



U.S. General Services Administration

FISCAL YEAR 2025 ANNUAL PERFORMANCE PLAN & FISCAL YEAR 2023 ANNUAL PERFORMANCE REPORT



REAL ESTATE SOLUTIONS
ACQUISITION
DIGITAL GOVERNMENT
GOVERNMENT OPERATIONS

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Executive Summary

Purpose

The U.S. General Services Administration's (GSA) fiscal year (FY) 2025 Annual Performance Plan (APP) and FY 2023 Annual Performance Report (APR) outlines the agency's goals and objectives for the next fiscal year and articulates the level of performance achieved in the prior fiscal year.

In general, the APP's purpose is to:

- explain how the work of the agency benefits the public;
- enable the public to understand the goals set by the agency to make progress; and
- describe the performance improvement strategies that are key to achieving the goals.

More specifically, the FY 2023 APR summarizes GSA's actual performance relative to the goals and objectives laid out in the agency's FY 2023 APP. The FY 2025 APP defines the level of performance to be pursued by GSA in FY 2025, describing the strategic goals, strategic objectives, supporting performance goals, and performance indicators.

Both the APP and APR (collectively referred to as the APP/R) comply with the Government Performance and Results Modernization Act of 2010, Pub. L. 111-352, under guidance from the U.S. Office of Management and Budget (OMB) Circular No. A-11 (Revised August 2022): Preparation, Submission, and Execution of the Budget.

About GSA

GSA's mission is to deliver the best customer experience and value in real estate, acquisition, and technology services to the Government and the American people.

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

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

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

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

Core Business Lines

Public Buildings Service



Throughout the 50 States, five Territories, and the District of Columbia, GSA's Public Buildings Service (PBS) manages one of the Nation's largest and most diverse real estate portfolios, housing nearly 1 million Federal employees. As the largest landlord in the United States, PBS operates and leases approximately 8,400 assets and maintains an inventory of almost 364 million square feet of rentable workspace. GSA's inventory of assets is comprised of 425 buildings listed in the National Register of Historic Places and 104 buildings eligible for listing. PBS provides high-quality real estate and workspace solutions, including acquiring, designing, constructing, leasing, and when necessary, disposing of surplus Federal properties for 60 Federal departments and agencies.

Federal Acquisition Service



The Federal Acquisition Service (FAS) helps Federal agencies buy goods, services, and technology solutions, using the Federal Government's buying power to offer the best value for taxpayers and Federal customers. FAS offers Federal agencies over 32 million different products and services needed to meet their missions for the American people. FAS also supplies over \$102 billion in information technology (IT) products, services, and solutions; telecommunications services; assisted acquisition services; travel and transportation management solutions; motor vehicles and fleet services; and charge card services. FAS is approaching 231,000 leased vehicles in its fleet, has issued over six million charge cards, and provides personal property disposal services for the reuse of over \$2.3 billion in surplus property annually.

Office of Government-wide Policy

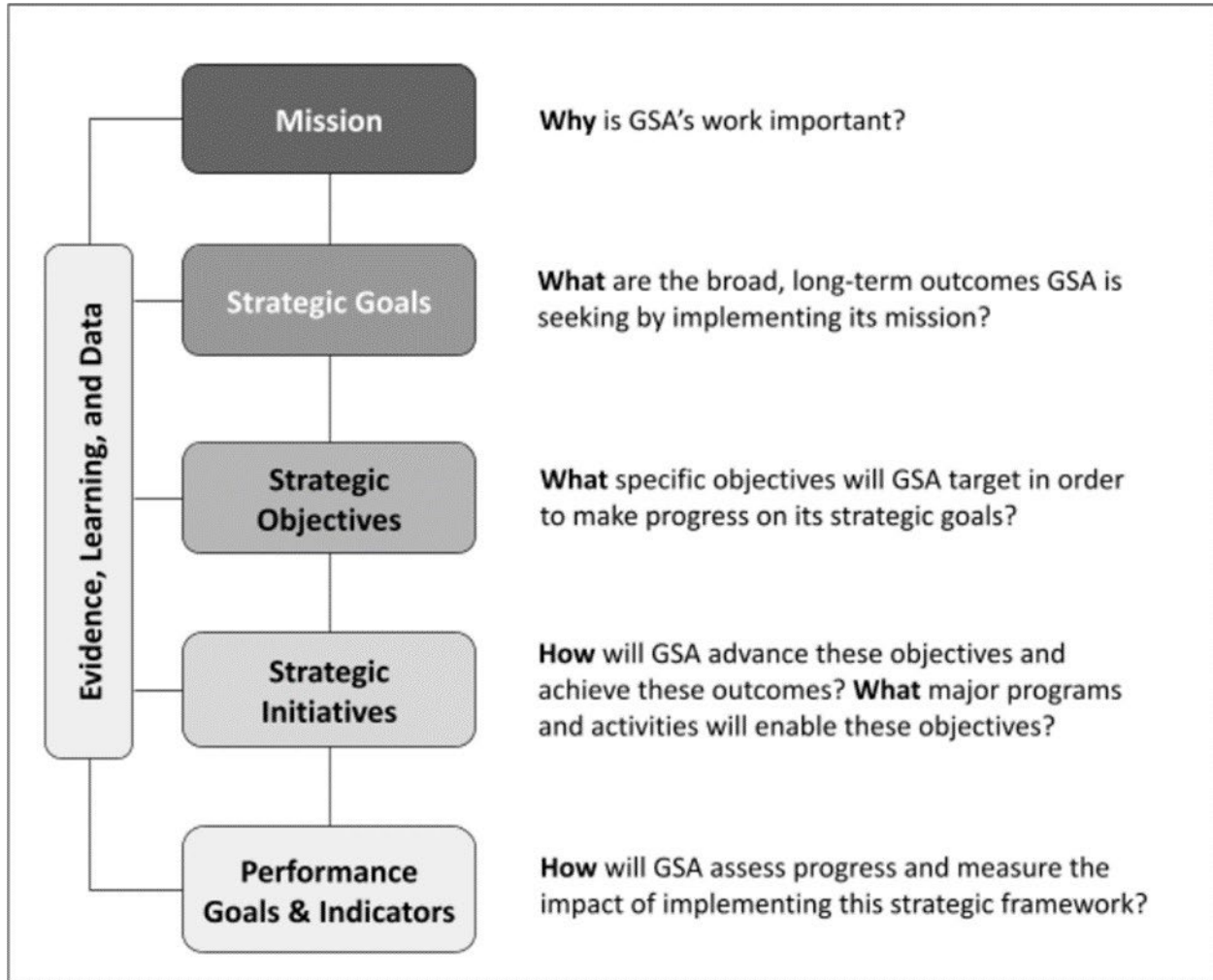


The Office of Government-wide Policy (OGP) uses policies, data, and strategy to drive efficiency, excellence, and dynamic mission delivery across the Federal Government. OGP focuses on key administrative areas such as shared services, travel and transportation, acquisition, acquisition workforce development,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

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

Components of the Strategic and Performance Framework

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



FY 2023 Annual Performance Report

SO 1.1 Develop and offer integrated and virtual workspace options and services that maximize flexibility, particularly in anticipation of increased telework.

Performance Indicators <small>(Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)</small>	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2023 Target	FY 2023 Results
PI 1.1.1 Percent of CFO Act Agencies with new National Workspace Portfolio Plans ↑ 🎯 FY 2022-2023 Agency Priority Goal (Discontinue)	PBS	N/A	N/A	50%	80%	100%

Progress Update: As a leader in providing flexible, sustainable, and mission-enhancing Federal Workplaces, GSA remained focused on optimizing the real estate portfolio in FY 2023 through continued advancement of its workforce-centric workspace offerings. To promote more effective space management, GSA partnered with customer agencies to develop National Workspace Portfolio Plans with real estate strategies designed to meet customer needs and optimize their office space. GSA’s Executive Sponsors played an important role in the development of the Portfolio Plans, helping to define agency requirements and advance the capital planning process.

GSA exceeded its FY 2023 target, completing 100 percent of the 24 CFO Act Agency Plans. These plans describe each agency’s current portfolio, real estate goals, and strategies and opportunities for improving space utilization and reducing costs. GSA leveraged the information from these plans to develop portfolio optimization strategies with agencies and to inform offerings in the suite of GSA’s “Workplace 2030” Services. GSA also capitalized on workspace trends driven by remote and hybrid environments, opening the Workplace Innovation Lab at GSA Headquarters. The Lab is a cross-agency “testing ground” for workspace design, integrated technology, and sustainability that caters to the needs of a flexible workforce in the Federal Government.

SO 1.2 Secure investments needed to achieve a right-sized and modernized portfolio that is safe, efficient, and affordable for customers.

Performance Indicators <small>(Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)</small>	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2023 Target	FY 2023 Results
PI 1.2.1 (a) Lease cost relative to average market rate ↓	PBS	-12.60%	-10.25%	-7.26%	-7.00%	-12.21%
PI 1.2.1 (b) Gross sales revenue from Federal-wide disposals (in millions)* ↑	PBS	\$38.20	\$4.95	\$67.90	\$365.50	\$91.69
PI 1.2.1 (c) Capital projects schedule variance (Annual Appropriations) ↔	PBS	N/A	-1.5%	-4.0%	-10% to 0%	-12.0%
PI 1.2.1 (d) Capital projects schedule variance (Bipartisan Infrastructure Law and Inflation Reduction Act) ↔	PBS	N/A	N/A	N/A	-10% to 0%	1.5%
PI 1.2.1 (e) Percent of projects on schedule (Bipartisan Infrastructure Law and Inflation Reduction Act) ↑	PBS	N/A	N/A	N/A	72.7%	N/A

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2023 Target	FY 2023 Results
PI 1.2.1 (f) Percent of capital projects on budget ↑	PBS	83.5%	80.2%	80.0%	80.0%	86.6%

*In FY 2022, GSA began using a new methodology that counts proceeds from all Federal-wide disposals, not just GSA-controlled properties, with the exception of Federal Assets Sale and Transfer Act properties. Due to the methodology change, FY 2022 to FY 2025 figures are not comparable to FY 2020 and FY 2021 figures.

Progress Update: GSA’s ongoing efforts to right-size and modernize the agency’s real estate portfolio of nearly 8,400 owned and leased assets yielded positive results in FY 2023 as GSA achieved three of six targets within this strategic objective. GSA remained diligent in its efforts to maintain a financially solvent portfolio of leased and owned properties. GSA exceeded its leasing target, with lease costs averaging 12.21 percent below market rate versus a target of 7 percent. By leveraging the Government’s buying power and the leasing team’s expertise, GSA was able to negotiate substantially better lease rates than the overall market during FY 2023.

To assess project delivery, GSA tracks capital projects on budget and capital projects schedule variance. In FY 2023, 86.6 percent of all capital projects were on budget, surpassing the target of 80 percent. This demonstrates strong project planning, scope control, and budget management. In FY 2023, GSA’s schedule variance for capital projects funded by the Bipartisan Infrastructure Law (BIL) and the Inflation Reduction Act (IRA) was 1.5 percent ahead of schedule, exceeding the target. Unfortunately, GSA did not meet the schedule variance target for capital projects funded by annual appropriations, finishing the year 12 percent behind schedule, on average. Ongoing supply chain issues and delays in the aftermath of the pandemic posed a challenge for several projects in FY 2023, leading to the unfavorable result.

GSA also missed the target for Gross Sales Revenue from Federal-wide disposals, ending the year at \$91.69 million versus the target of \$365.5 million. This was due to delays with the disposition of the Federal Helium System at Cliffside in Amarillo, Texas. The project accounted for a disproportionately large share of GSA’s planned disposals in FY 2023.

SO 1.3 Establish and implement cross-cutting solutions that mitigate climate risks by increasing building resilience, reducing overall greenhouse gas emissions, improving energy, water, and waste efficiency, and supporting the transition to carbon pollution-free electricity.

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2023 Target	FY 2023 Results
PI 1.3.1 Greenhouse gas reduction from FY 2008 baseline (Scope 1 and 2 emissions) ↑	PBS	45.3%	51.0%	58.7%	55.1%	60.1%*
PI 1.3.2 Energy Efficiency (energy consumption compared to baseline year of FY 2021) ↑	PBS	N/A	N/A	N/A	1.0%	1.7%*
PI 1.3.3 Percent of gross square footage (GSF) that qualifies as a sustainable Federal building ↑	PBS	40.0%	43.5%	49.5%	49.6%	50.8%**

*Interim results pending Department of Energy or Council on Environmental Quality (CEQ) review. Final results will be published on [sustainability.gov](https://www.gsa.gov/transaction/sustainability).

**Starting in FY 2024, revised methodology evaluates eligible buildings ≥ 25,000 GSF. Previously, the threshold was ≥10,000 GSF.

Progress Update: In FY 2023, GSA continued its efforts to mitigate the climate impacts of Federal buildings. By reducing fuel and electricity use and increasing the procurement of carbon pollution-free electricity (CFE), GSA achieved a preliminary result of 60.1 percent greenhouse gas (GHG) reduction from Federally owned or controlled sources relative to the FY 2008 baseline, surpassing the target of 55.1 percent. However, this figure represents a slight rise in total GHG emissions from FY 2022, primarily due to the unprecedented increase in regional electric-grid emissions across most of the U.S. To improve on these results in the future, GSA plans to invest a significant portion of the \$975 million of IRA Emerging and Sustainable Technology funds to electrify 100 Federal buildings, achieve net zero operations in 26 buildings, and qualify 86 buildings as sustainable.

In FY 2023, energy use, in Federal buildings, was tracking toward achieving the target of a 1.7 percent decrease relative to the FY 2021 baseline, though results will not be finalized until the middle of FY 2024. By applying the Guiding Principles for sustainable Federal buildings—which assist agencies in designing, locating, constructing, maintaining, and operating Federal buildings—GSA continued to save taxpayer dollars, improve energy efficiency, and reduce environmental impacts. In FY 2024, GSA will leverage \$20 million of IRA funds to evaluate building repair needs for assets that will remain in its real estate portfolio over the long term. The goal is to develop investment strategies that will mitigate program and projects’ sustainability risks and increase the resilience of these properties.

SO 1.4 Identify and implement programs that positively impact local communities through enhanced economic activity and opportunities for underserved populations.

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2023 Target	FY 2023 Results
PI 1.4.1 “Good Neighbor Program” Planning Outreach and Partnership (POP) engagements ↑	PBS	8	5	22	33	39

Progress Update: In FY 2023, GSA expanded the use of its “Good Neighbor Program” to support local communities. Through Planning Outreach and Partnership (POP) engagements with local officials, GSA is able to better foster public use of its real estate holdings and support community-based urban development. POP engagements targeted communities where GSA planned future construction, modernization projects, and major leasing activity, as well as communities where GSA’s existing portfolio had potential to support local sustainability, environmental justice, or other impactful planning goals. GSA exceeded its FY 2023 target by completing 39 POP engagements. Some actions that contributed to this level of success included:

- Trained GSA employees to assist in more effective and successful engagements.
- For 26 BIL-funded land ports of entry (LPOE) projects, conducted outreach and implemented Community Engagement plans, increasing transparency of project activities, and encouraging the development of positive relationships with the communities surrounding the land ports. For example, GSA used the Department of Transportation’s Thriving Communities Network (TCN) grant program to identify grant needs and resources for the communities of [San Luis](#) (AZ), [Douglas](#) (AZ), and [Brownsville](#) (TX). The collaboration resulted in these communities receiving 2 years’ worth of grant assistance from TCN.
- Established GSA Tribal Advisors, leading to 13 engagements with local Tribal Nations and national Tribal organizations.

SO 2.1 Ensure GSA’s portfolio of offerings meets market demand for products, services, and solutions and the desired acquisition approaches.

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2023 Target	FY 2023 Results
PI 2.1.1 Acquisition program savings delivered to customers (in billions) ↑	FAS	\$5.92	\$6.09	\$6.82	\$6.00*	\$6.72**
PI 2.1.2 Multiple Award Schedule (MAS) sales (in billions) ↑	FAS	\$36.82***	\$39.75***	\$40.96	\$41.00	\$45.52

*FY 2023 target was decreased from \$6.20 billion at the end of FY 2022 to reflect updated projections from the Office of Information Technology Category (ITC), which implemented an updated cost-avoidance methodology for Government-wide Acquisition Contracts (GWACS) to be consistent with Best-in-Class vehicles.

**Result is not final. FAS is still awaiting results for three smaller best-in-class (BIC) contracts.

***FY 2020 and FY 2021 results were revised from previously reported figures. Extensive data cleaning and re-coding led to a one-time revision of MAS sales.

Progress Update: As the Federal Government’s primary provider of acquisition services, GSA is committed to delivering value, innovation, and an exceptional customer experience. In FY 2023, GSA’s acquisition programs delivered more than \$6.7 billion in savings for the Government. A few key programs generated exceptional savings, including the GSA City Pair Program (savings increased by over \$1 billion year-over-year) due to increases in travel volumes, Assisted Acquisition Services (savings rose \$180 million year-over-year), and GSA SmartPay® (savings jumped 9 percent from FY 2022). Multiple Award Schedule (MAS) sales posted double-digit growth to more than \$45 billion in FY 2023, reflecting the ease, quality, and overall value of these offerings.

GSA continued to tailor offerings to the Federal market, addressing several critical market factors and Administration priorities, including cybersecurity, supply chain risk mitigation, climate sustainability, equitable procurement, and emerging technology. By building these requirements directly into offerings and contract vehicles, GSA offered customers less risk and more convenience as they procured high value, mission-critical goods and services. To ensure GSA selects the best acquisition solutions to better meet its customers’ needs, key initiatives in FY 2023 included:

- Created a technology identification program to continuously track and categorize emerging technologies. This program captures and monitors 65+ emerging technologies spanning eight categories: Artificial Intelligence; IoT, Robotics & Sensors; Climate & Energy; Decentralization & Blockchain; Augmented/Virtual/Mixed Reality; Security & Cybersecurity; Connectivity & Telecom. This program also categorizes technologies at the four main stages of development: Research & Development, Early Applications, Private Sector Experiments, and Government Experiments.
- Supported customer agencies with the ongoing Government-wide transition to Enterprise Infrastructure Solutions. Agencies have either fully disconnected services from the expiring contracts or requested extensions and provided justification. To give agencies extra time to complete their transitions, GSA executed contracting actions to extend expiring contracts.

SO 2.2 Improve stakeholder satisfaction by delivering simplified customer and supplier experiences.

