

Strategic Plan



Fiscal Years
2007 - 2012

**GSA MEANS EXCELLENCE
IN THE BUSINESS OF
GOVERNMENT**

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The entrance to GSA Expo 2007 in Orlando showcased GSA's new vision for "excellence in the business of government."

MESSAGE FROM THE ADMINISTRATOR

I am pleased to present the GSA Strategic Plan for Fiscal Years 2007 to 2012. It provides an exciting opportunity to envision the future and to implement new strategies that will improve partnering with our customer agencies.

If you look at GSA from a business perspective, it rivals many large corporations in terms of size and diversity. GSA has more than 12,000 employees nationwide. We're a car rental agency, real property asset manager, construction company, childcare center operator, office supply store, travel agency, nationwide telecommunications provider, charge card agent, financial services provider, training institution, computer hardware and software dealer, citizen call center, policy think tank, and more. GSA's primary strategic challenges and goals are to streamline acquisition processes for these very diverse offerings.

In the past two years, GSA has moved aggressively in merging our supply and technology offerings by creating the Federal Acquisition Service (FAS). We are beginning to see results already in better and quicker service to our customers. The process of rethinking previously separate functions and searching for new solutions has energized FAS and the agency as a whole and is benefiting customers.

GSA's Public Buildings Service (PBS) provides owned or leased space for government facilities ranging from office headquarters to warehouses to laboratories. We construct new courthouses for the Federal judiciary. Since September 11, new or renovated land ports of entry have been a high priority. PBS also helps Federal agencies dispose of real property; preserves and restores historic buildings in the GSA inventory; and explores the workspace of the future.

In this Strategic Plan, we discuss how we can better meet agencies' multiple workplace needs by integrating the offerings of these two Services. Greater cross-Service collaboration will produce "workplace solutions" that meet the full spectrum of a customer's space and other office needs.

A related priority will position GSA to present "one face to the customer." Agencies doing business with our agency should have one GSA contact that can coordinate within GSA to fulfill all their workplace requirements. We've adopted a new slogan to reflect this commitment—**One GSA-One Voice.**

Better integration of our offerings will also accomplish other GSA strategic objectives. These include: reducing duplication of effort in government contracting; developing alternative price



Lurita Doan
*Administrator
U.S. General Services
Administration*

“All of us who work at GSA care deeply about this organization and are committed to its goals and principles.”

options and tiers of service—from assisted services to fully integrated solutions; increasing speed and efficiency in the delivery of space, services, and products; expanding the acquisition workforce; improving training for contracting professionals; and pioneering lines of business that meet the needs of a 21st century workplace and workforce.

GSA’s Policy and Staff Offices are essential in supporting the two GSA Services and, in some cases, other government agencies. GSA plays an important role in developing new policies and incubating new programs that have the potential for governmentwide application. E-Government has been a focus in recent years, and we will continue this important initiative.

Some other ways that GSA assists and supports Federal agencies: we help citizens, businesses, and other governments easily and quickly access government information and services using the web, e-mail, print publications, and telephone call centers. Our new Office of Emergency Response and Recovery aims to facilitate government’s response during national emergencies. In procurement, GSA wants acquisitions to be compliant with applicable Federal regulations. Strategies for maintaining and improving acquisition processes within GSA and governmentwide are integrated throughout the Plan.

To carry out our critical acquisition and policy activities, GSA has a cadre of dedicated employees. They are our most valued and important resource. They can be found in Washington, DC; at our eleven regional offices nationwide; and at other satellite locations around the country and throughout the world. Teamwork is critical to achieving our Strategic Goals, meeting the requirements of our customer agencies, and fully realizing our vision of **One GSA-One Voice**.

GSA is committed to understanding customer requirements and anticipating customer needs. We will streamline GSA’s decision and delivery times and eliminate red tape and roadblocks whenever possible. We want to make GSA the provider of choice for all the workplace needs of Federal agencies—so they can more effectively and efficiently carry out their own missions of service to taxpayers.

GSA is a dynamic organization that is energized and delivering tangible benefits for our country. All of us who work at GSA care deeply about this organization and are committed to its goals and principles. This Strategic Plan provides the blueprint for moving forward. I hope it also inspires GSA employees to think about the next “big idea” that may further advance the GSA Vision, improve Federal government, and better serve the American public. That is always a goal worth striving to achieve.

Cordially,



Lurita Doan

GSA MISSION STATEMENT

The General Services Administration (GSA) leverages the buying power of the Federal government to acquire best value for taxpayers and our Federal customers. We exercise responsible asset management. We deliver superior workplaces, quality acquisition services, and expert business solutions. We develop innovative and effective management policies.

GSA was established by the Federal Property and Administrative Services Act of 1949, as amended, to consolidate the acquisition and management of the Federal government's real property, supplies, and administrative services. For more than half a century, GSA has carried out these functions in support of other Federal agencies. In providing this support, GSA enables other Federal agencies to focus on their primary missions.

GSA:

- Is the premier acquisition agency for the Federal government.
- Provides owned or leased space for government facilities ranging from office headquarters to warehouses and laboratories.
- Plays a key role in developing and implementing policies that affect many government agencies.
- Is a leader in making Federal government information and services more readily available to citizens.

GSA continues to evolve over time in response to an ever-changing Federal government, marketplace, and world. Advances in technology particularly have accelerated the pace of change over the past five to ten years.

In response, GSA has created a new Mission Statement, new Strategic Goals, and a new Vision. They have been revised to address current changes, but they also attempt to address anticipated future realities. The new GSA Mission Statement and Strategic Goals keep us firmly grounded in the principles of acquisition excellence, but—with the new Vision—also provide direction for creatively moving forward.

“The new GSA Mission Statement and Strategic Goals keep us firmly grounded in the principles of acquisition excellence, but—with the new Vision—also provide direction for creatively moving forward.”

GSA VISION

GSA MEANS EXCELLENCE IN THE BUSINESS OF GOVERNMENT

If you were to compare the General Services Administration (GSA) with any number of large corporations, you would be hard-pressed to cite a single one with a more diverse range of business lines.

Looking forward, GSA's greatest challenges are to better integrate our many diverse offerings and to excel in delivering our offerings to Federal customer agencies. These priorities continue to dominate in our latest Strategic Plan. We have developed a phrase to articulate them—**One GSA-One Voice**. This phrase embodies our desire as an agency to present “one face to the customer” and is referenced throughout the Plan.

GSA also has some responsibilities not found in the private sector. GSA's fee-based programs must meet private sector standards for cost and value, but also fulfill certain governmental socio-economic obligations, such as helping small businesses to grow and prosper and leading by example in areas such as energy conservation, historic preservation, and environmental responsibility.

In this Strategic Plan, we outline the actions we will take to improve customer delivery and better integrate the offerings of our Public Buildings and Federal Acquisition Services. Combining our Technology and Supply functions into one organization was a major step in this direction and has yielded a stronger and more flexible agency. Our Strategic Plan also reflects the vision of **One GSA-One Voice**.



GSA is one of three Federal agencies that provide administrative support to most other U.S. government organizations.

*Excellence in the
business of government
means speaking to GSA
customers with "one
voice" whenever possible.*



COMMON THEMES AND KEY EXTERNAL EMERGING TRENDS

Common Themes

Some common themes and key external emerging trends run through our Strategic Plan. They relate to the two GSA Services—the Federal Acquisition Service (FAS) and the Public Buildings Service (PBS)—and our policy shops, the Office of Governmentwide Policy (OGP) and the Office of the Chief Acquisition Officer (OCAO). Most also intersect at some point with the GSA Staff Offices. The following themes and trends help shape the strategies for achieving GSA’s four Strategic Goals of Stewardship, Superior Workplaces, Best Value, and Innovation. Significant changes in these areas could affect our ability to meet the Strategic Goals. Therefore, we will continue to track developments in these areas to ensure that our Strategic Plan responds to the needs of our customers.

Improved Customer Delivery: This concept is at the core of **One GSA-One Voice**. Strategies call for better integrating the offerings of our two Services. Customers working with the Public Buildings Service to acquire office space may also have related needs—such as telecommunication systems—offered by our Federal Acquisition Service. A comprehensive and coordinated assessment of all customer needs will position GSA as a comprehensive “Workplace Solutions Provider.” Fast and seamless service delivery of all facilities’ needs will contribute to increased customer satisfaction.

Communication with Customers: Conveying the value and benefits of all GSA offerings to Federal customer agencies is critical. The Plan calls for expanded outreach to current, previous, and potential new customers as one means of expanding GSA’s customer base and competing more effectively with other Federal government contracting vehicles, ultimately saving taxpayer dollars.

Standardization of Offerings: GSA will provide greater agency-wide consistency across contracting vehicles, data and information systems, and acquisition procedures, as well as throughout the GSA Regions. Best practices in both the private sector and government have demonstrated that standardization often drives down costs and reduces complexity for customers.



The GSA Strategic Plan calls for improved communication with all Federal customer agencies.

“GSA is especially conscious of the debt we all owe to members of the U.S. military, particularly those who have fallen in harm’s way. GSA has expanded government contracting opportunities for small businesses owned by service disabled veterans...”

Customization: Whether negotiating a building lease, providing system-wide IT solutions, or selling file folders, customer relationships top the list of GSA priorities. Customers increasingly demand that product and service providers understand their requirements and anticipate their needs. Flexibility in providing levels of service—from self-service to fully assisted solutions—is also very important. Service to customers is particularly applicable for employees in the GSA Regions; they frequently have one-on-one relationships with the Federal purchasing officials buying goods and services. Partnering with GSA customers is an essential component of our Strategic Plan.

Acquisition Workforce: Expanding the capabilities of the Federal acquisition contracting workforce governmentwide and giving GSA and other Federal acquisition contracting officers the expertise and tools they need to be fully functioning professionals is vital. GSA will be a leader in assessing skill gaps in the acquisition workforce and developing training to meet those identified needs. Contracting officials at GSA and in customer agencies will also benefit from clarification and standardization of acquisition tools used by both.

Opportunities for Small Businesses: GSA contracts are often the first experience small businesses have in doing work for the government. President Bush has noted that small businesses “provide great steam and strength to the growth of our economy.” GSA strategies will continue to provide opportunities for small, minority, veteran, HUBZone, and women-owned businesses to participate in government contracting.

Opportunities for Service-Disabled, Veteran-Owned Small Businesses: GSA is especially conscious of the debt we all owe to members of the U.S. military, particularly those who serve in harm’s way. GSA has expanded government contracting opportunities for small businesses owned by service-disabled veterans by setting aside a new contracting vehicle, VETS (which stands for Veterans Technology Services). VETS sets aside contracting dollars specifically for service-disabled, veteran-owned small businesses. As long as disabled service men and women are returning from war and in need of business assistance, GSA will continue to make them a priority.

E-Government: The E-Government Initiatives in the President’s Management Agenda are designed to improve delivery of Federal government information and services through the use of sophisticated information technology. E-Government Initiatives produce savings by reducing the number of agency providers and by aggregating hardware purchases to obtain the lowest prices. GSA has been a leader in developing and implementing the E-Gov Initiatives and is the Managing Partner for the following:

- *E-Gov Travel* – A governmentwide, web-based service that applies world class travel management practices to consolidate Federal travel, minimize cost, and produce superior customer satisfaction.
- *E-Authentication* – A cross-cutting E-Gov Initiative, established to provide the critical capability of validating identity of a citizen, business, or government accessing an online Federal service/system.
- *Federal Asset Sales* – A one-stop online marketplace for Federal agencies to sell underutilized, unused, seized, and forfeited Federal assets.
- *Integrated Acquisition Environment (IAE)* – Offers an alternative to agencies building and maintaining their own specialized acquisition systems and is designed to provide the Federal acquisition community and government contractors with the most efficient, competitive, and transparent process possible.
- *USA Services* – Helps agencies offer quality services to citizens through award-winning customer service offerings, including USA.gov.
- *Infrastructure Optimization Line of Business* – Identifies the opportunities for IT infrastructure consolidation and optimization and develops governmentwide common solutions.
- *Financial Management Line of Business* – Improves the cost, quality, and performance of financial management systems by leveraging shared services solutions and implementing other governmentwide reforms that foster efficiencies in Federal financial operations.



Emergency Preparedness: In times of national emergency, GSA must be prepared to meet the needs of other Federal agencies, along with state and local governments, especially first responders. At no time is customer delivery more important. Whether the request is for temporary workspace, fire-fighting equipment, or emergency telecommunication services, GSA's response must be quick, comprehensive, and coordinated. Functioning as **One GSA-One Voice** is critical in such situations.

GSA is using sophisticated technology to produce savings and improve delivery of information and services governmentwide for the seven E-Government Initiatives managed by the agency.

Key External Emerging Trends

There are five key external emerging and environmental trends that could affect the achievement of our Strategic Goals; however, GSA will continually focus on and address these factors in our services and product offerings:

1. Agencies will continue to seek opportunities to save money.

- Consolidation of the government's infrastructure and common business processes will expand.
- Agency resources will shift more to mission requirements and away from support activities (i.e., financial management, human resources, and acquisition).
- Agencies will seek greater assistance in the selection of space, remote workplaces, telecommunications, and IT investments.
- Outsourcing and public/private partnerships will continue to provide selected opportunities for getting the job done less expensively.
- There will be more emphasis on Strategic Sourcing and streamlined supply chain management. Strategic Sourcing is the collaborative and structured program that approaches buying of common products (i.e., laptops, copiers, etc.) through volume purchasing, resulting in lower costs.
- Emphasis on integrating budget with performance metrics and evaluation will continue.

2. Agencies will need more reliable and secure systems and network infrastructure.

- Requirements for computer systems will continue to expand, with significant privacy implications.
- Consolidation of physical and IT security, incident response, training, and emerging technology will be needed.
- Continual privacy upgrades will be necessary to ensure Federal privacy programs meet requirements and will affect IT fixed assets, resulting in quicker obsolescence and replacement.
- Expanded telework programs will be necessary to ensure workforce continuity in times of emergency.

3. Technological advances will continue at a rapid pace.

- Buying decisions will move to the agency CIO level or higher for technology and non-technological acquisitions, thus reducing duplicative investments and leveraging higher performing applications.
- Increased IT complexity, combined with tight budgets and the pending wave of baby boom retirements, will drive greater interest in and need for outsourced IT solutions and support.
- Wireless connection is exploding, and the government must be able to adapt with responsive strategies.

- Continued focus on national response capability for natural disasters, terrorist events, pandemic diseases, etc. and the associated continuity of workforce and supporting technology issues and programs to improve response capability will drive IT buying.

