

IT Strategic Plan

FY 2003-2008



December 2002

This page intentionally left blank



I. Executive Summary	3
II. Introduction	7
III. The Business of GSA.....	9
Background	9
Strategic Goals	9
IV. Business-Related IT Priorities	10
Alignment of Business-Related IT Priorities to GSA Strategic Goals	12
GSA IT Challenges	13
V. IT Strategic Plan	14
IT Strategic Vision, Goals and Objectives.....	14
Alignment of IT Strategic Goals with Strategic Goals and Business-Related IT Priorities.....	21
VI. The Future of IT at GSA	24
High Priority IT Initiatives	24
Emerging Solutions	26
VII. Conclusion.....	30
Appendix A – IT Strategic Planning Legislation.....	31
President’s Management Agenda	32
Relationship Among GSA’s Corporate Planning Documents	32

This page intentionally left blank



GSA Administrator

December 19, 2002

Dear GSA Associates:

Attached is the General Services Administration (GSA) Information Technology (IT) Strategic Plan for FY 2003-2008. The plan identifies our most critical business and technology drivers and presents cross-cutting IT initiatives that will best enable us to accomplish our mission. Some of these IT initiatives are of long standing, while others exploit emerging technologies and industry best practices. The purpose of this plan is to guide our IT capital investment process toward those projects with the greatest positive impact for our citizens, customers, suppliers, and associates. Our IT plans and investments will enhance our capability to achieve our business goals.

This IT Strategic Plan is the product of a broad collaboration across GSA. The Chief Information Officer and CIO counterparts in the Services and Staff Offices led the planning process. Approximately 50 additional GSA executives from Federal Supply Service, Federal Technology Service, Public Buildings Service, each Region and the Staff Offices provided guidance and input. This breadth of participation helped to ensure that our IT Strategic Plan reflects the full enterprise that accomplishes our mission.

I urge you to become familiar with this plan. It offers important information about the IT projects and initiatives being undertaken during the coming five years. Our investments in information technology nearly always occur with related changes in business processes and associate skill requirements. We will need your leadership and support for these IT strategies to realize their potential gains in efficiency, quality, and customer satisfaction as we go forward together.

This IT Strategic Plan supports the President's Management Agenda (PMA) for electronic Government. The PMA's e-Gov initiatives call for sharing IT resources within and across agencies. We at GSA are playing a vital role in expanding electronic Government, including our leadership role in five Federal Governmentwide e-Gov initiatives and our strategic management of IT human capital.

Careful planning and management of our IT investments is a critical part of our drive toward high performance and continuous improvement. I look forward to working with you to achieve excellence in this area.

Sincerely,



Stephen A. Perry
Administrator

Enclosure

U.S. General Services Administration
1800 F Street, NW
Washington, DC 20405-0002
Telephone: (202) 501-0800
Fax: (202) 219-1243
www.gsa.gov



December 19, 2002

GSA Associates:

As the General Services Administration's (GSA) Chief Information Officer (CIO), I am committed to the development, management, and use of information technology (IT) as a strategic resource at GSA. Together with our agency strategy and performance plans and human capital strategic plan, this document describes the goals that propel our efforts in the crucial area of information technology. This GSA IT Strategic Plan represents the insights of 51 top GSA IT executives and strategic thinkers, who participated directly through structured interviews. It embodies a unified blueprint for how GSA will architect and deliver IT resources for the agency as a whole over the next few years.

This year, GSA has made great strides in implementing a comprehensive and integrated IT management process. With the signing of the GSA IT Capital Planning and Investment Control Order (CIO 2135.1), Information Technology Resources Boards have been formally established in each Service and among the Staff Offices. These improvements to our official IT governance processes represent significant progress in coordinating GSA's budget with its IT management practices, in conformance with the Clinger-Cohen Act.

This GSA IT Strategic Plan aligns our current IT operations and planning with the new GSA Strategic Plan, initiated by Administrator Stephen A. Perry in Spring 2002. The new IT goals and objectives were developed to support the GSA Strategic Plan while continuing to address the most pressing business-related IT priorities. Care has been taken to evaluate IT opportunities as they are perceived to impact business line operations over the next few years. In addition, our IT strategic goals support the President's Management Agenda, ensuring the Administration's vision of better government service for citizens.

With this IT Strategic Plan, I look forward to GSA moving forward with confidence to provide effective IT services to our government customers and our citizens.

A handwritten signature in black ink, appearing to read "M. Carleton".

Michael W. Carleton
Chief Information Officer



I. Executive Summary

The General Services Administration (GSA) faces many challenges in managing information resources in its evolution as the Federal Government's leading procurement and property management provider. Revenues, benefits, and in the end, value delivered by GSA are derived not only through the sale of products and services, but through a heightened attention to customer satisfaction and efficiencies obtained by the innovative use of technology.

GSA Mission

"We help Federal agencies better serve the public by offering, at best value, superior workplaces, expert solutions, acquisition services and management policies."

Information Technology (IT) has become so ubiquitous to the functions of everyday business that even areas historically untouched by IT now demand its benefits to remain competitive. This trend is expected to continue, as the Federal Government mandates that agencies automate and reshape the way services are provided to the taxpayer and to other governmental agencies. Today, the efficient and effective management of IT is one of the most crucial factors in supporting the fundamental principles upon which GSA businesses were established and will continue to grow—aggregating the government's buying power and expertise to lower costs.

Developing a comprehensive IT Strategic Plan for an agency that manages a collection of varied and discrete services is challenging enough. But GSA leaders must also respond to the growing community demand for easily accessible and integrated government information. By actively implementing the President's Management Agenda and participating as a leader in Federal governmentwide electronic government (eGov) initiatives, GSA is taking full advantage of advances in IT to collect and exchange information with its partners and stakeholders. Other forces bearing on GSA's IT management decisions include the compelling needs of homeland security and citizen privacy, Congressional mandates to improve results and performance, and the unique challenge of generating revenue as a fee-for-service operation within government.

GSA has responded to these challenges by developing a comprehensive IT strategy for the next five years that incorporates the combined expertise and insight of 51 of its top executives and strategic thinkers. Under the guidance and direction of the Chief Information Officer (CIO), GSA's unified IT Vision focuses on using IT to improve agency mission business processes and to maximize customer satisfaction.

GSA IT Vision

“To offer customer-focused, agile, and highly secure information technologies to enable the efficient and effective accomplishment of business objectives GSA-wide.”

Designing, building, and operating a customer-focused, agile, and highly secure set of services and applications will enable GSA to efficiently and effectively deliver what customers want. “Highly secure” reflects the current environment in which GSA operates and which its customers demand. The four IT strategic goals identified within this IT Strategic Plan are intended to support the defined vision and give GSA managers a yardstick to measure achievement and overall IT success.