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2023 Target	FY 2023 Results
PI 2.2.1 Customer Loyalty Survey (CLS) score (Rating Scale is 1 to 10) ↑	FAS	7.9	7.8	7.9	8.0	7.7

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2023 Target	FY 2023 Results
PI 2.2.2 Industry Satisfaction Survey (ISS) score (Rating scale is 1 to 5) ↑	FAS	3.81	3.90	3.99	4.00	3.87
PI 2.2.3 Tenant Satisfaction Survey (TSS) - Facilities Management Index ↑	PBS	N/A	N/A	N/A	70%	TBD*
PI 2.2.4 (a) Average Entity scores as measured by Procurement Management Review Division (PMRD) (Rating scale is 0% to 100%) ↑ (Discontinue)	OGP	85%	87%	86%	85%	83%
PI 2.2.4 (b) Average Transactional scores as measured by PMRD (Rating scale is 0 to 3) ↑ (Discontinue)	OGP	2.12	2.11	2.11	2.00	2.25

*PBS administered the TSS in October 2023. The FY 2023 results are pending a Paperwork Reduction Act compliance review by the Office of Management and Budget / Office of Information and Regulatory Affairs (OIRA).

Progress Update: GSA missed three of five targets in this Strategic Objective for FY 2023. However, the agency remained committed to delivering exceptional customer and supplier experiences by seeking to better understand the customer and the supplier journey when using GSA’s acquisition systems and processes. This involves identifying pain points and investing in solutions that streamline and simplify each interaction along the journey. GSA achieved a score of 3.87 (out of 5) for the Industry Satisfaction Survey (ISS), a measure of supplier satisfaction with the agency’s services, and 7.7 (out of 10) for the Customer Loyalty Survey (CLS). Both scores decreased modestly from FY 2022. Supply chain disruptions and the impacts of inflation both contributed to customer and supplier challenges in FY 2023. In particular, substantial work was required to pass an economic price adjustment that allowed for companies to adjust their pricing to account for high inflation. The subsequent rulemaking process also took time to implement. This resulted in suppliers having to frequently justify their price increases, while customers faced order cancellations and a lengthier buying process. GSA has been taking action to make improvements, including:

- Developed and executed 18 action plans based on FY 2022 CLS and ISS results with emphasis on enhancements to systems and ease of acquiring.
- Consolidated multiple market research tools, including Interact, CALC+, and Market Research as a Service or MRAS, and expanded Single Sign-On capabilities.
- Completed a full-scale review of the MAS new offer process resulting in updated requirements to improve the user experience.
- Updated eBuy with an “Intent to Bid” status that enhances transparency by allowing customers to quickly determine how many contractors are working on responses to RFQs.

GSA hopes to see improvements in the survey results as the benefits of these initiatives begin to be realized.

Modernizing the Common Catalog Platform (CCP) remained a priority in FY 2023 to strengthen the user experience for customers, suppliers, and the acquisition workforce. One key enhancement was the Automated Validations and Market Research, where Catalogs submitted through the CCP were checked against automated data validations and business rules. This helped enforce the quality of catalog data, reduced review time needed by the GSA workforce, and provided vendors near-real-time feedback on their submissions, including analysis on price competitiveness, compliance with “Made in America” designation, trade agreement compliance, and likelihood to sell.

GSA continued to prioritize strong contract administration and execution of its own contracts throughout FY 2023. GSA leveraged its Procurement Management Review Division (PMRD) to assess GSA contracting activities and program offices to identify successes and challenges in the performance of contract administration and execution. In FY 2023, the PMRD at GSA reviewed nine program offices, yielding an average entity score of 83 percent, missing the target for the year by 2 percent. GSA attributes missing this target to a more stringent evaluation methodology which now measures additional controls in contract administration based on gaps identified in the previous year’s program management reviews.

In FY 2023, the average transactional score for GSA’s internally managed contracts was 2.25, exceeding the target. GSA attributes this improvement to underlying policy changes that helped to close performance gaps in policy, training, and technology, while increasing accountability. Additionally, GSA implemented process automations to streamline contract administration tasks and improve compliance. Lastly, GSA’s Office of Government-wide Policy piloted an acquisition quality metric that includes Procurement Management Review scores to focus managerial attention.

SO 2.3 As a trusted partner, foster the supply chain to support GSA and Federal acquisition needs for 2025 and beyond.

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2023 Target	FY 2023 Results
PI 2.3.1 Percent of GSA acquisition workforce trained in cyber-supply chain risk management ↑ (Discontinue)	OGP	N/A	0% (Baseline)	78.7%	80.0%	84.2%

Progress Update:

In FY 2023, GSA matured its enterprise-level cyber-supply chain risk management (C-SCRM) program, while making advancements in key risk areas. GSA’s C-SCRM Executive Board worked to align the agency’s C-SCRM maturity assessments and improvement plans. Key actions included:

- Development of an action plan to increase asset data completeness for Building Automation Systems used in GSA-owned/operated buildings.
- Issuance of an Acquisition policy for software security.
- Issuance of C-SCRM information sharing acquisition policies/procedures.
- Improvement of common terminology by drafting C-SCRM lexicon.
- Development of new mandatory and optional learning assets for the workforce that will be published in FY 2024.

The share of GSA’s acquisition workforce trained in C-SCRM reached 84.2 percent in FY 2023, exceeding the goal of 80 percent. GSA identified gaps in training completion and sent targeted reminders, a significant factor in the strong performance on this objective.

SO 2.4 Aid U.S. economic growth by maximizing opportunities and minimizing barriers for small and/or underserved businesses seeking to do business with GSA.

Area Demonstrating Noteworthy Progress

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2023 Target	FY 2023 Results
PI 2.4.1 Percent of GSA obligations to AbilityOne Program ↑	OGP	7.91%	5.78%	7.60%	3.00%	7.17%

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2023 Target	FY 2023 Results
PI 2.4.2 Percent of spend going to small business from the Multiple Award Schedule (MAS) ↑	FAS	33.76%*	34.36%*	35.42%	35.00%	37.05%
PI 2.4.3 (a) Percent of GSA contract dollars awarded to small business through prime contracting ↑	OSDBU	49.43%	46.89%	47.61%	33.00%	50.29%**
PI 2.4.3 (b) SBA Small Business Procurement Scorecard - GSA's Grade ↑	OSDBU	A+	A+	A+	A	TBD***

*Extensive data cleaning and re-coding led to a one-time revision of MAS sales, the denominator in the calculation of this measure. The revised results more accurately capture the level of MAS sales and the proportion of those sales going to small business.

**Result is an initial estimate. Final result is pending the Small Business Administration's adjudication in Q2 FY 2024.

***Result is expected by July 2024.

Progress Update: GSA, in consultation with the Office of Management and Budget, has determined that performance toward this objective is making noteworthy progress. In FY 2023, GSA maximized opportunities and minimized barriers for small, disadvantaged, and socioeconomic entities. GSA's AbilityOne spend surpassed the FY 2023 target. The AbilityOne Program employs people who are blind or have significant disabilities to provide quality products and services at fair market prices. This past year, GSA established an enterprise-wide plan to focus on AbilityOne. The program identified potential opportunities and removed barriers, conducted training for the GSA acquisition workforce, and maintained close collaboration with the AbilityOne central nonprofit agencies and the AbilityOne Commission to address issues with performance and processes.

GSA remained committed to creating more opportunities for small and socio-economic businesses. In FY 2023, over a third of GSA's spend from MAS and over half of GSA's prime contract dollars went toward small businesses, exceeding both FY 2023 targets and spreading Government spending and opportunities across a broader group of suppliers. Moreover, GSA received an A+ on its FY 2022 SBA Small Business Procurement Scorecard, which measures how successfully Federal agencies reach their small business and socio-economic prime contracting and subcontracting goals. GSA's Office of Small and Disadvantaged Business Utilization also hosted its third annual national Small Business Works Event. The event featured representatives from the GSA business lines who spoke on contract opportunities and provided informational training on GWACs, IDIQs, and other small business topics. In addition, GSA implemented activities outlined in its new Post-Award Engagement Strategy to assist new and recent entrants to Federal contracting.

In FY 2023, GSA partnered with OMB to develop and launch two resources for Federal agencies to advance equity in procurement: the Government-wide Procurement Equity Tool and the Supplier Base Dashboard. These tools help agencies find businesses that are new to the Federal marketplace, identify qualified vendors, and track their progress toward equity in procurement goals.

SO 3.1 Implement inclusive, accessible, and equitable design practices that improve customer experience with technology and digital platforms.

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2023 Target	FY 2023 Results
PI 3.1.1 (a) Percent of public-facing production websites GSA owns or administers for others that conform to 21st Century IDEA standards, including GSA’s customer-centricity requirements ↑	OCE	N/A	4%	15%	20%	47%
PI 3.1.1 (b) Percent of TTS digital assets that are Section 508 compliant ↑	FAS TTS	N/A	53%	80%	100%	87%
PI 3.1.1 (c) Percent of Information & Communication Technology (ICT) solicitations posted to SAM.gov that are required to comply with Section 508 provisions and adequately do so ↑	OGP	N/A	3.00%	6.04%	10.00%	12.65%
PI 3.1.2 Number of websites utilizing GSA’s Digital Analytics Program (cumulative)* ↑	FAS TTS	N/A	6,000	6,640	6,800	6,833

*Results are estimated based on criteria used to filter out testing sites to better count public-facing production websites.

Progress Update: GSA prioritized its equity-focused, people-centered approach to digital design practices throughout FY 2023 by integrating inclusive, accessible, and equitable design practices into its websites, assets, and solicitations. In FY 2023, the percent of public-facing production websites GSA owned or administered for others that conformed to 21st Century IDEA standards more than tripled FY 2022 results, far exceeding the FY 2023 target.

Meanwhile, the percent of TTS digital assets that were Section 508 compliant increased from 80 percent to 87 percent. This did not meet the target of 100 percent largely because several new programs, products, and websites that are now counted as TTS digital assets were not included when the original target was set. In FY 2024, the TTS Digital Council and GSA Digital Council will collaborate to set a new target. The percent of Information & Communication Technology (ICT) solicitations posted to SAM.gov that adequately addressed Section 508 provisions doubled in FY 2023, exceeding its target. GSA promoted an Accessibility Requirements Tool (ART) and Section 508 provisions that led to more accessible solicitations for stakeholders, particularly when two major Government agencies mandated ART’s use.

GSA also improved the Simplified Reporting Tools (SRT) analytics by addressing false negatives and expanding the data set, leading to more precise assessments. Additionally, GSA’s engagement with the Senate Aging Committee heightened SRT’s visibility among Federal agencies, fostering collaborative efforts for more effective services. Finally, the number of websites utilizing GSA’s Digital Analytics Program (DAP) rose by nearly 200 in FY 2023, exceeding its target. The DAP modernizes the technical infrastructure underpinning data collection, analysis, and reporting, providing opportunities to raise the base level of web analytics knowledge across the Federal Government.

SO 3.2 Lead Government-wide adoption of shared technology solutions that improve digital governance, sharing, security, and interoperability.

Focus Area for Improvement

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2023 Target	FY 2023 Results
PI 3.2.1 (a) Number of times FedRAMP authorized products have been reused by agencies (cumulative) ↑	FAS TTS	1,847	2,864	4,573	5,353	6,318
PI 3.2.1 (b) Average time to obtain a provisional FedRAMP authorization (months) ↓ (Discontinue)	FAS TTS	4.82	4.60	4.60	4.10	4.60
PI 3.2.1 (c) Average time to obtain a FedRAMP authorization through an agency (months) ↓	FAS TTS	N/A	8.10	7.50	6.20	7.32
PI 3.2.2 (a) Number of customer agencies using at least one GSA identity management solution ↑ ● FY 2022-2023 Agency Priority Goal	FAS TTS	19	27	38	40	47
PI 3.2.2 (b) Number of active users on Login.gov (in millions) ↑ ● FY 2022-2023 Agency Priority Goal	FAS TTS	14.00	16.00	41.04	55.00	49.05
PI 3.2.2 (c) Number of identity vendor and Government data source providers on the platform ↑ (Discontinue) ● FY 2022-2023 Agency Priority Goal	FAS TTS	2	2	3	4	4
PI 3.2.2 (d) Number of Login.gov serviced applications ↑ ● FY 2022-2023 Agency Priority Goal	FAS TTS	83	199	322	375	453

Progress Update: GSA, in consultation with the Office of Management and Budget, has highlighted this objective as a focus area for improvement. In FY 2023, GSA significantly expanded the use of its core cloud services and identity management solutions. FedRAMP promotes the adoption of secure cloud services across the Federal Government by providing a standardized approach to security and risk assessment for cloud technologies. Reuse of FedRAMP-authorized products continued to rise, with over 6,300 instances of reuse by the end of FY 2023, exceeding the target by nearly 1,000 instances.

However, FedRAMP fell short of both cycle-time targets. The average time to obtain a provisional FedRAMP authorization remained at 4.6 months in FY 2023. Meanwhile, the average time to obtain a FedRAMP authorization through an agency decreased from 7.50 to 7.32 months. While this did not meet the target, the reduction was a positive sign given that FedRAMP had a 32 percent increase in the total number of authorization packages submitted in FY 2023. A larger proportion of these packages included requests for FedRAMP High authorization in FY 2023, which requires significantly more review time to ensure that cloud providers are protecting sensitive Federal information. Also in FY 2023, the FedRAMP Program Management Office responded to new legislation requiring the establishment of the Federal Secure Cloud Advisory Committee and updated the program to the latest National Institute of Standards and Technology security standards. With these investments complete, in FY 2024, the FedRAMP program will focus on automating and streamlining authorization processes in response to an expected revision to policy guidance.

GSA achieved three of four targets associated with identity management solutions for FY 2023. Login.gov is GSA’s largest identity management solution, a secure single sign-on service used by the American

public to log in to participating Government agency websites. In FY 2023, the number of customer agencies using at least one GSA identity management solution, such as Login.gov, increased by 24 percent, from 38 to 47. Login.gov also continued to grow its user base with more than 8 million new active users, bringing the FY 2023 total to 49.05 million users. Despite missing the FY 2023 target, the user total was 20 percent higher than FY 2022. The number of applications serviced by Login.gov grew 45 percent, from 322 to 453, meaningfully improving the digital identity experience for stakeholder agencies and their users. Meanwhile, the number of identity vendor and Government data source providers on the platform grew by one, meeting the FY 2023 target.

SO 3.3 Equip agencies with the knowledge and tools to strategically procure and deploy technology products and services.

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2023 Target	FY 2023 Results
PI 3.3.1 Number of agencies using TTS consulting services ↑	FAS TTS	57	74	63*	79	74
PI 3.3.2 (a) TTS business volume (in millions) ↑	FAS TTS	\$76.00	\$96.30	\$112.48	\$157.00	\$131.10
PI 3.3.2 (b) Agency partner satisfaction - Net Promoter Score ↑	FAS TTS	N/A	41.0	34.9*	41.2	21.2
PI 3.3.3 (a) Percent of Federal Citizen Services Fund’s (FCSF) American Rescue Plan (ARP) funds that have been obligated (cumulative) ↑	FAS TTS	N/A	2.20%	35.23%	78.00%	69.00%
PI 3.3.3 (b) Number of data sources displayed on the modernized Federal IT Dashboard (cumulative) ↑	OGP	N/A	1	2	3	3
PI 3.3.4 Number of new hires for the U.S. Digital Corps program ↑	FAS TTS	N/A	0	38	40	48

*FY 2022 result was revised from previously reported figures. Data validation confirmed an error in calculation that was corrected.

Progress Update: Despite missing four of six targets, GSA made progress in deepening Government-wide technology capabilities during FY 2023. GSA’s Technology Transformation Services (TTS) did not meet its target for the number of agencies using TTS consulting services. New programs such as the United States Digital Corps (USDC) expanded the scope of TTS consulting services. However, due to the wide adoption of TTS consulting services within most of the major agencies, the expansion did not increase the total number of agencies served. TTS business volume fell short of its FY 2023 target, coming in at \$131.1 million. Despite missing the target, TTS business volume posted sizable growth of 16.5 percent from FY 2022. The Login.gov team is working toward compliance for its identity proofing product and updating its pricing structure to be more competitive. These efforts are expected to spur product adoption and increase business volume in future years.

GSA did not achieve the agency partner satisfaction goal for technology services, with a Net Promoter Score (NPS) of 21.2. The FY 2023 score is much lower than prior years, in part due to changes in the composition of TTS programs that participated in the survey:

- The Digital Analytics Program accounted for nearly 20 percent of the TTS survey response total in FY 2022, with a high individual program NPS of 56.9, but did not participate in the survey in FY 2023.

- Two TTS programs (eRulemaking and FedRAMP) that did not participate in the survey in FY 2022 did so in FY 2023. Together, they accounted for 60 percent of TTS responses. eRulemaking had a low NPS (-10.7) represented by 87 detractors. It should be noted that NPS is primarily a quantitative measure, but the Customer Loyalty Survey (CLS), on which the NPS is based, does collect optional verbatim responses from customers. Themes from the CLS are in alignment with the customer data that informed successful FY 2023 Technology Management Fund grant applications, including restoring functionality of older systems, addressing system downtime, and customer service. FedRAMP had a strong NPS of 46.8, with 120 promoters, but also had 31 detractors that contributed to the overall TTS NPS.

In the aftermath of the pandemic, GSA received funding for the Federal Citizen Services Fund through the American Rescue Plan (ARP) to build more secure and effective public digital experiences. By the end of FY 2023, GSA had obligated 69 percent of these funds. As part of TTS ARP oversight, funded projects were reviewed with OMB for strategic alignment and feasibility within the ARP time frame. As a result, approximately 9 percent of projected obligations were realigned to other funding lines to maximize obligations in FY 2024 toward Administration priorities. TTS expects to obligate the entire \$150 million of ARP funding by the end of FY 2024, when the fund expires. Despite falling short of the FY 2023 target, this result demonstrates the accelerated pace of funding obligations, nearly doubling the total amount obligated from one year earlier. By fostering ARP-funded technology initiatives across agencies, GSA continued to modernize Government IT and provide trustworthy, seamless, and optimal experiences for the American public. Meanwhile, GSA’s Office of Technology Policy achieved its FY 2023 goal by adding one data source—the Federal Website Metrics—to the modernized Federal IT Dashboard.