4. Managing assets and critical areas of the nation's infrastructure will continue to grow in importance.

- Anticipating and preparing for a more holistic or portfolio approach to integrate planning for key assets such as real property with energy, transportation, sustainability, workforce retention, security, alternate worksites, and Continuity of Operations Plans (COOP) will be required.
- GSA will need to expand its use of cutting-edge information systems to provide senior management with critical information related to the nation's infrastructure.

5. Sustainability is increasingly important as changes to the environment and resource scarcity/cost occur.

- New environmental regulations that call for strengthening Federal environmental, energy, and transportation management will require increased environmental awareness, as well as regulatory compliance.
- Sustainable development will be of greater importance due to rising energy prices, as will indoor and external environmental concerns.
- There is an increased need to identify environmentally friendly products and services and further their use at an accelerated rate.



GSA offerings emphasize sustainable development, sound energy management, and increased environmental awareness.

GSA STRATEGIC GOALS—SUMMARY

In order to move forward and carry out our new Mission, we have redefined our Strategic Goals. Our four new goals encompass GSA's multiple roles as stewards of Federal space and property; providers of quality workplaces; the primary source for value-based products, services, and solutions; innovators in anticipating the Federal government's current and future needs; and providers of government information for citizens.

1 Stewardship: *Lead Federal agencies in the economical and efficient management of Federal assets by spearheading effective policy development and by the exemplary management of the buildings/workplaces, motor vehicles, and personal property provided by GSA.*

GSA is the steward of most civilian Federal government real estate holdings, an extensive fleet of owned and leased motor vehicles, and a broad spectrum of personal property. GSA manages, maintains, and secures these extensive holdings in trust for the Federal government and the taxpaying public.

2 Superior Workplaces: *Deliver and maintain productive workplaces consisting of office space, furnishings, technology, supplies, and related services.*

GSA provides owned or leased space for government facilities ranging from office headquarters to warehouses to laboratories. GSA constructs new special-purpose space, primarily courthouses for the Federal judiciary and a growing number of land ports of entry. GSA preserves and restores historic buildings in its inventory. GSA explores the workspace of the future and puts its findings into practice. We also assist Federal agencies in disposing of real and personal property and provide a broad range of commercial products and specific professional services.

3 Best Value: *Develop and deliver timely, accurate, and cost-effective acquisition services and business solutions.*

GSA is the Federal government's primary acquisition organization. From paperclips to integrated information technology solutions, GSA meets the changing procurement needs of the Federal workforce. GSA has a responsibility to provide the greatest value to Federal customer agencies and cost-savings for the American taxpayer.

“Our four new goals encompass GSA’s multiple roles as stewards of Federal space and property; providers of quality workplaces; the primary source for value-based products, services, and solutions; innovators in anticipating the Federal government’s current and future needs; and providers of government information for citizens.”

4 Innovation: Develop new and better ways of conducting business that result in more productive and effective Federal policies and administrative operations.

GSA is the Federal government's property and logistical support policy management leader. We continually evaluate and develop innovative approaches to address emerging challenges and opportunities in Federal services and activities.

In the chapter on *Organizational Excellence*, we define our most important Values as an agency—Integrity, Accountability and Transparency in Operations, and Effective Leadership and Responsible Decision-Making. We also discuss the overall organization of the agency and the management strategies that allow us to accomplish our Mission and underpin all the activities we undertake in carrying out our Mission and implementing our Strategic Plan.

STRATEGIES AND MEANS

To effectively link the Strategic Plan to the annual budget process, GSA has instituted the Performance Management Process (PMP), which provides the foundation for a comprehensive annual review of GSA's strategic position. The PMP is used to develop sound, long-term strategic, operational, and tactical business plans based on the agency's Strategic Plan, past performance data, and future performance targets established by the Services and Staff Offices.

The PMP, which includes strategic planning, performance planning, and budget formulation and justification, is an iterative ongoing process intended to facilitate sound business and financial analysis. The implementation of this approach to organizational strategic planning and performance management encourages collaborative decision-making among senior leaders across GSA. The Strategic Assessment Phase of the PMP assures that GSA's planning and budgetary decisions are based on a thorough review of all factors that impact the achievement of GSA's Strategic Goals. This phase provides key information to management regarding how the agency-wide and Service-specific long-term outcome goals are being met or addressed within the respective Services and Staff Offices.

A comprehensive Strategic Assessment will provide the data necessary to create effective strategies and plans, which in turn clearly define the business approach to achieving GSA's Strategic Goals. Furthermore, the strategy and action plans will articulate the Service and Staff Office future measures and funding targets necessary to implement the improvement projects and operational strategies. Additional information regarding the PMP is included in the *Organizational Excellence* chapter.

GSA STRATEGIC GOALS

GSA STRATEGIC GOAL 1: STEWARDSHIP

Lead Federal agencies in the economical and efficient management of Federal assets by spearheading effective policy development and by the exemplary management of the buildings/workplaces, motor vehicles, and personal property provided by GSA.

OUTCOMES

- A viable, self-sustaining real property inventory for GSA.
- Increased emphasis on management of the governmentwide portfolio of assets.
- Reduced energy consumption while keeping operating costs low and customer satisfaction high.
- Better use of excess real and personal property and more efficient disposal of both.
- Leased motor vehicles at below commercial rates.
- Purchased motor vehicles at below market prices.

REAL PROPERTY, MOTOR VEHICLES, AND PERSONAL PROPERTY

REAL PROPERTY - OVERVIEW

GSA provides workplace solutions to more than 100 Federal agencies representing over a million Federal civilian workers in 2,000 American communities and abroad. Our real estate portfolio practices closely parallel those of the private sector. We focus on customer requirements and asset needs, market-based rents, and financial performance. Our strategy is to continue restructuring the portfolio of owned buildings so that it consists primarily of strong, income-producing properties.

In its policy role, GSA helps agencies develop plans to continually renew and drive well-managed inventories. The inventory system GSA is currently implementing lists all real property under the custody and control of all executive branch agencies. This database is the only centralized system of governmentwide real property inventory information. Government agencies will be able to use the information in the database to measure the performance of assets, including comparing and benchmarking across various types of real property assets and identifying property for disposal.

REAL PROPERTY - STRATEGIES

- *Improve governmentwide management of real property.*

GSA will continue to collect governmentwide real property data, including data related to disposals, and evaluate performance using the Federal Real Property Profile database. The database gives agencies tools to analyze their inventory and determine the need for future improvements. For example, the tools might identify properties that can be transferred from one agency to another. GSA will ensure compliance with Executive Order 13327 for Federal Real Property Asset Management, which promotes the efficient and economical use of real property assets and assures management accountability for implementing Federal real property management reforms. Finally, GSA will identify and share real property asset management best practices and assist the Office of Management and Budget (OMB) in monitoring agency efforts to implement Executive Order 13327.

The governmentwide Federal Real Property Council, with GSA as a leading member, projects that all agencies will dispose of \$9 billion in unneeded real property by 2009 and an additional \$6 billion by 2015.

- *Promote Federal Asset Sales and work with other Federal agencies to establish Real Property Portal Sponsors and Personal Property Sales Centers capable of disposing of real property assets.*

The GovSales.gov portal will allow GSA and other Federal agencies to accomplish more efficient asset management, streamline existing processes, improve customer satisfaction, and help minimize underutilized and excess property in the governmentwide inventory.

GSA is the steward of over 8,600 real property assets in the Federal inventory.



- *Continue restructuring/rightsizing GSA's portfolio of real property assets.*

Management of Federal government buildings was one of the reasons GSA was created. To be better stewards of these buildings, GSA will perform an annual financial tiering analysis to monitor portfolio performance. This analysis will outline how other business lines are impacted by this restructuring effort, while articulating the opportunities and risks associated with owning and operating an asset-based organization. The analysis will help determine a recommended use for each asset—whether to maintain, upgrade/modernize, share, dispose of, or exchange the property. GSA will monitor

the disposal forecast and execution. The analysis will drive business strategies in other Public Buildings Service (PBS) programs, such as new construction versus repairs and alterations.

GSA must also use all available sources of capital to address the reinvestment needs of the portfolio. GSA's recent authority to retain proceeds from the sale or outlease of real property makes additional resources available for the Federal Buildings Fund to provide funding for reinvestment in government owned assets. In addition, GSA continues to use other funding mechanisms, such as the Energy Savings Performance Contracts, to leverage resources and reduce the overall reinvestment liability of the portfolio.

With the support of OMB, GSA may be able to outlease government owned buildings and lease them back improved, assuming the improvements are economical and can be recovered by the lessor with rental payments at a fair market rate. Another alternative may be the outlease of government land for construction and leaseback of the improvements to meet customer needs. These facilities would eventually revert to the government upon expiration of the underlying ground lease.



- *Identify core real property assets and target reinvestment.*

We will continue to examine long-term customer needs and commercial market alternatives. GSA is establishing one of three hold periods for each asset—greater than 15 years, five to 15 years, less than five years—and corresponding reinvestment levels. This analysis will refine future modernization forecasts.

- *Ensure costs for operations and maintenance remain at the appropriate level.*

GSA will use benchmarks to monitor building operating costs—maintenance, utilities, and cleaning—and how our costs compare with equivalent buildings in the private sector. The Building Owners and Managers Association (BOMA), an advocacy group for the real estate industry, is the primary source for private sector operating information.

- *Provide direction for reducing energy costs and consumption.*

GSA continuously conducts energy audits and retro-commissioning studies of buildings to identify life-cycle, cost-effective, energy conservation measures that can improve future energy consumption. Measures can include cutting-edge lighting controls, heating

The use of “Green Roof” technology for this Chicago building demonstrates GSA’s commitment to energy conservation.

or air conditioning efficiency upgrades, building automation system improvements, and distributed generation projects.

GSA will rely even more heavily on renewable energy sources in the future. To meet renewable purchase and energy reduction goals from executive orders and public laws, GSA has significantly increased purchases of renewable energy. In Fiscal Year 2005, GSA purchased over 452 million kilowatt hours of renewable energy—the equivalent of 15.8 percent of GSA's annual electric consumption. Nearly half of the renewable energy will come from geothermal resources, with the rest coming from wind and biomass resources.

“GSA has significantly increased purchases of renewable energy. In Fiscal Year 2005, GSA purchased over 452 million kilowatt hours of renewable energy—the equivalent of 15.8 percent of GSA's annual electric consumption.”

REAL PROPERTY - EXTERNAL FACTORS AND IMPEDIMENTS

- Economic factors influence every real estate market in the United States and have a significant impact on GSA's real estate strategies. Fluctuations in market rents can change revenue streams and, thus, the rate of return.
- Future changes to security requirements—such as implementing new security standards—could require new expenditures that would affect the viability of certain buildings. HSPD-12 (Homeland Security Presidential Directive-12) mandates the adoption and use of a standard, interoperable Personal Identity Verification (PIV) card and also requires that agencies use that card for secure access to government buildings and computer networks.
- National energy policy and market prices continue to evolve and are unlikely to stabilize in the long term. Accordingly, energy strategies will have to adapt to changing circumstances.
- Congress occasionally enacts special legislation that transfers ownership of specific properties. Changes in regulations or statutes also can result in agency-specific disposal authorities. Such changes may have the potential for a negative impact on sound asset management from a national perspective.

MOTOR VEHICLES - OVERVIEW

Federal agencies can lease motor vehicles from GSA at a significant discount. GSA's fleet and automotive services obtain volume discounts for customers by consolidating motor vehicle acquisitions across the Federal government, generating approximately a 28 percent savings for customer agencies. GSA total vehicle management services also save agencies

money through reduced personnel costs. GSA provides the vehicle itself, as well as a simple monthly and per-mile rate system that covers costs. GSA also acquires motor vehicles for other Federal agencies for use in their own fleets—one of the few GSA programs that is still mandatory for Federal agencies.

MOTOR VEHICLES - STRATEGIES

- *Provide total motor vehicle management services to customer agencies.*

GSA Fleet currently provides 51 percent of Federal motor vehicles, excluding the United States Postal Service. Annual growth continues through customer consolidations and wide-ranging management support. Savings are generated through re-alignment of customer agency staff and economies of scale. We project that new GSA Fleet customers will increase the number of vehicles acquired for the fleet by approximately 3,000 per year.



GSA Fleet will evaluate vehicle-related technologies that monitor vehicle performance, such as Global Positioning Systems (GPS), to track the location of vehicles, time saving improvements making it easier for agencies to get their odometer readings directly from the pump, and options for enhancing driver safety.

- *Leverage the motor vehicle purchasing power of the Federal government.*

Because of government's purchasing power, we are able to obtain large volume discounts for our Federal customers. In Fiscal Year 2006, GSA acquired almost 60,000 replacement vehicles for its Fleet inventory, averaging 28 percent below commercial pricing for the top ten models. Although it is difficult to forecast the future shape of the automotive industry, we expect to continue to achieve similar results.

- *Support the Energy Policy Act and Executive Order 13149, which require Federal fleets to acquire fuel-efficient and alternative-fuel vehicles and to use alternative fuels.*

GSA is assessing emerging opportunities and has already made leveraged buys of alternative-fuel vehicles. These vehicles are concentrated in six major markets to encourage the development of infrastructure—service stations, service, and resale markets—in the private sector. At registered GSA Fleet Auctions, the public can purchase pre-owned, American-built automobiles and alternative-fuel vehicles.

GSA Fleet obtains volume discounts for customers by consolidating motor vehicle acquisitions across the Federal government.

We support use of various types of alternative-fuel vehicles. The original equipment manufacturers currently are focused on producing only ethanol (E85) and hybrid-electric vehicles (which do not qualify as alternative-fuel vehicles.) The future trend is toward more E85 models and the introduction of fuel cell vehicles. We will continue to evaluate which of these options, or mix of options, offers true savings and value for our customers and the taxpayer.

“ GSA places personal property no longer needed by a Federal agency with either another Federal agency or an eligible organization.... If no such placement can be made, GSA offers the asset for sale to the general public.”

MOTOR VEHICLES - EXTERNAL FACTORS AND IMPEDIMENTS

- Alternative-fuel motor vehicles have been more expensive than conventional vehicles, and the infrastructure to support these vehicles is not yet in place throughout the country.

PERSONAL PROPERTY - OVERVIEW

GSA places personal property no longer needed by a Federal agency with either another Federal agency or an eligible organization, or sells it to the public. Several types of activities benefit from the donation of excess property, ranging from public agencies and nonprofits, to airports and programs for the elderly . If no such placement can be made, GSA offers the asset for sale to the general public. The goal is to generate maximum customer and taxpayer savings through the efficient use of government assets and sale of excess personal property.