GSA IT Strategic Goals

- Goal 1: Use IT to improve GSA’s business processes and customer focus***
- Goal 2: Create a secure IT environment***
- Goal 3: Optimize IT investments using portfolio management, shared services and enterprise architecture***
- Goal 4: Maintain a world-class workforce***

GSA’s FY 2003 IT Capital Plan includes 41 major initiatives. The FY 2004 IT Capital Plan includes 38 major of which 15 are Federal eGov initiatives. Some initiatives are in development, but many consist of steady state systems that have been in use for many years. GSA business leaders reassessed ongoing initiatives and examined IT business-related priorities to develop the GSA IT Vision and goals. They also identified the following high priorities that must be accomplished to achieve the IT vision and goals:

- System for Tracking and Administering Real Property (STAR) – system supporting responsible asset management in the Federal real estate market
- 3GS – business modernization activities unifying regional and national Federal Technology Services business models and replacement of legacy business systems
- GSA Advantage! – 24 hour accessible internet catalog and ordering system designed and built to provide an effective way for Government personnel to order from GSA and its Schedule vendors electronically using their Government credit cards or Federal agency account codes

- ❑ E-Government – activities including eGov initiatives and compliance with the Government Paperwork Elimination Act (GPEA) of 1998 that improve electronic access to government services
- ❑ Pegasys – accounting and reporting system integrating GSA services, customers, trading partners, and vendors
- ❑ IT Security – activities generating security policy and compliance practices
- ❑ Enterprise Architecture – activities that elicit business and technical requirements and apply standards to maximize process and system continuity
- ❑ Customer Relationship Management – activities for identifying, attracting, and retaining customers
- ❑ Enterprise Infrastructure Operations – grouping of systems that provide connectivity to the desktop including Local Area Backbone Network (LABN), Wide Area Backbone Network (WABN), GSA National Notes Infrastructure (GNNI), GSA National Electronic Mail Services (GEMS), Remote Access Servers (RAS), and Internet/Intranet,
- ❑ Comprehensive Human Resources Integrated System (CHRIS) – system integrating all areas of human resources
- ❑ Data Warehousing – a data repository that enables cross agency analysis data sharing
- ❑ Web Transformation – activities to transform IT applications and systems by either modifying them to become web-enabled or running them natively in a browser to become web-accessible

GSA also continues to pave the way towards technology innovation with pilots and research efforts in the following emerging solutions:

- ❑ Web-based Services (XML/XBRL) – activities linking traditional and non-traditional platforms, including: mobile, wireless, PDAs, and handheld devices
- ❑ PDA/Handheld Devices/Wireless and Cellular Integration – new generation technologies including: mobile telephones, mobile computers, tablet PCs, PDAs, handheld devices, wireless local area networks (LANs), Bluetooth, and electronic books
- ❑ Middleware and Enterprise Application Integration – infrastructure to connect highly distributed custom, commercial and legacy systems
- ❑ Identity Management (Access Control/Authentication and Application Use) – technologies such as smart cards, biometrics, public key encryption, single-sign-on (reduces number of passwords a user needs to remember), provisioning (automated links between HR and IT access control data bases) offer solutions to improve physical and logical access control, and network and IT system authentication

- ❑ Collaboration Tools – various technologies that enable professionals to work together in a distributed environment, such as e-mail, instant messaging, portals, document/forms management, e-whiteboards, groupware, and workflow
- ❑ Network Convergence – integration of data, voice, and video solutions onto a single, Internet Protocol (IP) based network
- ❑ Data Warehousing, Data Marts, and Improved Data Architecture – advances in gathering cross-service data behaviors, trends, and projections and storing, sorting, analyzing, and using it for statistical and reporting purposes

The remainder of this IT Strategic Plan explains the development of the IT strategy through examining GSA's business goals and business-related IT priorities in the context of its new mission strategy and other predominant driving forces.

II. Introduction

GSA established the Office of the CIO (OCIO) in 1995 to spearhead GSA’s enterprise-wide IT initiatives. The Clinger-Cohen Act, of August 1996, established a governmentwide requirement for agency CIO’s, which included responsibility for setting and implementing the agency’s IT strategic direction. In addition to the GSA CIO, each of the major Services and Staff Offices (SSOs) has a CIO who is responsible for controlling and managing the IT program needs of their respective organization within enterprise policies and standards.

The GSA IT Strategic Plan is a comprehensive blueprint for defining how IT will be envisioned, architected, and delivered for the organization as a whole. It will enable the agency to meet its mission by defining the agency’s IT strategy, aligning IT goals with business goals outlined in the GSA Strategic Plan, defining the fundamental IT initiatives and activities necessary to accomplish the IT goals, and identifying future solutions and technologies to pursue.

The process used in developing the GSA IT Strategic Plan included a current state assessment, a future state recommendation, and a gap analysis between current and future states. The model, depicted in Figure 1, describes the sources of information used to develop the components of the IT Strategic Plan.

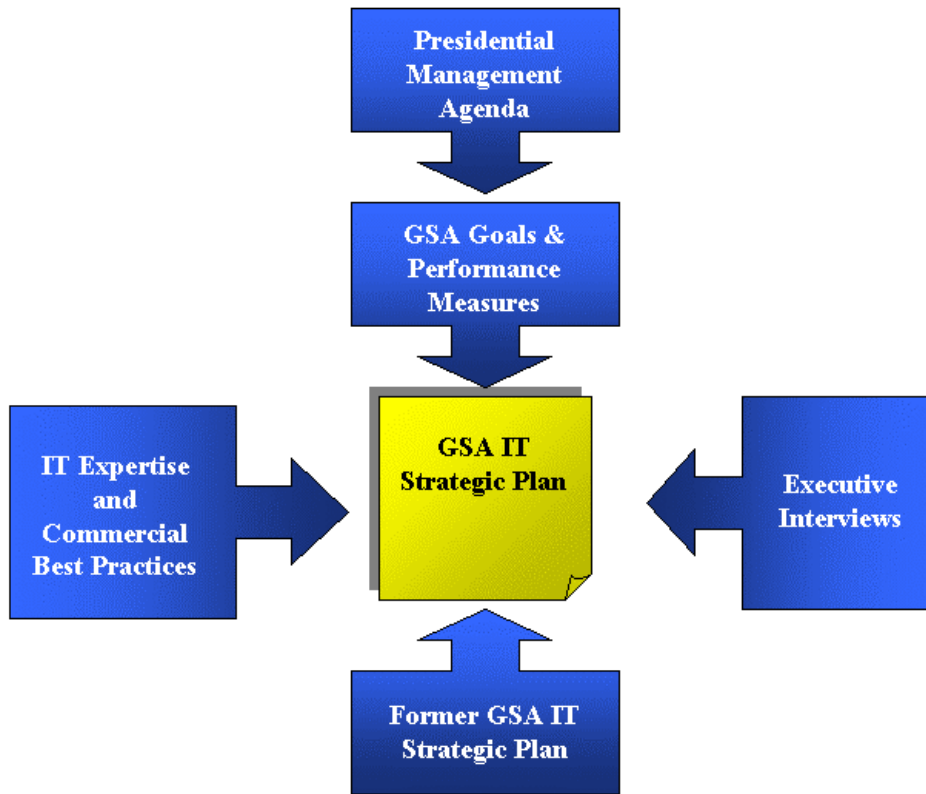


Figure 1. Forces Driving IT Strategy Formulation



IT Strategic Plan FY 2003-2008

This IT Strategic Plan was developed by examination of the business goals and objectives outlined in the current GSA Strategic Plan; interview feedback on business-related IT priorities and commercial best practices; direction from the President's Management Agenda and GSA goals and performance measures; and input from the OCIO.

