



U.S. General Services
Administration

Fiscal Year 2026 -2030

GSA Strategic Plan





Since its creation in 1949, GSA has been entrusted with a vital mission: to ensure our government operates with efficiency, responsibility, and accountability to the American people. Today, that mission matters more than ever. As the world changes, GSA must not only keep pace but lead the way in shaping how the government delivers for the nation. At the heart of our vision is a simple but strong commitment: to safeguard taxpayer dollars while empowering federal agencies to serve the public with excellence.

We will meet this challenge by:

- Rightsizing the federal footprint to strengthen agency missions and foster a culture of collaboration.
- Enhancing how the federal government acquires goods and services it depends on.
- Expanding our government shared services leadership and our ability to deliver the very best products and services to every stakeholder we serve.
- Optimizing resources while simplifying policy and operations across government.
- Leading with innovation in the smart, secure, and thoughtful use of technology.
- Modeling fiscal responsibility through GSA's own operations and practices.

Through this strategic plan, GSA will continue to transform how the government works—building a more effective, innovative, and accountable federal enterprise that delivers lasting value for the American taxpayer.

Edward C. Forst
Administrator

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GSA Mission

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

The U.S. General Services Administration (GSA) plays a vital role in ensuring that the federal government operates efficiently, responsibly, and in alignment with the interests of the American taxpayer. Established to streamline federal operations and promote effective government management, GSA remains committed to maximizing value for the American people through robust oversight, fiscal discipline, and service excellence.

GSA accomplishes its mission by delivering cost-effective, innovative, and collaborative solutions in real estate, acquisition, and technology. By leveraging the buying power of the federal government, GSA reduces waste and strengthens national supply chains by supporting American businesses, American-made goods, and services.

GSA is powered by a dedicated and talented workforce. Its leasing specialists, architects, contracting officers, technologists, project managers, and policy analysts work together to bring focus, expertise, and data-driven solutions that meet the evolving needs of government.

GSA has four fundamental strategies for delivering its mission in the coming years:

1. **Optimize our Federal Buildings Portfolio.** Reimagine and optimize the federal real estate portfolio by consolidating space, disposing of underutilized assets, reducing maintenance liabilities, and investing in beautiful, flexible, and technology-enabled facilities.
2. **Streamline and Centralize Procurement.** Improve federal procurement by simplifying the acquisition process and consolidating procurement functions to leverage governmentwide buying power, eliminate mission duplication and waste, and reduce regulatory barriers to entry.
3. **Enhance our IT Infrastructure and Software Services.** Leverage and invest in secure, scalable, and modern digital infrastructure and software solutions, such as cloud and artificial intelligence (AI) technologies, while optimizing overall information technology (IT) spend and educating the workforce on technology use.
4. **Embrace GSA's Model of Efficiency and Effectiveness for Ourselves.** Lead by example by streamlining internal processes to reduce redundancy in operations, increasing facility utilization, and providing tools for learning and training that enhance workforce capabilities.

Core Business Lines

Public Buildings Service



Throughout the 50 States, five territories, and the District of Columbia, GSA's Public Buildings Service (PBS) manages one of the nation's largest and most diverse real estate portfolios. As the federal government's largest landlord, PBS owns and leases approximately 8,500 assets and maintains an inventory of almost 360 million square feet of rentable workspace. PBS's inventory of assets comprises over 540 buildings listed or eligible for listing in the National Register of Historic Places. PBS provides high-quality real estate and workspace solutions, including acquiring, designing, constructing, leasing, and when necessary, disposing of surplus federal real property for 50 federal departments and agencies.

Federal Acquisition Service



GSA's Federal Acquisition Service (FAS) helps government agencies buy and access the products, services, and solutions they need to achieve their missions. FAS collaborates with suppliers, creates easy to use acquisition contracts and ensures compliance with laws and policy. It delivers shared services across acquisition and technology. Its knowledge of the markets helps agencies manage costs and maximize every dollar the government spends using its contracts and services.

FAS's Technology Transformation Services (TTS) provides technology services, from digital shared services to skilled technology talent, that are at the heart of how the government operates and serves the public. It ensures agency partners are more effective and efficient in providing services to the American people.