PERSONAL PROPERTY - STRATEGIES

- *Employ Internet-based tools for auctions to simplify access to the sales process, reduce sales expenses, and consolidate sales functions.*

Future planning focuses on turning over personal property more quickly. This objective will be accomplished by expanding our use of Internet-based tools.

- *Provide more effective asset management policies.*

GSA will develop and implement policies that maintain the highest level of stewardship for our public assets. Our research will be designed to collaborate with our customers and stakeholders and to synchronize with industry-wide standards.

- *Encourage the use of most efficient and effective disposal methods.*

From urging agencies to expand their use of exchange/sale authority to providing more photographs when reporting excess property, GSA will increase the effectiveness of the Federal asset management process.

- *Define asset management “success.”*

Working with our industry-wide partners, GSA will develop a roster of governmentwide performance measures and standards that contribute to successful asset management of personal property.

PERSONAL PROPERTY - EXTERNAL FACTORS AND IMPEDIMENTS

- Predicting the volume of excess and surplus personal property is difficult. Many factors, including whether the U.S. military is growing or shrinking, have a major impact. Also, identified property will not necessarily come to GSA. Property reform legislation could reduce the flow of property to the GSA sales program by expanding the exchange/sale authority for other agencies.

GSA STRATEGIC GOALS

GSA STRATEGIC GOAL 2: SUPERIOR WORKPLACES

Deliver and maintain productive workplaces consisting of office space, furnishings, technology, supplies, and related services.

“...GSA will help agencies think through and select the best combination of on-site space, remote workplaces, telecommunications, IT, and even business practices to enhance their effectiveness, reduce their costs, and attract and retain their employees.”

OUTCOMES

- Streamlined processes in doing business with GSA.
- Reduced project delays and cost escalations with improved capital construction, planning, and delivery.
- Improved lease offerings to retain and attract new customers.
- End-to-end, fully integrated solutions that meet customer needs.
- More-productive workplaces.

OVERVIEW

To better meet changing customer needs, GSA is sharpening its focus from being a “provider of space” to being a “workplace solutions provider” with a customer-centric focus. Using this approach, GSA will help agencies think through and select the best combination of on-site space, remote workplaces, telecommunications, IT, and even business practices to enhance their effectiveness, reduce their costs, and attract and retain their employees.

We will meet agencies' workplace needs by coming to the table with in-depth knowledge of their organizations and by designing comprehensive solutions that address both immediate and long-term requirements. GSA can suggest options that the agencies may not have considered and that are tailored to changing missions, tighter budgets, security issues, and technological needs in the 21st century. GSA can deliver its suite of products and services swiftly and effectively, leaving the customer agency better served because GSA has been involved.

INTEGRATED SOLUTIONS FOR WORKPLACES, REAL PROPERTY, AND INFORMATION TECHNOLOGY

INTEGRATED SOLUTIONS FOR WORKPLACES - OVERVIEW

The most important change that GSA is making to bring about better workplaces is called “Integrated Solutions for Workplaces.” Over the years, GSA has developed highly specialized ways of dealing with customer needs. The end result has been that GSA customers needed to contact several different people in the agency to request different services or solve different problems. In today’s world, however, problems and opportunities no longer fall into neat categories. So our customers have had to make multiple calls or send multiple e-mails to GSA to get the information or service they needed for a complex acquisition. Our solution to this significant inconvenience is “Integrated Solutions for Workplaces.”

INTEGRATED SOLUTIONS FOR WORKPLACES - STRATEGIES

- *Continue to group the diverse space, equipment, and service offerings of GSA in ways that present “one face to the customer” and make transactions streamlined for the customer.*

We need to make it easier for customers to do business with us. A **One GSA-One Voice** approach means a more collaborative process between the customer agency and GSA’s various program offices and allows GSA to standardize and institutionalize these improved methods. This partnership between the customer and GSA’s two Services promotes more integrated procedures and solutions, simplifies the customer experience, and leverages agency expertise in service delivery.

GSA’s Strategic Marketing Working Group is pursuing initiatives geared to more seamless integration. These include: business process integration; joint Service development of real property management acquisition vehicles; and integrated marketing plans for GSA’s major customers. The initiatives are intended to fully and seamlessly integrate our customer-facing processes across GSA. To this end, GSA is considering appointing a single executive, assigned to and responsible for customer care at each major customer agency, regardless of which GSA organization is providing the majority of the service.



GSA designs workplaces that encourage employee interaction and improve productivity.

In addition, GSA has recently convened a Department of Defense Working Group comprised of GSA executives and professionals from across the agency. The group is focused on better ways to serve GSA's largest customer and how to institutionalize such concepts.

INTEGRATED SOLUTIONS FOR WORKPLACES - EXTERNAL FACTORS AND IMPEDIMENTS

- GSA offerings can be highly compartmentalized. Multiple channels exist for customers to obtain products, services, space, and technology. The value offered by different business models is not always understood by the customer and can lead to inefficient buying practices on the part of the customer.

REAL PROPERTY - OVERVIEW

Often in the past, GSA has acted like a passive landlord who only started to act on a customer's need when GSA had a work order in hand. Longer lead times to construct buildings or enter into a major lease have slowed response times and resulted in even longer delays. Now, through the initiatives described below, we're working to improve our knowledge of our customers and respond quickly when they need assistance.

REAL PROPERTY - STRATEGIES

- *Our National Accounts Program ensures that a customer's viewpoint regarding his or her real property needs is heard.*

The National Accounts Program brings the voice of the customer into the real estate process at the national and regional levels. Customers help us define needs, design space, and deliver solutions at best value.

Understanding each customer's unique, mission-driven requirements allows the National Accounts Program

In meeting the space needs of Federal agencies, GSA manages a range of properties, from small historic buildings to huge urban campuses.



to develop strategic relationships with customers and meet their current and long-term workplace needs. A full-time National Accounts Team, working with a network of Regional Account Managers, supports each customer and is an advocate for their needs within GSA. This partnership helps us:

- Develop strategies consistent with national customer business plans.
- Facilitate communication with our customers to ensure prompt and efficient delivery of service, as well as apprising customers about work in progress.
- Obtain customer feedback, allowing GSA to make necessary changes that will improve service delivery.

Ongoing customer relationships established at the national and regional levels keep us current about our customers' changing situations. The National Accounts Program means all relevant GSA programs are positioned to respond to immediate needs and can also anticipate and plan for our customers' future needs.

- *Perfecting our basic approach to workspace delivery.*

GSA is currently establishing a new process called “Program of Requirements Plus” (POR+) and a set of tools to deliver the requirements identified for our customers' workspaces. The goal is to develop a set of requirements that promote national consistency and quality across transactions, are professional in appearance, and have the ability to deliver innovative workplace solutions as appropriate. The spectrum of deliverables include a current assessment of the workplace, a determination of future workplace needs, space program scenarios, and space program and design briefs.

POR+ will be part of GSA's Transaction Management Playbook. The manual will help improve the requirements development process. It will also contribute to greater consistency in the transactional business processes used in GSA Central Office and the GSA Regions.

At the other end of the spectrum, GSA can offer a rigorous program of requirements by applying new workplace concepts linked to organizational performance. This approach would mainstream GSA's “WorkPlace20/20” pilots, which have tested tools to incorporate organizational effectiveness, into a standard workspace program.

- *Improve GSA's real estate leasing program delivery.*

Almost half of the space occupied by GSA customer agencies is located in leased space. GSA must deliver leased space when the customer needs it, at the best value for taxpayers.

“ GSA is currently establishing a new process called ‘Program of Requirements Plus’ (POR+)....The goal is to develop a set of requirements that promote national consistency and quality across transactions, are professional in appearance, and have the ability to deliver innovative workplace solutions as appropriate.”

Through its National Broker Contract (NBC), GSA is increasingly using contract real estate brokers to perform lease acquisition services. The contract allows GSA to focus more on project management and the needs of the client agency. This new business model will reduce GSA's fixed costs and increase our ability to support a variable business volume. To date, customers have benefited from nearly \$7.4 million in rent savings as a result of commission credits.

“GSA is also looking closely at strategies to improve our leasing program delivery, including redefining business processes and the level of real estate expertise needed to improve and maintain GSA’s leasing program.”

GSA is also looking closely at strategies to improve our leasing program delivery, including redefining business processes and the level of real estate expertise needed to improve and maintain GSA's leasing program.

- *Improve real property capital design and construction project planning and delivery.*

GSA is realigning its national design and construction team and developing tools and training related to scope of work for architect/engineer contracts, construction services, feasibility studies, and prospectus development studies (PDS). A PDS is required to support the documents (prospectuses) that GSA submits to the Congress for authorization of major capital projects. The reconfigured team will capitalize on best practices, lessons learned, institutional knowledge, and collective project expertise.

We will define customer and program requirements more effectively. We will develop detailed schedule projections and analyze project cost impacts and contractor claims. We will identify and mitigate risks inherent in specific projects to reduce the number and magnitude of cost and time impacts on capital construction projects. These steps will facilitate more consistent interaction with the customer.

GSA will also increase its use of contractor past performance data in Architect/Engineer selections, by enhancing current business processes and improving current practices for capturing past performance feedback on contractors.

REAL PROPERTY - EXTERNAL FACTORS AND IMPEDIMENTS

- Our ability to accurately estimate and control costs is hampered by unstable construction markets, economic trends, and volatile inflation rates. Stakeholder (Congressional, EPA, etc.) mandates and requirements for indoor environmental controls, use of environmentally preferable products, and sustainable design principles can complicate delivery of space. Higher energy targets resulting from energy legislation will change program requirements, design guidelines, and facility standards. We can also expect security requirements to increase.

- Downward budget pressure may affect the rate of implementation for “Integrated Solutions for Workplaces.” Agencies under budget stress tend to retain their existing office arrangements. Nevertheless, there will still be opportunities to utilize workplace solution principles to enable customers to save money (e.g., an increase in the number of remote workers can result in reduced space requirements).
- Resistance to new and alternative ways of working may require creative and stepped-up marketing efforts by GSA senior management. Cultural resistance to telework on the part of first-line supervisors and managers may require the government to hold agencies accountable for telework implementation by mandating specific telework measures in the President’s Management Agenda.

INFORMATION TECHNOLOGY (IT) - OVERVIEW

Information Technology has been an integral component of the workplace for many years and will only continue to grow in importance.

INFORMATION TECHNOLOGY - STRATEGY

- *Create value and leverage savings by consolidating governmentwide IT infrastructure.*

GSA will provide easy avenues for agencies to acquire policy compliant electronic products and services. This will involve close cooperation with subject matter experts across Federal agencies, the private sector, other governments (state, local, and foreign), and national and international standards bodies.

INFORMATION TECHNOLOGY - EXTERNAL FACTORS AND IMPEDIMENTS

Consolidating governmentwide IT Infrastructure will require extensive coordination and cooperation with other government agencies and the private sector.



Consolidating IT infrastructure governmentwide, where appropriate, can leverage savings for Federal agencies.

GSA STRATEGIC GOALS

GSA STRATEGIC GOAL 3: BEST VALUE

Develop and deliver timely, accurate, and cost-effective acquisition services and business solutions.

OUTCOMES

- Comprehensive and well-defined solutions and contract vehicles for customer agencies.
- Offerings that clearly and concisely communicate what customers need to know.
- Consistent pricing structures that meet customer requirements.
- Timely, accurate, and consistent information and services provided in response to citizen inquiries.
- Improved integration of disaster/incident response and recovery efforts so that GSA resources are efficiently dispersed during emergencies.
- Sophisticated supply chain logistics management and innovation in meeting the needs of Global Supply customers.

ACQUISITION, CITIZEN INFORMATION, EMERGENCY MANAGEMENT, AND GLOBAL CUSTOMER SUPPORT

ACQUISITION - OVERVIEW

The Federal marketplace has grown far more complex and competitive in recent years, making it more important than ever to meet Federal customers' sophisticated workplace needs. GSA is a leader in providing maximum flexibility and a wide range of choices in acquisition services and business solutions. GSA employs a variety of tools, contract vehicles, and services to respond to expanded agency missions and to strengthen performance. GSA's services and solutions benefit not only customer agencies, but also taxpayers, by leveraging the government's considerable buying power to lower costs, while providing the best products and most innovative solutions.

To address marketplace complexities, GSA constantly looks for better processes to deliver services and solutions in an ever-changing business world. An increasing number of alternative acquisition vehicles are entering the marketplace and offering expanded choices to Federal customers. To remain competitive, GSA must provide more rapid access to state-of-the-art goods and services from quality businesses, as well as maximum cost-savings and full acquisition compliance.

ACQUISITION - STRATEGIES

- *Adapt business models, programs, and relationships to achieve clarity and consistency in acquisition and business solutions.*

From products, services, and technology to vehicles, travel, transportation, and property management solutions, GSA manages widely diverse offerings and many different methods for acquiring these offerings. GSA will need to provide efficient service delivery of overlapping product offerings and solutions, while continuing to promote competition, procurement integrity, and consistent pricing structures. We will assess the various financial models and determine which can best achieve full cost recovery for GSA, as well as ensure rigorous fiscal discipline.

GSA will refine and better manage a balanced portfolio of acquisition solutions, including Multiple Award Schedules (MAS), Governmentwide Acquisition Contracts (GWACs), Strategic Sourcing, Alliant, Networx, and Assisted Acquisition Services. Multiple Award Schedule contracts, also referred to as GSA Schedule and Federal Supply Schedule contracts, are indefinite delivery, indefinite quantity (IDIQ) contracts that are available for use by Federal agencies worldwide. GWACs are task order or delivery order contracts for information technology established by one agency for governmentwide use. GSA offers multiple buying solutions so agencies can select the best option for their procurement needs.

GSA will address diverse customer needs through more vigorous business case and business process improvement practices. Achieving financial health in all business models and programs is essential.

GSA will be a leader in technology-related acquisition. One outstanding example is Alliant—GSA's new Multiple Award/Indefinite Quantity contract vehicle for providing worldwide IT solutions to Federal agencies. Alliant represents the next generation of GWACs for GSA. Alliant offers the greatest flexibility possible for efficiently and effectively supporting Federal government daily operations.