III. The Business of GSA

Background

GSA is one of the Federal Government's central management agencies. It was established in 1949 with the passage of the Federal Property and Administrative Services Act. The agency's original mission was to improve the administrative services of the Federal Government, such as procurement, supply, and real property disposal. Over the years, GSA's mission has evolved to meet the needs of Federal customers, and by extension, citizens and taxpayers. Today, GSA makes it possible for other Federal agencies to save billions of taxpayer dollars on rent and building maintenance, supplies, IT products, and travel.

GSA Mission

"We help Federal agencies better serve the public by offering, at best value, superior workplaces, expert solutions, acquisition services and management policies."

GSA is comprised of three fee-for-service business-lines: Federal Supply Service (FSS), Federal Technology Service (FTS), and Public Buildings Service (PBS); one policy office, the Office of Governmentwide Policy (OGP); the newly established Office of Citizen Services and Communications (OCSC); several supporting Staff Offices; and 11 geographic regions. The use of GSA's products and services is not mandatory for Federal agencies; funding for the business lines is acquired indirectly through a fee-for-service model. GSA provides the office space, equipment, telecommunications, supplies and services that the Federal Government needs to deliver products and services to its customers. GSA's number one priority is meeting its customers' needs, both government and citizen, in an efficient and effective manner.

Strategic Goals

GSA strategic goals, as outlined in the GSA Strategic Plan, are designed to achieve the GSA mission and meet business priorities. GSA updated its strategic goals and objectives in Spring 2002.

GSA Strategic Goals

Goal 1: Provide best value for customer agencies and taxpayers

Goal 2: Achieve responsible asset management

Goal 3: Operate efficiently and effectively

Goal 4: Ensure financial accountability

Goal 5: Maintain a world-class workforce and world-class workplace

Goal 6: Carry out social, environmental, and other responsibilities as a federal agency

IV. Business-Related IT Priorities

Based on the interviews conducted with 51 key GSA executives, management, and staff located within GSA's Central Office and throughout the regional locations, a list of business-related IT priorities was identified for use in guiding enterprise-wide IT resource allocation. As such, these priorities were used to formulate GSA's IT strategic goals. The list of business-related IT priorities follows:

Customer Relationship Management

Customer relationship management involves leveraging the power of customer relationship management (CRM) tools and technologies to promote enhanced and more productive interactions between customers and GSA associates. The transformational aspect of this priority is recognition of the fact that GSA is migrating from an operationally-driven organization that serves customers well, to a customer-focused organization that relies on customer intelligence (information) to target, reach, and serve its customers better.

Web Transformation of Key GSA Technologies

This priority refers to transforming key IT applications and systems by either modifying them as web-enabled or running them natively in a browser as web-accessible. The purpose of this transformation is to make these applications and systems more accessible to our associates and customers. While GSA has modified many of its key applications and systems, additional systems and applications remain to be transformed.

Improving and Expanding GSA's Web Presence

Improving and expanding GSA's web presence includes examining the GSA websites for ease-of-use, branding, relevancy, transactional capabilities, customer satisfaction and performance; consolidating websites through web integration and portals; and leveraging newly developed eGov initiatives to bolster existing site capabilities, refine internal processes, and embrace new customers. This priority encompasses all GSA websites including GSA-specific websites such as GSA.gov and GSA Advantage!, and governmentwide websites maintained by GSA such as FirstGov and the Federal Consumer Information Center website.

Enterprise Extensibility of SSO Applications and Systems

This priority involves extending the usability, functionality, and scalability of key SSO applications, so that the maximum cost-benefit and utility can be extracted across the entire range of the organization. This involves promoting specific SSO applications and expanding them to enterprise-wide solutions, and retiring redundant and obsolescent applications.

Leveraging Data for Maximum Utility and Effectiveness

Leveraging data involves having the right information available in the right format, in the right context, and when and where and it is needed. This data can also be used to better leverage information about customers and to customers. For

example, a data warehouse and related data marts will enable maximum effectiveness and efficiency for data storage, retrieval, and usage.

Human Capital Management

Human capital management pertains to attracting, hiring, incenting, retaining, training, guiding, and managing all associates through their complete GSA career life cycle. It also involves determining the best mix of skills and sources for the mission critical occupation of IT. In the case of IT, GSA must provide a stimulating and challenging work environment in a competitive labor market.

Information Assurance

Information assurance consists of ensuring that the proper people, processes, procedures, and technologies exist that will prevent systems, data, and applications from being compromised by unauthorized individuals, groups, or entities. Recent security events and new legislation have made this priority extremely important and high profile.

Business Continuity Planning

Business continuity planning (BCP) is the ability to assess, detect, manage, and respond to business threats, vulnerabilities, and emergency situations by implementing leading edge risk management processes, tools, and technology. BCP at GSA includes continuity of operations (COOP), continuity of government, emergency management services (EMS), and Critical Infrastructure Protection (CIP). BCP has been pushed to the forefront in light of recent threats, attacks, and emergency situations.

Infrastructure Optimization

Infrastructure optimization ensures that robust infrastructure is made available at the right time, at a cost-effective price, with consistent levels of quality, service and performance. It is important that GSA accurately measure the effectiveness of its IT infrastructure and make decisions based on cost-benefit and risk analyses.

Regulatory and Policy Compliance

Achieving and maintaining regulatory and policy compliance ensures that GSA meets all legislative and oversight agency requirements for running an effective and citizen/customer-centric Federal agency. Specifically, it means that GSA institutes and practices at all levels, the following practices:

- ❑ IT Governance, Capital Planning and Investment Control, – ensuring that IT is properly defined (business and technical architectural planning), budgeted (capital planning), acquired and sourced (procurement and developed), managed (project/program management), and controlled.
- ❑ Compliance with all legislation and policy [e.g., generated by Office of Management and Budget (OMB), General Accounting Office, and Chief Information Officers' Council] regarding information technology.

Enterprise Architecture

GSA’s Enterprise Architecture is developed jointly with the SSOs to better align GSA’s IT strategy with its business. This joint development will provide:

- Agility – Systems built in accordance with Enterprise Architecture can change more rapidly to address new business requirements
 - Interfaces between systems are well documented
 - Software components are reusable
 - Enterprise Architecture process supports change management process by defining organizational functions and business workflows
- Scalability – Enterprise Architecture development is a disciplined process that elicits business and technical requirements so projects can “begin with the end in mind”
- Economy – Enterprise Architecture process will reduce application redundancy and ultimately guide investment decisions and the development of the IT Portfolio.

Alignment of Business-Related IT Priorities to GSA Strategic Goals

Table 1 shows how business-related IT priorities align to the GSA strategic goals.

		Business-Related IT Priorities										
		Enterprise Architecture	Regulatory and Policy Compliance	Infrastructure Optimization	Business Continuity Planning	Information Assurance	Human Capital Management	Leveraging Data for Maximum Utility and Effectiveness	Enterprise Extensibility of SSO Applications and Systems	Improving and Expanding Web Presence	Web Transformation of Key Technologies	Customer Relationship Management
GSA Strategic Goals		Enterprise Architecture	Regulatory and Policy Compliance	Infrastructure Optimization	Business Continuity Planning	Information Assurance	Human Capital Management	Leveraging Data for Maximum Utility and Effectiveness	Enterprise Extensibility of SSO Applications and Systems	Improving and Expanding Web Presence	Web Transformation of Key Technologies	Customer Relationship Management
1	Provide best value for customer agencies and taxpayers			X-	X	X	X	X	X	X	X	X
2	Achieve responsible asset management	X	X	X	X							
3	Operate efficiently and effectively	X	X	X	X	X	X	X	X	X	X	X
4	Ensure financial accountability	X			X	X	X	X	X			X
5	Maintain a world-class workforce and world-class workplace	X	X	X	X		X	X	X	X		
6	Carry out social, environmental, and other responsibilities as a federal agency											X

Table 1: Alignment of Strategic Goals with Business-Related IT Priorities

Each business-related IT priority supports a minimum of three GSA Strategic Goals. In planning and pursuing solutions for these business-related IT priorities, GSA leadership collaborates to achieve GSA's strategic goals and to meet our mission of services to other agencies and the public at large.