GSA launched the U.S. Digital Corps (USDC) in August 2021 to attract early-career technologists to public service and to build a Federal technology workforce that reflects the diversity of the nation that it serves. In FY 2023, USDC welcomed 48 new hires as part of its 2023 cohort, expanding the total program size to 86 technologists.

SO 4.1 Build evidence-based capacity and foster interagency collaboration to strengthen operational effectiveness at GSA and across Government.

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2023 Target	FY 2023 Results
PI 4.1.1 Number of completed evaluations Government-wide ↑ (Discontinue)	OGP	0	18	14	16	8

Progress Update: In FY 2023, GSA involved more than 22 million individuals in their evaluations, a threefold increase from FY 2022. As such, GSA’s evaluations involved more complex questions and partnerships. With the greater scope of the evaluations, the average time to complete an evaluation increased significantly. As a result, GSA was only able to complete eight evaluations in FY 2023, half of the target amount.

GSA emphasized a number of cross-cutting evaluation initiatives in FY 2023 such as the ARP Equity Learning Agenda, the President’s Management Agenda Learning Agenda, and the Life Experience programs. In its efforts to advance equity, GSA led a first-of-its-kind [Government-wide evaluation of the ARP](#), tackling questions such as how to expand access to emergency rental assistance, childcare stabilization grants, and suicide-prevention services. GSA also continues to be a leader in piloting community engagement in its research process, ensuring that community input strengthens its work.

SO 4.2 Provide centralized services and shared solutions that promote cost savings and environmental sustainability, enabling agencies to focus on mission delivery.

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2023 Target	FY 2023 Results
PI 4.2.1 Number of GSA services within the Government-wide portfolio of shared services ↑ (Discontinue)	OGP	4	4	5	6	5
PI 4.2.2 Number of components advancing to the next stage of the standards governance process as part of the Federal Integrated Business Framework (FIBF) ↑ (Discontinue)	OGP	21	36	32	18	83
PI 4.2.3 (a) Percent of new vehicle orders that are ZEVs compared to the total number of vehicles ordered in FY where an affordable EV was available ↑ ● FY 2022-2023 Agency Priority Goal	FAS	1.70%	6.74%	20.27%	25.00%	26.48%
PI 4.2.3 (b) Number of ZEV models available for Government customers to purchase or to lease ↑ (Discontinue) ● FY 2022-2023 Agency Priority Goal	FAS	13	34	65	65	70
PI 4.2.3 (c) Percent miles per gallon improvement on vehicle replacements in GSA leased fleet ↑ ● FY 2022-2023 Agency Priority Goal	FAS	19.60%	18.49%	25.29%	23.00%	37.10%

Progress Update: Despite missing the target for the number of GSA services within the Government-wide portfolio of shared services, GSA continued to develop policy, best practices, and strategic planning for existing services and solutions. The current Government-wide portfolio of shared services includes GSA services E-Gov Travel Service (ETS), GSA SmartPay, Electronic Records Management, GSA Fleet, and the Enterprise Infrastructure Solutions program.

In FY 2023, GSA made progress in moving agencies to adopt common business standards. GSA partnered with business standards leads in mission-support functions across Government to advance 83 components to the next stage of the Federal Integrated Business Framework standards governance process, far exceeding the target of 18. To achieve this result, GSA leveraged OPM’s work on human capital standards provided to the Business Standards Council, which was responsible for the advancement of 63 components through the governance process. The remaining 20 components were spread across four other functional areas.

GSA’s Fleet Services program is a centralized service that provides benefits to all agencies working to efficiently acquire and deploy vehicles in support of agency missions. Despite encountering a variety of fleet-related challenges in FY 2023, including lingering supply chain constraints, GSA was able to meet all performance goals associated with fleet services. GSA increased its number of models of zero-emission vehicles (ZEVs) available for purchase or lease for customers, ending the year with 70 available models. Moreover, 5,823 ZEVs were ordered across the Government in FY 2023, excluding U.S. Postal Service, a substantial increase from previous years. Of all new vehicle orders where an affordable ZEV option was available, 26.48 percent were ZEVs. These ZEV acquisitions were a major contributor to the improved fuel efficiency of total light-duty leasing acquisitions, which increased 37.10 percent in FY 2023, well ahead of the 23 percent target.

GSA also recognizes that charging infrastructure is critical to the success of fleet electrification. In FY 2022, GSA implemented its first Government-wide Indefinite Delivery, Indefinite Quantity (IDIQ) contract for construction related to electric vehicle supply equipment (EVSE). The IDIQ received more than \$8 million in FY 2023 for EVSE study and installation projects for GSA-managed properties. GSA’s ability to achieve net-zero, CFE, and GHG reductions is heavily dependent on funding of capital investments and projects in this space.

SO 4.3 Deliver smart policies, regulations, and workforce training that inform management decisions and help agencies streamline operations.

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2023 Target	FY 2023 Results
PI 4.3.1 (a) Percent of domestic Federal real property assets with geocodable or mappable location data* ↑	OGP	N/A	70.0%	75.1%	85.0%	82.3%
PI 4.3.1 (b) Percent of true real property data errors* ↓	OGP	19.43%	15.43%	9.27%	7.50%	9.91%
PI 4.3.2 Percent of key users that rate OGP policy initiatives effective ↑	OGP	N/A	N/A	73%	75%	N/A**
PI 4.3.3 Percent of training attendees that rate OGP-led Government-wide training effective ↑	OGP	N/A	N/A	90%	90%	91%

*Prior to FY 2022, results were always delayed until after publication of the Annual Performance Report (APR). Beginning in FY 2022, the fiscal year results for both measures are based on the prior fiscal year’s data to account for the delay. In light of this change, results prior to FY 2022 were adjusted forward by one year to reflect the change in reporting period.

**Results from the FY 2023 survey were not statistically significant, rendering the indicator unratable.

Progress Update: In FY 2023, GSA focused on enhancing real property data quality and access to improve Government asset management, policy formulation, and process efficiency. Despite significant growth in the percent of domestic Federal real property assets with geocodable or mappable location data, GSA missed its target by 2.7 percent in FY 2023. This shortfall was due to continued challenges with the complexity, volume, and security sensitivity of data from the Department of Defense, which has the largest proportion of unmappable records in the Federal Real Property Profile (FRPP) system.

GSA also missed the target for reducing the percent of real property data errors within the FRPP system, ending FY 2023 at 9.91 percent. GSA worked closely with OMB to provide guidance to agencies, requesting that they document their Data Quality Improvement Plans. In doing so, agencies conducted more rigorous analysis of their data resulting in more errors identified. Despite missing this target in FY 2023, GSA anticipates improvements in future years. At the same time, GSA is using Robotic Process Automation (RPA) to pinpoint steps in the data submission process that can be automated. This will create a proactive feedback loop that informs users of potential errors earlier in the submission process, enabling real-time corrections and reducing the error rate.

GSA’s Office of Government-wide Policy (OGP) provides compliance training to Federal Government employees and agency partners on a variety of policies and regulations. In FY 2023, 91 percent of these training attendees rated OGP-led Government-wide training effective, exceeding the target of 90 percent. GSA intends to explore improved collection methods for attendee data in FY 2024 to enhance the overall response rate and the value of the feedback.

Key Capabilities (KC)

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2023 Target	FY 2023 Results
KC 1: Effectiveness of GSA CXO functions, as measured by Government-wide Customer Satisfaction Survey ↑	Staff Offices (CXOs)	5.49	5.75	5.68	5.70	5.63
KC 2: Total GSA operating cost as a percentage of goods and services provided ↓	OCFO	7.64%	7.24%	7.45%	8.09%	7.68%
KC 3: GSA Overall Employee Engagement Index (EEI) ↑	Services & Staff Offices	83%	83%	83%	83%	85%
KC 4: GSA Federal IT Acquisition Reform Act (FITARA) Scorecard Score ↑	GSA IT	A+	A+	B+	B+	B*
KC 5: Percent of GSA Staff to Receive Account Access and Standard Laptop on Day 1 ↑	GSA IT	98.0%	98.3%	98.2%	95.0%	97.2%
KC 6: Competition rate for GSA acquisitions ↑	OGP	92.0%	90.7%	90.1%	90.0%	91.0%
KC 7: Number of completed evaluations at GSA ↑	OGP	0	0	5	6	7
KC 8: Percent of GSA Business Applications Hosted in the Cloud ↑	GSA IT	39.1%	49.2%	52.7%	53.0%	53.4%
KC 9: Equity and Organizational Effectiveness Optimization Measure (EOEOM) - Overall level of maturity ↑	OA	N/A	N/A	N/A	Baseline	2.1**

*Due to a methodology change in FY 2023, GAO is no longer using + and - modifiers for letter scores. GSA’s score of B+ was converted to a B to reflect this change.

**FY 2023 efforts were focused on establishing a baseline overall level of maturity; the baseline was established as a maturity level of 2.1 out of 3 levels and is reflected as such in the FY 2023 results.

Progress Update: GSA aims to deliver efficient, effective support services that bolster mission operations. In FY 2023, GSA achieved a score of 5.63 for the Government-wide Customer Satisfaction Survey. Although below the 5.70 target, GSA’s score was the highest among all 24 agencies surveyed, indicating a healthy set of mission-support functions. GSA achieved the target for total GSA operating cost as a percentage of goods and services provided. This indicates GSA’s commitment to balance costs and investments relative to revenue to ensure the agency remains efficient in service delivery.

Reliable technology services are a bedrock of effective mission delivery, particularly in the current hybrid work environment. With 97.2 percent of GSA staff receiving IT account access and laptops (in person or at-home delivery) by the first day of employment, GSA exceeded its target for FY 2023, which contributed to overall mission readiness. GSA also focused on improving information technology management practices, which is measured in part by the Federal Information Technology Acquisition Reform Act (FITARA) scorecard. In September 2023, GSA earned a “B” from the FITARA Scorecard, which ties GSA for fourth among the 24 CFO Act agencies in Federal Government. GSA also slightly exceeded its target for percent of GSA Business Applications Hosted in the Cloud.

In FY 2023, GSA fostered a work environment that promotes a highly engaged and productive workforce

while prioritizing diversity, equity, inclusion, and accessibility (DEIA). GSA's Overall Employee Engagement Index was 85 percent in FY 2023, GSA's highest score since its initial participation in the Federal Employee Viewpoint Survey in 2012. GSA's National Engagement Team analyzed annual employee satisfaction survey reports, identified trends, developed meaningful organizational action plans, and outlined concrete initiatives to address challenge areas and amplify successes. GSA also bolstered its ability to measure the efficacy of the agency's DEIA initiatives. In FY 2023, GSA released the first DEIA Senior Executive Assessment and established the baseline overall level of maturity as 2.1 for the Equity and Organizational Effectiveness Optimization Measure (EOEOM) indicator. These milestones are a step forward in building a workforce capable of infusing equity in service delivery, ensuring the agency's programs are fully effective for all GSA customers.

Finally, GSA remained focused on deepening the organizational focus and capacity for program evaluation, completing seven internal evaluations in FY 2023. In addition, GSA made notable progress toward priorities outlined in its FY 2023 Annual Evaluation Plan and Learning Agenda, strengthening agency leaders' ability to make decisions using the best available evidence.

FY 2025 Annual Performance Plan

Strategic Framework

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

G1 REAL ESTATE SOLUTIONS

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

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

G2 ACQUISITION

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

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

G3 DIGITAL GOVERNMENT

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

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

G4 GOVERNMENT OPERATIONS

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

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

KEY CAPABILITIES

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

Strategic Framework with Performance Goals

G1 REAL ESTATE SOLUTIONS Financially and environmentally sustainable, accessible, and responsive workplace solutions that enable a productive Federal workforce	G2 ACQUISITION A modern, accessible, and streamlined acquisition ecosystem and a robust marketplace connecting buyers to the suppliers and businesses that meet their mission needs	G3 DIGITAL GOVERNMENT A digital Government that delivers for the public through trusted, accessible, and user-centered technologies	G4 GOVERNMENT OPERATIONS A Government that capitalizes on interagency collaboration and shared services to make informed management decisions and improve operations, delivering value for the American people
<p>SO 1.1 Optimize and modernize the real estate portfolio with critical investments in core assets, disposal of low-value properties, and consolidation of leases to deliver safe, efficient, and cost-effective workspaces for customers</p> <ul style="list-style-type: none"> ● PG 1.1.1 Optimize GSA’s real estate portfolio (APG) <p>SO 1.2 Expand workspace offerings that maximize flexibility and mission delivery for a hybrid workforce</p> <ul style="list-style-type: none"> ● PG 1.2.1 Shape the future of work <p>SO 1.3 Implement cross-cutting solutions that reduce overall greenhouse gas (GHG) emissions and mitigate climate risks by increasing building resilience, improving energy, water, and waste efficiency, and supporting the transition to carbon pollution-free electricity</p> <ul style="list-style-type: none"> ● PG 1.3.1 Reduce GHG emissions from the GSA-controlled real estate portfolio ● PG 1.3.2 Continue reducing energy intensity of GSA-controlled facilities ● PG 1.3.3 Apply the Guiding Principles for Sustainable Federal Buildings <p>SO 1.4 Develop, implement, and track outcomes of programs that positively impact local communities through enhanced economic activity and opportunities for underserved populations</p> <ul style="list-style-type: none"> ● PG 1.4.1 Deploy the “Good Neighbor Program” (GNP) nationwide 	<p>SO 2.1 Ensure GSA’s portfolio of offerings meets market demand for products, services, and solutions and the desired acquisition approaches</p> <ul style="list-style-type: none"> ● PG 2.1.1 Expand the use of GSA acquisition solutions, and associated savings, across the Government ● PG 2.1.2 Increase Multiple Award Schedule (MAS) sales <p>SO 2.2 Improve stakeholder experiences by delivering simplified customer- and supplier-centric solutions.</p> <ul style="list-style-type: none"> ● PG 2.2.1 Increase customer satisfaction ● PG 2.2.2 Increase satisfaction of supplier base ● PG 2.2.3 Improve tenant satisfaction in Government-owned and -leased space <p>SO 2.3 As a trusted partner, foster the supply chain to support GSA and Federal acquisition needs for 2025 and beyond</p> <ul style="list-style-type: none"> ● PG 2.3.1 Lead CFO Act Agencies in Cyber-Supply Chain Risk Management (C-SCRM) <p>SO 2.4 Aid U.S. economic growth by maximizing opportunities and minimizing barriers for small and/or underserved businesses seeking to do business with GSA</p> <ul style="list-style-type: none"> ● PG 2.4.1 Increase opportunities for persons with disabilities through GSA procurement ● PG 2.4.2 Maintain and improve the percent of spend that goes to small business from the MAS ● PG 2.4.3 Create more opportunities for small and socio-economically disadvantaged businesses 	<p>SO 3.1 Implement inclusive, accessible, and equitable design practices that improve customer experience with technology and digital platforms</p> <ul style="list-style-type: none"> ● PG 3.1.1 Evaluate, rationalize, and modernize GSA technology and solutions to advance standardization among websites across Government ● PG 3.1.2 Improve the public’s ability to access resources by increasing usability, utility, and data integrity of public-facing Government websites <p>SO 3.2 Lead Government-wide adoption of shared technology solutions that improve digital governance, sharing, security, and interoperability</p> <ul style="list-style-type: none"> ● PG 3.2.1 Target the growth of shared security products to reduce digital threats ● PG 3.2.2 Increase adoption of Login.gov (APG) <p>SO 3.3 Equip agencies with the knowledge and tools to strategically procure and deploy technology products and services</p> <ul style="list-style-type: none"> ● PG 3.3.1 Increase Government technology acumen and adoption ● PG 3.3.2 Increase usage and satisfaction with GSA’s shared digital services and solutions ● PG 3.3.3 Increase Federal IT modernization ● PG 3.3.4 Expand the diversity of the digital workforce 	<p>SO 4.1 Build evidence-based capacity and foster interagency collaboration to strengthen operational effectiveness at GSA and across Government</p> <ul style="list-style-type: none"> ● PG 4.1.1 Develop and implement evaluation designs and methods on high-priority, high-impact Government-wide programs <p>SO 4.2 Improve centralized services and shared solutions that promote cost savings and environmental sustainability, enabling agencies to focus on mission delivery</p> <ul style="list-style-type: none"> ● PG 4.2.1 Address the climate crisis through zero-emission fleet vehicles (APG) ● PG 4.2.2 Increase the collection and application of climate information to operations and investments <p>SO 4.3 Deliver smart policies, regulations, and workforce training that inform management decisions and help agencies streamline operations</p> <ul style="list-style-type: none"> ● PG 4.3.1 Improve Government-wide real property data ● PG 4.3.2 Implement effective policy support services ● PG 4.3.3 Deliver quality policy compliance training to agencies regarding policies, regulations, and best practices

FY 2024 – FY 2025 Agency Priority Goals

Optimize GSA's Real Estate Portfolio

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

Goal Leader: Elliot Doomes, Commissioner, Public Buildings Service

Address the Climate Crisis through Zero-Emission Fleet Vehicles

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

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

**Goal Leaders: Tom Howder, Acting Commissioner, Federal Acquisition Service
Elliot Doomes, Commissioner, Public Buildings Service**

Increase Adoption of Login.gov

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

**Goal Leaders: Tom Howder, Acting Commissioner, Federal Acquisition Service
Ann Lewis, Director, Technology Transformation Services**

Strategic Objectives (SO) and Performance Indicators (PI) Summary

SO 1.1 Optimize and modernize the real estate portfolio with critical investments in core assets, disposal of low-value properties, and consolidation of leases to deliver safe, efficient, and cost-effective workspaces for customers.

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2023 Targets	FY 2024 Targets	FY 2025 Targets
1.1.1 (a) Cost avoidance through real estate optimization (in billions)* ↑ (New) ● FY 2024-2025 Agency Priority Goal	PBS	N/A	N/A	N/A	N/A	\$1.324	\$1.275
1.1.1 (b) Lease cost relative to average market rate ↓	PBS	-10.25%	-7.26%	-12.21%	-7.00%	-7.00%	-7.00%
1.1.1 (c) Gross sales revenue from Federal-wide disposals (in millions)** ↑	PBS	\$4.95	\$67.90	\$91.69	\$365.50	\$262.62	\$16.10
1.1.1 (d) Capital projects schedule variance (Annual Appropriations) ↔ (Revised)	PBS	N/A	N/A	-6.3%***	-10% to 0%	-10% to 0%	-10% to 0%
1.1.1 (e) Capital projects schedule variance (Bipartisan Infrastructure Law and Inflation Reduction Act)**** ↔ (Revised)	PBS	N/A	N/A	5.3%***	-10% to 0%	-10% to 0%	-10% to 0%
1.1.1 (f) Percent of Projects on Schedule (Bipartisan Infrastructure Law and Inflation Reduction Act)***** ↑	PBS	N/A	N/A	N/A	72.7%	72.7%	72.7%
1.1.1 (g) Percent of capital projects on budget***** ↑	PBS	80.2%	80.0%	86.6%	80.0%	80.0%	80.0%

*Costs avoided through disposals, including operations and maintenance costs, and capital repair needs, plus costs avoided through lease optimization. The FY 2024 and FY 2025 targets are 90% of the total cost avoidance projected.