Office of Government-wide Policy

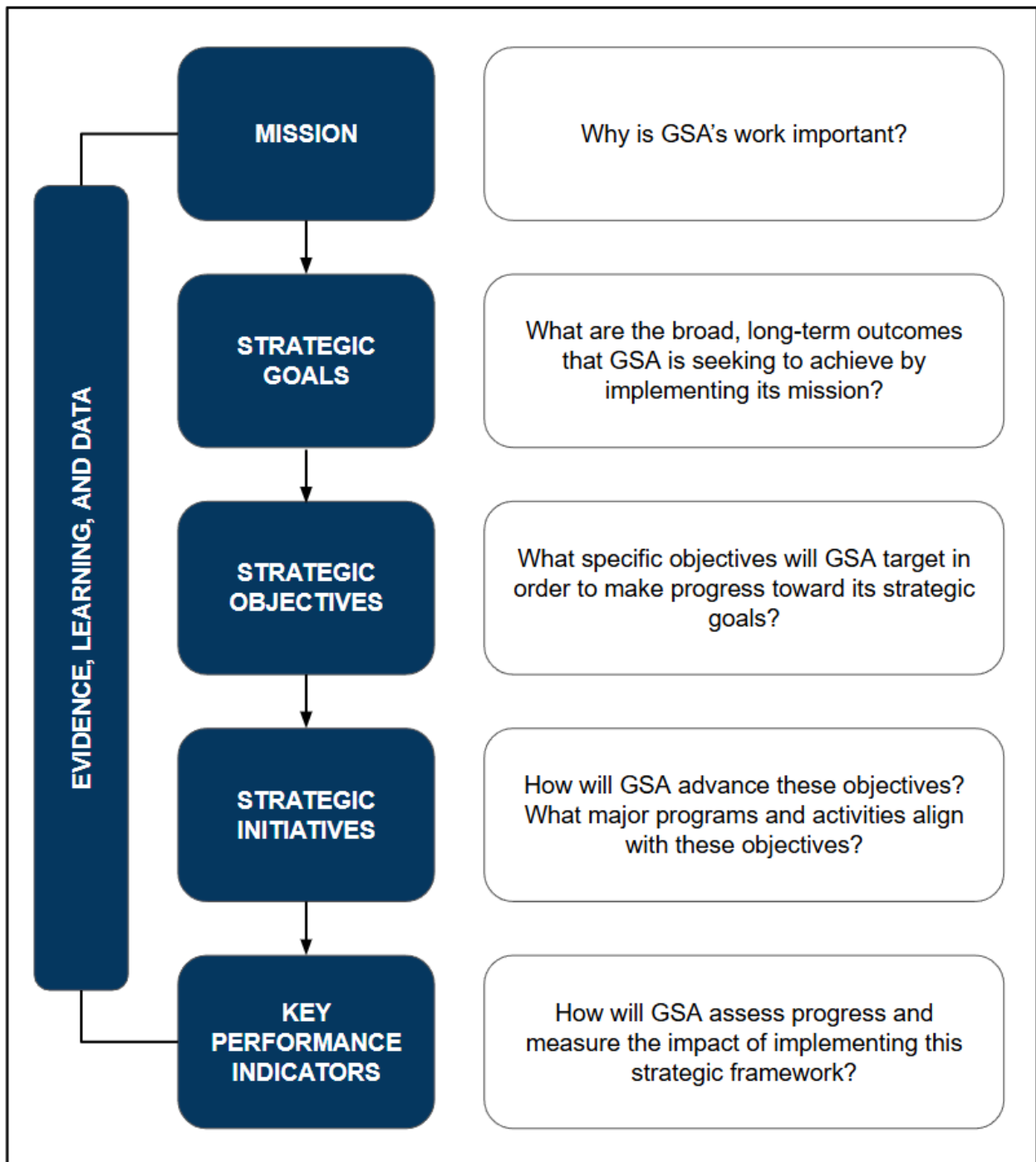


The Office of Government-wide Policy (OGP) uses policies, data, and strategy to drive efficiency, excellence, and dynamic mission delivery across the federal government. OGP focuses on key administrative areas such as shared services, travel and transportation, acquisition, acquisition workforce development,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

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

Components of the Strategic and Performance Framework

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



FY 2026 - 2030 STRATEGIC PLAN FRAMEWORK

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

STRATEGIC GOALS

REAL ESTATE	ACQUISITION	TECHNOLOGY	INTERNAL OPERATIONS
GOAL 1: Optimize our Federal Buildings Portfolio	GOAL 2: Streamline and Centralize Procurement	GOAL 3: Enhance our IT Infrastructure and Software Services.	GOAL 4: Embrace GSA's Model of Efficiency and Effectiveness for Ourselves
Lead Office: Public Buildings Service	Lead Offices: Federal Acquisition Service, Office of Government-wide Policy	Lead Offices: Technology Transformation Services, GSA IT	Lead Office: Office of the Administrator

STRATEGIC OBJECTIVES

SO 1.1 Increase utilization of federal space for GSA and customer agencies.	SO 2.1 Overhaul governmentwide procurement by leading efforts that reduce duplication, drive savings, and improve how agencies buy domestic common goods and services.	SO 3.1 Optimize technology systems and infrastructure.	SO 4.1 Streamline internal processes and support services to minimize redundancy.
		SO 3.2 Create a shared, enterprise-wide data management and governance environment at GSA.	
SO 1.2 Reduce delinquent maintenance liabilities and improve the quality of owned properties for the federal buildings portfolio.	SO 2.2 Reduce regulatory barriers to increase competition and make it easier to do business with the government, including for small businesses.	SO 3.3 Provide shared services that improve security and interoperability.	SO 4.2 Deploy a high-performing workforce to be more agile and adaptable.
SO 1.3 Invest in and deliver beautiful, flexible, and technology-enabled facilities to support customer mission needs.	SO 2.3 Improve procurement technology infrastructure.	SO 3.4 Leverage AI and other emerging technologies thoughtfully to drive process improvements.	

GOAL 1 / REAL ESTATE

Optimize our Federal Buildings Portfolio

GSA's Public Buildings Service (PBS) provides innovative and efficient work environments that enable federal agencies to achieve their missions at the best value to the American taxpayer. PBS fulfills its mission by providing real estate and workspace solutions to customer agencies to support their mission needs. Today's work environment drives the transformation of the federal footprint into a more dynamic, cost-effective, and fiscally sustainable portfolio. By improving space utilization, investing in core assets, and disposing of underperforming and underutilized facilities, PBS aims to rightsize the federal footprint to more effectively support agency missions, promote collaboration, and serve as a responsible steward of taxpayer dollars.