GSA IT Challenges

In addition to the business-related IT priorities, GSA also faces challenges unique to the IT arena that were also considered while developing the IT Strategic Plan. Many of the following IT challenges listed are the same as those faced by other commercial and governmental organizations.

- ❑ Identifying key emerging technologies for adoption at the appropriate point in their product life cycle.
- ❑ Collaborating with the business lines (Services) and staff offices with respect to technology understanding and expertise.
- ❑ Managing more sophisticated technology with fewer resources.
- ❑ Ensuring that technology is properly aligned with the requirements of the business.
- ❑ Managing projects to ensure that scopes, schedules and budgets are met.
- ❑ Providing a model for technology innovation at GSA.
- ❑ Developing an appropriate centralized/de-centralized IT model that meets SSO specific business requirements and recognizes the cost effectiveness and efficiency of standardization and centralization.
- ❑ Acquiring funding support for long-term gain.

These IT challenges should be sufficiently overcome by focusing efforts on successfully achieving the strategic vision and implementing the goals and objectives identified in this IT Strategic Plan.

V. IT Strategic Plan

IT Strategic Vision, Goals and Objectives

GSA's CIO is responsible for setting and implementing the agency's strategic IT Vision. The GSA IT Vision describes the agency's *future state*, defining what GSA aspires to become with respect to IT. By compiling the thoughts, visions, and strategic directions of all GSA CIOs and other executives, a unified GSA IT Vision was crafted.

GSA's IT Vision

"To offer customer-focused, agile, and highly secure information technologies to enable the efficient and effective accomplishment of GSA business objectives."

Using this vision and the business-related IT priorities, four IT strategic goals were identified. These goals were validated to ensure proper alignment with the overall mission, goals, and business priorities of the agency. The IT strategic goals provide GSA executives with a key benchmark for assessing business and IT alignment, measuring the effectiveness of IT spending at the agency level, and closing the perceived gaps in IT effectiveness at GSA. These IT goals ensure GSA uses IT as a business enabler and in a manner consistent with its associates' expectations. Execution and operational details on these four goals can be found in the GSA IT Operational Plan, to be published separately.

GSA IT Strategic Goals

Goal 1: Use IT to improve GSA's business processes and customer focus

Goal 2: Create a secure IT environment

Goal 3: Optimize IT investments using portfolio management, shared services and enterprise architecture

Goal 4: Maintain a world-class IT workforce

Goal 1: Use IT to improve GSA's business processes and customer focus.

Objective 1: Maximize and leverage the availability of information to support our business processes, customers, and citizens

Objective 2: Achieve productivity gains attributable to advances in IT

Objective 3: Advance the Administration's E-Government Strategy

Objective 4: Comply with the GPEA by October 2003

The three services at GSA have made great strides in optimizing their customer service delivery models and reducing costs out of their value chains. Current business efforts at FSS, FTS, and PBS involve moving sales and delivery organizations from a transaction-centered focus to a customer-centered focus. IT is a key enabler in

"3GS will touch every part of FTS' business.... it will contain costs, provide better customer service with more timely and accurate information..." - Sandra Bates, Commissioner, FTS

this effort as leveraging information about customers and their transaction behavior becomes a critical element to the success of these business efforts. Moving to a customer-centric model provides a better understanding of who GSA's government customers are; what and why they buy services; how they wish to conduct transactions with GSA; and what additional products, services, and solutions could stimulate their future buying behavior.

Customer and associate surveys will be conducted to determine how well technology is being used to deliver products and services to GSA's marketplace, and is being leveraged internally. Services will evaluate the business

"We need to not only respond to client needs, we need to be able to anticipate what they want." – Bradley Scott, Regional Administrator, Region 6

performance of newly developed products, services and solutions as part of their ongoing operations.

The Internet has brought profound changes in the way businesses and consumers conduct business transactions. The first wave of Internet computing brought content delivery and messaging. The latest wave of Internet computing—digitizing business

processes—extends the power and ubiquity of the Internet to further enable customers to transact however, whenever, wherever, and through whatever channel they desire. Digitized or web-based technologies, coupled with selective process re-engineering, should lead to substantial improvements in business productivity, since Internet technologies can compress the value chain cycle by speeding the flow of buyer-seller pricing information and order execution. GSA government customers and vendors continue to demand real-time information on the status of their purchase orders, contracts, schedules, and deliveries. All of this can now occur in a paperless environment.

GPEA provides guidance for using information technologies to allow for the electronic submission, signature, maintenance, and disclosure of information as a substitute for paper. GSA will examine its IT investments for applicability and

compliance to GPEA for October 2003 as a preliminary part of its continuing eGov effort.

In conjunction with GSA's new OCSC, all of GSA's websites will be evaluated for consolidation and simplification. Ease-of-use and presentation of key web applications will be appraised to ensure user satisfaction. The OCSC is strategically positioned to spearhead the Federal Government's transition to a more citizen-centric organizational model, and working with FTS, is developing citizen-centric web services.

"E-government will help customers find GSA and its services" – Steve Ruggiero, Acting Regional Administrator, Region 2

The Administration's E-Government Strategy includes four portfolios—government-to-citizen (G2C), government-to-business (G2B), government-to-government (G2G), and internal efficiency and effectiveness (IEE). GSA has leadership in several of the original 24 eGov initiatives as well as FirstGov. GSA's leadership in G2C eGov initiatives (FirstGov

Content Management and USA Services) will enable it to accomplish its strategic goal to leverage information for its citizen customers. GSA's leadership in IEE eGov initiatives (E-Authentication, E-Travel, Federal Asset Sales, Integrated Acquisition Environment,) have the opportunity to further enhance GSA's go-to-market abilities with its government customers. GSA's participation in additional eGov initiatives (XML Registry, E-Payroll, E-Training, Disaster Assistance, EHRI, and E-Rulemaking) will allow it to leverage the technological advancements spearheaded by other organizations to benefit GSA's customers.

Success in Goal 1 will be accomplished by ensuring appropriate information is accessible to GSA's associates and vendor partners and its government and citizen customers. Providing direct access to information through Web enabled systems is only a preliminary step in responding to customer needs. Once applications are Web-enabled, documentation of simplified workflows will continue to be analyzed and reengineered to improve service delivery and productivity.

Goal 2: Create a secure IT environment

Objective 1: Achieve information assurance, continuity of operations, and compliance with the Computer Security Act and Government Information Security Reform Act (GISRA)

The Federal Government's migration from closed-loop, secured architectures (pure mainframe) to multi-protocol, client-server, and web-based architectures has improved service delivery while opening the door to IT security vulnerabilities that in prior years would not have existed. Recent security related events (such as security threats, vulnerability attacks, and emergency situations) have required Federal agencies to upgrade and maintain a strong IT security posture to limit internal and external threats. Therefore, the need to share intra-agency and inter-agency information also presents a degree of risk that it did not before. The Computer Security Act and GISRA focus on the program management, implementation, and evaluation of aspects of the security of systems and the information contained within. It requires Federal agencies to assess the information security measures of their systems, maintain and update an IT security posture.