**Beginning in FY 2022, a new methodology counts proceeds from all Federal-wide disposals (not just GSA-controlled properties), with the exception of Federal Assets Sale and Transfer Act properties. Due to the methodology change, FY 2022 - FY 2025 figures are not comparable to FY 2020 and FY 2021 figures.

***Results based on updated methodology to include weighting projects by size and removing Special Emphasis projects.

****Includes all BIL projects except infrastructure paving, acquisition of leased Land Ports of Entry (LPOE), and Federal Motor Carrier Safety Administration Southern Border projects, and projects where IRA funding is paired with annually appropriated New Construction and/or Major Repairs and Alterations funding.

*****No projects entered the data set for this measure in FY 2023. Includes BIL projects associated with infrastructure paving and Federal Motor Carrier Safety Administration Southern Border projects, and projects where IRA funding is paired with annually appropriated Basic Repairs and Alterations funding.

*****Includes all annually appropriated New Construction and Major Repairs & Alterations projects and BIL projects (except infrastructure paving, acquisition of leased LPOEs, and Federal Motor Carrier Safety Administration Southern Border projects). These projects may also be supplemented with IRA funds.

SO 1.2 Expand workspace offerings that maximize flexibility and mission delivery for a hybrid workforce.

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2023 Targets	FY 2024 Targets	FY 2025 Targets
1.2.1 Percent of CFO Act Agencies with a completed GSA Customer Strategy ↑ (New)	PBS	N/A	N/A	N/A	N/A	80%	100%

SO 1.3 Implement cross-cutting solutions that reduce overall greenhouse gas (GHG) emissions and mitigate climate risks by increasing building resilience, improving energy, water, and waste efficiency, and supporting the transition to carbon pollution-free electricity.

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2023 Targets	FY 2024 Targets	FY 2025 Targets
1.3.1 Greenhouse gas reduction from FY 2008 baseline (Scope 1 and 2 emissions) ↑	PBS	51.0%	59.3%	60.1%*	55.1%	58.4%	63.5%
1.3.2 Energy Efficiency (energy consumption compared to baseline year of FY 2021) ↑	PBS	N/A	N/A	1.7%*	1.0%	2.0%	3.0%
1.3.3 Percent of gross square footage (GSF) that qualifies as a sustainable Federal building** ↑ (Revised)	PBS	43.5%	49.5%	50.8%*	49.6%	50.9%	53.0%

*Interim results pending Department of Energy or Council on Environmental Quality (CEQ) review. Final results will be published on [sustainability.gov](https://www.gsa.gov/transaction/sustainability).

**Starting in FY 2024, revised methodology evaluates eligible buildings ≥ 25,000 GSF. Previously, the threshold was ≥10,000 GSF.

SO 1.4 Develop, implement, and track outcomes of programs that positively impact local communities through enhanced economic activity and opportunities for underserved populations.

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2023 Targets	FY 2024 Targets	FY 2025 Targets
1.4.1 “Good Neighbor Program” Planning Outreach and Partnership (POP) engagements ↑	PBS	5	22	39	33	33	33

SO 2.1 Ensure GSA’s portfolio of offerings meets market demand for products, services, and solutions and the desired acquisition approaches.

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2023 Targets	FY 2024 Targets	FY 2025 Targets
2.1.1 Acquisition program savings delivered to customers (in billions) ↑	FAS	\$6.09	\$6.82	\$6.72	\$6.00	\$6.80	\$6.90

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2023 Targets	FY 2024 Targets	FY 2025 Targets
2.1.2 Multiple Award Schedule (MAS) sales (in billions) ↑	FAS	\$39.75*	\$40.96	\$45.52	\$41.00	\$46.00	\$46.50

*FY 2021 results were revised from previously reported figures. Extensive data cleaning and re-coding led to a one-time revision of MAS sales.

SO 2.2 Improve stakeholder experiences by delivering simplified customer-and supplier-centric solutions.

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2023 Targets	FY 2024 Targets	FY 2025 Targets
2.2.1 Customer Loyalty Survey (CLS) score (Rating Scale is 1 to 10)* ↑	FAS	7.8	7.9	7.7	8.0	8.0	8.1
2.2.2 Industry Satisfaction Survey (ISS) score (Rating scale is 1 to 5)* ↑	FAS	3.90	3.99	3.87	4.00	4.00	4.05
2.2.3 Tenant Satisfaction Survey (TSS) - Facilities Management Index ↑	PBS	N/A**	N/A**	TBD***	70%	71%	71%

*Beginning in FY 2022, a modest change to the CLS and ISS methodologies was implemented to provide a more balanced and accurate representation of survey responses. As a result, FY 2022 figures are not comparable to FY 2021 figures as shown in the table. Applying the new methodology to prior years would result in a slight decline in CLS score from FY 2020 to FY 2022, while applying the new methodology to prior years would result in similar results.

**Due to decreased occupancy levels associated with the COVID-19 pandemic, GSA did not conduct the TSS in FY 2020, FY 2021, or FY 2022.

***PBS administered the TSS in October 2023. Future targets will be informed by FY 2023 results. The FY 2023 results are pending a Paperwork Reduction Act compliance review by the Office of Management and Budget / Office of Information and Regulatory Affairs (OIRA).

SO 2.3 As a trusted partner, foster the supply chain to support GSA and Federal acquisition needs for 2025 and beyond.

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2023 Targets	FY 2024 Targets	FY 2025 Targets
2.3.1 Number of points by which GSA’s total OMB C-SCRM maturity score is higher than the total of the CFO Act Agencies’ median scores ↑ (New)	OGP	N/A	N/A	5	Baseline	6	7

SO 2.4 Aid U.S. economic growth by maximizing opportunities and minimizing barriers for small and/or underserved businesses seeking to do business with GSA.

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2023 Targets	FY 2024 Targets	FY 2025 Targets
2.4.1 Percent of GSA obligations to AbilityOne Program ↑	OGP	5.78%	7.60%	7.17%	3.00%	3.50%	4.00%

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2023 Targets	FY 2024 Targets	FY 2025 Targets
2.4.2 Percent of spend going to small business from the Multiple Award Schedule (MAS) ↑	FAS	34.36%*	35.42%	37.05%	35.00%	35.00%	35.00%
2.4.3 (a) Percent of GSA contract dollars awarded to small business through prime contracting ↑	OSDBU	46.89%	47.61%	50.29%**	33.00%	33.00%***	TBD
2.4.3 (b) SBA Small Business Procurement Scorecard - GSA's Grade ↑	OSDBU	A+	A+	TBD****	A	A	A

*FY 2021 results were revised from previously reported figures. Extensive data cleaning and re-coding led to a one-time revision of MAS sales, the denominator in the calculation of this measure. The revised results more accurately capture the level of MAS sales and the proportion of those sales going to small business.

**Result is an initial estimate. Final result is pending the Small Business Administration's adjudication in Q2 FY 2024.

***Target is expected to be finalized in Q2 FY 2024.

****Result is expected in Q4 FY 2024.

SO 3.1 Implement inclusive, accessible, and equitable design practices that improve customer experience with technology and digital platforms.

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2023 Targets	FY 2024 Targets	FY 2025 Targets
3.1.1 (a) Percent of public-facing production websites GSA owns or administers for others that conform to 21st Century IDEA standards, including GSA's customer-centricity requirements ↑	OCE	4%	15%	47%	20%	50%	55%
3.1.1 (b) Percent of TTS digital assets that are Section 508 compliant ↑	FAS TTS	53%	80%	87%	100%	100%	100%
3.1.1 (c) Percent of Information & Communication Technology (ICT) solicitations posted to SAM.gov that are required to comply with Section 508 provisions and adequately do so ↑	OGP	3.00%	6.04%	12.65%	10.00%	15.00%	20.00%
3.1.2 Number of websites utilizing GSA's Digital Analytics Program (cumulative) ↑	FAS TTS	6,000	6,640	6,833	6,800	7,350	7,700

SO 3.2 Lead Government-wide adoption of shared technology solutions that improve digital governance, sharing, security, and interoperability.

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2023 Targets	FY 2024 Targets	FY 2025 Targets
3.2.1 (a) Number of times FedRAMP authorized products have been reused by agencies (cumulative) ↑	FAS TTS	2,864	4,573	6,318	5,353	7,500	9,000

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2023 Targets	FY 2024 Targets	FY 2025 Targets
3.2.1 (b) Average time to obtain a FedRAMP authorization through an agency (months) ↓	FAS TTS	8.10	7.50	7.32	6.20	6.20	4.00
3.2.2 (a) Number of Federal agencies and state partners using Login.gov ↑ (Revised) ● FY 2024 - 2025 Agency Priority Goal	FAS TTS	27	38	47	40	50	52
3.2.2 (b) Number of active users on Login.gov (in millions) ↑ ● FY 2024 - 2025 Agency Priority Goal	FAS TTS	16.00	41.04	49.05	55.00	57.00	60.00
3.2.2 (c) Number of Login.gov identity verified users (in millions) ↑ (New) ● FY 2024 - 2025 Agency Priority Goal	FAS TTS	N/A	N/A	2.2	Baseline	3.5	7.5
3.2.2 (d) Number of Login.gov serviced applications ↑ ● FY 2024 - 2025 Agency Priority Goal	FAS TTS	199	322	453	375	480	515

SO 3.3 Equip agencies with the knowledge and tools to strategically procure and deploy technology products and services.

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2023 Targets	FY 2024 Targets	FY 2025 Targets
3.3.1 Number of agencies using TTS consulting services ↑	FAS TTS	74	79	74	79	79	79
3.3.2 (a) TTS business volume (in millions) ↑	FAS TTS	\$96.30	\$112.48	\$131.10	\$157.00	\$157.00	\$330.78
3.3.2 (b) Agency partner satisfaction – Net Promoter Score (NPS) ↑	FAS TTS	41.0	34.9*	21.2	41.2	30.0	35.0
3.3.3 (a) Percent of Federal Citizen Services Fund’s (FCSF) American Rescue Plan (ARP) funds that have been obligated (cumulative) ↑	FAS TTS	2.20%	35.23%	69.00%	78.00%	100.00%	N/A**
3.3.3 (b) Number of data sources displayed on the modernized Federal IT Dashboard (cumulative) ↑	OGP	1	2	3	3	4	5
3.3.4 Number of new hires for the U.S. Digital Corps program ↑	FAS TTS	0	38	48	40	60	80

*FY 2022 result was revised from previously reported figures. Data validation confirmed an error in calculation that was corrected.

**FCSF ARP funding expires at the end of FY 2024.

SO 4.1 Build evidence-based capacity and foster interagency collaboration to strengthen operational effectiveness at GSA and across Government.

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2023 Targets	FY 2024 Targets	FY 2025 Targets
4.1.1 Percent of Government-wide evaluations where findings are applied ↑ (New)	OGP	N/A	N/A	60%	Baseline	50%	60%

SO 4.2 Improve centralized services and shared solutions that promote cost savings and environmental sustainability, enabling agencies to focus on mission delivery.

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2023 Targets	FY 2024 Targets	FY 2025 Targets
4.2.1 (a) Percent of new vehicle orders that are ZEVs compared to the total number of vehicles ordered in FY where an affordable EV was available ↑ ● FY 2024 - 2025 Agency Priority Goal	FAS	6.74%	20.27%	26.48%	25.00%	30.00%	32.00%
4.2.1 (b) Percent miles per gallon improvement on vehicle replacements in GSA leased fleet ↑ ● FY 2024 - 2025 Agency Priority Goal	FAS	18.49%	25.29%	37.10%	23.00%	25.00%	28.00%
4.2.1 (c) Number of electric vehicle supply equipment (EVSE) building assessments completed ↑ (New) ● FY 2024 - 2025 Agency Priority Goal	PBS	N/A	N/A	N/A	Baseline	335	60
4.2.2 (a) Number of Federal suppliers that have disclosed their climate information to GSA (cumulative) ↑ (New)	OGP	153	186	224	Baseline	270	300
4.2.2 (b) Percent of priority climate adaptation actions addressed and completed ↑ (New)	OGP	N/A	51%	89%	75%	80%	83%

SO 4.3 Deliver smart policies, regulations, and workforce training that inform management decisions and help agencies streamline operations.

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2023 Targets	FY 2024 Targets	FY 2025 Targets
4.3.1 (a) Percent of domestic Federal real property assets with geocodable or mappable location data* ↑	OGP	70.0%*	75.1%	82.3%	85.0%	88.0%	89.0%
4.3.1 (b) Percent of true real property data errors* ↓	OGP	15.34%*	9.27%	9.91%	7.50%	6.50%	6.25%

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2023 Targets	FY 2024 Targets	FY 2025 Targets
4.3.2 Percent of users that rate OGP policy support services as effective ↑ (Revised)	OGP	N/A	73%	N/A**	75%	80%	82%
4.3.3 Percent of training attendees that rate OGP-led Government-wide training effective ↑	OGP	N/A	90%	91%	90%	91%	92%

*Prior to FY 2022, results were always delayed until after publication of the Annual Performance Report (APR). Beginning in FY 2022, the fiscal year results for both measures are based on the prior fiscal year’s data to account for the delay. In light of this change, results prior to FY 2022 were adjusted forward by one year to reflect the change in reporting period.

**Results from the FY 2023 survey were not statistically significant, rendering the indicator unratable.

Key Capabilities (KCs)

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2023 Targets	FY 2024 Targets	FY 2025 Targets
KC 1: Effectiveness of GSA CXO functions, as measured by Government-wide Customer Satisfaction Survey ↑	OCE	5.75	5.68	5.63	5.70	5.67	5.68
KC 2: Total GSA operating cost as a percentage of goods and services provided* ↓ (Revised)	OCFO	17.91%	18.22%	19.14%	19.60%	18.50%	17.92%
KC 3: GSA Overall Employee Engagement Index (EEI) ↑	OHRM	83%	83%	85%	83%	85%**	+1% OR Prior Result**
KC 4: GSA Federal IT Acquisition Reform Act (FITARA) Scorecard Score ↑	GSA IT	A+	B+	B	B+***	B***	B***
KC 5: Percent of GSA Staff to Receive Account Access and Standard Laptop on Day 1 ↑	GSA IT	98.3%	98.2%	97.2%	95.0%	95.0%	95.0%
KC 6: Percent of GSA Business Applications Hosted on the Cloud ↑	GSA IT	49.2%	52.7%	53.4%	53.0%	53.5%	54.0%
KC 7: Competition rate for GSA acquisitions ↑	OGP	90.7%	90.1%	91.0%	90.0%	90.0%	90.0%
KC 8: Number of completed evaluations at GSA ↑	OGP	0	5	7	6	6	8
KC 9: Equity and Organizational Effectiveness Optimization Measure (EOEOM) - Overall level of maturity ↑	OA	N/A	N/A	2.1	Baseline	2.2	2.5

*Revised methodology changes the denominator from gross revenue to gross margin (which nets out the cost of goods sold) to control for fluctuations in business volumes. Historical results have been re-baselined using this methodology.

**If EEI score decreases from previous year, then the target would be a 1 percent increase from prior year’s result. If EEI score remains constant or increases from previous year, target would equal prior year’s result.

***Plus and minus modifiers to letter grades were removed from the FITARA scoring methodology in FY 2023. The FY 2024 and FY 2025 targets have been modified to reflect this change.

FY 2025 Annual Performance Plan Details

Strategic Goal 1: Real Estate Solutions

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

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

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

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

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

Strategic Objective 1.1

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

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

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

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

Strategic Initiatives

1. Modernize and optimize GSA's Federally owned facilities.

- a. Prioritize investments to modernize and optimize Federally owned GSA-controlled facilities that meet the long-term needs of our customers and save taxpayer dollars. Doing so will enable GSA to consolidate space, reduce our repair and alteration liabilities, and result in a more financially and environmentally sustainable portfolio. These initial investments will reduce the size and carrying cost of GSA's real estate in the long term.
- b. Prioritize the evaluation and disposition of properties that are unneeded or underutilized, and/or no longer meet standards of performance. By doing so, GSA will further reduce owned operational expenses and growing liability repair needs.

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

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

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

- a. Secure the access to the annual amount of revenues and collections deposited in the Federal

Buildings Fund to address necessary fire and life safety liabilities and the backlog of unfunded repair and alterations projects and to maintain Federally owned GSA-controlled facilities that meet agency mission and security standards going forward.

- b. Seek increased flexibility to deploy public-private partnership tools and solutions to achieve the Administration's goals of 100% carbon pollution-free electricity by 2035, as well as water- and energy-saving measures.
- c. Capitalize on funding from the Infrastructure Investment and Jobs Act, P.L. 117-58, 135 Stat. 429 (also referred to as the Bipartisan Infrastructure Law (BIL)) and the Inflation Reduction Act, P.L. 117-169, 136 Stat. 1818 (IRA) to invest in the Nation’s infrastructure and support the economy. Through the BIL, GSA will spend \$3.4 billion to modernize land ports of entry (LPOEs) along the Canadian and Mexican borders, supporting thousands of jobs. GSA will likewise spend \$3.4 billion through IRA appropriations on low embodied carbon materials, emerging sustainable technologies, and high performance green buildings. The projects are designed to incorporate sustainability features, catalyze clean energy industries, and provide opportunities for small businesses.