STRATEGIC OBJECTIVES

- | | | |
|-----|---|---|
| 1.1 | Increase utilization of federal space for GSA and customer agencies | → |
| 1.2 | Reduce delinquent maintenance liabilities and improve the quality of owned properties for the federal buildings portfolio | → |
| 1.3 | Invest in and deliver beautiful, flexible and technology-enabled facilities to support customer mission needs | → |

HOW WE SUCCEEDED

In order for GSA to succeed, PBS needs the necessary resources and funding to successfully implement these initiatives, i.e., full access to rental revenues collected from customer agencies into the Federal Buildings Fund (FBF). Since fiscal year (FY) 2011, the average FBF enacted funding shortfall is roughly \$1 billion per year, which has resulted in a total projected fund balance of more than \$10 billion. While GSA continues to collect commercially equivalent rent from its occupant agencies, the FBF has been used by Congress to offset increases for other agencies, rather than to reinvest in providing quality space and services.

PBS and customer agencies require funding for consolidations, tenant moves, and building out space to provide for more optimized, technology-enabled, and collaborative workspaces. PBS is working toward disposing of underperforming and underutilized assets, updating workspaces, and leveraging leases for general office space. PBS must focus its limited funding into core assets to reduce liabilities and provide more efficient, flexible, technology-enabled, and collaborative work solutions to empower agencies to meet their mission needs.

PRIORITY QUESTION

- ↳ What are the challenges and successes for implementing occupancy/utilization requirements for GSA and customer agencies?

GOAL 1 / REAL ESTATE / OBJECTIVE 1.1**INCREASE UTILIZATION OF FEDERAL SPACE FOR GSA AND CUSTOMER AGENCIES****WHY**

Federal agencies have historically struggled to accurately assess how much space they need to fulfill their missions. Assessing occupancy needs and designing space to best utilize occupancy is essential as underutilized and vacant space incurs operating costs. To continue to be good stewards for American taxpayers, GSA is committed to working with customer agencies to improve utilization and optimize space use to save money.

WHAT

Enacted in 2025, the Utilizing Space Efficiently and Improving Technologies (USE IT) Act requires agencies to measure and report their building utilization and will help GSA to improve space planning by collecting and validating occupancy data to inform housing strategies and reduce space. This approach will help to ensure that decision-making is based on data, rather than assumptions or future projections.

HOW

- ↳ Collect occupancy data and incorporate it into customer housing strategies.
- ↳ Conduct advanced portfolio analysis and leverage new tools to evaluate consolidation, co-location, and other innovative shared space options to reduce costs, offer flexible solutions, and leverage underutilized space.
- ↳ Consolidate agencies to improve space utilization and enable PBS to terminate costly unneeded leases and dispose of underutilized buildings.

KEY PERFORMANCE INDICATORS

- ▲ Utilization rate for GSA-controlled facilities
- ▲ Percentage of CFO Act agencies with a completed GSA Customer Strategy

CONTRIBUTING INITIATIVES & PROGRAMS

- ↳ **Occupancy Data**—*Employ collected USE IT Act data into tools to assist in developing and implementing long-term plans for housing federal tenants in GSA-controlled space.*
- ↳ **Flexible Lease Solutions**—*Leverage the flexibility and agility of commercial leasing for general office space requirements so that GSA can focus limited financial resources on inherently governmental buildings.*
- ↳ **Agency Headquarters Consolidations**—*Evaluate the long-term strategy for headquarters buildings in Washington, D.C. to identify opportunities for consolidation and co-location that will significantly increase utilization rates in the nation's capital.*

GOAL 1 / REAL ESTATE / OBJECTIVE 1.2

REDUCE DELINQUENT MAINTENANCE LIABILITIES AND IMPROVE THE QUALITY OF OWNED PROPERTIES FOR THE FEDERAL BUILDINGS PORTFOLIO

WHY

GSA manages one of the country’s largest real estate portfolios, supporting the nation’s most critical functions. Over the past 5 years, GSA’s delinquent maintenance has grown at an average rate of 27%, with a consistent shortfall in enacted funding for the Federal Buildings Fund (FBF). The Repair and Alterations (R&A) budget has been hit the hardest, hindering PBS’s ability to address the growing backlog of building deficiencies.

WHAT

Years of insufficient funding to implement repairs and alterations resulted in an inventory of deteriorating buildings with escalating fire and life-safety liabilities. Many also do not meet customer agency mission and security requirements. The resulting backlog of delinquent maintenance liabilities made GSA’s portfolio financially unsustainable. PBS must accelerate disposals of underperforming and underutilized assets to reduce its delinquent maintenance backlog.

HOW

- ↳ Increase the pipeline of future dispositions of underperforming and underutilized assets to decrease liabilities, freeing up capital and resources to invest in beautiful, efficient, and mission-critical facilities.
- ↳ Optimize the existing leased portfolio, negotiate below-market rents, and strategically procure lease actions to absorb federal occupancies from disposition candidates, ensuring optimal long-term housing solutions.
- ↳ Advocate for additional funding authorities to enable GSA to maintain and improve its real estate portfolio more efficiently.