"GSA needs a balance between accessibility to, and security of, IT." – Ed Fielder, Regional Administrator, Region 4

"The number one priority for GSA should be to make sure that, nationally, we are able to run the agency in case of a disaster." – Glen Rotondo, Deputy Regional Administrator, Region 1

IT security at GSA is performed at all levels (enterprise, business line, and regional) of the agency. GSA currently has a security office that initially prepared and is responsible for updating the IT Security Policy, which has been approved by the IT Architectural Planning Committee (ITAPC). This document contains procedures and provides guidance for implementing IT security within GSA. The policy establishes security controls required to comply with federal regulations and laws and ensures that adequate protective measures for GSA IT resources are taken. Additionally, several GSA IT security procedural guides on various IT security issues have been produced.

Success in Goal 2 will be measured through the timely mitigation of weaknesses documented in the Agency GISRA report and Plans of Action and Milestones; GSA's ability to quickly resolve high risk vulnerabilities; the number of associates and contractors who receive security training; and OMB's support of the GSA Security Program.

Goal 3: Optimize IT investments using portfolio management, shared services and enterprise architecture

Objective 1: Implement IT projects that achieve business requirements within cost and schedule

Objective 2: Gauge IT investment portfolio against best practices and enterprise benchmarks in similar industries

Objective 3: Maximize the use of commercially available technologies

Continually enhancing IT capital planning and investment control processes and the IT capital investment portfolio ensure that the appropriate IT initiatives are funded to meet business requirements. Implementing a rigorous IT portfolio management process based on industry best practices ensures ongoing improvement of IT projects that achieve business requirements within cost and schedule.

“There is value in developing an Enterprise Architecture at GSA. We need to ensure that everyone is working off the same layouts and templates....” - Donald Heffernan, CIO, FSS

GSA will implement best practices to measure its IT investments similar to the industry enterprise benchmarks. This will include updating current practices, such as its IT capital planning and investment control process and its IT portfolio

management process and adopting new benchmarks such as a ratio of systems development costs to operations and maintenance costs.

Appropriate technology solutions can improve internal efficiency and provide a value-added solution for delivery to the customer. Managing infrastructure operations at enterprise-level requires taking advantage of economies of scale and mature and scalable technologies. The effective application of enterprise infrastructure technology ensures that GSA:

- Maintains its position as a best value provider of products and services;
- Is able to effectively identify, segment, target, transact with, deliver to, and incent customers to do business with GSA; and
- Is able to develop unique value-added products and services for sale.

**“We want to be the leader in the services that we deliver to customers. So, we need to look at how we’re delivering our services, and then do it better.”
– Steve Ruggiero, Acting Regional Administrator, Region 2**

At present, Enterprise Infrastructure Operations includes a range of shared services including:

- Messaging;
- Data Services;
- Data Networking;
- Desktop Management;

- Software licensing;
- Internet Connectivity; and
- Groupware.

In order to maximize the use of commercially available technologies, GSA has launched efforts to integrate portable devices for a mobile workforce by 2003 and expand web hosting by 2005. GSA is currently piloting wireless PDA technologies to provide remote e-mail and scheduling. While we have established an interim standard based on the Blackberry product line, we have made provisions to experiment with other devices. In addition, GSA is currently providing both external and internal web hosting. These services will be expanded and improved to enhance the enterprise infrastructure operations already being provided.

Developing and migrating to effective enterprise architecture will lower the costs of technology acquisition, implementation, operation, and support through the re-use of common, shareable application and technology components. Once comprehensive enterprise architecture has been developed and implemented, new IT systems and applications will be capable of using “drop and insertion” techniques with minimal re-work to legacy systems. This will allow GSA to leverage the use of shared business processes and reusable IT systems throughout the organization. In addition to the benefits listed above, enterprise architecture development and execution is a requirement for Clinger-Cohen Act compliance. GSA will continue enterprise architecture modeling as it completes principles and standards development in the creation of “as-is” and “to-be” architectures.

**"Enterprise Architecture is a combination of process and products that helps us understand our business and technical needs. EA makes us better COTS consumers."
– Chris Fornecker, Chief Technology Officer**

Success of Goal 3 management objectives will be measured through the implementation of best practices in IT investment portfolio management and on project management activities (cost, schedule, risks and milestone performance). Success in maximizing technology will depend on continued market research of commercially available technologies that meet GSA business needs; and where technology provides a cost effective solution, GSA's ability to successfully implement those IT solutions to enterprise scale.

Goal 4: Maintain a world-class IT workforce

Objective 1: Recruit, develop, and retain a highly skilled and technologically competent IT workforce with knowledge of the GSA business areas

A skilled, engaged, and continually learning IT workforce is necessary for GSA to achieve both its business and IT goals. GSA will continue to enhance its efforts to recruit, retain, and train IT professionals. Technology will support these efforts by:

- Assisting GSA IT associates through their career life cycle, including recruitment, retention, motivation, and retirement/departure.
- Enabling GSA to educate its IT workforce efficiently, easily, and effectively.
- Enabling GSA IT associates to be as productive as possible—to do more work with fewer employees.
- Attracting, retaining, and incenting a talented IT workforce, ensuring that GSA continues to possess highly motivated, competent, and talented individuals.
- Assisting in change management as GSA attempts to modify its business model.

“When the self-service module of CHRIS is rolled out to all GSA employees and managers later this year, CHRIS will be the most advanced, flexible HR system available in the Federal Government. The system will contribute to a new level of agency-employee excellence in support of the President's Management Agenda goal of improving Strategic Management of Human Capital.” - Fred Alt, CIO, OCPO

The management approach to ensure GSA maintains a world-class workforce will be realized as CHRIS is used to achieve Goal 4. CHRIS' ability to integrate all areas of human resources (HR) (e.g., recruitment, orientation, career management, benefits, training, etc.), in a self-service, web-based environment, will be principal to GSA reaching this goal. Additionally, the OCIO is working with the Office of the Chief People Officer (OCPO), HR Policy and Operations, and the Office of Personnel Management (OPM) to develop competency models for IT occupations. This exercise is designed to develop models that will be useful for recruitment, conducting skill gap analyses, training requirements, and other HR purposes.

Success in Goal 4 will be reached by using employee surveys, activity based costing metrics, and productivity measurements. Also, GSA's ability to recruit and retain qualified IT personnel can be tracked by monitoring the number of job applicants for each available position, turnover rate, and 180 and 360-degree employee/manager reviews.

Alignment of IT Strategic Goals with Strategic Goals and Business-Related IT Priorities

The IT strategic goals identified support the strategic goals of the GSA Strategic Plan and address GSA’s most pressing business-related IT priorities. The matrices that follow demonstrate the alignment of GSA’s IT strategic goals with its strategic goals, its business-related IT priorities, and the goals of the President’s Management Agenda. Table 2 depicts how GSA’s IT strategic goals align to its strategic goals.