Goal Leader	Elliot Doomes, Public Buildings Service
Contributing Programs	<ul style="list-style-type: none"> ● Office of the Administrator ● Office of the Chief Financial Officer ● Office of Congressional and Intergovernmental Affairs ● Office of Strategic Communication

Performance Goal 1.1.1 - Optimize GSA’s real estate portfolio
 ● FY 2024 -2025 Agency Priority Goal

Benefit to the Public:

An efficient real estate portfolio is crucial to providing safe, healthy, and functional workspaces for occupant agencies, while simultaneously delivering the best value to the taxpayer. GSA utilizes several key practices to provide an efficient portfolio: lease contract negotiations, effective space management, and project delivery assessment. Negotiating leases at or below comparable market rates ensures GSA acquires Federal office space at the best value. Effective management of GSA-controlled space includes managing vacant space to improve utilization; and disposing of underutilized assets in a timely fashion. Capital projects provide the critical improvements and agency consolidations required to maintain safe and efficient assets. Project delivery assessment ensures that capital projects are delivered on time and on budget. All these activities reduce costs (operational and project) and support the management of a financially self-sustaining portfolio, providing an effective monetary value returned on the taxpayer’s investment.

Performance Indicator Definition:

(a) Cost avoidance through real estate optimization (New):

GSA reduces real estate costs by evaluating and prioritizing disposals of Federally owned properties to reduce operational expenses and growing repair needs, as well as optimize the existing leased inventory. This indicator represents cost avoidance through two primary activities: 1) avoided operations and maintenance (O&M) and repair and alterations (R&A) needs from properties in the current disposal pipeline and calculated based on the repair needs from previous year building surveys; and 2) lease cost avoidance realized on lease projects through negotiating leases below market costs, space reductions, and moves to Federal facilities.

(b) Lease cost relative to the average market rate:

This indicator compares the net present value (NPV) of a discounted cash flow (DCF) model of a GSA lease to the NPV of the DCF model of an average market lease in a specified submarket. The indicator only pertains to office leases in major metro markets in the United States.

(c) Gross sales revenue from Federal-wide disposals (in millions):

This indicator tracks the total gross sales value of all disposals brought to successful contract award by GSA for Federal-wide real property, from all agencies, with the exception of properties awarded through Federal Assets Sale & Transfer Act (FASTA). The sales total will be recorded on the award date of the successful conclusion of the online auction, live auction, negotiated sale, or other sale method used. This date will be used to remain consistent with GSA's practice in recording disposal statistics, and not the actual closing date, transfer of deed, and receipt of proceeds from sale.

(d) Capital projects schedule variance (Annual Appropriations) (Revised):

This indicator evaluates schedule performance by how accurately GSA delivers projects to their original plans and provides visibility into the projects' lifecycle. This indicator is applicable to all annually appropriated New Construction and Major Repairs and Alterations projects whose estimated cost of construction exceeds the prospectus threshold. Disaster relief projects and projects that include BIL or IRA funding are excluded. The capital projects schedule variance is calculated by comparing the projects' baseline milestone dates to the actual milestone dates, relative to the total baseline project duration. Projects are weighted by size and Special Emphasis projects are excluded.

(e) Capital projects schedule variance (BIL and IRA) (Revised):

This indicator evaluates schedule performance by how accurately GSA delivers projects to their original plans and provides visibility into the projects' lifecycle. This indicator is applicable to all BIL projects except infrastructure paving, acquisition of leased LPOEs, and Federal Motor Carrier Safety Administration Southern Border projects, and projects where IRA funding is paired with annually appropriated New Construction and/or Major Repairs and Alterations funding. The capital projects schedule variance is calculated by comparing the projects' baseline milestone dates to the actual milestone dates, relative to the total baseline project duration. Projects are weighted by size and Special Emphasis projects are excluded.

(f) Percent of projects on schedule (BIL and IRA):

This indicator evaluates PBS's ability to manage projects to their established construction schedules. This indicator is applicable to BIL projects associated with infrastructure paving and Federal Motor Carrier Safety Administration Southern Border projects and projects where IRA funding is paired with annually appropriated Basic Repairs and Alterations funding. Measuring construction schedules supports important management controls in project delivery that help mitigate delays and requires project teams to keep scope aligned with schedule and budget parameters. It determines the percent of applicable projects in the construction phase that are being delivered within +10% of the baselined duration of construction.

(g) Percent of capital projects on budget:

This indicator evaluates PBS's ability to manage within the prospectus budget that supported the President's Budget. Projects will baseline their budgets within 90 days after receiving their full approval. PBS will be measured on the percentage of funded projects that are being delivered within their original appropriation. The measure will be used to promote better project planning, scope control, and budget management.

PI 1.1.1 (a) Cost avoidance through real estate optimization (in billions) (New)

Lead Office: PBS

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	N/A	N/A	N/A	\$1.324	\$1.275
Results	N/A	N/A	N/A	N/A	N/A	N/A

*Costs avoided through disposals, including operations and maintenance costs, and capital repair needs, plus costs avoided through lease optimization. The FY 2024 and FY 2025 targets are 90% of the total cost avoidance projected.

PI 1.1.1 (b) Lease cost relative to the average market rate

Lead Office: PBS

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	≤ -7.00%	-7.00%	-9.00%	-7.00%	-7.00%	-7.00%
Results	-12.60%	-10.25%	-7.26%	-12.21%	N/A	N/A

PI 1.1.1 (c) Gross sales revenue from Federal-wide disposals (in millions)*

Lead Office: PBS

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	\$15.00	\$13.50	\$63.08	\$365.50	\$262.62	\$16.10
Results	\$38.20	\$4.95	\$67.90	\$91.69	N/A	N/A

*Beginning in FY 2022, a new methodology counts proceeds from all Federal-wide disposals (not just GSA-controlled properties), with the exception of Federal Assets Sale and Transfer Act properties. Due to the methodology change, FY 2022 - FY 2025 figures are not comparable to FY 2020 and FY 2021 figures.

PI 1.1.1 (d) Capital projects schedule variance (Annual Appropriations) (Revised)

Lead Office: PBS

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	Baseline	N/A	N/A	-10% to 0%	-10% to 0%	-10% to 0%
Results	N/A	N/A	N/A	-6.3%*	N/A	N/A

*Results based on updated methodology to include weighting projects by size and removing Special Emphasis projects.

PI 1.1.1 (e) Capital projects schedule variance (Bipartisan Infrastructure Law and Inflation Reduction Act)* (Revised)

Lead Office: PBS

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	N/A	N/A	-10% to 0%	-10% to 0%	-10% to 0%
Results	N/A	N/A	N/A	5.3%**	N/A	N/A

*Includes all BIL projects except infrastructure paving, acquisition of leased LPOEs, and Federal Motor Carrier Safety Administration Southern Border projects, and projects where IRA funding is paired with annually appropriated New Construction and/or Major Repairs and Alterations funding.

**Results based on updated methodology to include weighting projects by size and removing Special Emphasis projects.

PI 1.1.1 (f) Percent of projects on schedule (Bipartisan Infrastructure Law and Inflation Reduction Act)*

Lead Office: PBS

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	N/A	N/A	72.7%	72.7%	72.7%
Results	N/A	N/A	N/A	N/A**	N/A	N/A

*Includes BIL projects associated with infrastructure paving and Federal Motor Carrier Safety Administration Southern Border projects and projects where IRA funding is paired with annually appropriated Basic Repairs and Alterations funding.

**No projects entered this data set in FY 2023.

PI 1.1.1 (g) Percent of capital projects on budget*

Lead Office: PBS

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	Baseline	80.0%	80.0%	80.0%	80.0%	80.0%
Results	83.5%	80.2%	80.0%	86.6%	N/A	N/A

*Includes all annually appropriated New Construction and Major Repairs & Alterations projects and BIL projects (except infrastructure paving, acquisition of leased LPOEs, and Federal Motor Carrier Safety Administration Southern Border projects). These projects may also be supplemented with IRA funds.

Strategic Objective 1.2

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

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

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

Strategic Initiatives

- 1. Lead the Federal Government’s post pandemic real estate efforts.**
 - a. Proactively engage with customers to develop and deploy workplace solutions that promote mission delivery and enable GSA to right size its real estate portfolio.
 - b. Use a data-driven approach to gain insight into agencies’ future operating postures.
 - c. Partner with agencies to develop workspace strategies that result in enhanced mission delivery, cost savings, and improved space utilization.

- 2. Evolve and expand workplace solutions for agencies.**
 - a. Partner with customers on workplace solutions that integrate real estate, technology, and work support solutions.
 - b. Deploy integrated workplace solutions to meet customer agencies’ changing real estate needs.

Goal Leader	Elliot Doomes, Public Buildings Service
Contributing Programs	<ul style="list-style-type: none"> ● Federal Acquisition Service ● Office of the Chief Financial Officer ● GSA IT ● Office of Congressional and Intergovernmental Affairs ● Office of Strategic Communication

Performance Goal 1.2.1 - Shape the Future of Work

Benefit to the Public:
 GSA is transforming its real estate portfolio to better reflect the changing needs of the post-pandemic Federal workforce. As agencies modify their physical footprint, GSA is right-sizing its inventory to fully use its Federally owned assets, backfill or terminate vacant leased space, and dispose of surplus properties necessary to achieve an optimized portfolio. This optimizes taxpayer spending for real

estate and achieves customer satisfaction for partner agencies.

Performance Indicator Definition:

Percent of CFO Act Agencies with a completed GSA Customer Strategy (New):

GSA is developing updated real estate strategies that meet customer needs and right-size their office space. GSA engages customers on utilization improvements (including a focus on headquarters), innovative workplace solutions and strategies through Workplace 2030, high performance building standards, work environment plans, actions from capital plans and assets that no longer serve the needs of the Federal Government. Success is measured by partnering with the CFO Act customers to enhance mission delivery and improve utilization and occupancy, right-size office space and reduce long-term real estate costs.

PI 1.2.1 Percent of CFO Act Agencies with a completed GSA Customer Strategy (New)

Lead Office: PBS

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	N/A	N/A	N/A	80%	100%
Results	N/A	N/A	N/A	N/A	N/A	N/A

Strategic Objective 1.3

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

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

Strategic Initiatives

- 1. Achieve 100% carbon pollution-free electricity on a net annual basis by 2030, including 50 percent 24/7 carbon pollution-free electricity.**
 - a. Implement a strategic plan that considers GSA portfolio, life-cycle analysis, industry best practices, market conditions, and available options and contract mechanisms.
- 2. Target 50% of eligible buildings, as measured by square footage, to comply with the Guiding Principles for Sustainable Federal Buildings by 2025.**
 - a. Target sustainability performance challenges and needed building improvements.
 - b. Support the interagency effort to deploy the Federal Buildings Performance Standard.
- 3. Target net-zero designs for new construction and major modernization by 2030.**
 - a. Partner with Federal agencies to enhance project sustainability requirements by:
 - i. Identifying new construction or major modernization designs to be (a) fossil fuel free (net zero operational carbon emissions) by 2030, where life cycle is cost-effective; and (b) net zero ready (on a source energy basis) by 2030.
 - ii. Eliminating usage of fossil fuel-generated energy in new and modernized buildings.
 - iii. Exploring ways to reduce the embodied carbon of materials used in construction and modernization projects.
- 4. Develop robust data and capacities to manage climate change risks, increase resilience, and secure Federal real property investments by 2025.**
 - a. Establish a climate risk management process and resilience program that will formulate criteria and metrics to inform real property decisions and monitor risk reduction investments (e.g., building flood protection, and wildfire damage prevention and energy resilience).

Goal Leaders	Elliot Doomes, Public Buildings Service Krystal Brumfield, Office of Government-wide Policy
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Contributing Programs	<ul style="list-style-type: none"> ● Office of the Administrator ● Federal Acquisition Service ● Office of Government-wide Policy ● GSA IT ● Office of the Chief Financial Officer
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Performance Goal 1.3.1 - Reduce greenhouse gas emissions from the GSA-controlled real estate portfolio

Benefit to the Public:

Reducing GHG emissions mitigates climate impacts to the Nation. GHG emissions reduction strategies benefit local air quality and reflect improved performance on traditional PBS building performance metrics, including footprint, energy reductions, renewable energy, and sustainable buildings. GSA’s recent approach for GHG reduction has focused on facilities’ energy efficiency and carbon pollution-free electricity procurements. Progress on these fronts has led to some of the largest Scope 1 and 2 emission reductions in recent years, with GSA achieving 60.1% reduction in FY 2023 from a FY 2008 baseline.

Performance Indicator Definition:

Greenhouse gas reduction from FY 2008 baseline (Scope 1 and 2 emissions):

Scope 1 covers direct emissions from Federally owned or controlled sources. Scope 2 covers indirect emissions from the generation of purchased electricity, steam, heating, and cooling produced by others and consumed by GSA. Further details on GSA’s GHG emissions (Scope 1 and 2) can be found at sustainability.gov, including breakouts for net electricity emissions; stationary combustions; and steam, hot and chilled water.

PI 1.3.1 Greenhouse gas reduction from FY 2008 baseline (Scope 1 and 2 emissions)

Lead Office: PBS

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	N/A	50.0%	55.1%	58.4%	63.5%
Results	45.3%	51.0%	59.3%	60.1%*	N/A	N/A

*Interim results pending Department of Energy review. Final results will be published on sustainability.gov.

Performance Goal 1.3.2 - Continue reducing energy intensity of GSA-controlled facilities

Benefit to the Public:

Energy conservation and efficient operations in Federal workspaces lowers utility costs, reduces emissions, and, in some markets, can help stabilize the grid and contribute to energy infrastructure resiliency. Investing in energy efficiency in Federal spaces can serve as a catalyst for the broader marketplace of facility energy efficiency. Energy-efficient Federal facilities are better poised to meet modern climate challenges and contribute to mission assurance for the occupant agencies that depend on them.

Performance Indicator Definition:

Energy Efficiency (Percent change in energy consumption compared to baseline year of FY 2021):

This indicator measures energy consumption compared to a FY 2021 base level. It tracks the percent change in energy usage from baseline of FY 2021 to current (most recent 12 months). Usage is measured in British Thermal Units of energy per gross square foot (BTU/GSF), also known as Energy Usage Index (EUI). This indicator replaced Energy Intensity Reduction.

PI 1.3.2 Energy Efficiency (energy consumption compared to baseline year of FY 2021)

Lead Office: PBS

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	N/A	N/A	1.00%	2.00%	3.00%
Results	N/A	N/A	N/A	1.7%*	N/A	N/A

*Interim results pending Department of Energy review. Final results will be published on [sustainability.gov](https://www.sustainability.gov).

Performance Goal 1.3.3 - Apply the Guiding Principles for Sustainable Federal Buildings

Benefit to the Public:

Tracking and reporting the number of GSA-controlled sustainable buildings will better demonstrate the progress GSA is making towards a more sustainable, healthy, and cost-efficient portfolio. Sustainable Federal facilities are better poised to provide healthy workspaces, meet modern climate imperatives, and contribute to mission assurance for the tenant agencies that depend on them. Energy and water efficient operations in Federal workplaces will lower costs and reduce emissions.

Performance Indicator Definition:

Percent of gross square footage (GSF) that qualifies as a sustainable Federal building (Revised):

The Energy Independence and Security Act of 2007 requires Federal buildings to be designed, constructed, and operated in an efficient, effective, and sustainable manner. Applying the 2020 Guiding Principles for Sustainable Federal Buildings provides the framework and set of criteria used to determine if a building qualifies as sustainable. GSA applies the Guiding Principles for new construction and modernization projects (using Leadership in Energy and Environmental Design certification), existing buildings' operations, and a reassessment every four years of existing buildings determined to be sustainable.

PI 1.3.3 Percent of GSF that qualifies as a sustainable Federal building (Revised)

Lead Office: PBS

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	39.2%	42.4%	45.8%	49.6%	50.9%*	53.0%
Results	40.0%	43.5%	49.5%	50.8**	N/A	N/A

*Revised methodology evaluates eligible buildings ≥ 25,000 GSF starting in FY 2024. The threshold was previously ≥10,000 GSF.

**Interim results pending Council on Environmental Quality (CEQ) review. Final results will be published on [sustainability.gov](https://www.sustainability.gov).

Strategic Objective 1.4

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

GSA is the Nation's largest landlord, managing approximately 8,400 Federally owned and leased assets located in about 2,000 communities throughout the 50 States, five territories, and the District of Columbia. GSA's vast reach presents a unique opportunity to support State, local, and Tribal governments' economic goals, along with the well-being of communities that host GSA-controlled facilities. GSA has the responsibility to leverage its real estate actions in ways that support community development and local planning goals, while meeting customer agency needs. This derives from legal mandate as well as sound business practice. GSA's Good Neighbor Program (GNP) provides the technical expertise and planning tools to help leverage its projects in support of community planning goals – to create multiple returns for both communities and customer agencies.

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

Strategic Initiatives

- 1. Coordinate major GSA development projects with State, local, and Tribal stakeholders to generate positive and long-lasting community impacts for those communities that host GSA-controlled facilities.**
 - a. Support local economic development and community planning goals through early and in-depth engagement for major GSA projects with local officials and other stakeholders.
 - b. Expand and enhance the use of pre-design collaborative techniques on new construction and other projects that impact the public realm to maximize community benefits.
- 2. Collaborate with Federal agencies to accelerate economic recovery, sustainability, and environmental justice.**
 - a. Partner with Federal agencies to explore and implement policies and procedures that target economic recovery and environmental improvement, especially in neighborhoods that have historically suffered from disinvestment and environmental harm.
- 3. Study and apply economic impact methodologies to GSA's core real estate activities and expand use of environmental justice and sustainability mapping with other spatial data tools to help GSA decision making.**
 - a. Develop a strategy to better understand the impacts of GSA's real estate activities, to provide more complete program information to stakeholders and to better inform project decisions.
 - b. Use mapping tools to better understand how GSA's real estate investments impact local communities.

Goal Leader	Elliot Doomes, Public Buildings Service
Contributing Programs	<ul style="list-style-type: none"> ● Office of the Administrator ● Office of Congressional and Intergovernmental Affairs ● Office of Small and Disadvantaged Business Utilization ● Office of Government-wide Policy ● Office of Strategic Communication

Performance Goal 1.4.1 - Deploy the “Good Neighbor Program” (GNP) nationwide

Benefit to the Public:
 Early coordination between GSA and local officials can help to identify opportunities for Federal real estate activities to support local community priorities, accelerate economic recovery, and advance environmental justice. Relevant Federal activities include site selection, new construction, leasing, shared use, and facility management, as well as sustainability and site work.