KEY PERFORMANCE INDICATORS

- ▲ Real estate cost avoidance (in millions)
- ▲ Gross sales revenue from federal-wide disposals (in millions)

CONTRIBUTING INITIATIVES & PROGRAMS

- ↳ **Full FBF Access**—Secure full access to rental revenues in the FBF to address a backlog of delinquent maintenance and optimize space to improve utilization.
- ↳ **Portfolio Optimization**—Develop and implement strategies that identify assets under evaluation for disposition, focusing on high-impact markets and facilities with the greatest opportunity to reduce delinquent maintenance liabilities and overall cost of PBS’s real estate portfolio, and increase the disposal pipeline.

GOAL 1 / REAL ESTATE / OBJECTIVE 1.3

INVEST IN AND DELIVER BEAUTIFUL, FLEXIBLE, AND TECHNOLOGY-ENABLED FACILITIES TO SUPPORT CUSTOMER MISSION NEEDS

WHY

In a rapidly evolving federal landscape focused on efficiency, consolidation, and improvement, it is necessary that GSA provide flexible, technology-enabled, and cost-efficient workspaces for agencies. GSA aims to serve as a leader and partner to its customers, offering adaptable workspace services and solutions, and delivering projects that enable agencies to more quickly respond to their current and emerging workplace needs.

WHAT

To achieve an improved portfolio, GSA will use space more effectively through data-driven planning and dynamic design, accelerate the disposition of underutilized properties, and leverage flexible leases for general office space. GSA will develop, test, deploy, expand, and improve products and services that drive quality, flexible workspaces for its customers. GSA will implement these solutions in a timely manner, moving toward a more efficient and effective portfolio as expeditiously as possible.

HOW

- ↳ Prioritize investment into core underutilized assets.
- ↳ Leverage leasing more frequently for office space so that agencies can more easily upsize and downsize as needed.
- ↳ Reimagine workspace solutions.

KEY PERFORMANCE INDICATORS

- ▲ Capital projects on schedule (Pre-Construction)
- ▲ Capital projects on schedule (Construction)
- ▲ Tenant Satisfaction Survey - Facilities Management Index

CONTRIBUTING INITIATIVES & PROGRAMS

- ↳ **Customer Engagement**—Assist agencies in implementing sound real estate strategies and practices through proper evaluation of USE IT Act occupancy metrics and established design standards.
- ↳ **Innovative Design Standards**—Design and operationalize new workplace options to optimize space and adapt to changing customer needs.

GOAL 2 / ACQUISITION

Streamline and Centralize Procurement

A simpler, better procurement process makes it easier for businesses to work with the government and for agencies to buy the products and services they need to fulfill their missions. Consolidation intended to eliminate waste and duplication enables agencies to focus on their core mission of delivering the best possible services for the American people. GSA will lead governmentwide efforts to enhance procurement through consolidation and reduction of regulatory barriers for entry. This will be accomplished by consolidating indefinite delivery vehicles (IDVs), centralizing procurement for common goods and services, reverting the Federal Acquisition Regulation (FAR) to its statutory roots, and building an enterprise-wide procurement system that embraces shared service solutions. By optimizing resources and streamlining policy and operations, GSA will strengthen its role as an engine for conducting common-sense procurement that results in delivering measurable improvements in acquisition and long-term value for the government.

STRATEGIC OBJECTIVES

- | | | |
|-----|--|---|
| 2.1 | Overhaul governmentwide procurement by leading efforts that reduce duplication, drive savings, and improve how agencies buy common domestic goods and services | → |
| 2.2 | Reduce regulatory barriers to increase competition and make it easier to do business with the Government, including for small businesses | → |
| 2.3 | Improve procurement technology infrastructure | → |

HOW WE SUCCEED

Successful implementation of these goals and objectives is contingent upon having the necessary resources and effectively managing risks. Over the next several years, GSA will invest in programs and initiatives that (1) eliminate procurement duplication, (2) prioritize the consolidation of IDVs and utilization of Multiple Award Schedule (MAS) contracts, (3) enhance competition by simplifying the FAR, and (4) prudently integrate AI and prioritize customer-centric design. These efforts will help reduce supply chain and compliance risks associated with specialized sectors.

PRIORITY QUESTION

- ↳ To what extent is the GSA Plan for Consolidating Federal Procurement achieving the intended results?

GOAL 2 / ACQUISITION / OBJECTIVE 2.1

OVERHAUL GOVERNMENTWIDE PROCUREMENT BY LEADING EFFORTS THAT REDUCE DUPLICATION, DRIVE SAVINGS, AND IMPROVE HOW AGENCIES BUY DOMESTIC COMMON GOODS AND SERVICES

WHY

Procurement and contract management are key parts of government operations and require a great deal of time and money. As the organization that specializes in buying goods and services, GSA has the expertise and the established partnerships with vendors across multiple industry sectors.

WHAT

The governmentwide procurement overhaul positions GSA to use its proven strategies and established contract vehicles to help agencies reduce administrative costs, make processes more efficient, and increase taxpayers' return on investment through better pricing.

HOW

- ↳ Enhance how the federal government buys domestic common goods and services by aggregating demand, negotiating directly with Original Equipment Manufacturers (OEMs), and securing governmentwide discounts.
- ↳ Centralize and streamline federal vehicle management—reducing costs, improving efficiency, and ensuring compliance with federal mandates through GSA's shared services and expertise.