		GSA Strategic Goals					
		1. Provide best value for customer agencies and taxpayers	2. Achieve responsible asset management	3. Operate efficiently and effectively	4. Ensure financial accountability	5. Maintain a world-class workforce and world-class workplace	6. Carry out social, environmental, and other responsibilities as a federal agency
GSA IT Strategic Goals							
1	Use IT to improve GSA's business processes and customer focus	X	X	X	X	X	
2	Create a secure IT environment		X	X	X	X	X
3	Optimize IT investments using portfolio management, shared services and enterprise architecture	X	X	X	X	X	X
4	Maintain a world-class IT workforce	X	X	X		X	

Table 2. Alignment of GSA IT Strategic Goals to GSA Strategic Goals

Overall, IT strategic goals impact the systems and equipment that serve as tools for associates to perform the day-to-day business operations of the agency. As such, goals that emphasize efficient and effective operations, responsible asset management, and improvements in the workforce are the most strongly supported.

Table 3 depicts how the GSA IT strategic goals align to the GSA business-related IT priorities.

GSA IT Strategic Goals		GSA Business-Related IT Priorities										
		Customer Relationship Management	Web Transformation of Key Technologies	Improving and Expanding Web Technologies	Enterprise Extensibility of SSO Applications and Systems	Leveraging Data for Maximum Utility and Effectiveness	Human Capital Management	Information Assurance	Business Continuity Planning	Infrastructure Optimization	Regulatory and Policy Compliance	Enterprise Architecture
1	Use IT to improve GSA's business processes and customer focus	X	X	X	X	X	X	X	X	X		X
2	Create a secure IT environment	X	X	X	X	X		X	X	X	X	X
3	Optimize IT investments using portfolio management, shared services and enterprise architecture	X	X	X	X	X	X	X	X	X	X	X
4	Maintain a world-class workforce	X	X	X	X	X	X	X	X	X		X

Table 3. Alignment of GSA IT Strategic Goals to GSA Business Related IT Priorities

As one would expect, the IT strategic goals closely align with the most pressing business-related IT priorities. However, because every IT strategic goal addresses nearly all business-related IT priorities, this table implies a strong interdependence between the IT strategic goals and to some extent their success determined by almost simultaneous progress on business-related IT priorities.

Table 4 depicts how the IT strategic goals align to the President's Management Agenda. The President's Management Agenda contains governmentwide goals to improve Federal management. It reflects the Administration's commitment to achieve immediate, concrete, and measurable results in the near term. The five governmentwide goals to improve Federal management and deliver measurable results include:

- Strategic Management of Human Capital;
- Competitive Sourcing;

- Improved Financial Performance;
- Expanded Electronic Government; and
- Budget and Performance Integration.

		President's Management Agenda Goals				
		1. Strategic Management of Human Capital	2. Competitive Sourcing	3. Improved Financial Performance	4. Expanded Electronic Government	5. Budget and Performance Integration
GSA IT Strategic Goals						
1	Use IT to improve GSA's business processes and customer focus	X	X	X	X	X
2	Create a secure IT environment	X	X	X	X	X
3	Optimize IT investments using portfolio management, shared services and enterprise architecture	X	X	X	X	X
4	Maintain a world-class IT workforce	X	X	X	X	X

Table 4. Alignment of GSA IT Strategic Goals to President's Management Agenda Goals

GSA's IT strategic goals universally support the goals of the President's Management Agenda. This alignment indicates GSA's strong commitment to making a reality the President's vision to improve Federal Government and deliver results that matter to the American people.

VI. The Future of IT at GSA

“Innovation” and “evolution” are two words that capture the transformation that is currently underway at GSA. GSA will continue to be innovative in the creation of new products and services from technology and telecommunications to fleet and property management. GSA will deliver these products and services with delivery models unparalleled in the Federal Government.

High Priority IT Initiatives

The IT Strategic Plan represents GSA’s strategic vision for leveraging technology to supply the needs of its customers, associates, and the Federal community. Listed below are the high priority IT initiatives GSA business leaders will pursue in order to reach GSA’s IT goals and achieve its IT vision.

- **STAR:** PBS’ primary IT system will undergo radical changes in the next few years. In September 2002, a new release of STAR will be unveiled. STAR will be transferred to a new hardware platform shortly thereafter. PBS’ goal is to make STAR easier to use and more accessible.
- **3GS:** 3GS represents a complete transformation and replacement of FTS’ business systems with an enterprise resource planning (ERP) system integrated with CRM. This solution is expected to save FTS over \$9 million a year in operating costs and provide considerable momentum in customer analysis and service. Procurement and implementation is expected to begin in FY 2003 and benefits will be realized during FY 2003 and FY 2004.
- **GSA Advantage!:** FSS is working with other agencies and industry to provide backend financial systems integration for GSA Advantage! purchases to enable accounting practices and procedures that allow for accurate, efficient, transparent, and effective handling of funds. Through the future implementation of the PunchOut/PunchIn capability, agencies will be able to access GSA Advantage! from their e-Procurement systems allowing them to shop local catalogs as well as Advantage! catalogs, obtain approvals at their agencies to enforce internal procurement policies, and seamlessly integrate with their financial systems to automate the reconciliation process.
- **E-Government:** No area has the ability to transform the way GSA operates more than the eGov initiatives for which GSA has leadership (managing partner) responsibility. E-Authentication will provide a standardized, secure method for ensuring identity, not only of GSA systems and websites, but of all Federal Government sites as well. FirstGov and USA Services are expected to develop best practices in agency-citizen interaction that can lead to improved customer service within GSA. Federal Asset Sales will provide a consolidated view of all Federal assets up for sale. E-Travel will use a common travel management system throughout the Federal Government. The Integrated Acquisition Environment will cover procurement and purchasing activities.

- **Pegasys:** Pegasys is a state-of-the art, Joint Financial Management Improvement Program compliant accounting and reporting system. It is the key financial integration element between GSA services, customers, trading partners, and vendors. Phase 1 (source data entry, automated workflow, and online document review) has already been implemented. Phase 2 (replacement of accounts payable and general ledger processes of NEAR) was delivered in October 2002. The strategy going forward is to identify the remaining functionality in NEAR and either develop similar functionality in information and application marts that interface with Pegasys or discard the functionality altogether. The true cost-benefit of Pegasys will be achieved when NEAR is discontinued sometime in FY 2005.
- **IT Security:** The GSA IT Security Policy has been updated and will be approved and implemented in FY 2003. GSA expects to be fully compliant with OMB requirements and will aggressively perform policy compliance reviews and testing to insure that security policies are being implemented. Developing a secure technology environment will enable GSA to fulfill its IT vision.
- **Enterprise Architecture:** EA includes process and products that support change management. The “to be” EA informs the IT Capital Planning portfolio management process. An EA has been developed for the agency’s financial and HR systems. FTS, FSS and PBS will continue to develop their current, as-is architectures, and design their future architectures.
- **Customer Relationship Management:** CRM is a solution with momentum. FTS and FSS are implementing different modules of CRM with plans to integrate and expand their CRM programs. PBS is examining their business requirements to determine if a business case warrants CRM investment. The Marketing Council and OCIO will conduct an enterprise CRM strategy to determine how these efforts can be integrated to create a “customer focused, common operating environment.”
- **Enterprise Infrastructure Operations:** The OCIO will continue to monitor the telecommunication needs of the SSOs. The current voice and data networks have adequate capacity to provide for the needs of the agency. The OCIO will examine the connectivity of infrastructure and backup systems, and will continue to respond to business and technical requirements as they develop and examine new technologies [i.e., voice over IP (VoIP) and quality of service (QoS)] as they mature.
- **CHRIS:** CHRIS was designed to be one of the most comprehensive, sophisticated, web-based HR applications in the Federal Government. It is poised to transform the way associate-agency HR processes are performed. The entire range of CHRIS functionality will be rolled out by the end of FY 2003.
- **Data Warehousing:** The OCIO will continue to examine data warehousing from an enterprise perspective, with involvement from the Service CIOs.