GSA's Networx program is another future-looking technology that provides comprehensive, best-value telecommunications and networking services and technical solutions to all Federal agencies. More specifically, it supports a governmentwide Enterprise Architecture and provides cross-agency collaboration, transformation, and governmentwide technology improvement. Networx will maximize the use of government resources by providing a



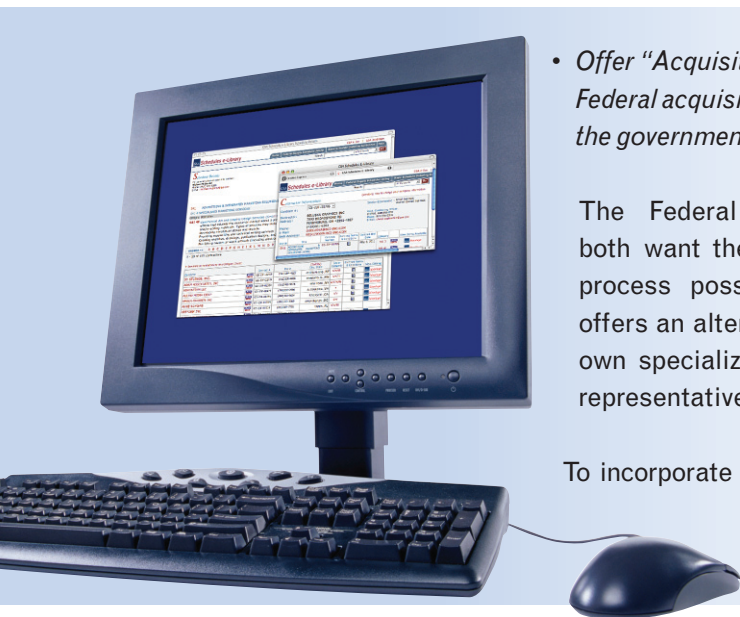
GSA offers customers a wide range of acquisition solutions.

common procurement infrastructure and a performance-based approach to encompass commercial, technical, and interface standards. At the same time, Networx will require the most current technology to ensure a secure operating environment.

- *Expand use of Multiple Award Schedules to address real estate offerings.*

GSA must continue to speed delivery times, expand delivery options, and address changing customer requirements. In real estate offerings, GSA is working to expand buying options in facilities maintenance, including energy, environmental, and elevator and escalator maintenance services. Expanded offerings are also projected for furniture and furnishings, professional engineering services, building and building materials, and industrial services.

GSA is committed to being a leader in technology-related acquisition.



- *Offer "Acquisition Central," the E-Government Initiative that is streamlining Federal acquisition processes for the government acquisition community and the government's industry partners.*

The Federal acquisition community and government contractors both want the most efficient, competitive, and transparent acquisition process possible. GSA's Integrated Acquisition Environment (IAE) offers an alternative for agencies that want to design and maintain their own specialized systems. IAE was designed with input from over 300 representatives from 65 government agencies.

To incorporate interoperability, IAE identified the steps and data elements commonly used by most Federal agencies. The resulting product allows agencies to manage their procurement processes, as well as implement improved, consistent procedures and controls, leading to better business decisions for agencies and vendors. To reduce duplication, achieve economies of scale, and leverage Federal investments, IAE has also made optimal use of existing services. Nine IAE systems presently support the acquisition process.

Ultimately, IAE will be a true "Acquisition Central," a single source for Federal buyers and sellers to access information and support services. IAE is being developed under the auspices of the Office of Federal Procurement Policy (OFPP) in the Office of Management and Budget (OMB) and the Chief Acquisition Officers Council (CAOC).

- *Manage the Federal marketplace to ensure a balance among customer requirements, industry capabilities, and the acquisition process for the best interests of the taxpayer.*

Policy stakeholders, customers, industry providers, and others all contribute to the Federal marketplace. GSA processes help ensure satisfaction of customer needs and compliance with relevant laws, regulations, and critical governmentwide initiatives. Reconnecting with customers and industry and reinforcing their roles as partners can help “grow the business,” thus increasing governmentwide cost-savings and improving agencies’ operations.

Better Federal marketplace management can also advance socio-economic goals for industry partners and customer agencies. GSA will continue to encourage and facilitate participation by service-disabled, veteran-owned small businesses in contract competitions. In addition, GSA will continue as a partner of and advocate for “AbilityOne” as part of the Javits-Wagner-O’Day (JWOD) Program, which promotes employment opportunities for physically and developmentally challenged individuals.

Strategic Sourcing presents a number of opportunities and challenges. This approach aggregates the requirements of one to many agencies to get a steeply discounted price through volume purchasing. While GSA has had success in this initiative internally and externally, agencies will also pursue Strategic Sourcing through non-GSA channels. Communicating GSA’s successful execution of Strategic Sourcing initiatives should help mitigate this risk.

By 2012, the marketplace should function more efficiently through electronically enabled processes. Customers and suppliers will interact through electronic systems that will make ordering, tracking, and billing more accurate and efficient, as well as produce savings

- *Create value and leverage savings by consolidating governmentwide IT infrastructure.*

GSA will provide easy avenues for agencies to acquire policy compliant electronic products and services. This will involve close cooperation with subject matter experts across Federal agencies, the private sector, other governments (state, local, and foreign), and national and international standards bodies.

Consolidation will also support the concept of **One GSA-One Voice**. As IT products become more like commodities, we can make them available through our Global Supply

“GSA will continue to encourage and facilitate participation by service-disabled, veteran-owned small businesses in contract competitions. In addition, GSA will continue as a partner of and advocate for “AbilityOne” as part of the Javits-Wagner-O’Day (JWOD) Program...”

program. Customers can easily purchase IT products using existing billing processes and be assured their purchases are compliant with regulations.

- *Provide IT offerings to customer agencies that enhance savings and performance.*

Customer resource constraints, combined with a dynamically changing technology industry, will enhance GSA's ability to provide acquisition solutions. To take advantage of this opportunity, GSA must be prepared to deliver the solutions that the customers need.

- *Provide Leadership in Governmentwide Line of Business (LoB) Initiatives.*

The LoB Initiatives were created to identify opportunities to reduce the cost of government and improve back office operations such as finance, human resources, and IT. The initiatives focus on business principles and best practices that can generate common solutions for business processes and/or technology-based shared services for government agencies. GSA will continue to play a key role in implementing LoB Initiatives by supporting agency partnerships, developing and using acquisition vehicles, and providing services to other agencies in some specific business areas.

- *Aggressively restructure and reinvest in GSA's real property portfolio.*

GSA will aggressively dispose of real property assets where there is no continuing Federal purpose for keeping them, manage the remaining portfolio to optimize performance for customer agencies, and ensure available capital is invested in core assets to meet goals under the President's Management Agenda.

- *Explore adjusting policies that establish rent pricing to increase transparency and to encourage financial prudence.*

GSA is exploring expanding the application of Return on Investment (ROI) pricing for real property assets, improving the appraisal process, and reappraising rental rates in owned assets to meet new standards and increase transparency for customers.

- *Promote increased investment in real property through the use of multiple financing options.*

Federal investment capital is limited and increasingly insufficient to keep pace with the repair needs or new construction needs of GSA's real property portfolio. GSA was given the authority to retain proceeds from the sale or outlease of real property that flow back to the Federal Buildings Fund. The ability to retain proceeds provides a modest, yet much needed, source of funding for investing in the government owned inventory. We are exploring other

“GSA will aggressively dispose of real property assets where there is no continuing Federal purpose for keeping them, manage the remaining portfolio to optimize performance for customer agencies, and ensure available capital is invested in core assets...”

uses for this authority, such as ground lease/leaseback or outlease/leaseback. While there are limitations on these uses, they provide an opportunity to support further investment and reinvestment in our portfolio. GSA is also looking at funding resources and additional financing options for land ports of entry, including access to other funding streams from other agencies, state and local governments, and the private sector, where appropriate.

- *Improve our Customer Account Management Strategies.*

GSA will increase focus on strategic accounts and customers as identified at the national, regional, and portfolio level. Acting as a strategic partner with clients and with portfolios of clients, GSA will improve understanding of customer requirements and purchasing patterns. The challenge in the future will be organizing internal business units by function and by specialized knowledge and skills and ensuring coordination across national and local account management teams/managers.

ACQUISITION - EXTERNAL FACTORS AND IMPEDIMENTS

- New interagency and agency-specific contracting vehicles that directly compete with GSA product and service offerings continue to emerge in the Federal marketplace. Pressure to make the acquisition process more responsive and effective necessitates changing the way we do business. GSA works with various interagency groups to help make GSA contracting vehicles more effective.

GSA is breaking new ground in supporting and improving the way Federal government agencies communicate with citizens.

CITIZEN INFORMATION - OVERVIEW

GSA has changed the relationship citizens have with their government by making official government information accessible to the public through multiple channels, including the Internet, telephone, e-mail, and print publications. GSA's USA Services Initiative serves citizens directly by providing easy-to-find, authoritative sources of information. GSA's governmentwide leadership and assistance allow other Federal agencies to provide better service to their constituents by sharing best practices and managing networks across governments. USA Services also develops governmentwide standards for web content and provides citizen contact centers and governmentwide contracts for citizen service activities.



CITIZEN INFORMATION - STRATEGIES

- *Be the first place citizens, businesses, visitors to the U.S., and other governments turn to for official government information every day and especially during national emergencies.*



USA.gov is the official Federal gateway to government information, including critical updates during natural disasters such as Hurricane Katrina.

USA Services uses the full spectrum of Federal government communications channels to ensure the public can find up-to-date, consistent, and official government information quickly and easily. These channels include the government's web portal USA.gov (formerly FirstGov.gov); its Spanish-language website Gobierno USA.gov; its National Contact Center at 1-800 FED-INFO; print publications from Pueblo, Colorado; and an e-mail address available separately on USA.gov. By centralizing management of these channels, equipping them with a single comprehensive database of continually refreshed official information, and focusing on the needs of the public, USA Services has dramatically improved the delivery of government information to citizens.

The benefits of the USA Services channels have been keenly felt during recent national crises—beginning with September 11, 2001. Their value has also been apparent in natural disasters like Hurricanes Katrina and Rita and during man-made emergencies, such as breaches in personally identifiable information. In the future, USA Services websites and contact centers will become increasingly important as public awareness of them

grows and citizens learn to accept and trust them as the definitive source of government information—emergency and otherwise.

Over the next five years, we will promote the availability of these resources. We will continue to distribute our successful television, radio, and print Public Service Announcements. We will expand our outreach to the Hispanic population and to the educational community, Congress, and Federal employees.

Ultimately citizens will expect—and demand—the ability to access all levels of government through a single gateway. Until this objective is achieved, we will promote connections among state and local portals and USA.gov and help other governments use our search technology to obtain government information.

- *Meet the ever-changing needs of the U.S. population for government information through the use of innovative technologies. Attention will focus on specific segments of the population, as baby boomers continue to age, teens are more technology savvy, and non-English speaking Internet users increase.*

The United States has a population of over 300 million, of which 73 percent are regularly online (83 percent between the ages of 18 and 29). According to research conducted by PEW Internet and American Life Project, 42 percent of home Internet users have broadband. Nearly one in five Americans speaks a language other than English at home. A series of focus groups across the country, conducted by USA Services in 2006, found that citizens want a personal relationship with their government. We will continue to ensure that the needs of the demographic groups noted above are included in our citizen-facing solutions.

- *Improve the Federal government's ability to provide service to citizens while improving efficiency and effectiveness.*

GSA and a network of Federal, state, local, and international officials share experiences in transforming service delivery. The United States government has implemented concepts, such as a national Chief Information Officer and the development of an E-Government strategy, after learning how these concepts succeeded in other countries.

Using an assessment of Federal government contact centers and the levels of service currently provided, GSA will identify gaps that may require new tools and techniques and recommend efficiencies that can be applied across government.

Through the implementation of new technologies, USA Services will integrate all the "Frequently Asked Questions" (FAQs) portions of government websites and make this compendium of information available on USA.gov. The FAQs will include topics relevant to various demographic groups, including those noted earlier.



GSA uses many different forums and communication vehicles to reach GSA customers, vendors, and the public.

CITIZEN INFORMATION - EXTERNAL FACTORS AND IMPEDIMENTS

- The threat of disruption of online services for USA.gov and other citizen facing websites will continue to grow as individuals across the world strive to penetrate our technical defenses. Countermeasures to meet these threats may be difficult and costly to implement.

“GSA stands ready to provide emergency relief supplies, facility space, office equipment and supplies, telecommunications, contracting services, and personnel as needed by responding agencies.”

EMERGENCY MANAGEMENT - OVERVIEW

GSA has always played a prominent role in responding to incidents such as hurricanes, floods, wildfires, and acts of terrorism. As an active participant in the Department of Homeland Security’s National Response Plan, GSA must support prevention, preparedness, response, and recovery functions. GSA stands ready to provide emergency relief supplies, facility space, office equipment and supplies, telecommunications, contracting services, and personnel as needed by responding agencies.

EMERGENCY MANAGEMENT - STRATEGIES

- *Deliver unified disaster response and recovery solutions.*

GSA is integrating its logistics and acquisition planning efforts with the Federal Emergency Management Agency (FEMA) and other agencies with emergency responsibilities. GSA is also maintaining emergency operations space to be used by those agencies as needed. During times of disaster, the governmentwide web portal, USA.gov, ramps up to provide the most up-to-date disaster information for citizens and links to other Federal agencies dealing with the crisis.

State and local governments dealing with an emergency are a new and growing market for GSA. State and local government customers certified by the Department of Homeland Security as eligible for disaster recovery assistance are authorized to purchase products and services using all of GSA’s Multiple Award Schedule contracts. Significant training on the proper use of Schedule contracts will be needed by these new customers.

EMERGENCY MANAGEMENT - EXTERNAL FACTORS AND IMPEDIMENTS

- Continuous change in the national system for emergency response will affect GSA's ability to stabilize its own disaster processes and systems. Also, emphasis on oversight, such as legislation requiring layered and comprehensive reporting, could slow response processes.

GLOBAL CUSTOMER SUPPORT - OVERVIEW

GSA supports the global needs of key military and government customers, near and far, with timely delivery in national emergencies and disasters and to meet day-to-day needs. A network of domestic and overseas supply facilities allows us to consistently deliver efficient, effective, and compliant products, services, and solutions. E-Government tools for managing sophisticated freight transportation will be essential.

GLOBAL CUSTOMER SUPPORT - STRATEGIES

- *Align GSA business processes with new Department of Defense Supply Strategies.*

GSA's largest customer, the Department of Defense (DoD), has transformed its acquisition, procurement, transportation, and logistics business processes and systems into an integrated, end-to-end supply chain that directly supports troops at home and abroad. GSA has established formal partnerships with DoD and Defense Logistics Agency to support full integration of GSA business processes with the Department of Defense and to align our supply chain and transportation management strategies and actions with DoD's.