KEY PERFORMANCE INDICATORS

- ▲ Acquisition program savings delivered to customers (in billions)
- ▲ OneGov cost savings (in billions)
- ▲ Number of agreements signed to initiate the consolidation of common domestic goods and services into GSA
- ▲ Number of agency-owned vehicles consolidated

CONTRIBUTING INITIATIVES & PROGRAMS

- ↳ **Procurement Consolidation**—*An initiative to expand the use of category management principles and employ vendor and demand management strategies to further optimize federal government contract spend.*
- ↳ **OneGov**—*A phased initiative approach aimed at improving how the federal government purchases goods and services.*
- ↳ **GSA Fleet Consolidation**—*An initiative to consolidate agency-owned vehicles into GSA's Fleet Leasing shared service to enhance operational efficiency and cost savings for federal agencies.*

GOAL 2 / ACQUISITION / OBJECTIVE 2.2

REDUCE REGULATORY BARRIERS TO INCREASE COMPETITION AND MAKE IT EASIER TO DO BUSINESS WITH THE GOVERNMENT, INCLUDING FOR SMALL BUSINESSES

WHY

The acquisition policy outlined in the Federal Acquisition Regulation (FAR) has become more complicated and daunting over time, particularly for new businesses hoping to offer their products and services to the government. These same regulations, which were intended to help businesses enter the government market, have become a hindrance.

WHAT

The Revolutionary FAR overhaul is a return to sensible government procurement and aims to simplify policies to focus on statutory requirements, which results in efficiencies through increased competition and reduced barriers to entry, particularly for new entrants.

HOW

- ↳ A multiyear effort to streamline the FAR to eliminate unnecessary regulations and enhance procurement efficiency.
- ↳ Establish multiple workstreams to strengthen stakeholder and industry engagement, increase competition, use plain language, retain only statutory or essential procurement provisions, and reduce barriers to entry to grow the industrial base through GSA's shared services and expertise.

KEY PERFORMANCE INDICATORS

- ▲ Effective competition rate for GSA acquisitions
- ▲ Number of federal contracts awarded to new entrants (CFO Act agencies)
- ▲ Procurement administrative lead time (PALT) for CFO Act agencies (days)

CONTRIBUTING INITIATIVES & PROGRAMS

- ↳ [Revolutionary FAR Overhaul](#)—An initiative that intends to return the FAR to its statutory roots, rewrite it in plain language, and remove most non-statutory rules.

GOAL 2 / ACQUISITION / OBJECTIVE 2.3

IMPROVE PROCUREMENT TECHNOLOGY INFRASTRUCTURE

WHY

The infrastructure that supports GSA's larger role in federal procurement will need to align with its expected growth trajectory. In addition, the systems GSA uses to manage acquisition functions should be adaptable and interoperable to provide its customers with a positive user experience.

WHAT

Acquisition reform goes beyond policies and processes and should include technological solutions with the capacity and capability to efficiently and effectively implement the changes associated with procurement consolidation and centralization at this scale.

HOW

- ↳ Provide a centralized, governmentwide system for travel and expenses for all civilian agencies. It is the first centralized system for an integrated business process and consolidates travel systems for 124 civilian agencies into a single, enhanced shared service platform.
- ↳ Leverage AI-enabled acquisition and market intelligence.

KEY PERFORMANCE INDICATORS

- ▲ Number of CFO Act agencies with GO.gov partially deployed
- ▲ Number of workflows or systems enhanced with automation & AI capabilities

CONTRIBUTING INITIATIVES & PROGRAMS

- ↳ **GO.gov**—A single travel management solution for all civilian federal agencies, providing a more intuitive experience for booking federal travel and better access to commercially available features like charge card integration and a mobile interface.
- ↳ **Procurement Technology Improvements**—An initiative to address redundant functionality across legacy systems and streamline data entry, leveraging emerging technologies.

GOAL 3 / TECHNOLOGY

Enhance our IT Infrastructure and Software Services

Technology is pivotal for achieving administration priorities. As such, GSA aims to lead the federal government in the smart use of technology by streamlining systems, optimizing cloud technologies, and improving shared service delivery to partner agencies. This involves strategically evaluating existing infrastructure; eliminating legacy system vulnerabilities and inefficiencies; and implementing scalable, resilient solutions that meet evolving cybersecurity and operational requirements. GSA will simultaneously maximize the value, performance, and efficiency of governmentwide technology investments.

STRATEGIC OBJECTIVES

- | | | |
|-----|--|---|
| 3.1 | Optimize technology systems and infrastructure | → |
| 3.2 | Create a shared, enterprise-wide data management and governance environment at GSA | → |
| 3.3 | Provide shared services that improve security and interoperability | → |
| 3.4 | Leverage AI and other emerging technologies thoughtfully to drive process improvements | → |

HOW WE SUCCEED

Successful implementation of these goals and objectives is contingent upon having the necessary resources and effectively managing risks. GSA's Office of the Chief Information Officer (GSA IT) will invest in programs such as USAi and Enterprise Data Solution (EDS) that accelerate government innovation, maintain control over data access, and enhance operational efficiency. If GSA does not prioritize and invest in an EDS and associated AI-powered analytics, it will be unable to effectively leverage data-driven decision-making capabilities at scale, which will significantly hinder its ability to provide cost-effective, high-quality services for its customers. At the same time, GSA's Technology Transformation Services (TTS) will invest in shared services such as the Integrated Award Environment (IAE), Login.gov, and Federal Risk and Authorization Management Program (FedRAMP). Without appropriate investment, GSA shared services will remain fragmented, outdated, and susceptible to cybersecurity risks.