This will be useful for developing a consolidated view of the customer, especially valuable to regional executives and management.

- **Web Transformation:** GSA will continue to evaluate its existing websites. Responsibility for content management of these sites will be transferred to the OCSC in 2002. The websites will be analyzed for consistency, accuracy, ease-of-use, and redundancy. The overall goal of this effort will be to make the minimum number of high quality sites more user-friendly, easier to navigate, and beneficial to the customer.

Emerging Solutions

GSA continues to pave the way towards technology innovation with pilots and research that focus on a myriad of technologies. Currently, a majority of technology experimentation and research is done at the Service and OCIO levels. Input for deciding which technologies to pursue come from OGP; the Services and Regions; industry research; market trends; and knowledge sharing among GSA associates and other Federal agencies. GSA will continue to examine emerging technologies as they appear beneficial to the market. The solutions that follow are but a short compilation of those that GSA is either currently pursuing as pilot programs, or plans to explore to determine relevancy and strategic alignment through business cases over the next five years.

- **Web-Based Services (XML/XBRL):** The real power of web-based services is in interoperability, ease of interface and transaction with other systems, asynchronous computing capabilities, and distributed transaction processing. A GSA web-based services model will ensure that all GSA systems can be integrated. It will provide a foundation to link traditional and non-traditional platforms, including: mobile, wireless, PDAs, and handheld devices. An example of web-based services at GSA would include using a wireless handheld device to allow a GSA executive to request a 30-day transaction customer account summary. A message could be sent to all PBS, FTS, and FSS systems for processing. Each service system would process the request, gather the relevant data and send it back to the handheld device.

In addition to internal drivers, OMB is encouraging agencies to incorporate web-based services into the 24 Federal eGov initiatives. Security issues remain around the ability of external users to circumvent firewall protection, but these concerns will be eliminated as proper architecture mitigates these risks. On the government side, the Department of Agriculture, the Department of the Army, and the Environmental Protection Agency have all implemented various forms of web-based services. Middleware vendors continue to rollout web-based services on their platforms, ensuring ubiquity in the marketplace. GSA will explore an enterprise-wide web-based services strategy that incorporates all GSA systems and its eGov initiatives.

- **PDA/Handheld Devices/ Wireless and Cellular Integration:** New generation mobile telephones, mobile computers, tablet PCs, PDAs,

handheld devices, wireless local area networks (LANs), Bluetooth, and electronic books offer GSA many opportunities for technology evolution and innovation. While the field is still somewhat immature, GSA has been experimenting with many of the above-mentioned technologies. GSA believes the real explosion in wireless computing in the government workforce will likely involve the development of specialized software applications, such as SFA, CRM, and logistics leading the charge. GSA will be able to ride the wireless wave by developing applications that enable procurement officers and executives to work mobile and stay in front of the customer. Pilots around PDAs have been ongoing at GSA over the last year and will continue in earnest. GSA web services initiatives will clearly advance PDA growth in the upcoming years as distributed processing architectures will put more processing power on remote servers and facilitate GSA's expansion to the wireless world.

- **Middleware and Enterprise Application Integration:** Middleware and enterprise application integration (EAI) describe software that enables an organization to link disparate systems that do not otherwise share information, allowing for the immediate exchange of information across technical and organizational boundaries to achieve business benefit. Middleware and EAI solutions can deliver the infrastructure to connect highly distributed custom, commercial, and legacy systems that are common in today's maturing IT environments. There are many commercially available products that provide a middleware/EAI solution, and each solution can provide different benefits to GSA, such as: reduced infrastructure costs, standard interfaces for database requests, increased data reliability, and scalability. As with most Federal agencies, GSA's disparate systems would benefit from a middleware/EAI solution, particularly as its 3GS and CRM efforts evolve. Enhancing a middleware/EAI initiative would be the selection of middleware components that support web-based services.
- **Identity Management (Access Control/Authentication and Application Use):** The proliferation of applications, the increased mobility of our workforce, and the increased turnover in positions require more effective means to manage a user's ability to access enterprise systems. GSA is in the process of deploying a single directory database, which will record every associate's access rights. This will enable GSA to dramatically reduce the number of separate passwords a user has to remember. However, it becomes more critical to manage and authenticate a user's access when a single password gains entry to multiple applications. Smart cards and biometric devices are two technologies that are being investigated to provide a second level of authentication, beyond the password. GSA is also investigating the use of PKI, which also depends on having stronger authentication capabilities, and provisioning systems, that automatically link HR systems to the access control data base.

- **Collaboration Tools:** Collaboration tools is a general term used to describe various technologies that enable professionals to work together in a distributed environment, such as e-mail, instant messaging, portals, document/forms management, e-whiteboards, groupware, and workflow. Over the past five to seven years, organizations have implemented various forms of collaboration tools. More recent advances allow for collaboration with more than one application by allowing employees to obtain information from their main IT application and collaborating with others through the same user interface. GSA already has collaboration tools in place, such as its Lotus Notes infrastructure. Further implementation of collaboration tools to digitize business processes would provide immediate benefits for GSA such as increased Associate efficiency, better process control, and improved customer service.
- **Network Convergence:** Demand for access to information anywhere and at anytime is driving the need for network convergence. Traditional voice networks were not built to handle today's flow of voice, data, and video traffic. As a result, these traditional networks are costly to scale to meet the demands of a modern work environment. Network convergence specifically refers to the integration of data, voice, and video solutions onto a single, Internet Protocol (IP) based network. For organizations ready to move to the next generation of communications network, network convergence can materialize in many forms including: VoIP, unified messaging, virtual private networks (VPN), streaming content, and video conferencing. By converging existing voice, video, and data networks onto a single IP-based network, an organization can lower its total cost of network ownership by reducing expenditures associated with equipment and maintenance, network administration, and network carrier charges. A converged network also enhances an organization's communications capabilities by facilitating employee mobility and providing a solid foundation for the deployment of advanced, feature-rich services and solutions. IP telephony, unified messaging, and multi-channel contact center applications are just a few examples of such solutions. GSA is currently exploring standards for VoIP. SSOs have been requested not to expand their initial VoIP efforts until recommendations are made by an OCIO led work group evaluating agency wide VoIP benefits and costs. Recommendations are scheduled to be complete by early FY 2003.
- **Data Warehousing, Data Marts, and improved Data Architectures:** Data warehousing (e.g., data marts and data architectures) is a data repository that enables analytical data sharing. It offers the chance to take volumes of data and store, sort, analyze, and use it for statistical and reporting purposes. This data can then be used to drive greater operational efficiency and improve the way GSA serves its customers. GSA's OCIO has already taken the initiative to develop the first pilot for this technology. A data warehouse, if implemented with full enterprise support, could be of great use to GSA. It provides a consolidated view of the customer with data



originating from all of the GSA Services. GSA is currently working on a revised business case to explore future alternatives for data warehousing at GSA.