Performance Indicator Definition:
“Good Neighbor Program” Planning Outreach and Partnership (POP) engagements:
 Under its GNP, GSA uses POP engagements to meet and coordinate with local officials in communities where coordination between GSA and local governments would be most valuable. This includes communities where GSA plans future construction or modernization projects and major leasing activity, as well as communities where the use or management of the existing GSA portfolio has potential to support local sustainability, environmental justice, or other local planning goals. As part of these workshops, GSA and local officials share community-wide inventory, long-range planning, and other information to identify concerns, find areas of mutual interest, and develop working relationships well in advance of formal real estate actions, when opportunities to leverage mutual goals are maximized. An outcome of each meeting is a standardized report outlining next steps for engagement, partnership, and any agreed-upon community improvement actions by GSA and the local government.

PI 1.4.1 “Good Neighbor Program” Planning Outreach and Partnership (POP) engagements

Lead Office: PBS

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	Baseline	Baseline	22	33	33	33
Results	8	5	22	39	N/A	N/A

Strategic Goal 2: Acquisition

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

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

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

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

GSA will continue:

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

Strategic Objective 2.1

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

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

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

Strategic Initiatives

- 1. Evolve GSA’s capabilities by tailoring offerings to the markets they serve.**
 - a. Improve the Services Marketplace contracting experience for customers, suppliers, and the acquisition workforce.
 - b. Refine and clarify the online Products Marketplace offerings to improve customer experience and the selection process.
- 2. Help the Federal Government approach acquisition as a single, connected enterprise.**
 - a. Improve data access and analytics to gain insights about spend patterns, build policies to reinforce category management principles, increase transparency, foster public policy objectives, and reduce duplication of solutions.
- 3. Ensure GSA is at the forefront of acquisition innovation while maintaining exceptional contract quality.**
 - a. Deliver best-value solutions to customers, particularly on reducing customer risk, enhancing end-user capabilities, and leveraging GSA’s Government-wide acquisition expertise.
- 4. Fully transition the Federal Government to the next generation of telecommunications contracts.**
 - a. Adopt Enterprise Infrastructure Solutions (EIS) to efficiently leverage the scale of Government buying power while standardizing and optimizing major portions of the Federal technological infrastructure.

Goal Leaders	Tom Howder, Federal Acquisition Service Elliot Doomes, Public Buildings Service Krystal Brumfield, Office of Government-wide Policy
Contributing Programs	<ul style="list-style-type: none"> ● Office of Customer Experience ● GSA IT

Performance Goal 2.1.1 - Expand the use of GSA acquisition solutions, and associated savings, across the Government

Benefit to the Public:

Expanding the use of GSA acquisition solutions, and associated savings, across the Government will result in greater savings, enabling customer agencies to meet mission-critical needs at a lower cost to taxpayers.

Performance Indicator Definition:

Acquisition program savings delivered to customers (billions):

Annual targets are developed by aggregating various program-specific targets across FAS, each with a specific methodology for calculating savings. The types of savings fall into one of three groups:

1. Savings realized by utilizing FAS procurement vehicles compared to commercial alternatives
2. Savings realized through FAS offerings compared to other Government offerings
3. Savings returned to customers via bank refunds for using a FAS purchase, travel, or fleet card

PI 2.1.1 Acquisition program savings delivered to customers (in billions)

Lead Office: FAS

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	\$6.60	\$5.00	\$6.10	\$6.00	\$6.80	\$6.90
Results	\$5.92	\$6.09	\$6.82	\$6.72	N/A	N/A

Performance Goal 2.1.2 - Increase Multiple Award Schedule (MAS) sales

Benefit to the Public:

Using a single schedule with consistent terms makes it easier for suppliers to do business with the Government and makes it easier for agencies (buyers) to navigate the MAS program to find and acquire goods and services.

Performance Indicator Definition:

MAS sales (in billions):

This indicator measures the increase in business volume per MAS sale. Sales for the MAS program are reported via the Sales Reporting Portal and when the Industrial Funding Fee (IFF) is remitted. The information is validated by a comparison and variance from the Office of the Chief Financial Officer related to the revenue submitted for the MAS program.

PI 2.1.2 MAS sales (in billions)

Lead Office: FAS

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	\$32.30	\$32.50	\$38.00	\$41.00	\$46.00	\$46.50
Results	\$36.82*	\$39.75*	\$40.96	\$45.52	N/A	N/A

*FY 2020 to FY 2021 results have been revised from previously reported figures. Extensive data cleaning and re-coding led to a one-time revision of MAS sales.

Strategic Objective 2.2

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

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

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

Strategic Initiatives

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

- a. Streamline the supplier experience by building and deploying journey maps to identify inconsistencies throughout the MAS program. This will help suppliers better understand system requirements and improve the information they provide.
- b. Create training for new suppliers to strengthen their business marketing.

2. Streamline the buyer experience.

- a. Streamline access to acquisition tools, simplify market research, and provide commonly used documents, templates, and pricing resources for services that help with acquisition planning.
- b. Identify opportunities to improve the buyer experience and usability of the Products Marketplace and GSA Advantage!®, focusing on search functionality, shipping notifications, product photos, and inventory status.

3. Modernize acquisition through technology.

- a. Deliver a modern, enterprise-wide contract writing system to streamline acquisition systems.
- b. Merge legacy applications under the Assisted Services Shared Information System (ASSIST) to provide users with a single experience for all GSA Assisted Acquisitions.
- c. Automate bots to produce time savings and/or increase quality through error detection.
- d. Streamline and improve data management for the more than 50 million products and services offered to the Federal marketplace through Catalog Management.

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

- a. Conduct both cyclical and targeted reviews of contracting activities' acquisition performance.
- b. Assign agency-wide corrective action plans and share results with GSA senior leadership and key acquisition professionals to monitor continual performance improvements.

Goal Leaders	Tom Howder, Federal Acquisition Service Elliot Doomes, Public Buildings Service Krystal Brumfield, Office of Government-wide Policy
Contributing Programs	<ul style="list-style-type: none"> Office of Customer Experience GSA IT

Performance Goal 2.2.1 - Increase customer satisfaction

Benefit to the Public:

Assessing customer loyalty allows GSA to take action to improve program operations. The network of suppliers and vendors GSA leverages to provide customer agencies with goods and services is essential to service delivery. Through positive working relationships that are mutually beneficial for the supplier and customer, GSA is able to provide better service to customers, and ultimately to the public.

Performance Indicator Definition:

Customer Loyalty Survey (CLS) score (Rating scale is 1 to 10):

Tracking customer loyalty allows GSA to measure FAS’s effectiveness at meeting customer requirements. GSA identifies customers and develops a questionnaire that informs program offices of potential areas for improvement. The result measures the average score across three loyalty intention items for each respondent. Responses are rated on a 10-point scale where “1” equals “not at all likely” and “10” equals “very likely.” The three key questions are:

1. How likely are you to recommend [program office] to others?
2. How likely are you to continue to use [program office] in the future?
3. How likely are you to consider [program office] as your first choice for [product/service]?

PI 2.2.1 Customer Loyalty Survey (CLS) score (Rating scale is 1 to 10)*

Lead Office: FAS

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	7.6	7.9	7.9	8.0	8.0	8.1
Results	7.9	7.8	7.9	7.7	N/A	N/A

*Beginning in FY 2022, a modest change to the CLS methodology was implemented to provide a more balanced and accurate representation of survey responses. As a result, FY 2022 figures are not comparable to FY 2020 - FY 2021 figures as shown in the table. Applying the new methodology to prior years would result in a slight decline in CLS score from FY 2020 to FY 2022.

Performance Goal 2.2.2 - Increase satisfaction of supplier base

Benefit to the Public:

Strong supplier relationships make interactions between the Government and industry more efficient, transparent, and cost effective, creating lower cost services that maximize taxpayer dollars. When Government and industry collaborate effectively, the highest-quality solutions can be delivered to meet customer agencies’ missions to the public.

Performance Indicator Definition:

Industry Satisfaction Survey (ISS) score (Rating scale is 1 to 5) (formerly Supplier Relationship Management Survey):

The ISS is distributed annually to over 13,000 unique industry partners with contracts covering a diverse portfolio of GSA contract vehicles. The sources for the vendors are e-Library, Federal Procurement Data System - Next Generation (FPDS-NG), and GSA’s Salesforce database. Respondents are asked “Please consider all of your experiences interacting with [GSA program]. How satisfied are you?” Responses are on a 5-point scale where “1” equals “Very Dissatisfied” and “5” equals “Highly Satisfied.” The overall score represents the average of each portfolio’s average score.

PI 2.2.2 Industry Satisfaction Survey (ISS) score (Rating scale is 1 to 5)*

Lead Office: FAS

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	3.70	3.85	3.95	4.00	4.00	4.05
Results	3.81	3.90	3.99	3.87	N/A	N/A

*Beginning in FY 2022, a modest change to the ISS methodology was implemented to provide a more balanced and accurate representation of survey responses. As a result, FY 2022 figures are not comparable to FY 2020 - FY 2021 figures as shown in the table. Applying the new methodology to prior years would result in similar results from FY 2020 to FY 2022.

Performance Goal 2.2.3 - Improve tenant satisfaction in Government-owned and -leased space

Benefit to the Public:

Tenant satisfaction is a good barometer for GSA to measure how well it is providing safe, reliable, productive, and sustainable workplace environments that support agencies' abilities to adequately serve the public at the best value to the taxpayer.

Performance Indicator Definition:

Tenant Satisfaction Survey (TSS) - Facilities Management Index:

Tenant satisfaction with Government owned and leased space – Facilities Management (FM) Index comprises nine existing questions from the TSS related to the condition of the building and grounds, common areas, restrooms, and elevators. Each question relates to areas of the building that GSA’s facility managers directly influence or control. To calculate the FM Index score, all the “4” and “5” responses for the nine questions are counted then divided by the total number of responses.

PI 2.2.3 Tenant Satisfaction Survey (TSS) - Facilities Management Index*

Lead Office: PBS

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	N/A	N/A	70%	71%	71%
Results	N/A	N/A	N/A	TBD**	N/A	N/A

*Due to decreased occupancy levels associated with the COVID-19 pandemic, GSA did not conduct the TSS in FY 2020, FY 2021, or FY 2022. GSA restarted the TSS in October 2023 to measure FY 2023 performance.

**PBS administered the TSS in October 2023. Future targets will be informed by FY 2023 results. The FY 2023 results are pending a Paperwork Reduction Act compliance review by the Office of Management and Budget / Office of Information and Regulatory Affairs (OIRA).

Strategic Objective 2.3

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

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

Strategic Initiatives

- 1. Leverage acquisition to identify, deter, and respond to cyber threats.**
 - a. Promote interagency collaboration, develop policy and regulation guidance, and move toward a Zero Trust Architecture.
 - b. Develop and implement vendor, customer, and acquisition workforce communications of new cyber requirements and monitor vendor offerings on GSA acquisition vehicles.
 - c. Standardize and expand GSA's operational management of supply chain risks and build depth on pre- and post-award vendor risk assessment.
- 2. Support the American economy and businesses with strategic purchasing practices.**
 - a. In partnership with OMB, increase reporting capabilities and develop reporting protocols for Made in America waivers.
 - b. Utilize the Federal Acquisition Regulation rulemaking process and expand the domestic requirements under the Buy American Act to address the identification of critical products and use of enhanced price preference.
- 3. Strengthen the Industrial Base.**
 - a. Foster a supply chain that can achieve new public policy objectives and meet customer requirements.
 - b. Analyze supplier data, conduct vendor outreach, and develop policies and acquisition strategies to strengthen the diversity of the supplier base doing business through the GSA acquisitions program or directly through the award of GSA contracts.
 - c. Build small business capacity in underrepresented markets, such as facilities maintenance.
- 4. Promote sustainable acquisition.**
 - a. Establish internal guidance to incorporate sustainable best practices throughout the acquisition life cycle.
 - b. Partner with other agencies to require new construction or major modernization designs to be, at minimum, net zero energy-ready and to stop the use of fossil fuel-generated energy in new and modernized buildings.
 - c. Explore ways to reduce the embodied carbon of materials used in construction and facilities modernization projects.

5. Develop and implement GSA Smart Buildings technology.

- a. Enhance processes in the Supply Chain Risk Management and Smart Building programs to quickly deploy smart devices, such as occupancy sensors, while preparing against cyber-attacks.

Goal Leaders	Tom Howder, Federal Acquisition Service Elliot Doomes, Public Buildings Service Exodie C. Roe, III, Office of Small and Disadvantaged Business Utilization Krystal Brumfield, Office of Government-wide Policy David A. Shive, GSA IT
Contributing Programs	<ul style="list-style-type: none"> ● Office of the General Counsel ● Office of Strategic Communication

Performance Goal 2.3.1 - Lead CFO Act Agencies in Cyber-Supply Chain Risk Management (C-SCRM)

Benefit to the Public:
GSA is charged with appropriately using taxpayer dollars to acquire best-value solutions for GSA and for other agencies. The Federal Government operates in a world of ever-increasing cyber supply chain risks as it relies more on Information and Communications Technology (ICT), and as adversaries become more sophisticated. To protect taxpayer dollars and to help other agencies do the same, GSA aims to lead CFO Act Agencies in understanding and managing cyber supply chain risks.

Performance Indicator Definition:
Points by which GSA’s total OMB C-SCRM maturity score exceeds the total of the CFO Act Agencies’ median scores (New):
This indicator assesses GSA’s progression toward a mature Enterprise-Level C-SCRM program, leveraging the Office of Management and Budget’s (OMB) “C-SCRM Program Capability and Maturity: Self-Assessment” tool to compare GSA’s maturity to CFO Act Agencies’ median scores. The tool captures maturity in two areas: implementation of a C-SCRM Program and performance of C-SCRM functions. The performance indicator value is the comparison of GSA’s cumulative score across the tool’s metrics compared to the cumulative score of the CFO Act Agencies’ median scores.

PI 2.3.1 Number of points by which GSA’s total OMB C-SCRM maturity score is higher than the total of the CFO Act Agencies’ median scores (New)

Lead Office: OGP

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	N/A	N/A	N/A	6	7
Results	N/A	N/A	N/A	5	N/A	N/A

Strategic Objective 2.4

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

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

Strategic Initiatives

1. **Design post-award support strategy for new Government-wide contractors.**
 - a. Streamline onboarding of new contractors through the Federal Supply Schedule.
2. **Expand GSA’s industry partner base through development of the Polaris Government-wide Acquisition Contract (GWAC).**
 - a. Expand the industry partner base, provide greater access to emerging technologies, simplify proposal submission requirements, and improve the overall customer experience.
3. **Implement a supplier diversity plan.**
 - a. Implement a supplier diversity plan focused on key issues and actions GSA will take to increase opportunity for suppliers in Small Disadvantaged Business (SDB) categories, including plans for regular on-ramping of key acquisition vehicles.
4. **Advance AbilityOne program.**
 - a. Work with the AbilityOne Commission and authorized Central Nonprofit Agencies to increase employment opportunities for persons with disabilities.

Goal Leaders	Tom Howder, Federal Acquisition Service Elliot Doomes, Public Buildings Service Krystal Brumfield, Office of Government-wide Policy Exodie C. Roe, III, Office of Small and Disadvantaged Business Utilization
Contributing Programs	N/A

Performance Goal 2.4.1 - Increase opportunities for persons with disabilities through GSA procurement

Benefit to the Public:
 The AbilityOne Program is a mandatory source of supply for Federal purchasers and private sector contractors authorized to use Government sources of supply. Quality products and services are offered at fair market prices. The program relies heavily on purchases from Federal agencies for goods and services provided by persons with disabilities. Increasing the percent of GSA obligations to the AbilityOne program contributes to employment opportunities for persons with disabilities; creates meaningful pathways for economic growth and prosperity; expands the Federal workforce; and

lessens State and Federal disability subsidies to individuals with disabilities. GSA’s commitment will help with supporting competitive integrated employment, diversity, and inclusion in the workforce.

Performance Indicator Definition:

Percent of GSA obligations to AbilityOne Program:

The indicator calculates the percentage of total GSA contracting obligations associated with the AbilityOne program.

PI 2.4.1 Percent of GSA obligations to AbilityOne Program

Lead Office: OGP

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	2.00%	2.50%	3.00%	3.50%	4.00%
Results	7.91%	5.78%	7.60%	7.17%	N/A	N/A

Performance Goal 2.4.2 - Maintain and improve the percent of spend that goes to small business from the MAS

Benefit to the Public:

The consolidated MAS with consistent terms makes it easier for suppliers to do business with the Government and makes it easier for agencies (buyers) to navigate the MAS program to find and acquire goods and services. Greater percent of sales to small businesses spreads Government spending and opportunity across a broader group of companies.

Performance Indicator Definition:

Percent of spend going to small business from the MAS:

This indicator reports the percent of MAS business volume attributed to small businesses each year by calculating the MAS total business volume in dollars attributed to small businesses and dividing by the total business volume.

PI 2.4.2 Percent of spend going to small business from the MAS

Lead Office: FAS

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	33.00%	35.00%	36.00%	35.00%	35.00%	35.00%
Results	33.76%*	34.36%*	35.42%	37.05%	N/A	N/A

*FY 2020 to FY 2021 results have been revised from previously reported figures. Extensive data cleaning and re-coding led to a one-time revision of MAS sales, the denominator in the calculation of this measure. The revised results more accurately capture the level of MAS sales and the proportion of those sales going to small businesses.

Performance Goal 2.4.3 - Create more opportunities for small and socio-economic businesses

Benefit to the Public:

Small businesses power the economy – contracting with them is a “win-win”. The Government receives great service at a great value, while small businesses are provided opportunities to grow and create jobs. By supporting these businesses, GSA strengthens the country's economy and industrial base, while enabling job creation for the U.S. workforce. Further, awarding contracts to small disadvantaged businesses mean opportunities for underserved business owners and entrepreneurs, added jobs in their communities, and the advancement of diversity, equity, and inclusion across the nation.

Performance Indicator Definition:

(a) Percent of GSA contract dollars awarded to small business through prime contracting:

This indicator tracks the overall percent of eligible procurement dollars awarded to small businesses through prime contracting.

(b) Small Business Administration’s (SBA) Small Business Procurement Scorecard - GSA’s Grade:

The SBA Small Business Procurement Scorecard is an annual assessment tool measuring how successfully Federal agencies reach their small business and socio-economic prime contracting and subcontracting goals. Agencies earning an “A” or “A+” on the scorecard demonstrate their strong commitment to delivering for small and small disadvantaged businesses.

PI 2.4.3 (a) Percent of GSA contract dollars awarded to small business through prime contracting

Lead Office: OSDBU

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	29.00%	30.00%	34.00%	33.00%	33.00%*	TBD
Results	49.43%	46.89%	47.61%	50.29%**	N/A	N/A

*Target is expected to be finalized in Q2 FY 2024.