PRIORITY QUESTIONS

- ↳ To what extent has the Enterprise Data Solution enabled more efficient use of GSA data assets to inform decisions?
- ↳ In what ways have changes from FedRAMP 20x affected the experience of cloud service providers in terms of speed and level of effort?

GOAL 3 / TECHNOLOGY / OBJECTIVE 3.1

OPTIMIZE TECHNOLOGY SYSTEMS AND INFRASTRUCTURE

WHY

Over time, GSA accumulated a wide array of technology systems, many of which have overlapping uses. To bring the government toward a more sustainable fiscal path, GSA aims to reduce duplication, eliminate waste, and enable reinvestment in scalable, secure solutions. Embracing operational efficiency means optimizing GSA's IT, cloud, and software spending to ensure that every dollar GSA invests brings measurable value to all of its stakeholders.

WHAT

Consolidation of systems will lower maintenance and operational costs, reduce wasteful spending, improve standardization of solutions, and strengthen GSA's cybersecurity. At the same time, GSA will continue to transition its systems toward the cloud to reduce up-front hardware investments, lower operation and maintenance costs, and enhance security and reliability of its data and assets. It will also continue to optimize management of strategic IT investments to minimize risks across the technology landscape.

HOW

- ↳ Consolidate the suite of systems managed in the Integrated Award Environment (IAE) to facilitate a smooth, efficient process to conduct business with the federal government.
- ↳ Strategically migrate GSA systems to cloud-based technologies to increase agility, improve security, and enhance scalability.
- ↳ Leverage the OneGov Strategy for internal GSA software purchases to reduce costs and streamline the acquisition process.

KEY PERFORMANCE INDICATORS

- ▲ Percentage completion of IAE system consolidation
- ▲ Percentage of GSA systems hosted in the cloud

CONTRIBUTING INITIATIVES & PROGRAMS

- ↳ **Integrated Award Environment (IAE)**—*A program designed to improve the management of the federal awards life cycle processes across multiple online systems.*
- ↳ **Optimize Software Spending**—*Conduct internal software buys using software providers under the OneGov Strategy, which aims to reduce software costs by volume pricing.*

GOAL 3 / TECHNOLOGY / OBJECTIVE 3.2

CREATE A SHARED, ENTERPRISE-WIDE DATA MANAGEMENT AND GOVERNANCE ENVIRONMENT AT GSA

WHY

GSA's data is often siloed, duplicated, or managed with varying standards, which limits its ability to foster advanced analytics and innovation. An enterprise-wide approach standardizes data practices, improves quality, and ensures consistency, which ultimately enables leaders to make more informed, data-driven decisions.

WHAT

GSA is transitioning to an enterprise-wide data management solution to address long-standing data management challenges and unlock the full potential of agency datasets for analysis and report generation. It strengthens GSA's ability to foster data-driven insights while maintaining control over data access.

HOW

- ↳ Transform and optimize data and reporting to strengthen insights and data-driven decisions.
- ↳ Improve and streamline access to comprehensive financial and business data to monitor and analyze strategic objectives and program performance.
- ↳ Encourage data exploration to efficiently identify issues, drive insights, and guide future business and research questions.

KEY PERFORMANCE INDICATORS

- ▲ Percentage of GSA datasets available in Enterprise Data Solution (EDS)

CONTRIBUTING INITIATIVES & PROGRAMS

- ↳ **Financial Reporting and Analytics Modernization Effort (FRAME)**—*An Office of the Chief Financial Officer (OCFO) initiative that transforms and optimizes financial data and reporting, which will facilitate access to comprehensive financial data enabling data-driven decisions.*
- ↳ **Enterprise Data Solution (EDS)**—*A GSA initiative that provides a unified platform for data ingestion, storage, processing, and dissemination, thereby streamlining the data life cycle and making it easier to prepare and release data for public use.*

GOAL 3 / TECHNOLOGY / OBJECTIVE 3.3

PROVIDE SHARED SERVICES THAT IMPROVE SECURITY AND INTEROPERABILITY

WHY

GSA plays a central role in developing policy, best practices, and guidance for the federal government. Shared services models allow for more streamlined operations, enabling agencies to focus on their missions and manage security and compliance risks more effectively.

WHAT

GSA's shared services such as FedRAMP and Login.gov commit to revamping and improving these programs in order to keep up with the evolving cloud marketplace and effectively mitigate fraud, waste, and abuse.

HOW

- ↳ Increase the number of active users on Login.gov in a given fiscal year to enhance the value we provide to agencies and the public.
- ↳ Transform FedRAMP into a faster, smarter, and more scalable cloud security authorization process that can keep pace with cutting edge software development and evolving cybersecurity needs.