VII. Conclusion

In recent years, GSA has made significant strides in improving its internal framework for enterprise-wide information management and decision-making. Through efforts spearheaded by the CIO, GSA formally established and executed discrete organizational processes embedded within the IT Capital Planning and Investment Control (CPIC) cycle that ensure close coordination of management and budget decisions. This enhanced integrated management process provides for the continuous life-cycle management of IT investments where the chief focus is on achieving substantial business benefit for GSA and return on investment for the taxpayer.

GSA has also focused its IT advancements on the priorities of the President's Management Agenda. GSA's lead role in numerous eGov projects is seen as key to implementing electronic government nationwide and as a way for GSA to remain on the cutting edge of technological improvements, which ultimately benefit its customer agencies. Because most of these eGov initiatives are multi-agency and transformational in scope, funding and management decisions will understandably pose considerable challenges.

The key to GSA's success over the next few years lies primarily in its ability to fully implement the planned enhancements of its base mission critical systems (e.g., STAR, GSA Advantage!, CHRIS, 3GS, and Pegasys) enabling them more robust, integrated, and seamless operation. These enhancements will allow more efficient use of information for the average needs of individual customers and SSOs, and the developing needs of enterprise management.

Equally important is GSA's ability to provide maximum access to its systems while ensuring appropriate levels of security and privacy. Successfully determining organizational approaches in IT Security and conceptual tools like the agency's "as is" and "to be" architectures will become increasingly important in allowing GSA's decision makers to effectively deploy limited resources while realistically managing the increased security risk posed by Web Transformation.

IT is and continues to be a critical part of GSA's day-to-day success, from enhancing its ability to identify potential customers to servicing its existing ones. As such, implementing improvements in the way GSA uses its IT resources to support the function of the agency will continue to require buy in at the highest levels of business and IT management. With this IT Strategic Plan, GSA stands ready to continue its evolution as the Federal Government's leading procurement and property management provider.

Appendix A – IT Strategic Planning Legislation

Over the past few years, the Congress has passed an unprecedented amount of legislation aimed at improving agency performance through implementation of more effective strategic, financial, and acquisition management policies. The Clinger-Cohen Act (CCA) of 1996, the Government Information Security Reform Act (GISRA) of 2000, the Government Paperwork Elimination Act (GPEA) of 1998, the Government Performance and Results Act (GPRA) of 1993, the Chief Financial Officer’s Act (CFOA) of 1990, and the Paperwork Reduction Act (PRA) of 1995 are relevant legislation that direct agencies to improve the uses and efficiency of IT within their organizations. The table below provides a summary description of each act.

Legislation	Description
Clinger-Cohen Act, 1996	Improve the productivity, efficiency, and effectiveness of federal programs through improved acquisition, use, and disposal of IT resources.
Government Information Security Reform Act, 2000	Focuses on the program management, implementation, and evaluation aspects of the security of systems.
Government Paperwork Elimination Act, 1998	Provide direction and oversight for the acquisition and use of IT, to include alternative information technologies that provide for electronic submission, maintenance, or disclosure of information as a substitute for paper and for the use and acceptance of electronic signatures.
Government Performance and Results Act, 1993	Holds federal agencies accountable for achieving program results and requires them to clarify their missions, set program goals, and measure (and report) performance related to meeting those goals.
Paperwork Reduction Act, 1995	Ensure that operations and decisions are integrated with organization planning, budget, financial management, human resources management, and program decisions
Chief Financial Officer’s Act, 1990	Manages the strategy for developing and integrating individual agency accounting, financial information and other financial management systems to ensure adequacy, consistency, and timeliness of financial information.

Figure 5. Legislation related to IT Strategic Planning

President's Management Agenda

The President's Management Agenda sent to the Congress a bold strategy for improving the management and performance of the Federal Government. The PMA contains governmentwide goals to improve Federal management and deliver results that matter to the American people. It reflects the Administration's commitment to achieve immediate, concrete, and measurable results in the near term. The five governmentwide goals to improve Federal management and deliver measurable results include:

- Strategic Management of Human Capital;
- Competitive Sourcing;
- Improved Financial Performance;
- Expanded Electronic Government; and
- Budget and Performance Integration.

Like all Federal agencies, GSA fully supports the PMA and has worked to ensure that its goals are incorporated into all management decisions, including IT planning and spending.

Relationship Among GSA's Corporate Planning Documents

Over the last several years, Congress and Executive Branch leadership have directed Federal agencies to improve the way government is managed. These directives emphasize the importance of performance, results, accountability, and citizen-focus over process. Specifically, legislation has directed agencies to prepare agency strategic plans, annual performance plans, annual program performance reports, and IT strategic plans.

Strategic plans, annual performance plans, and annual program performance reports create a recurring cycle of planning, program execution, and reporting. By forging a strong link between resources and performance, these plans and reports show what is being accomplished with the funds that are being spent.

Strategic Plan

The strategic plan provides the framework for implementing all other parts of the GPRA and sets a course of action over the long term. It centers on those programs and activities that are key to carrying out an agency's mission, and covers the major functions and operations of the agency. A strategic plan is also used to align the agency and budget structure with the mission and goals of the organization. Preparation of a strategic plan also provides an opportunity to review projects against the goals and to consider activities that can be terminated, reduced in scope, or transferred elsewhere.

Annual Performance Plan

The strategic plan's goals and objectives set the framework for developing the annual performance plan. The annual performance plan presents a comprehensive picture of performance across the agency. It also sets out

measurable goals that define what will be accomplished during a fiscal year. By identifying how much an agency will spend to achieve its performance goals, the annual performance plan forms the integral link between budget and program results. The annual performance plan also directly links to the agency's budget. As defined by GPRA, an annual performance plan features three elements:

- The performance goals and indicators for the fiscal year;
- A description of the operational processes, skills, and technology, and the human, capital, information, or other resources that will be needed to meet the performance goals; and
- A description of the means that will be used to verify and validate measured values.

Annual Performance Report

The annual performance report introduces greater emphasis on organizational and managerial accountability for program execution and results. It is based on the performance goals and indicators in the annual performance plan. The report covers all performance goals in the annual plan, and records the achievement of the goals and objectives in the strategic plan.

Actual performance is compared to the projected performance levels in the annual performance plan. Where target levels were not achieved, an explanation and description of the steps necessary to accomplish such goals in the future are included.

IT Strategic Plan

Preparation of an IT strategic plan includes specific ties to all of these plans and reports. The GSA IT Strategic Plan adds the elements of how IT will be used to support the business needs and priorities of an agency. This includes how IT will support the business of the agency and its strategic plan goals. Additionally, the IT strategic planning process establishes performance goals as to how IT will support the performance of strategic plan goals and objectives set in the annual performance plan. At GSA, the IT strategic planning process results in a GSA IT Strategic Plan and a GSA IT Operational Plan. Details on performance goals for IT are included in the GSA IT Operational Plan, published separately.

IT Capital Planning

The creation of an IT capital planning and investment control process is essential to the proper management of IT investments. IT capital planning is a rigorous process for planning, selecting, controlling, and evaluating IT investments. It engrains proper project management philosophies to assist project managers in staying on target with regards to cost and schedule performance. Additionally, it ensures that procedures are implemented to identify, monitor, and mitigate risks that could potentially affect project performance.