**Result is an initial estimate. Final result is pending the Small Business Administration’s adjudication in Q2 FY 2024.

PI 2.4.3 (b) SBA Small Business Procurement Scorecard - GSA’s Grade

Lead Office: OSDBU

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	A+	A+	A+	A	A	A
Results	A+	A+	A+	TBD*	N/A	N/A

*Result is expected in Q4 FY 2024.

Strategic Goal 3: Digital Government

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

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

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

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

Strategic Objective 3.1

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

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

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

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

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

Strategic Initiatives

1. **Increase user satisfaction with GSA websites and digital products, as well as agency partner websites, by focusing on accessibility, navigation, data integrity, and standardization.**
 - a. Increase the adoption of GSA digital products and services that promote the 21st Century Integrated Digital Experience Act (IDEA) principles by increasing standardization among Government websites.

- b. Explore ways in which the USAGov program can increase government information sharing and accessibility to the public by continuing to offer information in Spanish and modern call center technology.
- c. Enhance the digital literacy of GSA website managers.

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

- a. Upgrade tools and technologies to expand DAP capabilities for helping agencies understand how people find, access, and use Government services online.

Goal Leaders	Tom Howder, Federal Acquisition Service Elliot Doomes, Public Buildings Service Krystal Brumfield, Office of Government-wide Policy Exodie C. Roe, III, Office of Small and Disadvantaged Business Utilization
Contributing Programs	<ul style="list-style-type: none"> ● Office of Strategic Communication ● Office of Customer Experience

Performance Goal 3.1.1 - Evaluate, rationalize, and modernize GSA technology and solutions to advance standardization among websites across Government

Benefit to the Public:

Government websites and digital services are the primary means by which the public receives information from and interacts with the Federal Government. These websites and services help the public apply for benefits, search for jobs, comply with Federal rules, obtain authoritative information, and much more. Federal websites and digital services should always meet and maintain high standards of effectiveness and usability while providing quality information.

While the Government is required to purchase accessible IT products and services, many current solicitations fail to adhere to this requirement. When Federal agencies’ solicitations and statements of work do not contain necessary requirements for companies to build Information & Communication Technology (ICT) digital assets in compliance with Section 508 standards, people with disabilities are excluded from essential services and opportunities. Increasing the percent of solicitations that require conformance to Section 508 reduces accessibility barriers and promotes equity and inclusion for people with disabilities.

GSA will model an effective digital agency by improving the accessibility of its own websites, products, and services. GSA assesses its websites and solutions to ensure that they meet or surpass the public’s expectations, prioritizing elements outlined in the 21st Century IDEA, such as governance, data, search and navigation, engagement, and privacy.

Performance Indicator Definition:

(a) Percent of public-facing production websites GSA owns or administers for others that conform to 21st Century IDEA standards, including GSA’s customer-centricity requirements:

This indicator measures the percent of public-facing production websites GSA owns or administers for others that conform to 21st Century IDEA standards. The 21st Century IDEA is a Federal law aimed at improving the digital experience for government customers and reinforcing existing requirements for Federal public websites. 21st Century IDEA standards include requirements for

accessibility, governance, data, search and navigation, engagement, and privacy. GSA is assessing all of its digital services to prioritize those with the highest potential for usability improvements.

(b) Percent of TTS digital assets that are Section 508 compliant:

This indicator calculates the percent of TTS digital solutions that meet Section 508 standards. Section 508 of the Rehabilitation Act of 1973 is a Federal law requiring that all electronic and information technology that is developed, maintained, or used by the Federal Government be accessible to people with disabilities.

TTS digital solutions and internal assets encompass a broad array of IT-related resources for agencies, industry, and the public to leverage. The scope of solutions includes:

- Data and analytics resources that include Data.gov, the DAP, Api.data.gov, and the Feedback Analytics Program.
- Innovation resources that include Challenge.gov, CitizenScience.gov, and 10X.
- Public experience resources that include Login.gov, USAGov, and the U.S. Web Design System.
- Cloud utilization resources such as Federal Risk and Authorization Management (FedRAMP), cloud.gov, and Cloud.gov Pages.
- Resources that promote common technology components that are modular, interoperable, and secure including Search.gov and Code.gov.
- Other resources such as DigitalGov University, DigitalGov Communities of Practice, US Digital Registry, Federal CrowdSource Mobile Testing Program, and Terms of Service.

(c) Percent of Information & Communication Technology (ICT) solicitations posted to SAM.gov that are required to comply with Section 508 provisions and adequately do so:

This indicator is calculated using the Solicitation Review Tool (SRT), an artificial intelligence tool with an API connection to SAM.gov. The SRT scans SAM daily and uses machine learning to determine if the solicitations are supposed to have Section 508 language included. If so, the SRT determines if it does or does not adequately address Section 508 provisions.

PI 3.1.1 (a) Percent of public-facing production websites GSA owns or administers for others that conform to 21st Century IDEA standards, including GSA’s customer-centricity requirements

Lead Office: OCE

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	N/A	8%	20%	50%	55%
Results	N/A	4%	15%	47%	N/A	N/A

PI 3.1.1 (b) Percent of TTS digital assets that are Section 508 compliant

Lead Office: FAS TTS

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	N/A	75%	100%	100%	100%
Results	N/A	53%	80%	87%	N/A	N/A

PI 3.1.1 (c) Percent of ICT solicitations posted to SAM.gov that are required to comply with Section 508 provisions and adequately do so

Lead Office: OGP

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	Baseline	5.00%	10.00%	15.00%	20.00%
Results	N/A	3.00%	6.04%	12.65%	N/A	N/A

Performance Goal 3.1.2 - Improve the public’s ability to access resources by increasing usability, utility, and data integrity of public-facing Government websites.

Benefit to the Public:

Government websites serve as a critical touchpoint between the public and Government. It is imperative that Government information and services located on public-facing websites are secure, easy to navigate, and can be accessed by the entire public. TTS solutions, like the U.S. Web Design System, Touchpoints, Search.gov, Forms Service, and others are built for agencies to use quickly in order to meet these needs, improving accessibility in servicing their constituents in a way that is consistent, innovative, and cost-effective.

Performance Indicator Definition:

Number of websites utilizing GSA’s Digital Analytics Program (DAP) (cumulative):

This indicator measures the number of websites across the Government that utilize the set of digital analytics tools created by GSA, DAP. GSA’s DAP currently provides three services:

- Free web analytics tools for public-facing Federal websites that are comprehensive and easy-to-use
- Scalable infrastructure for measuring a broad range of .gov sites (large and small)
- Training on analytics tools and reporting

PI 3.1.2 Number of websites utilizing GSA’s DAP

Lead Office: FAS TTS

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	N/A	6,300	6,800	7,350	7,700
Results	N/A	6,000*	6,640*	6,833	N/A	N/A

*Results are estimated based on criteria used to filter out testing sites to better count public-facing production websites.

Strategic Objective 3.2

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

GSA is committed to providing technology support that builds digital capacity within Government agencies and ultimately makes it easier for the public to access the resources they need in the moments they most need them. GSA offers a diverse portfolio of shared technology solutions that helps agencies improve system security, interoperability, and digital delivery of information and services to the public. GSA is focused on implementing a market development and partnerships capability that will ensure GSA is ready to deliver technology solutions to Government’s most pressing challenges. In doing so, GSA will continue to leverage its biggest strength — the ability to work with stakeholders to identify problems, develop solutions, and execute on those solutions.

Strategic Initiatives

- 1. Continue to grow and streamline targeted shared services that enable the public to easily and safely engage with the Government.**
 - a. Improve the equity and security of identity verification for users of Government websites.
 - b. Expand the Login.gov platform, enhancing Login.gov’s current operational environment to further scale across Government and increase equitable access to websites and digital services.
 - c. More effectively facilitate public access to Federal rulemaking and guidance information, streamline workflows for Federal rule makers, and support data tools to improve analysis of rulemaking data by Government and the public.

- 2. Reduce public sector digital threats by expanding the Federal Risk and Authorization Management Program (FedRAMP).**
 - a. Increase reuse of authorized cloud products.

- 3. Be a partner and leader in facilitating the procurement of and access to authorized services and products to State, local, territorial, and Tribal governments.**
 - a. Scale GSA’s technology programs, products, and expertise to State, local, territorial, and Tribal governments where authorized.
 - b. Deploy digital service teams to help State and local governments reduce duplication of services and more efficiently allocate IT funds from the Federal Government, where authorized.

Goal Leader	Tom Howder, Federal Acquisition Service
Contributing Programs	<ul style="list-style-type: none"> ● Office of the Administrator ● Office of Congressional and Intergovernmental Affairs

Performance Goal 3.2.1 - Target the growth of shared security products to reduce digital threats

Benefit to the Public:

Cyber threats are constantly evolving. It is more urgent than ever for the public to gain fast, easy, and secure access to Government services. GSA plays a key role in providing shared security products to reduce digital threats Government-wide through FedRAMP capabilities.

FedRAMP is a Government-wide program in GSA’s FAS TTS that promotes the adoption of secure cloud services across the Federal Government by providing a standardized approach to security and risk assessment for cloud technologies and Federal agencies. FedRAMP empowers agencies to use modern cloud technologies, with an emphasis on security and protection of Federal information. The Government uses FedRAMP authorized cloud systems to power Agency IT operations in providing Government services and information to the public. Faster authorization timelines allow agencies to more quickly modernize their IT and provide optimal citizen experiences. Once cloud products achieve FedRAMP authorization they can more easily be reused across Government.

Performance Indicator Definition:

(a) Number of times FedRAMP authorized products have been reused by agencies (cumulative):

This indicator measures the number of FedRAMP authorized cloud products that are reused across the Government.

(b) Average time to obtain a FedRAMP authorization through an agency (months):

Agencies may work directly with a Cloud Service Provider for FedRAMP authorization. This measure tracks the time from cloud product submission to approval for agency-requested FedRAMP authorizations.

PI 3.2.1 (a) Number of times FedRAMP authorized products have been reused by agencies (cumulative)

Lead Office: FAS TTS

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	2,760	3,174	5,353	7,500	9,000
Results	1,847	2,864	4,573	6,318	N/A	N/A

PI 3.2.1 (b) Average time to obtain a FedRAMP authorization through an agency (months)

Lead Office: FAS TTS

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	8.34	8.04	7.20	6.20	6.20	4.00
Results	N/A	8.10	7.50	7.32	N/A	N/A

Performance Goal 3.2.2 - Increase adoption of Login.gov
 ● FY 2024 -2025 Agency Priority Goal

Benefit to the Public:

GSA provides agencies with identity management solutions, such as Login.gov, that meet the latest security standards to counteract evolving cybersecurity threats. Login.gov is a secure sign-in service used by the American public to sign in to participating Government agencies, allowing them to access much of their information and service needs via a single username and password. As more agencies adopt GSA’s identity management solutions, duplication of effort across the Government declines.

The effectiveness of Login.gov can be assessed by the number of people who use Login.gov, the number of identity verified users, and service applications that are using the platform.

Performance Indicator Definition:

(a) Number of Federal agencies and state partners using Login.gov (Revised):

This indicator measures the number of agencies and state pausing Login.gov.

(b) Number of active users on Login.gov (in millions):

This indicator measures the number of active users with a Login.gov account. The value of this measure resets to 0 each year to measure only those users who have accessed Login.gov during the current FY.

(c) Number of identity verified users on Login.gov (in millions) (New):

Login.gov has two products. One is identity authentication and the other one is identity verification. This indicator measures the number of Login.gov users who have had their identity verified by Login.gov. Once verified, users are able to leverage multiple platforms securely.

(d) Number of Login.gov serviced applications:

This indicator measures the number of Government services using Login.gov for identity verification.

PI 3.2.2 (a) Number of Federal agencies and state partners using Login.gov (Revised)

Lead Office: FAS TTS

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	N/A	31	40	50	52
Results	19	27	38	47	N/A	N/A

PI 3.2.2 (b) Number of active users on Login.gov (in millions)

Lead Office: FAS TTS

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	N/A	32.00	55.00	57.00	60.00
Results	14.00	16.00	41.04	49.05	N/A	N/A

PI 3.2.2 (c) Number of Login.gov identity verified users (in millions) (New)

Lead Office: FAS TTS

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	N/A	N/A	Baseline	3.5	7.5
Results	N/A	N/A	N/A	2.2	N/A	N/A

PI 3.2.2 (d) Number of Login.gov serviced applications

Lead Office: FAS TTS

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	60	100	250	375	480	515
Results	83	199	322	453	N/A	N/A

Strategic Objective 3.3

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

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

Strategic Initiatives

- 1. Be the premier provider of shared digital services and solutions for Government.**
 - a. Position GSA’s TTS more prominently in the Federal market.
 - b. Emphasize innovative technology expertise in people, services, and solutions to accelerate IT modernization in Government.
- 2. Drive technology modernization and increase technology acumen across Government by expanding innovative accelerators.**
 - a. Expand the use of innovative accelerators and communities of practice to drive technology modernization with agency partners and deepen the pool of technology acumen across Government.
 - b. Continue to improve and iterate on the Federal IT Dashboard to support greater transparency into agency IT business and management data to enable better decision making.
- 3. Leverage the Technology Modernization Fund to drive high-impact, urgent IT modernization, providing funding that is aligned with the needs of Federal agencies and the fast pace of changing technology.**
 - a. Actively work with agencies pre- and post-award to ensure that projects are well-designed and set up for success.
 - b. Support modernization of cybersecurity, public-facing digital services, high-value assets, and Government-wide collaboration and shared services.
- 4. Increase the technological capabilities of the Federal Government and support GSA’s diversity, equity, inclusion, and accessibility priorities by expanding the digital workforce and combating current disparities within the Federal IT workforce.**
 - a. Attract talent by creating new pathways for early career and diverse technologists to enter Government through programs such as the U.S. Digital Corps.
 - b. Continue to champion diversity, equity, inclusion, and accessibility best practices within GSA and share learnings across Government.

Goal Leaders	Tom Howder, Federal Acquisition Service Krystal Brumfield, Office of Government-wide Policy
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Contributing Programs	<ul style="list-style-type: none"> ● Office of the Chief Financial Officer ● Office of Human Resources Management ● GSA IT ● Technology Transformation Services
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Performance Goal 3.3.1 - Increase Government technology acumen and adoption

Benefit to the Public:

Agency adoption of TTS products and services enable IT modernization, which leads to an optimal experience for the public when interacting with the Government online. To accelerate IT modernization Government-wide, TTS programs, such as the Centers of Excellence value collaboration, rely on best practices, look to centralized resources, and innovate from within. The 18F program applies agile methods to modernize software while developing open, crowd-sourced, accessible resources. The Digital.gov program hosts Communities of Practice with the primary purpose of collaborating and sharing resources with others across Government.

Performance Indicator Definition:

Number of agencies using TTS consulting services:

This indicator measures the number of agencies and sub-agencies modernizing their services through the use of TTS consulting experts from 18F, COE, PIF and USDC.

PI 3.3.1 Number of agencies using TTS consulting services

Lead Office: FAS TTS

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	N/A	82	79	79	79
Results	57	74	79	74	N/A	N/A

Performance Goal 3.3.2 - Increase usage and satisfaction with GSA’s shared digital services and solutions

Benefit to the Public:

TTS plays a critical role within the Federal technology ecosystem by providing valuable digital services and capabilities. TTS’s subject matter experts help Federal agencies modernize their technology to deliver services more efficiently and equitably.

Tracking business volume for TTS demonstrates demand for products and services across Government and continued growth of the organization. It also shows progress towards a sustainable business model and the ability of the organization to meet the IT modernization needs of Federal agencies.

As agencies seek to capitalize on a growing array of technology-driven opportunities, it is important that TTS effectively communicate its value to the Government and scale its business to maximize the benefits they deliver. The Net Promoter Score (NPS) will assist TTS and GSA in identifying areas of strength and opportunities for improving TTS offerings.

Performance Indicator Definition:

(a) TTS business volume (in millions):

This indicator measures the amount of consulting work and services TTS provides to agency partners.

(b) Agency partner satisfaction - NPS:

This indicator measures the loyalty of customers to TTS services. A “great” score is between 30-70.

PI 3.3.2 (a) TTS business volume (in millions)

Lead Office: FAS TTS

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	\$88.20	\$110.50	\$123.80	\$157.00	\$157.00	\$330.78
Results	\$76.00	\$96.30	\$112.48	\$131.10	N/A	N/A

PI 3.3.2 (b) Agency partner satisfaction - NPS

Lead Office: FAS TTS

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	N/A	45.0	41.2	30.0	35.0
Results	N/A	41.0	34.9*	21.2	N/A	N/A

*FY 2022 result was revised from previously reported figures. Data validation confirmed an error in calculation that was corrected.

Performance Goal 3.3.3 - Increase Federal IT modernization

Benefit to the Public:

The American Rescue Plan (ARP) is delivering direct relief to the American people, addressing the consequences of the pandemic, and revitalizing the American economy. TTS continues to actively support the ARP through the Federal Citizens Services Fund (FCSF), which received ARP funds to build more secure and effective public digital experiences. TTS is reimagining the delivery of digital services to improve transparency, security, and efficiency to bolster public confidence in Government. The adoption of ARP-funded initiatives is important to help the Government modernize IT and provide trustworthy, seamless, and optimal experiences for the public.

The Office of Government-wide Policy’s modernized Federal IT Dashboard made its public debut with the President's FY 2023 budget submission to Congress in 2022. The Dashboard initially contained IT budget and management information, however, GSA and OMB’s Office of the Federal Chief Information Officer (CIO) plan to expand the platform by adding a new data source each year, increasing the public transparency of Federal IT initiatives, cost, and management practices. Decisions on information made publicly available will be approved by OMB.

Performance Indicator Definition:

(a) Percent of Federal Citizen Services Fund (FCSF)’s American Rescue Plan (ARP) funds that have been obligated (cumulative):

This indicator assesses GSA’s progress in awarding ARP funds to FCSF projects. The FCSF received \$150 million from ARP to enhance the Government’s ability to operate digitally. Projects can be near-term or longer-term initiatives.

(b) Number of data sources displayed on the modernized Federal IT Dashboard (cumulative):

This indicator measures the cumulative count of the number of Federal IT-related data sources shown on the modernized Federal IT Dashboard.

