business processes by integrating and coordinating activities across all domains of security (physical, personnel, and industrial), Homeland Security Presidential Directive 12 (HSPD-12) credentialing, emergency management, and contingency and continuity planning. OMA provides an enterprise-wide approach to mission assurance planning while ensuring the safety, privacy, and security of GSA facilities, personnel, and assets nationwide.

**Office of Small and Disadvantaged Business Utilization (OSDBU)**

OSDBU has nationwide responsibility for GSA's small business programs and is the chief advocate for small and disadvantaged businesses. OSDBU collaborates with GSA mission delivery and support offices to meet and exceed statutory prime and subcontracting small business and socio-economic small business goals. OSDBU promotes small business access to GSA's nationwide procurement opportunities, ensures small business participation, and provides training.

**Office of Strategic Communication (OSC)**

OSC is the agency's resource for all internal and external communication needs, using communication to help GSA meet its mission and business goals. OSC's services include: communication strategy planning and counseling; graphic design and production; media relations and stakeholder engagement; web and social media; audiovisual production and management; writing and editing; speechwriting and executive communication; and risk communication and crisis management.

**Independent Offices****Office of Inspector General (OIG)**

The OIG is an independent organization, responsible for promoting economy, efficiency, and effectiveness, and for detecting and preventing fraud, waste, and mismanagement in GSA programs and operations.

**Civilian Board of Contract Appeals (CBCA)**

The CBCA is an independent tribunal housed within GSA. Its primary responsibility is to adjudicate contract disputes between civilian Federal agencies and contractors under the Contract Disputes Act.

## Acronym Guide

<b>APG</b>	Agency Priority Goal	<b>FIBF</b>	Federal Integrated Business Framework
<b>APP</b>	Annual Performance Plan	<b>FMP</b>	Federal Marketplace Strategy
<b>APR</b>	Annual Performance Report	<b>FRPP</b>	Federal Real Property Profile
<b>ARP</b>	American Rescue Plan	<b>FY</b>	Fiscal Year
<b>ASSIST</b>	Assisted Services Shared Information System	<b>GAO</b>	Government Accountability Office
<b>BSC</b>	Business Standards Council	<b>GHG</b>	Greenhouse Gas
<b>BMC</b>	Building Monitoring and Control Systems	<b>GNP</b>	Good Neighbor Program
<b>BPA</b>	Blanket Purchase Agreement	<b>GP</b>	Guiding Principles
<b>CALM</b>	Contract Acquisition Life-cycle Management	<b>GSA</b>	General Services Administration
<b>CBCA</b>	Civilian Board of Contract Appeals	<b>GSA IT</b>	Office of GSA IT
<b>CFO</b>	Chief Financial Officer	<b>GSF</b>	Gross Square Feet
<b>CNA</b>	Central Nonprofit Agencies	<b>GWAC</b>	Government-wide Acquisition Contract
<b>CoE</b>	Center of Excellence	<b>IDEA</b>	21st Century Integrated Digital Experience Act
<b>CoP</b>	Communities of Practice	<b>IT</b>	Information Technology
<b>CX</b>	Customer Experience	<b>ITC</b>	Information Technology Category
<b>CXO</b>	C-Suite Executive Officers	<b>KPI</b>	Key Performance Indicator
<b>C-SCRM</b>	Cyber-Supply Chain Risk Management	<b>MAC</b>	Multiple Award Contract
<b>DAP</b>	Digital Analytics Program	<b>MAS</b>	Multiple Award Schedule
<b>EIS</b>	Enterprise Infrastructure Solutions	<b>OAS</b>	Office of Administrative Services
<b>EO</b>	Executive Order	<b>OCE</b>	Office of Customer Experience
<b>EVSE</b>	Electric Vehicle Supply Equipment	<b>OCFO</b>	Office of the Chief Financial Officer
<b>FAR</b>	Federal Acquisition Regulation	<b>OCIA</b>	Office of Congressional and Intergovernmental Affairs
<b>FAS</b>	Federal Acquisition Service	<b>OCR</b>	Office of Civil Rights
<b>FBF</b>	Federal Buildings Fund	<b>OGC</b>	Office of General Counsel
<b>FCSF</b>	Federal Citizen Services Fund	<b>OGP</b>	Office of Government-wide Policy
<b>FedRAMP</b>	Federal Risk and Authorization Management Program	<b>OHRM</b>	Office of Human Resources Management
<b>OIG</b>	Office of Inspector General		
<b>OMA</b>	Office of Mission Assurance		

<b>OMB</b>	Office of Management and Budget
<b>OSC</b>	Office of Strategic Communication
<b>OSDBU</b>	Office of Small and Disadvantaged Business Utilization
<b>PBS</b>	Public Buildings Service
<b>PIF</b>	Presidential Innovation Fellows
<b>PG</b>	Performance Goal
<b>PMA</b>	President's Management Agenda
<b>POP</b>	Planning Outreach and Partnership
<b>SB</b>	Smart Buildings
<b>SDB</b>	Small Disadvantaged Business
<b>TMF</b>	Technology Modernization Fund
<b>TTS</b>	Technology Transformation Services
<b>ZEV</b>	Zero Emission Vehicle