- *National Wildfire Program.*

GSA provides wildfire protection equipment and supplies to Federal agencies, as well as to other cooperating organizations, through formal interagency agreements with the U.S. Department of Agriculture's Forest Service and the U.S. Department of the Interior's Bureau of Land Management. GSA currently stocks approximately 229 items under the wildfire program. GSA strategies for this program include:

- Facilitating advance procurement.
- Standardizing wildfire equipment and supplies.
- Providing savings through consolidated purchasing.
- Facilitating direct distribution of items to field units.

“GSA supports the global needs of key military and government customers, near and far, with timely delivery in national emergencies and disasters and to meet day-to-day needs.”

GLOBAL CUSTOMER SUPPORT - EXTERNAL FACTORS AND IMPEDIMENTS

- The nature and extent of U.S. military commitments over the next five years are difficult to estimate. GSA Global Supply will have to adapt to shifts in the scope and nature of these commitments.

GSA Global Supply works closely with GSA customers worldwide.



GSA STRATEGIC GOALS

GSA STRATEGIC GOAL 4: INNOVATION

Develop new and better ways of conducting business that result in more productive and effective Federal policies and administrative operations.

OUTCOMES

- Develop and promote responsible, innovative, and effective management policies and work with agencies to achieve compliance.
- Make advanced tools for personal identification available.
- Develop innovative workplaces.

POLICY, REAL PROPERTY, AND IDENTITY MANAGEMENT

POLICY - OVERVIEW

GSA's policy-making authority covers the Federal Management Regulation (FMR), as well as the Federal Acquisition Regulation (FAR) and GSA acquisition regulations for personal and real property, travel and transportation, IT, regulatory information, and the use of Federal advisory committees. Our goal is to ensure that governmentwide policies lead agencies to develop and utilize the best and most cost-effective practices when managing their programs.

POLICY - STRATEGY

- *GSA will develop innovative management practices and information resources that improve management of assets and administrative services, including emergency services across all government agencies.*

We will facilitate governmentwide reform by providing Federal managers with business-like tools, incentives, and accountability to prudently manage the nation's assets. Examples of these tools are the Federal Automotive Statistics Tool and the Federal Aviation Interactive Reporting System. These two systems allow agencies to capture, analyze, and report operating costs for motor vehicles and aircraft.

GSA will continue to rewrite its acquisition manual to incorporate best practices and reflect the latest acquisition policies and procedures.

Full deployment of the E-GovTravel System will ensure that all government travel programs deliver consistent, complementary, and cost-effective travel services.

The GSA Card Services program will place a stronger emphasis on customer service and on managing transaction data to help customer agencies reduce incidents of fraud, waste, and abuse with these cards.

As part of the **One GSA-One Voice** approach, the agency will continue to research and develop new policies and related management initiatives within the Office of Governmentwide Policy and the Office of the Chief Acquisition Officer before they are made available for large-scale adoption.

- *Continue to identify, promote, and promulgate best practices and facilitate their use across the Federal government.*

GSA will continue to support and nurture executive-level steering committees and interagency working groups to share and act on information. Also, we will share improved management practices and information resources across the government through consistent policies and regulatory action and promote opportunities for public-private cooperation.

“Full deployment of the E-Gov Travel System will ensure that all government travel programs deliver consistent, complementary, and cost-effective travel services.”

- *Drive performance improvement through the establishment of governmentwide benchmarks and monitoring of agencies' performance against those benchmarks.*

GSA will continue to collect information to ascertain our own and other agencies' data needs, establish performance benchmarks, identify innovative business trends, conduct training, and manage governmentwide databases. We will also work to increase availability and transparency of program-specific data so Federal leadership can make better and more informed business decisions at a national level. Such decisions could include consolidation of facilities and capital asset planning.

- *Assess and ensure governmentwide compliance with Administration policies.*

GSA will continue to develop its capability to evaluate agencies' compliance with applicable policies and guidelines. To assess the impact of new policies in the areas of travel, transportation, and asset management and measure agency compliance, GSA is identifying and documenting the intended target of policies and the expected performance measures.

Internally, GSA is conducting yearly reviews of each of the GSA buying activities to measure compliance with current acquisition rules and regulations.

POLICY - EXTERNAL FACTORS AND IMPEDIMENTS

- All innovation occurs in a context of uncertainty and risk. One of GSA's most important tools for effecting governmentwide policy change is the regulatory authority it possesses for real property, travel, transportation, and personal property. However, often regulatory authority alone is insufficient, and GSA must collaborate with the Federal community to build the best possible policy environment that benefits the American taxpayer. This is especially true with developing technology strategy, as GSA currently lacks regulatory authority in this area. In many governmentwide policy areas, GSA must work through persuasion and collaboration, since in most cases there is no economic or statutory relationship that compels other agencies to cooperate.



NOAA, Roland Halbe

REAL PROPERTY - OVERVIEW

The WorkPlace 20/20 program tailors the workplace to the needs of the organization. It permits facilities that match workspace to mission, particularly when organizations are undergoing change.

In the areas of design and energy, GSA makes its most lasting contributions to our communities and our country's heritage through the design and construction of public buildings. Many of these legacy buildings will still be in use a hundred years from now. Accordingly, the buildings must represent the best in this generation's civic architecture and be built to last for many years. How well they use energy is also an issue of increasing importance.

GSA will develop and implement agency-wide policies leading to workplace solutions through all levels of the Federal government; implement agency-level Strategic Sourcing for infrastructure, including space design, maintenance, and furniture; and maximize flexibility through integrated workplace design and greater use of alternative work arrangements, such as telework.

GSA's Public Buildings Service designs workplace solutions tailored to the customer's mission and needs.

REAL PROPERTY - STRATEGIES

- *Design workplaces to support organizational effectiveness.*

GSA's WorkPlace 20/20 has focused on developing and testing tools to achieve organizational effectiveness through pilot projects. Its objectives include improved indoor environmental quality, energy efficiency, and sustainability. Research has focused on identifying and testing promising ideas, how to quantify success, and developing guidance on effective deployment. Some of the pilots involved providing the FBI with workplaces synchronized with its new and expanded mission. As with the FBI, the research and pilots strive to develop new practices and tools that can be mainstreamed.

- *Ensuring access to GSA's buildings, both owned and leased.*

The U.S. Access Board recently evaluated various accessibility standards and decided to merge them into a single standard for Federal buildings. The resulting new Architectural Barriers Act Accessibility Standard addresses access to joint-use areas, accessible routes to primary function areas, restrooms, and other space.

GSA typically handles over one thousand leases in a year. Most will probably be affected by the new standard, and GSA will ensure that the new standard is implemented in GSA leased facilities. In fact, we estimate the new standard will encompass most of GSA's leased inventory in the next 10 years.

- *Use new technologies, wherever feasible, to reduce costs and achieve efficiencies.*

We are in the early stages of implementing Building Information Modeling (BIM), which is already used by the aerospace and auto industries. BIM is a "Virtual Design and Construction" technology that provides three dimensional (3D) visualization and (4D) construction sequencing. These capabilities allow users to break down a project on computers in the actual sequence in which it will be built. We are currently using BIM for several active projects and have committed to adopting these methods and technologies in our current year capital construction program.

Expanded use of this technology will allow GSA customers to visualize their project at all stages of construction—and give them greater confidence in the end product. Benefits of this technology include reduced operating costs, enhanced energy efficiency, improved occupant safety, comfort and health, and improved maintenance.

“GSA typically handles over one thousand leases in a year. Most will probably be affected by the new Architectural Barriers Act Accessibility Standard, and GSA will ensure that the new standard is implemented in GSA leased facilities.”

- *Be a leader in designing high quality, energy-efficient, and environmentally friendly buildings.*

Through Design Excellence, we will emphasize integrated design strategies that use recycled and renewable materials and that dramatically reduce energy consumption. This will improve the quality of the work environment and create more productive, healthier workplaces. It will drive down long-term energy and maintenance expenses. It will also enable our agency customers to meet the demanding energy goals established by the Energy Policy Act of 2005. We will also apply Design Excellence fundamentals to GSA's design-build and lease-construction commissions. This will result in cost and schedule benefits while, at the same time, consistently delivering high quality, productive workplaces.

- *Promote sustainability and use of energy-efficient design principles.*

GSA is a leader in sustainable design and has achieved certification for four government owned buildings and six build-to-suit leased buildings. The certification represents external review and approval of the application of energy management techniques for that building. GSA has also registered 50 buildings under the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) building rating system. GSA will continue to lead in sustainable design by advocating for siting of Federal facilities with consideration for local transportation and enhancing sustainability in communities. The result will be a facility with an optimal balance of cost, environmental, societal, and human benefits, while meeting the mission and functional needs of the customer agency. GSA intends that sustainable design will be integrated as seamlessly as possible into the existing design and construction process.

Interest in "green buildings" and sustainable design will continue in the external environment on a number of fronts. The Energy Policy Act of 2005 mandated the application of sustainable design principles in the siting, design, and construction of Federal facilities. GSA's FY 2006 Appropriations Bill required us to examine the use of multiple "green building" rating systems. Other mandates (including the Resource Conservation and Recovery Act (RCRA)-Section 6002, Executive Order 13123, and Executive Order 13101) promote the use of products with recycled material content, sustainable design principles, and environmentally preferable qualities. In addition, EPA and other stakeholders are focusing on the indoor environment in terms of furnishings and build-outs; they are looking for fewer volatile organic compounds, as well as better natural lighting and light quality, acoustics, and indoor air quality.

“ GSA is a leader in sustainable design and has achieved certification for four government owned buildings and six build-to-suit leased buildings. The certification represents external review and approval of the application of energy management techniques for that building.”

- *Integrate security requirements early in the design process.*

Increasingly, security enhancements for Federal buildings call for physical barriers, such as progressive collapse prevention, window protection, and increased setbacks, as well as new operational procedures, to ensure the safety of Federal employees and visitors. These requirements are important features for new and existing buildings and can increase building costs by up to 6 percent. In the case of courthouses, security enhancements can increase building costs by up to 8 percent. By considering security requirements early in the design process, we can integrate the architectural and security elements, which in turn can reduce costs.

We will issue a Site Security Design Guide that discusses specific security elements and suggests a process for incorporating these elements in new and existing facilities.

REAL PROPERTY - EXTERNAL FACTORS AND IMPEDIMENTS

- There are inherent difficulties in any research and development program. Indeed, one purpose of the pilot projects, such as WorkPlace 20/20, is to learn more precisely what challenges we will face.

IDENTITY MANAGEMENT - OVERVIEW

OMB designated GSA as the executive agent for the acquisition of products and services required to implement HSPD-12 (Homeland Security Presidential Directive-12). GSA continues to work closely with other agencies to ensure these requirements are met and that compatible products are available.

IDENTITY MANAGEMENT- STRATEGIES

- *Comply with the new policies for personal identification and put in place contract vehicles to enable other agencies to also comply.*

HSPD-12 (Homeland Security Presidential Directive-12) requires all Federal agencies to use a standard, interoperable Personal Identity Verification (PIV) card for secure access to government buildings and computer networks.

“By considering security requirements early in the design process, we can integrate the architectural and security elements, which in turn can reduce costs.”

The E-Authentication Initiative, led by GSA, helps Federal agencies minimize security and privacy risks associated with online identity management. Online identity management enables secure business transactions and the exchange of information over the Internet by providing trusted electronic credentials and interoperable technology products and services. These tools ensure, for example, that a citizen communicating online really is who he or she claims to be. E-Authentication is absolutely necessary to protect citizens who need to transmit vital information to the government via the web and to conduct business with the government electronically.

The E-Authentication infrastructure makes the HSPD-12 card more useful. Further, GSA is working to meet the requirements of HSPD-12; establish contracts and deliver identity management products, services, and support; and establish contracts for others to use.

GSA is providing the products and services needed to meet Federal identity management requirements, such as the Personal Identification Verification (PIV) card.

IDENTITY MANAGEMENT - EXTERNAL FACTORS AND IMPEDIMENTS

- While the identity management market is large and growing, it is still relatively immature. Many necessary policies, processes, and technologies are not yet widely available.
- The HSPD-12 initiative is unprecedented and is facing a broad array of security, technical, and logistical challenges.
- Agencies are confused about the relationship of HSPD-12, E-Authentication, and the Federal Public Key Infrastructure (PKI) program. PKI enables the parties in a dialogue to establish confidentiality, message integrity, and user authentication without having to exchange any secret information in advance or even to have had any prior contact. Instead of dealing with these programs individually, agencies will be better served by working with a GSA identity management program to create end-to-end solutions. A coordinated approach will also build a robust marketplace that can serve most agency identity management needs and also reduce inefficiencies and duplication of effort.





INSIDE GSA: ORGANIZATIONAL EXCELLENCE

GSA VALUES

GSA is guided by core values that serve as the underpinning of our agency and guide us in the day-to-day execution of our duties.

INTEGRITY

Integrity is the cornerstone on which all GSA business must be built. GSA can be viewed as a trustworthy partner in all our business transactions. GSA is committed to communicating promptly with customers at all stages of our business processes. GSA will ensure that contracting procedures and other business processes managed by GSA are compliant with all applicable laws and regulations.

ACCOUNTABILITY AND TRANSPARENCY IN OPERATIONS

GSA will openly demonstrate to agency customers, industry partners, stakeholders, GSA employees, and the American taxpayer that accountability and transparency are integral to all GSA transactions. GSA activities must be able to withstand the spotlight of official and public scrutiny.

EFFECTIVE LEADERSHIP AND RESPONSIBLE DECISION-MAKING

GSA's leaders are responsible for articulating the agency's long-range vision; developing clear strategic objectives; being accountable for achieving results; maintaining a strong customer focus; and conveying the agency Vision, objectives, and expected results to GSA management officials and employees. Vision, leadership, and support from GSA management officials are essential for implementing and sustaining institutional initiatives. GSA leaders and management officials are responsible for making and executing decisions within authorized budgets, schedules, and human capital resources. GSA leaders and management officials must be prepared to work across organizational lines to achieve agency goals, including furthering the vision of **One GSA-One Voice** in serving agency customers and working with industry partners.

THE GSA ORGANIZATION

GSA's employees are the agency's most important resource. They are strategically located in Washington, D.C., 11 regional offices, and at other sites around the nation and the world to best serve our customers. Effective communication with employees is vital to GSA's ability to deliver services to customers efficiently and effectively. GSA values teamwork and is committed to people from every part of the agency working together as a team to meet the requirements and expectations of customer agencies. **One GSA-One Voice** sums up our shared commitment to the GSA Mission, Vision, Values, and Strategic Goals.