KEY PERFORMANCE INDICATORS

- ▲ Number of active users on Login.gov (in millions)
- ▲ Average time for FedRAMP to approve Rev 5 or 20x authorizations (days)

CONTRIBUTING INITIATIVES & PROGRAMS

- ↳ [Login.gov](#)—A program that enables a simple and secure way of signing in to U.S. Government websites. It uses the highest standards of security to keep users' information safe.
- ↳ [FedRAMP 20x](#)—An initiative to transform FedRAMP into a faster, smarter, and more scalable cloud security authorization process by cutting red tape and achieving a cloud-native authorization system driven by automation.

GOAL 3 / TECHNOLOGY / OBJECTIVE 3.4

LEVERAGE ARTIFICIAL INTELLIGENCE AND OTHER EMERGING TECHNOLOGIES THOUGHTFULLY TO DRIVE PROCESS IMPROVEMENTS

WHY

AI and other emerging technologies can be enablers of a more innovative, agile, and efficient federal government. These emerging technologies illustrate proven potential to speed up government services, drive process improvement, and save money—all while fostering more efficient, secure, and adaptable government systems.

WHAT

GSA will continue to prioritize and invest in both AI-related initiatives and efforts to transition its data into a cloud-based environment to safely and effectively leverage AI capabilities at scale. This will strengthen GSA's ability to manage AI-driven insights, maintain control over data access, and support interoperability across agencies.

HOW

- ↳ Embrace AI thoughtfully to accelerate technology modernization across the federal government.
- ↳ Encourage experimentation in a safe environment to develop the necessary tools to minimize security and safety risks.
- ↳ Maximize USAi's utility by focusing on high-value use cases in order to support the effective management of contracts, procurement, and fraud detection.
- ↳ Support cross-domain AI analytics to analyze and draw insights from data that comes from multiple, distinct domains or sources.

KEY PERFORMANCE INDICATORS

- ▲ Percentage of GSA employees who completed GSA standardized AI training
- ▲ Percentage of active AI users at GSA

CONTRIBUTING INITIATIVES & PROGRAMS

- ↳ **USAi**—*Governmentwide AI tool that enables agencies to preview and test various AI models in a safe environment before purchasing AI capabilities.*

GOAL 4 / INTERNAL OPERATIONS

Embrace GSA's Model of Efficiency and Effectiveness for Ourselves

GSA was created more than 70 years ago to support federal operations and provide essential services that allow agencies to focus on their core missions. Since then, GSA has taken pride in delivering value in real estate, acquisition, and technology services to the government and the American people. Now more than ever, GSA must continue to improve and evolve to meet the needs of Americans and the demands of today's economy. In line with the rest of the federal government, GSA services and staff offices will continue to internalize the importance of fiscal responsibility, prioritizing efficiency measures that reduce cost with minimal impacts to delivery and operations. GSA will also leverage innovative solutions that enhance its effectiveness in providing the best products and services to all its stakeholders.

STRATEGIC OBJECTIVES

- | | | |
|-----|---|---|
| 4.1 | Streamline internal processes and support services to minimize redundancy | → |
| 4.2 | Deploy a high-performing workforce to be more agile and adaptable | → |

HOW WE SUCCEED

Successful implementation of these goals and objectives is contingent upon having the necessary resources and effectively managing risks and opportunities. Over the next several years, GSA will leverage AI and other transformative technological tools available to minimize redundancy and shift from low to high productivity work. Innovation and process automation that enable operational efficiency in management functions—as well as enhancing the capabilities of the GSA workforce through digital upskilling—will contribute to the revitalization of the federal government.

GOAL 4 / INTERNAL OPERATIONS / OBJECTIVE 4.1

STREAMLINE INTERNAL PROCESSES AND SUPPORT SERVICES TO MINIMIZE REDUNDANCY

WHY

Delivery of effective and efficient core services that enable federal operations is at the heart of GSA's mission, and the agency has a responsibility to ensure that its internal operations are streamlined and integrated. Its ability to adapt to evolving stakeholder needs and demands requires continuous improvement, which includes constantly refining its processes to reduce the burden on the American people.

WHAT

GSA is at the forefront of federal government reform through rightsizing the federal footprint and consolidating procurement. In alignment with these governmentwide initiatives, it will strive for greater efficiency through integration that is fueled by process improvement and innovation. A more integrated and effective GSA enables the federal government to provide better products and services.

HOW

- ↳ Identify, optimize, standardize, and automate manual, rules-based processes and activities to improve operations and allow GSA staff to focus on high-value, analytically driven efforts.
- ↳ Improve office space design to prioritize flexibility, cost efficiency, and alignment with legislative and statutory requirements.

KEY PERFORMANCE INDICATORS

- ▲ Percentage of GSA operational processes automated effectively
- ▲ Total GSA operating cost as a percentage of goods and services provided
- ▲ Utilization rate for GSA-occupied facilities

CONTRIBUTING INITIATIVES & PROGRAMS

- ↳ **Eliminate, Optimize, and Automate (EOA)**—*Initiative to continuously improve GSA processes by first identifying tasks that are unnecessary or inefficient and then leveraging process optimization as well as automation tools to transform workflows.*
- ↳ **Building Utilization**—*Initiative to improve building utilization within GSA-occupied space by optimizing its use and providing GSA employees with updated, technology-enabled space.*

GOAL 4 / INTERNAL OPERATIONS / OBJECTIVE 4.2

DEPLOY A HIGH-PERFORMING WORKFORCE TO BE MORE AGILE AND ADAPTABLE

WHY

The American people expect a government that not only performs at its best but also remains accountable and responsive to their needs. GSA, together with its federal partners, stands at a crossroads of transformational change. GSA must therefore invest in developing a workforce that can anticipate emerging demands, adapt to shifting priorities, and deliver exceptional results.