THE GSA SERVICES

GSA's two Services—the **Public Buildings Service (PBS)** and the **Federal Acquisition Service (FAS)**—are at the core of GSA's Mission.

GSA's **Public Buildings Service** provides superior workplaces in an environment of changing real estate dynamics and increased budget constraints. Seeking greater economies of scale has allowed GSA to reduce fees for all customers in leased space beginning in Fiscal Year 2008. The decrease is from 8 percent of the annual cost of the leased building to 7 percent, representing a one-eighth decrease in the fees that customer agencies pay for GSA's leased-building services. GSA continues its partnership with the Federal courts in providing high-quality, new and renovated state-of-the-art courthouses. With the country's ongoing focus on border security, GSA's Public Buildings Service, in partnership with the Federal Acquisition Service, is expanding its work with the U.S. Department of Homeland Security to improve or construct new land border stations at U.S. Ports of Entry. GSA is using the latest in design and technology to meet the evolving needs of these U.S. land ports of entry. Superior customer service is always a high priority, and GSA intends to remain an industry leader in areas such as Building Green and Design and Construction Excellence.

GSA has focused intensely on the details of establishing the new **Federal Acquisition Service**. FAS is now a reality and continues to evolve, as we rethink functions and search for new solutions to meet the demands of a 21st century marketplace. FAS is already producing more optimized products, services, and solutions for its customers and will be in the forefront of all efforts, such as the President's Management Agenda and E-Government Initiatives, to achieve common platforms for government agencies. FAS will continue to use innovative techniques and leverage governmentwide buying power, its acquisition expertise, and electronic tools to successfully deliver new and existing services, products, and solutions. Like its Public Buildings Service partner, FAS will continue to ensure

“ Effective communication with employees is vital to GSA's ability to deliver services to customers efficiently and effectively. GSA values teamwork and is committed to people from every part of the agency working together as a team to meet the requirements and expectations of customer agencies. ”

delivery of cost-effective energy and environmentally efficient products and services. We are currently focusing on how the Public Buildings Service and Federal Acquisition Service can consolidate their approaches to customers who have multiple needs involving both PBS and FAS products and services. **One GSA-One Voice** captures the intent of our integrated approach, which should produce greater value for customers and bring us closer to realizing our vision of “one face to the customer.” The Strategic Plan articulates strategies that will allow us to deliver expanded “Workplace Solutions” that meet the full spectrum of a customer’s space and other office needs. Future plans for the two Services are captured in the four Strategic Goals discussed in the previous chapters.

GSA Staff and Policy Offices manage critical functions such as personnel services, acquisition policy development, and content and infrastructure for GSA websites.

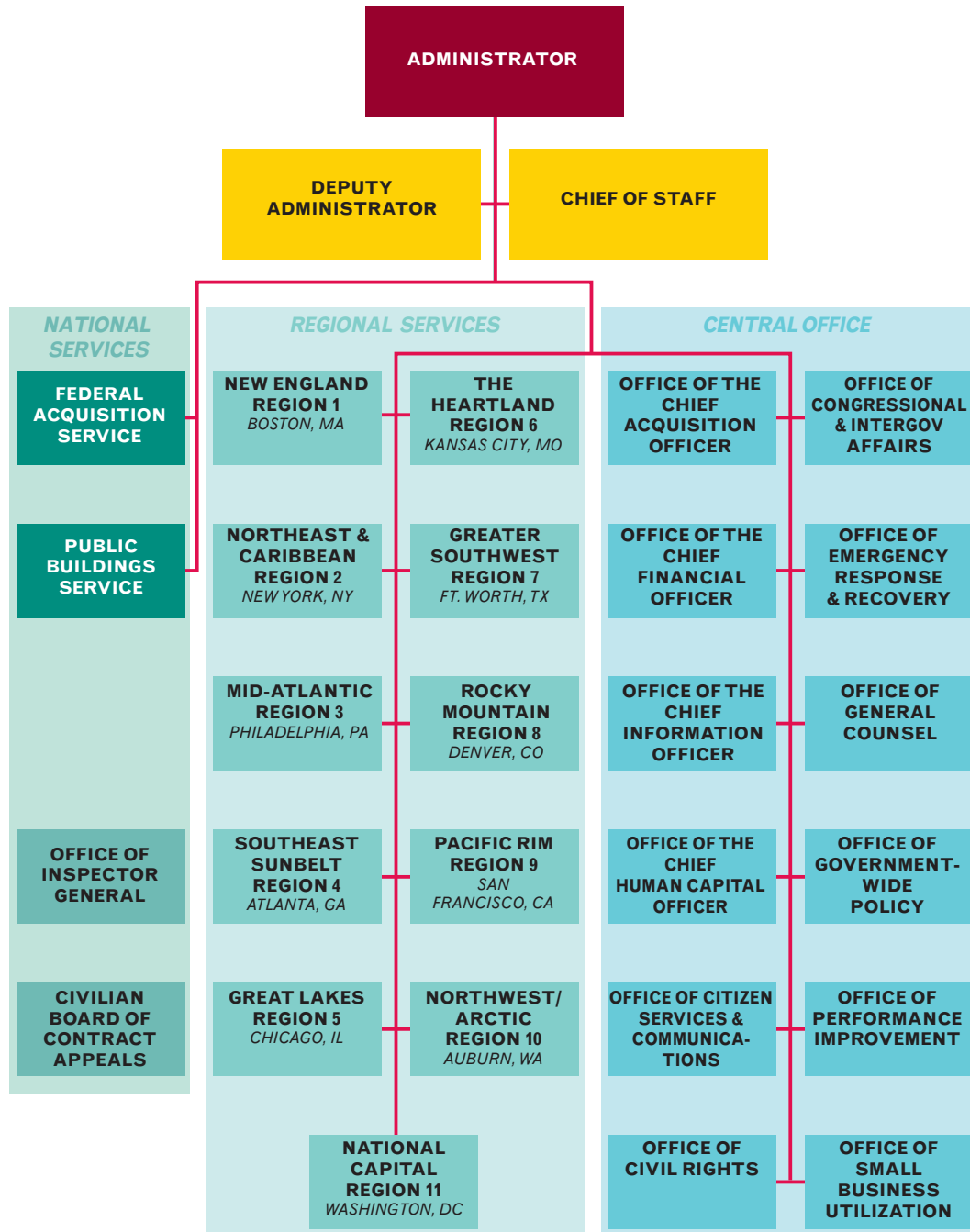
THE GSA STAFF AND POLICY OFFICES

The Staff and Policy Offices are critical in supporting GSA. They also lead the way in keeping GSA a vital, future-oriented organization that is fully prepared to meet the needs of our customers, on a day-to-day basis and in crisis situations. Whether formulating acquisition policy, enhancing opportunities for small business, recruiting and retaining an engaged workforce, supporting the agency’s functions with the latest technology and most efficient financial systems, responding to citizen inquiries, improving agency performance, ensuring equal employment opportunity, or enhancing the agency’s disaster response capabilities—

GSA Staff and Policy Offices are essential for our success as an agency and the professional development and success of each individual GSA employee. This section of the Strategic Plan addresses the steps the Staff Offices will take in supporting the two GSA Services and in maintaining a vibrant organization and a world class workforce.



The GSA Organization



GSA ORGANIZATIONAL EXCELLENCE

GSA's workforce will be focused on achievement of the four agency Strategic Goals, which are distinctly aimed at serving our external customers' needs. In support of the achievement of these goals, GSA will ensure internal organizational excellence and will strive to aggressively achieve the goals set out in the President's Management Agenda.

OUTCOMES

- Transform internal organizational performance by operating efficiently and effectively, utilizing competitive sourcing as a viable tool when appropriate.
- Ensure financial accountability across the agency.
- Achieve budget and performance integration to link funding decisions to results.
 - Maintain a skilled and fully engaged workforce.
 - Manage IT resources, using E-Gov Initiatives and GSA IT systems, to improve services for our customers.

“In support of the achievement of these goals, GSA will ensure internal organizational excellence and will strive to aggressively achieve the goals set out in the President’s Management Agenda.”

ORGANIZATIONAL EXCELLENCE - MANAGEMENT STRATEGIES

Management Strategy 1: Strategic Planning and Performance Management Process

Enhance use of the Performance Management Process to develop sound, long-term strategic, operational, and tactical business plans and optimal performance.

The Performance Management Process (PMP) is integral to the implementation of GSA's Strategic Plan. Using the PMP, GSA identifies the agency's short- and long-term strategic management goals; near-term outcomes; and key performance measures. GSA develops and implements plans to achieve these objectives and continuously measures the agency's progress in reaching the agency's Strategic Goals. Annual plans are developed at both the organizational level and the individual level. These plans are cascaded down through the organization to ensure focus and consistency across GSA. Quarterly performance reviews at the organizational level facilitate ongoing sound business and financial analysis throughout GSA. Mid- and end-of-year individual employee reviews support the achievement of organizational goals.

The PMP includes determining customer and taxpayer requirements; setting performance goals based on those requirements; developing sound action plans; allocating resources in a

manner that integrates budget and performance goals; and executing action plans to achieve desired results. GSA management uses these tracked performance results, measures, and metrics as the basis for key investment decisions. The GSA performance data provides a foundation for both programmatic and institutional decision-making.

Management Strategy 2: Strategic Management of Financial and Budget Performance

Develop and maintain integrity and transparency in financial analysis and reporting using financial information to drive results. Link funding decisions to results by integrating budget and performance.

Integrating budget and performance by linking funding decisions to results is a key imperative for every Federal agency.

A core function of every Federal agency is to ensure the proper use and reporting of budgetary and financial information in support of program and business activities delivered to the taxpayers and, in the case of GSA, our Federal agency customers. GSA leadership must continually focus on the linkage of our financial management practices and business and program operations. This linkage must support GSA's Mission and Strategic Goals and drive decision-making so that strategic planning, budgeting, and financial management (which includes rigorous cost containment) lead to performance results—for GSA, our customers, and the Federal government.

As one of the largest fee-based agencies in the Federal government, GSA must ensure rates charged are based on reliable cost projections, prepared in accordance with cost estimation best practices, and result in full-cost recovery. Moreover, every GSA executive and manager is responsible for monitoring program and business performance throughout the year and is accountable for both operational and financial results. GSA's performance and rates must equate to the services, commodities, and rental payments for space and land we manage on behalf of our Federal customers.

GSA leaders are accountable for the performance, productivity, operations, and integrity of their programs. To foster accountability, GSA will continually strive to provide managers and external stakeholders with timely financial, program, and performance information. To achieve these objectives, GSA continues to implement agency-wide initiatives that drive the improvement of GSA's financial performance and health.



GSA's core financial management improvement initiatives align the agency's accounting practices, rooted in generally accepted accounting practices, with the agency's strategic direction. To achieve our financial management objectives, GSA must capture, assign, track, and accurately report the millions of financial transactions recorded GSA-wide, while demonstrating transparency and traceability in these processes. GSA fosters a culture that integrates financial decision-making with institutional knowledge and business portfolio management.

GSA has fully embraced OMB's Circular A-123, "Management's Responsibilities for Internal Control," as an effective internal control that is the foundation for timely and reliable financial management information. More importantly, having internal controls in our financial and

business operations assures our Federal customers that we are managing their funds legally from both an appropriation law and contract management standpoint. To make GSA a model of accountability and transparency, the use of internal control testing practices and audit follow-up management is embedded in the day-to-day administration of the agency. Our customers demand that contract administration and program management practices are conducted with fiscal responsibility and comply with laws and regulations. GSA's internal control and audit follow-up programs ensure all audit activities are responded to in a timely manner and that internal control reviews are conducted for program components in a timely and accurate manner.



Integrity and transparency in financial analysis and reporting are critical. Financial information must be

accurate and precise, drive results in key areas, and positively influence management decisions. GSA must continually drive accounting process and practice improvements. While accounting and financial analysis were once solitary, behind-the-scenes, bean-counter type activities, the current and future challenge GSA will address is continual process improvement of financial policies and procedures to ensure alignment with our business processes and contract management practices.

GSA's core financial and business data systems are continually assessed against the Enterprise Architecture and business requirements of the programs and business lines to ensure best practices in decision support, program and business portfolio analysis, and financial reporting. GSA must continually demonstrate transparency in all financial and non-financial data storage, reporting systems, and audit activities.

GSA's core financial and business data systems are continually assessed against the Enterprise Architecture and business requirements to ensure best practices.

Both the private sector and Federal government have proven time and again that a shared services model for back office functions works effectively, saves money, and allows organizations to focus their resources on achieving their primary missions. GSA was selected as one of four Financial Management Line of Business (FMLoB) shared services providers in 2005. GSA's Federal Integrated Solutions Center (FISC) provides financial management services and products to our clients, allowing them to concentrate on their core missions and use their limited resources where they will best support expending taxpayers' dollars on effective programs. This allows our client agencies' primary focus to be on achieving program outcomes. GSA plans to work collaboratively with customers to develop and deliver sustainable integrated solutions that allow them to focus on their missions while GSA focuses on ensuring their back office requirements are met. We know that providing financial management services is much more than just providing a data center and some software. By working together with our customers, GSA will identify and act upon opportunities to leverage economies of scale related to people, processes, and technology in order to achieve improved Federal financial management results.

Management Strategy 3: Strategic Management of Human Capital

Develop and implement human capital initiatives to attract and retain a GSA workforce of excellence that is deployed properly to optimize customer results, including adherence to Federal laws and regulations. Develop stronger linkages between organizational and individual performance planning and assessment. Provide transparency in human capital planning, analysis, and reporting to drive results.

GSA will develop and implement human capital strategies to meet the Mission and Strategic Goals of the agency. Addressing GSA's workforce needs effectively is critical to the success of GSA's Mission.

GSA will deploy a comprehensive and results-oriented multi-year plan to address human capital needs. Workforce analysis is a key component in designing effective strategies and workforce initiatives. GSA leaders need this information to make informed decisions and to deliver best solutions and strategies. GSA must be able to identify and address emerging human capital issues to ensure that the agency is able to achieve business results and meet customer expectations. Ongoing assessment of GSA's Mission-critical workforce needs and organizational structure is required to achieve continuing improvement in effectiveness and efficiency of our work products, services, and processes.

“ GSA will attract and retain a highly competent workforce. Personnel flexibilities and improvements in the hiring process will enable GSA to attract the best and brightest talent.”

GSA will attract and retain a highly competent workforce. Personnel flexibilities and improvements in the hiring process will enable GSA to attract the best and brightest talent. Building and sustaining a diverse workforce will continue to be a high priority. Equally important, GSA leaders will identify and address retention concerns by obtaining employee feedback and improving employee job satisfaction.

GSA's Leadership Institute was launched in February 2002 to create a cadre of leadership talent to steer the agency to continued excellence. The Leadership Institute will continue to provide GSA-specific leadership development programs that create future leadership potential and ensure that our current leadership cadre has the essential knowledge and skills to create world class workplaces and results. The Advanced Leadership Development Program (ALDP) is a component of the Leadership Institute intended for GS-13 through GS-15 employees to identify high-potential individuals for competition for top management and executive positions. Participants undergo a competitive process for selection in the 18-month program. GSA will continue to use this program to develop future agency leaders.

“It is GSA’s goal to ensure that we have a diverse workforce that reflects society. GSA continually monitors its workforce and takes steps to ensure there is appropriate representation by minorities, women, persons with disabilities, veterans, and other identified groups...”

GSA also continues to invest in online learning opportunities for employees through GSA's OnLine University (OLU). This continues to be a great way for GSA employees to enhance their skills and competencies by taking advantage of the online learning environment. This is also a positive indicator of GSA promoting a culture and climate of knowledge-sharing and continuous learning and improvement.

It is GSA's goal to ensure that we have a diverse workforce that reflects society. GSA continually monitors its workforce and takes steps to ensure there is appropriate representation by minorities, women, persons with disabilities, veterans, and other identified groups in the GSA workforce as a whole and at various grade levels. Targeted recruitment efforts and training opportunities are critical to success.

GSA will ensure that its workforce is effectively deployed and fully prepared to accomplish present and future tasks. Competency and skill development strategies will address skills gaps and promote continuous learning. Continuous training and employee development will maintain GSA's reputation as the government's premier acquisition agency.

GSA will improve communication and understanding of organizational and individual performance needs; identify and resolve issues of fairness and equity promptly and effectively; create a work environment that motivates the highest levels of performance; and develop workplace initiatives to promote greater productivity and effectiveness.

To promote a diverse workforce and a discrimination-free work environment, GSA identifies and institutionalizes equal employment and diversity performance standards at the management level. One goal is to increase the use of Alternative Dispute Resolution (ADR) as a successful way to facilitate and resolve Equal Employment Opportunity (EEO) disputes in place of the formal complaint process.

Management Strategy 4: Strategic Management of Information and Information Technology

Manage information technology investments effectively, including using E-Government tools to improve service for our customers, industry partners, and GSA employees.

GSA's IT investments must fulfill a number of requirements: advance electronic government; increase GSA and governmentwide productivity; facilitate communication and information sharing among GSA employees, Federal customer agencies, industry partners, and American taxpayers; improve customer satisfaction by keeping pace with advancing technology, particularly for GSA's transactional websites; and comply with legal standards and requirements for all Federal websites. It is crucial that GSA maintain a secure and dependable information technology infrastructure that effectively and efficiently supports the agency's diverse activities, including training and the evolving needs of GSA's business lines.

To achieve agency information technology objectives, GSA must:

- *Provide an efficient and secure IT environment:* GSA will deliver a range of enterprise-wide information technology services through a shared services governance and cost-sharing model. We will also maintain the agency-wide cyber security program to ensure GSA's information technology systems operate within an acceptable level of risk.
- *Align GSA business and IT strategies using Enterprise Architecture, capital planning, and investment control:* GSA will continue to improve the use of IT to support business strategies. It will employ Enterprise Architecture expertise and tools to create innovative solutions to GSA's business challenges. We will improve agility; reduce cost by eliminating duplicate systems and related maintenance; improve service performance and the availability of shared resources; and provide a common viewpoint for future strategic analyses. GSA will improve IT capital planning and investment control through effective management, operation, and monitoring of the GSA enterprise-wide IT portfolio. Core elements to accomplishing this strategy include continuous project management

“ It is crucial that GSA maintain a secure and dependable information technology infrastructure that effectively and efficiently supports the agency's diverse activities, including training and the evolving needs of GSA's business lines.”

assessment of investment results (cost/schedule/performance); periodic formal reviews; more active investment monitoring; and increased integration of the capital planning Select Phase with the agency budget processes. To ensure adequate project management of IT investments, GSA will continue validating newly appointed project managers with skills assessments and project management training.



- *Manage GSA E-Government projects:* GSA continues to lead the President's E-Government Initiatives by using E-Government information and communication technology to provide information and services to citizens, businesses, and other government entities. GSA continues to manage, expand, and improve USA.gov and the National Contact Center (1-800 FED-INFO). As the only official Federal governmentwide web portal, USA.gov is the gateway to millions of pages of authoritative information that citizens may need from government. The initial focus of the USA.gov portal was on providing information on Federal programs, but the site is continuously expanding its reach to include citizen information for state, local, territorial, and

foreign governments as well. Both USA.gov and the National Contact Center will expand their roles as laboratories for testing and disseminating information on best practices in Federal web management and Federal contact center services and solutions.

GSA manages the E-Government Initiative, USA Services, which gives citizens several channels to access government information, including its National Contact Center (1 800 FED-INFO) and www.USA.gov.

Management Strategy 5: Strategic Management of Communications

Aggressively manage GSA's communications to convey agency information, messages, and news to both internal and external audiences, using the latest technologies and the full range of communication channels.

GSA's Strategic Plan calls for significantly improving and enhancing GSA's service to customer agencies and industry partners. Communication is a critical factor in achieving this goal. GSA must be aggressive in conveying GSA's value proposition, not only to current customers, but also to former customer agencies and potential new clients. GSA outreach efforts will include: developing a standardized approach to identify and evaluate targeted customers; developing a coordinated outreach strategy to respond to customer-specific needs; and creating awareness of GSA offerings. In communicating with customers, GSA will strive to anticipate customer needs and requirements and offer solutions that the customer might not have considered.

A major focus in the Plan is conveying the message of **One GSA-One Voice**. Customers should not have to know our organizational structure to acquire space, goods, services, and/or technology from GSA. The GSA Services will actively convey “one face to the customer” and present workplace solutions that encompass the offerings of both FAS and PBS in meeting client needs.

For an agency with 11 regional offices, good internal communications are also essential. GSA’s Intranet, InSite, is one vehicle for keeping employees informed in a timely manner. Daily Updates and regular Messages from the Administrator demonstrate the importance senior management attaches to internal communications and to ensuring that GSA employees understand agency initiatives and priorities. An informed and engaged workforce is vital to GSA’s success as an agency.

GSA will continue to work to get its messages to all external audiences, including the news media, all branches of the Federal government, and to industry, trade, and professional associations. The agency will use the latest distribution channels to disseminate its messages, including the web, blogs, social networking, and other developing technologies. In a fiercely competitive environment with rapid-fire changes in how people acquire information, GSA must continually assess its communication tools and utilize the latest technologies to ensure that our messages continue to be heard by our intended audiences.

Management Strategy 6: Strategic Management of Emergency Preparedness

Protect GSA people, facilities, information, and equipment from harm and continue to perform the essential functions of GSA during national emergencies and natural disasters.

Emergency preparedness planning continues to be a national priority. GSA plays a unique role in helping government at all levels respond to national emergencies. GSA has a dual role in a disaster scenario: 1) to safeguard GSA employees and tenants in GSA-managed facilities; and 2) to be prepared to quickly and efficiently provide other government agencies with the space, services, and supplies they need to respond to the crisis.

GSA’s expedited contracting procedures provide a variety of services in crisis situations. GSA updates and implements Continuity of Operation Plans (COOP) that are practiced annually. GSA’s new office of Emergency Response and Recovery (OERR) will coordinate and facilitate systems and processes that support Federal, state, local, and tribal organizations in acquiring goods, services, and space during times of disaster.

“In a fiercely competitive environment with rapid-fire changes in how people acquire information, GSA must continually assess its communication tools and utilize the latest technologies to ensure that our messages continue to be heard by our intended audiences.”

Management Strategy 7: Strategic Management for Acquisition Excellence

Strengthen GSA acquisition activities to ensure compliance with applicable laws, regulations, and policies; foster full and open competition for contract awards; develop the acquisition workforce; and promote accountability for acquisition decision-making.

GSA's policy-making authority covers the Federal Acquisition Regulation (FAR) and the GSA acquisition regulations, as well as personal and real property, travel and transportation, IT, and the use of Federal advisory committees. GSA ensures the accountability, integrity, and transparency of the procurement process by delivering high quality acquisition policy, training tools, contracting support, contractor oversight, and electronic systems. We participate in the FAR Council in crafting revisions to governmentwide acquisition policy, such as the recent changes to FAR Part 18, which now contains comprehensive guidance on emergency

contracting. Additionally, GSA issues Acquisition Letters and is now revising the GSA Acquisition Manual (GSAM) to update internal guidance and support increased small business participation in GSA programs.



GSA is the best place for new Federal acquisition professionals to learn how to do government contracting. The GSA-led Federal Acquisition Institute (FAI) is in the forefront of government efforts to develop a world class acquisition workforce by implementing the Federal Acquisition Certification in Contracting (FAC-C) program. Recently approved by the Chief Acquisition Officers Council, FAC-C is a certification program for contracting professionals in all civilian agencies and mirrors the standards of the successful Defense Acquisition Workforce Improvement Act (DAWIA). The certification program standardizes the education,

training, and experience requirements for contracting professionals, thus improving workforce competencies and enhancing career opportunities for this field. The Federal Acquisition Institute continues to work with the Defense Acquisition University on development of a governmentwide curriculum for contracting professionals.

In order to keep the FAC-C certification, acquisition professionals will be required to earn 80 Continuous Learning Points (CLPs) of skills training every two years, beginning in October 2007. Acquisition career managers will monitor the continuous learning requirements of their employees in order to maintain core competencies with current knowledge and up-to-date business practices. Continuous learning can include participation at conferences and symposia, publishing, taking additional courses, as well as formal training and self-directed study.

Certified acquisition professionals across government will soon be required to take training that updates their skills every two years.

GSA will continue to provide tools and advice that assist the GSA Administrator and other senior agency officials in the management of the agency's acquisition and Federal assistance activities and to ensure the acquisition workforce has the training, tools, and guidance necessary to meet Mission needs and continue being effective stewards of taxpayer dollars. At the same time, GSA will continue its review and revision of the GSA Regulations (GSAR) to ensure that they contain all of the most recent policies and procedures. We will continue to develop, coordinate, and incorporate clear and concise policy and guidance for the acquisition workforce, and to ensure compliance with our policies, we will conduct annual Procurement Management Reviews (PMR).

GSA uses Activity Based Costing/ Management to help drive performance improvement and guide resource planning.

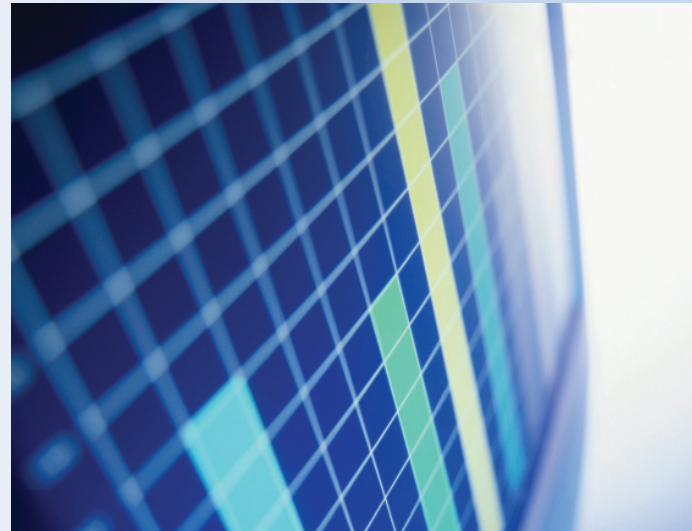
Management Strategy 8: Strategic Management of Performance Improvement

Drive the process for successful implementation of major performance improvement initiatives throughout GSA.

Competitive sourcing supports the government's long-standing policy of reliance, where cost-effective, on the private sector for services that are not inherently governmental, as defined in OMB Circular A-76, Performance of Commercial Activities. Competitive sourcing initiatives are intended to ensure that government managers use the most efficient and cost-effective organization to support the agency's Mission.

GSA's ongoing and planned competitive sourcing activities are designed to meet Federal governmentwide Strategic Goals for performance improvement and for providing effective and efficient services to the American people.

GSA will continue to manage all agency-wide competitive sourcing activities in strict compliance with applicable guidelines. The Federal Activities Inventory Reform (FAIR) Act of 1998 requires Federal agencies to prepare and submit to the Office of Management and Budget (OMB) inventories of commercial activities performed by Federal employees, as part of the Federal government's competition and privatization efforts, when efficient and effective. GSA will continue to conduct the FAIR Act inventory annually and maintain an agency-wide competitive sourcing plan. In support of the plan, GSA will commit agency resources to perform competitive sourcing in-house analyses and to fairly, accurately, and transparently conduct both streamlined and standard competitions.



Performance goals are also integrated into employee and executive performance plans. Employees are held accountable for delivering results in achieving agency and governmentwide goals. Organizational performance goals and individual critical elements are aligned with and support the Strategic Goals of the agency.

GSA initiated the Activity Based Costing/Management (ABC/M) Program in April 2003 to help measure performance. Through the ABC/M program, GSA will continue to improve resource planning and performance to help enhance the achievement of the agency's Strategic Goals and Organizational Excellence. The ABC/M program achieved many improvements during FY 2006, which helped us identify areas for further operating efficiencies.

- We improved the ABC/M model structure to enhance data quality, analysis, and reporting.
- We improved ABC/M labor cost reports.
- We used best practices from other Federal agencies to develop a GSA Activity Dictionary, resulting in consistent descriptions of like activities and business processes performed across GSA Staff Offices.

As a result of these improvements, the ABC/M program is now poised to deliver higher-quality analytical data in the future. We continue to refine and improve the ABC/M modeling process by developing standard reports, improving cost allocation methods, and improving activity descriptions. GSA is planning to use ABC/M data to further analyze its financial service processes in order to identify areas for further operating efficiencies. This work supports the review of fees and other charges imposed by GSA's Staff Offices.