WHAT

GSA will continually assess and strengthen workforce capabilities to meet evolving mission demands and technological advancements. Guided by the Administration's Merit Hiring Plan and Executive Orders on Workforce Reshaping and Performance Management, GSA will leverage new and existing digital tools and optimize resources available to reskill, upskill, and advance its workforce.

HOW

- ↳ Conduct enterprise-wide capability analysis to identify workforce gaps.
- ↳ Expand the use of structured interviews, technical assessments, and job-relevant evaluations.
- ↳ Enhance performance management policies and expand training to strengthen alignment between employee contributions and organizational objectives.

KEY PERFORMANCE INDICATORS

- ▲ Percentage of offers made from approved annual staffing plan targets
- ▲ Percentage of positions filled using hiring assessments
- ▲ Percentage of supervisory employees with performance accountability critical element added to their performance plans

CONTRIBUTING INITIATIVES & PROGRAMS

- ↳ **Performance Management Reform**—*Initiative to update planning and appraisal policies, institutionalize training on cascading organizational goals, and strengthen reward and recognition systems to eliminate non-statutory barriers and emphasize high performance.*
- ↳ **Hiring Assessments**—*Initiative that expands the use of valid, competency-based assessments and narrows the use of educational qualifications in the federal hiring process in compliance with Executive Orders 13932 and 14170.*
- ↳ **Strategic Workforce Planning**—*Initiative that aligns the organization's talent with its long-term business goals to ensure the right people with the right skills are in the right places.*

APPENDIX

Staff Offices

Office of Administrative Services (OAS)

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

Office of the Chief Financial Officer (OCFO)

OCFO provides enterprise-wide budget, financial management, financial analysis, performance management, and strategic planning services to GSA services and staff offices. OCFO also drives efficiency through its EOA initiative, leveraging process optimization, robotic process automation, and other automation tools to transform workflows.

Office of the Chief Information Officer (GSA IT)

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

Office of Civil Rights (OCR)

OCR administers four programs related to federal civil rights laws and regulations: Equal Employment Opportunity, Affirmative Employment, Non-discrimination in Federally Conducted Programs and Activities, and Non-discrimination in Federally Assisted Programs and Activities.

Office of Congressional and Intergovernmental Affairs (OCIA)

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

Office of the General Counsel (OGC)

OGC provides sound and timely legal advice and representation to GSA clients to enhance their ability to deliver the best value in real estate, acquisition, and technology services to the government and the American people. OGC carries out all legal activities of GSA, advises on the proper implementation of GSA's statutory responsibilities, and provides legal counsel to agency leadership.

Office of Human Resources Management (OHRM)

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

Office of Mission Assurance (OMA)

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

Office of Small and Disadvantaged Business Utilization (OSDBU)

OSDBU has nationwide responsibility for GSA's small business programs and is the chief advocate for small businesses. OSDBU collaborates with GSA mission-delivery and support offices to meet and exceed statutory prime and subcontracting small business and socio-economic small business goals and to implement strategies that drive innovation, strengthen the supplier base, and deliver exceptional value for the Government. OSDBU promotes small business access to procurement opportunities, ensures small business participation, and provides training to industry and the acquisition workforce.

Office of Strategic Communication (OSC)

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

production and management; writing and editing; speechwriting and executive communication; and risk communication and crisis management.

Independent Offices

Office of Inspector General (OIG)

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

Civilian Board of Contract Appeals (CBCA)

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

Acronym & Initialism List

AI	Artificial Intelligence	OMA	Office of Mission Assurance
CBCA	Civilian Board of Contract Appeals	OMB	Office of Management and Budget
CFO	Chief Financial Officer	OSC	Office of Strategic Communication
EDS	Enterprise Data Solution	OSDBU	Office of Small and Disadvantaged Business Utilization
EOA	Eliminate, Optimize, and Automate Initiative	PBS	Public Buildings Service
FAR	Federal Acquisition Regulation	R&A	Repair and Alterations
FAS	Federal Acquisition Service	TTS	Technology Transformation Services
FBF	Federal Buildings Fund	USE IT	Utilizing Space Efficiently and Improving Technologies Act
FedRAMP	Federal Risk and Authorization Management Program		
FITARA	Federal Information Technology Acquisition Reform Act		
FRAME	Financial Reporting and Analytics Modernization Effort		
FY	Fiscal Year		
GSA	General Services Administration		
GSA IT	Office of the Chief Information Officer		
IAE	Integrated Award Environment		
IDV	Indefinite Delivery Vehicles		
IT	Information Technology		
KPI	Key Performance Indicator		
MAS	Multiple Award Schedule		
OAS	Office of Administrative Services		
OCFO	Office of the Chief Financial Officer		
OCIA	Office of Congressional and Intergovernmental Affairs		
OCR	Office of Civil Rights		
OEM	Original Equipment Manufacturer		
OGC	Office of the General Counsel		
OGP	Office of Government-wide Policy		
OHRM	Office of Human Resources Management		
OIG	Office of Inspector General		