CONCLUSION

GSA has developed this Strategic Plan as a blueprint for GSA's future direction. Using this document as a foundation, GSA leaders will build out their own plans to meet the needs of customers in their areas of responsibility. GSA employees will have a better idea of how they fit into the bigger GSA picture and how their work contributes to achieving agency performance measures and goals. GSA customers will have a better understanding of the many initiatives GSA is undertaking to improve customer service and provide best value. Most important, we hope taxpayers will see how GSA's acquisition support allows other Federal agencies to focus on their own constituencies and missions, while at the same time saving money for taxpayers. We hope all GSA stakeholders—Federal customers, industry partners, GSA employees, members of Congress, OMB, and the American public—recognize the good work GSA is doing and continue to believe that our agency is worthy of their trust, support, and business.



GSA's Strategic Plan provides the blueprint that is guiding our future direction as an agency.

APPENDIX I

GSA's Performance Goals and Measures

Each of GSA's four Strategic Goals are clearly defined and supported by Performance Goals and Measures. A selection of our measures in the matrix that follows highlights how our measures enhance GSA's ability to report agency accomplishments. Since "Strategic Goal 4, Innovation" is new, we are in the process of developing Performance Goals and Measures that correspond to that goal. This matrix illustrates the relationship between GSA's Strategic Goals and Performance Goals and Measures and will show our progress in achieving them. We recognize that the Performance Goals and Measures for "Innovation" must be further developed; therefore, we continue to refine them to achieve a balanced set of measures that accurately evaluate performance.



GSA's Strategic Goals for each GSA organization are linked to specific Performance Measures.

STRATEGIC GOAL 1: Stewardship			
Business Line Activity	Outcomes	Performance Goals	Performance Measures
PBS	A viable, self-sustaining real property inventory for GSA	Decrease the vacant (available and committed) space to 7% of the owned inventory	Percentage of available and committed space in government owned inventory
		Increase to 77% the percentage of government owned assets with a Return on Equity (ROE) of at least 6%	Percentage of government owned assets with an ROE of at least 6%
	Reduced energy consumption while keeping operating costs low and customer satisfaction high	Reduce energy consumption in GSA Federal buildings by 6% (as measured by Btu/GSF) over the FY 2003 baseline	Percentage reduction in energy consumption over the FY 2003 baseline
FAS	Leased motor vehicles at below commercial rates	Maintain the gap between GSA Fleet rates and commercial rates at 20% or more	Percentage GSA Fleet leasing rates below commercial rates on the GSA Vehicle Leasing Schedule
	Purchased motor vehicles at below market prices	Maintain 28% or better discount from manufacturer's invoice price for motor vehicles	Percentage discount from invoice price

STRATEGIC GOAL 2: Superior Workplaces			
Business Line Activity	Outcomes	Performance Goals	Performance Measures
PBS	Reduced project delays and cost escalations with improved capital construction, planning, and delivery	Average cycle time on new courthouse construction projects is 3,100 days or less	Number of days to complete new courthouse construction projects
		Maintain the percentage of escalations on R&A projects less than or equal to 1%	Percentage of escalations on R&A projects
		89% of R&A projects on schedule	R&A projects on schedule
	Retain and attract new customers by providing improved lease offerings	Award leases at an average rental rate of not less than 9% below industry averages for comparable office space	Cost of leased space relative to industry market rates
FAS	End-to-end, fully integrated solutions that meet customer needs	Increase customer satisfaction	Percentage of customers that are very satisfied and would recommend GSA to someone else

STRATEGIC GOAL 3: Best Value			
Business Line Activity	Outcomes	Performance Goals	Performance Measures
FAS	Comprehensive and well-defined solutions and contract vehicles for customer agencies	Increase Federal agencies' use of socio-economic businesses by facilitating opportunities for small businesses to contract with the government	Socio-economic business volume/purchasing
		Improve performance against business performance metrics, including timelines, cost-effectiveness, and efficiency to verify best value and effective acquisition management are achieved	Percentage of negotiated award dates for services and commodities that are met or bettered
PBS	Consistent pricing structures that meet customer requirements	Award leases at an average rental rate of not less than 8.5% below industry averages for comparable office space.	Cost of leased space relative to industry market rates
OCSC	Timely, accurate, and consistent information and services provided in response to citizen inquiries	Increase customer satisfaction score on the American Customer Satisfaction Index for government websites	External customer satisfaction

STRATEGIC GOAL 4: Innovation			
Business Line Activity	Outcomes	Performance Goals	Performance Measures
OGP	Develop and promote responsible, innovative, and effective management policies and work with agencies to achieve compliance	Improve effectiveness of the Federal government in providing or obtaining "best value" administrative services through the implementation of governmentwide policies and tools	Extent to which policy initiatives achieve improvement targets
		Improve efficiency of the Federal government in providing or obtaining "best value" administrative services through the implementation of governmentwide policies and tools	Percentage of key policy stakeholders and agency users who rate policy initiatives effective

Below are our Organizational Excellence Outcomes and the Performance Measures that will determine our progress toward each Goal.

Outcomes

1. Transform internal organizational performance by operating efficiently and effectively, utilizing competitive sourcing as a viable tool when appropriate.
2. Ensure financial accountability across the agency.
3. Achieve budget and performance integration to link funding decisions to results.
4. Maintain a skilled and fully engaged workforce.
5. Manage IT resources, using E-Gov Initiatives and GSA IT systems, to improve services for our customers.

Performance Measures

Strategic Planning and Performance Management

- Goal- Develop sound Strategy and Action Plans and Performance Measures that tie directly to the Agency Strategic Plan
 - Conformance with the PMP schedule (Number of days ahead or behind)

Strategic Management of Financial and Budget Performance

- Goal- Increase the percentage of vendor invoices received electronically by Electronic Data Interchange (EDI) or through the Internet
 - Percentage of invoices received electronically

Strategic Management of Human Capital

- Goal- Improve processes related to human capital management
 - Meet skills gap reduction targets included in human capital management plan

Strategic Management of Information and Information Technology

- Goal- Improve IT Investment Control & Project Management
 - Percentage of the IT Portfolio's DM&E Projects that have a schedule variance within 10% of plan

Strategic Management of Communications

- Goal- Share a positive & accurate message with stakeholders & the general public
 - Percentage of positive stories published about GSA

Strategic Management of Emergency Preparedness

- Goal- Improve the level of readiness within GSA
 - Number of COOP exercises conducted

Strategic Management for Acquisition Excellence

- Goal- Improve the quality of acquisition
 - Percentage of contracting officers who conform to Clinger-Cohen requirements

Strategic Management of Performance Improvement

- Goal- Improve economy & efficiency through competitive sourcing
 - Number of positions studied

APPENDIX II

PROGRAM EVALUATIONS

Program evaluation is one of the three major elements of the Government Performance and Results Act (GPRA). The statute calls for agencies to use program evaluations to assess the manner and extent to which Federal programs achieve intended objectives. The statute further calls for agency Performance Plans to include a summary of the findings of program evaluations completed in the Fiscal Year covered in the report. Finally, the GPRA calls for a schedule for future program evaluations to be presented in Strategic Plans.

GSA's program evaluation methodologies include Program Assessment and Rating Tool (PART) reviews, GSA IG audits and reports, and Government Accountability Office Reports. For example, the Financial Statements on the Federal Buildings Fund, Internal Controls, and Internal Controls over Performance Measures are in GSA IG reports. GM&A Overhead Costs, Integrated Task Order Management, and Repair and Alterations Projects are in GSA IG Audits. GAO audits include items such as: SES Diversity Improved in the past decade, Small Business Certifications, and Human Capital Flexibilities. These evaluations should be of sufficient scope to improve planning with respect to the effectiveness of the program.

GSA has 15 programs that have received PART reviews. Of the 15 reviewed, four were rated effective, eight were rated moderately effective, two were rated adequate, and one was rated results-not-demonstrated (RND). GSA is working with the programs that will be rated in FY 2007 in order to develop long-term outcome goals and efficiency measures for the programs to guarantee that they are successfully rated. GSA will continue to work with OMB to ensure that performance measures reflected in PART are consistent with the performance measures included in the Agency's annual Performance and Accountability Report.

As an internal performance evaluation method, GSA uses a rigorous annual Performance Management Plan (PMP) process to identify GSA organizational goals, define new initiatives, and develop operational cost requirements for all management levels. These organizationally established PMP performance measures and targets are monitored throughout the Fiscal Year in GSA's internal Management Information System, the Performance Management Tool (PMT). GSA streamlined a number of measures reported in the Performance and Accountability Report (PAR) in order to focus attention on the key measures in support of GSA's Strategic Goals.

GSA has worked to increase both the quality and quantity of program evaluations in order to improve decision-making, planning, and program execution at every level within GSA. GSA places a priority on program evaluations that will improve the agency's ability to fulfill its responsibilities as outlined in GPRA and that will develop its capacity for ongoing, internal program assessment. GSA recognizes the important role program evaluations play in improving program results, which is why we make an extra effort to ensure program evaluations are truly independent and focus on key performance areas.

Although no program evaluations were completed in FY 2006, GSS-Distribution Network, ITS Portfolio, and Asset Management of Real Property are scheduled to be evaluated this year in conjunction with the PART improvement plans. Real Property Disposal, Leasing Space, Vehicle Acquisition, and Vehicle Leasing are to be evaluated in FY 2008 and Office of Governmentwide Policy, Construction, and Personal Property Management are to be evaluated in FY 2009.

Program evaluations have played an important role in the development of previous GSA Strategic Plans, thereby increasing the Plan's usefulness as a blueprint for agencies to improve their effectiveness. Table 1 below depicts various GSA program evaluations from 1994 through 2006 and Table 2 depicts programs that support the four Strategic Goals.

GSA's Program Evaluations from 1994-2006:

Business Line	Research Topic	Start Year
PBS	Private Industry Project Peer Reviews: PBS conducts project reviews at regular intervals during both the design and construction phases using private-sector industry professionals.	1994
PBS	Design and Construction Start Reviews: Multiple independent reviews at the project-specific and program-wide levels. Reviews address cost, scope, and quality issues, as well as the ability of project teams to deliver the project as intended.	1995
PBS	Real Property Disposal: Uses industry roundtables, sponsoring agency roundtables, IG audits, and GAO audits for independent program reviews of specific aspects of the program.	1997
PBS	Building Operations Benchmarks: Cleaning, maintenance, and utility costs are benchmarked to the private sector using BOMA data.	1998
PBS	Asset Management Plan Review: Uses a group of real estate industry experts to develop a recommendation for a Return On Equity (ROE) metric.	2002
PBS	Asset Management Workload Analysis: External studies conducted to measure workload and minimize risk.	2002

Business Line	Research Topic	Start Year
FAS	FAS Information Systems: Ensures that FAS complies with IT policy and requirements and that systems hardware and software configurations properly interface with other governmentwide IT systems.	2002
FAS	Enterprise Planning: Ensures that the FAS corporate plan aligns with and supports GSA goals, goals are effectively measured, and initiatives align with strategies.	2002
FAS	Transportation and Property Management: Promotes maximum reuse of excess and surplus personal property; Ensures agencies report, screen, and acquire excess property; Ensures excess property is screened and transferred in accordance with applicable laws and regulations; Ensures surplus property is screened and donated in accordance with applicable laws and regulations.	2002
FAS	Information Security Management: Provides support services for national security information and communications systems to all government activities, including those conducting sensitive and classified national security, diplomatic, and Department of Defense (DOD) missions.	2002
PBS	Human Capital Strategy: Ensures that GSA employees possess the right skills to deliver consistently exceptional customer service; Creates challenging careers and career options for our employees; Provides the training necessary for optimum professional development; Clarifies roles within the organization and improves accountability; Ensures that PBS provides optimum value for the taxpayer dollar.	2003
PBS	Quality Assurance / Quality Control (QAQC) Reviews: Entails private-sector, industry professional reviews of project quality and scope factors. QAQC evaluators oversee multiple projects and conduct reviews at three stages: final design concepts (i.e., prior to PBS Commissioner approval), design development drawings, and construction drawings.	2004
PBS	Contractor Performance System (CPS): Contractor performance systems are used to review contractors during the source selection process. This approach allows GSA to make informed decisions regarding potential contractors that impact program performance.	2004
PBS	Review of Leasing Program: Contractors review the PBS lease program compared to private-sector program practices at length and identify industry best practices from educational textbooks that align with PBS's practices.	2004

Business Line	Research Topic	Start Year
FAS	Program Support Services: Develops internal policies and guidelines, coordinates and controls, and/or provides support for FAS activities related to budget administration, financial management, human resources management, emergency management, and a wide variety of administrative programs.	2004
FAS	Service Delivery: Ensures the continuation of a cost-effective governmentwide program of long distance voice and data telecommunications services.	2004
FAS	Service Oversight: Ensures quality long distance and special services delivery by service providers; Oversees network management by service providers to ensure compliance with the terms and conditions of the contract; Provides technical assistance and advice to GSA customer organizations and to customer agencies on new technological applications.	2005
FAS	Information Technology Solutions: Provides support to FAS customer missions worldwide by facilitating regional and national client support centers and using best practices to deliver effective and innovative best value solutions.	2005
FAS	Vehicle Leasing: Ensures proper vehicles are ordered, received, assigned timely, and used properly.	2006

APPENDIX III

Program Assessment Rating Tool (PART) That Supports the Goal

PROGRAM	PART RATING	YEAR PARTed
STEWARDSHIP:		
Asset Management	Effective	2004
Vehicle Leasing	Moderately Effective	2004
Vehicle Acquisition	Adequate	2004
Property Disposal	Moderately Effective	2005
SUPERIOR WORKPLACES:		
Construction	Effective	2005
Leasing	Moderately Effective	2005
BEST VALUE:		
Global Supply	Adequate	2004
Assisted Acquisition Services	Results Not Demonstrated (previous rating)	2004
Personal Property Management	Moderately Effective	2005
National Furniture Center	Moderately Effective	2006
USA Services	Effective	2006
Travel Management	Adequate	2006
Transportation Management	Moderately Effective	2006
Charge Card Services	Effective	2006
ITS Portfolio	Not Yet PARTed	2007
INNOVATION:		
Office of Governmentwide Policy	Moderately Effective	2006

**The ITS Portfolio includes Long Distance, Regional Telecom, IT Schedules, and GWACs. Global Supply is now being reassessed under the General Service and Supplies (GS&S) Portfolio which includes Warehouses, Direct Delivery Model and Expanded Direct Delivery. The Assisted Acquisition Services Portfolio includes National ITS, Regional ITS, and Professional Services.*

ACKNOWLEDGEMENTS

Completing GSA's Strategic Plan would not have been possible without the help and support of many people. We would like to thank the Strategic Plan Working Group for all of their hard work and dedication during this process.

Michael Berkholtz
David L. Bibb, Co-Chairman
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June 2007