PI 3.3.3 (a) Percent of FCSF’s ARP funds that have been obligated (cumulative)

Lead Office: FAS TTS

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	N/A	50.00%	78.00%	100.00%	N/A*
Results	N/A	2.20%	35.23%	69.00%	N/A	N/A

*FCSF ARP funding expires at the end of FY 2024.

PI 3.3.3 (b) Number of data sources displayed on the modernized Federal IT Dashboard (cumulative)

Lead Office: OGP

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	Baseline	2	3	4	5
Results	N/A	1	2	3	N/A	N/A

Performance Goal 3.3.4 - Expand the diversity of the digital workforce

Benefit to the Public:

To design and develop technology that meets the needs of the public, the Government needs to have a digital workforce that represents the diversity of the United States along the lines of gender, race, age, and ethnicity. Expanding the diversity of the digital workforce will help ensure that Government services and users’ experience are equitable and accessible. While TTS programs such as 18F and the Presidential Innovation Fellows provide compelling civic career pathways for mid-to-senior career technologists, there has long been a need for entryways into public service for technologists early in their career. The new U.S. Digital Corps program is designed to increase diversity in the technology workforce and attract junior technologists to Government service.

Performance Indicator Definition:

Number of new hires for the U.S. Digital Corps program:

This indicator measures the number of fellows hired into the Digital Corps program during the year.

PI 3.3.4 Number of new hires for the U.S. Digital Corps program

Lead Office: FAS TTS

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	Baseline	20	40	60	80
Results	N/A	0	38	48	N/A	N/A

Strategic Goal 4: Government Operations

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

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

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

Strategic Objective 4.1

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

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

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

Strategic Initiatives

1. Expand Government-wide evidence and evaluation capacity.

- a. Conduct robust evaluations to examine and improve program effectiveness in support of agencies' priorities and to build Government-wide knowledge.
- b. Build portfolios of evidence, tackling pressing topics with multiple agencies to accumulate a robust body of evidence.
- c. Expand capacity-building efforts through the established Evaluation Fellowship program, pairing external academic talent with pressing agency challenges.
- d. Support agencies using existing administrative data to drive, inform, and improve decision making in priority areas.

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

- a. Build on the progress of the active and robust communities of practice GSA administers to strengthen the Federal workforce, spur innovation, enable adoption of emerging technologies, and create opportunities to improve the effectiveness and efficiency of Government.

3. Leverage interagency forums to tackle key management challenges.

- a. Provide support to drive collaboration within and among the Federal Executive Councils.

Goal Leader	Krystal Brumfield, Office of Government-wide Policy
Contributing Programs	<ul style="list-style-type: none"> ● Federal Acquisition Service ● Public Buildings Service

Performance Goal 4.1.1 - Develop and implement evaluation designs and methods on high-priority, high-impact Government-wide programs.

Benefit to the Public:

By monitoring the percentage of Government-wide evaluations that GSA completes each year on behalf of other agencies where the findings are applied, GSA acts to bolster the public’s confidence that Government programs, policies, and operations are supported by rigorous evidence and evaluated objectively. Rigorous evidence improves the effectiveness of Government-wide programs and increases cost-avoidance.

Performance Indicator Definition:

Percent of Government-wide evaluations where findings are applied (New):

This indicator measures the percentage of Government-wide evaluations that GSA completes each year on behalf of other agencies where evidence or learnings are applied by the agency after the evaluations have been completed. The results for this measure use evaluation applications from the previous fiscal year.

PI 4.1.1 Percent of Government-wide evaluations where findings are applied (New)

Lead Office: OGP

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	N/A	N/A	Baseline	50%	60%
Results	N/A	N/A	N/A	60%	N/A	N/A

Strategic Objective 4.2

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

Despite annual Federal spending of roughly \$25 billion on mission-support services¹, 38% of agency leaders still report low satisfaction with services such as hiring, financial management, grants management, procurement, and travel. With many agencies managing these services in-house, the Federal Government has missed opportunities to leverage economies of scale and expertise. In addition, redundant IT solutions across agencies are costly and difficult to secure against cybersecurity threats.

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

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

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

Strategic Initiatives

- 1. Increase adoption of GSA's existing shared services by other agencies.**
 - a. Increase the use of GSA's existing portfolio of solutions and services by large and small agencies as well as Presidential and Congressional commissions and boards.
- 2. Increase standardization of business requirements to inform and facilitate agency decisions on shared services adoption.**
 - a. Continue to convene the interagency Business Standards Council (BSC) to coordinate agreement among the BSC, relevant Executive Councils, and OMB on advancing common mission-support business standards.
 - b. Enroll new mission-support functions into the business standards community and provide the tools necessary to complete standards.
 - c. Promote using the business standards in readiness assessments, performance management frameworks, procurements, and investment planning.

¹ Refer to OPM Fedscope (2016), FPDS (2016), and IT Dashboard (2016)

3. **Facilitate the movement of agency-owned vehicles into the GSA leased fleet to reduce cost and improve service for Federal agencies.**
 - a. Continue to work with customers to consolidate their agency-owned vehicles into the GSA leased fleet.

4. **Reduce the carbon emissions of the Federal fleet by increasing offerings and acquisition of ZEVs.**
 - a. Deploy ZEVs within the GSA-leased and agency-owned fleets as they become available in the market and can meet customer mission requirements.
 - b. Continue to educate customers on available ZEVs that can replace fossil-fueled vehicles and reduce carbon emissions, expanding ZEV deployment efforts Government-wide.

5. **Enable Federal agencies to acquire Electric Vehicle Supply Equipment (EVSE).**
 - a. Partner with agencies to deploy and install EVSE at Federal facilities to accommodate an expected increase in ZEVs within the Federal fleet.
 - b. Expand contract offerings and customer tools to provide a wide variety of EVSE hardware, software, and options Government-wide.
 - c. Establish construction contracts to allow for installation of EV charging stations in Federal facilities when new construction or repair and alteration work is being done.

6. **Leverage the installation of telematics to measure and drive the reduction of carbon emissions.**
 - a. Continue to install telematics on all appropriate new GSA Fleet vehicle acquisitions.
 - b. Support customer agencies requesting to retrofit their existing fleet with telematics.

7. **Acquire and deliver a travel services shared solution to all civilian agencies.**
 - a. Deliver an end-to-end travel and expense service—E-Gov Travel Service Next—that results in a more efficient Government-wide travel and expense marketplace.

Goal Leaders	Krystal Brumfield, Office of Government-wide Policy Tom Howder, Federal Acquisition Service Elliot Doomes, Public Buildings Service
Contributing Programs	<ul style="list-style-type: none"> ● Office of the Chief Financial Officer ● Office of Congressional and Intergovernmental Affairs ● GSA IT

Performance Goal 4.2.1 - Address the climate crisis through zero-emission fleet vehicles
● **FY 2024 -2025 Agency Priority Goal**

Benefit to the Public:
 As part of its efforts to tackle the climate crisis and support the reduction of carbon emissions, GSA is focused on the adoption and deployment of zero-emission vehicles (ZEVs). Given GSA’s expertise in fleet management and its role as the mandatory purchasing source for non-tactical vehicles purchased in the United States, GSA is positioned to assist agencies with procuring and leasing ZEVs and deploying critical electric vehicle supply equipment that will together reduce harmful GHG emissions. Working with industry to bring the latest automotive technology to the Federal Government and

tracking its implementation and usage will demonstrate how ZEV deployment is making meaningful contributions to address the climate crisis. Additionally, increasing ZEV purchases can generate demand within industry and further the development of electric vehicle technology, benefiting the American consumer as well.

Performance Indicator Definition:

(a) Percent of new vehicle orders that are ZEVs compared to the total number of vehicles ordered in FY where an affordable EV was available:

This indicator calculates the percent of new purchases or leases that are ZEVs compared to the total number of vehicles procured in the FY where an affordable ZEV was available. To calculate the percentage, the denominator is the total number of vehicle purchases that have an affordable ZEV option (i.e., price does not fall outside of general reasonableness) at the time of purchase. The numerator is the total number of ZEVs procured by GSA.

(b) Percent miles per gallon improvement on vehicle replacements in the GSA leased fleet:

This indicator calculates the miles per gallon (MPG) rating (based on the combined MPG published on fueleconomy.gov) for the new leased vehicle compared to the MPG rating for the outgoing vehicle. Calculation is performed for all newly leased vehicles in the fiscal year that replace an outgoing vehicle. MPG calculation is restricted to light-duty vehicles (those with a gross vehicle weight rating less than 8,500 lbs.). Additional vehicles or those replacing a vehicle larger than light-duty are excluded from the calculation as the automaker is not required to publish fuel economy data on those vehicles.

(c) Number of electric vehicle supply equipment (EVSE) building assessments completed (New):

This indicator measures the building assessments completed to evaluate viability and capacity of a facility’s infrastructure to support conversion to an electric vehicle fleet.

PI 4.2.1 (a) Percent of new vehicle orders that are ZEVs compared to the total number of vehicles ordered in FY where an affordable EV was available

Lead Office: FAS

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	N/A	10.00%	25.00%	30.00%	32.00%
Results	1.70%	6.74%	20.27%	26.48%	N/A	N/A

PI 4.2.1 (b) Percent miles per gallon improvement on vehicle replacements in the GSA leased fleet

Lead Office: FAS

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	N/A	21.00%	23.00%	25.00%	28.00%
Results	19.60%	18.49%	25.29%	37.10%	N/A	N/A

PI 4.2.1 (c) Number of EVSE building assessments completed (New)

Lead Office: PBS

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	N/A	N/A	N/A	335	60
Results	N/A	N/A	N/A	N/A	N/A	N/A

Performance Goal 4.2.2 - Increase the collection and application of climate information to operations and investments

Benefit to the Public:

GSA leverages the collection and analysis of forward-looking climate information to ensure sound planning and risk management practices in agency operations. The assessment of this climate information helps GSA safeguard asset management and capital investments in acquisition services and the real estate portfolio. A well coordinated and implemented climate risk management plan is essential for readiness of GSA and its stakeholders.

Performance Indicator Definition:

(a) Number of Federal suppliers that have disclosed their climate information to GSA (cumulative) (New):

This indicator measures the total number of Federal suppliers that have disclosed their climate information to GSA via the CDP (formerly the Carbon Disclosure Project) reporting platform. The more data that GSA is able to gather on the Federal supply chain, the more informed decisions will become, helping to identify climate risk hotspots and intervention strategies.

(b) Percent of priority climate adaptation actions addressed and completed (New):

This measure tracks GSA's evaluation and management of climate risks identified in the GSA Climate Change Risk Management Plan. Addressing these actions positions GSA to enhance revenue streams, decrease costs of contracting for climate risk related services (e.g., quality assurance, best cost, and geographic bundling) and cost avoidance through effective climate risk management.

4.2.2 (a) Number of Federal suppliers that have disclosed their climate information to GSA (cumulative) (New)

Lead Office: OGP

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	N/A	N/A	Baseline	270	300
Results	135	153	186	224	N/A	N/A

4.2.2 (b) Percent of priority climate adaptation actions addressed and completed (New)

Lead Office: OGP

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	N/A	N/A	75%	80%	83%
Results	N/A	N/A	51%	89%	N/A	N/A

Strategic Objective 4.3

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

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

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

Strategic Initiatives

- 1. Improve the accuracy of Government-wide real property data through consistent data standards and management.**
 - a. Improve the consistency and accuracy of Government-wide real property data.
 - b. Establish real property data standards that should improve data consistency.
 - c. Leverage geospatial data tools to assist agencies to validate and verify data to improve data accuracy and completeness.

- 2. Assess Government-wide effectiveness of GSA’s policy initiatives.**
 - a. Establish a method to regularly gather feedback on GSA policy initiatives from key policy stakeholders and agency users across Government.
 - b. Implement policy initiatives that result in 75 percent of respondents rating those initiatives as effective.
 - c. Analyze survey responses to identify areas for improvement in creating, communicating, and implementing policy initiatives.

- 3. Evaluate and adapt policy compliance training for agencies.**
 - a. Track the volume and effectiveness of compliance training, ensuring that it provides the necessary breadth and depth of education while remaining accountable to constantly improve training.

Goal Leader	Krystal Brumfield, Office of Government-wide Policy
Contributing Programs	<ul style="list-style-type: none"> ● Office of Customer Experience ● Public Buildings Service ● Federal Acquisition Service ● GSA IT

Performance Goal 4.3.1 - Improve Government-wide real property data

Benefit to the Public:
 Accurate location data for Federal assets is essential for stakeholders, such as real estate developers and telecommunications providers, for, among other things, the expansion of broadband services. Accurate data is also critical for improving management of the Federal Government's real estate portfolio and maximizing value to the taxpayer.

Performance Indicator Definition:
(a) Percent of domestic Federal real property assets with geocodable or mappable location data:
 This indicator measures the percent of the U.S.-based Federal real property assets with location data (such as address or latitude/longitude) that allows the asset to be accurately displayed on a map. This is determined through geospatial analysis of data submitted to the Government-wide Federal Real Property Profile (FRPP) system.

(b) Percent of true real property data errors:
 The percent of true real property data errors is determined through an analysis conducted on data submitted to the FRPP and confirmed/resolved by agencies during the data validation and verification process. A true error represents GSA-identified anomalies in the data set that have been verified by the landholding agency.

PI 4.3.1 (a) Percent of domestic Federal real property assets with geocodable or mappable location data

Lead Office: OGP

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	N/A	75.0%	85.0%	88.0%	89.0%
Results	N/A	70.0%*	75.1%	82.3%	N/A	N/A

*Prior to FY 2022, results were always delayed until after publication of the Annual Performance Report (APR). Beginning in FY 2022, the fiscal year results for both measures are based on the prior fiscal year's data to account for the delay. In light of this change, results prior to FY 2022 were adjusted forward by one year to reflect the change in reporting period.

PI 4.3.1 (b) Percent of true real property data errors

Lead Office: OGP

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	12.00%	10.00%	7.50%	6.50%	6.25%
Results	19.43%*	15.34%*	9.27%	9.91%	N/A	N/A

*Prior to FY 2022, results were always delayed until after publication of the Annual Performance Report (APR). Beginning in FY 2022, the fiscal year results for both measures are based on the prior fiscal year's data to account for the delay. In light of this change, results prior to FY 2022 were adjusted forward by one year to reflect the change in reporting period.

Performance Goal 4.3.2 - Implement effective policy support services

Benefit to the Public:
 Rulemaking is a lengthy activity. Given that GSA can focus on a finite number of rules each year, it is important to measure the impact of the rules to the Federal workforce. This indicator will enable GSA to more effectively prioritize and plan its rulemaking agenda. The survey will measure how well GSA is seen as a trusted partner for policy collaboration, guidance, and support to determine effectiveness.

Performance Indicator Definition:
Percent of users that rate OGP policy support services as effective (Revised):
 This performance indicator calculates the percentage of survey respondents who rate specific aspects of OGP policy implementation services as effective. OGP will survey key stakeholders and agency users on policy services and communications in the annual portfolio (portfolio policy initiatives change from year to year).

PI 4.3.2 Percent of users who rate OGP policy support services as effective (Revised)

Lead Office: OGP

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	N/A	Baseline	75%	80%	82%
Results	N/A	N/A	73%	N/A*	N/A	N/A

*Results from the FY 2023 survey were not statistically significant, rendering the indicator unratable.

Performance Goal 4.3.3 - Deliver quality policy compliance training to agencies regarding policies, regulations, and best practices

Benefit to the Public:
 Developing and delivering training takes many resources. By capturing effectiveness, OGP can measure effectiveness of training(s) and gain insights into the knowledge or skill gaps of the Federal workforce and develop training to address them to ensure OGP is providing the best value to agencies and serving as the trusted partner for policy and guidance on Government-wide initiatives.

Performance Indicator Definition:
Percent of training attendees that rate OGP-led Government-wide training effective:
 This performance indicator calculates the percentage of survey respondents who rate specific Government-wide training as effective. OGP will survey training attendees after each course/event to measure effectiveness of training.

PI 4.3.3 Percent of training attendees that rate OGP-led Government-wide training effective

Lead Office: OGP

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	N/A	Baseline	90%	91%	92%
Results	N/A	N/A	90%	91%	N/A	N/A

Key Capabilities

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

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

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

KC 1 - Effectiveness of GSA CXO functions, as measured by Government-wide Customer Satisfaction Survey

Benefit to the Public:

Efficient and effective support functions contribute to GSA’s ability to provide low-cost, high-quality products and services. This focus on internal excellence is carried forward in how GSA provides mission-support services to the Government-wide community, decreasing the cost burden to agency customers and allowing them to devote more funding to mission delivery for the American public.

Performance Indicator Definition:

Computed from the PMA Benchmarking Initiative’s Customer Satisfaction Survey, the indicator consists of an equally weighted composite customer satisfaction score for GSA’s CXO’s functions — acquisition, financial management, human capital, IT, and shared services on a 1-to-7-point scale.

KC 1 Effectiveness of GSA CXO functions, as measured by Government-wide Customer Satisfaction Survey

Lead Office: OCE

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	5.27	5.40	5.45	5.70	5.67	5.68
Results	5.49	5.75	5.68	5.63	N/A	N/A

KC 2 - Total GSA operating cost as a percentage of goods and services provided	
Benefit to the Public:	Efficient GSA internal operations decrease the cost burden to agency customers, freeing up funds to meet mission objectives.
Performance Indicator Definition:	For all of GSA’s major products or services, the total operating costs, both direct and indirect, are divided by GSA’s gross margin.

KC 2 Total GSA operating cost as a percentage of goods and services provided* (Revised)

Lead Office: OCFO

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	N/A	N/A	19.60%	18.50%	17.92%
Results	17.06%	17.91%	18.22%	19.14%	N/A	N/A

*Revised methodology changed the denominator from gross revenue to gross margin (which nets out the cost of goods sold) in an effort to control for fluctuations in business volumes. Historical results were re-baselined using this methodology.

KC 3 - GSA Overall Employee Engagement Index (EEI)	
Benefit to the Public:	It is no secret that highly engaged employees tend to perform their jobs more effectively, which in turn has benefits for team productivity and overall organizational results. An engaged workforce at GSA therefore delivers better products and services for their customer agencies and for the American public.
Performance Indicator Definition:	The U.S. Office of Personnel Management (OPM) measures an Employee Engagement Index, which assesses conditions conducive for employee engagement. Questions from the OPM Federal Employee Viewpoint Survey (FEVS) are used to calculate the Employee Engagement Index. The index comprises FEVS questions in three subcategories: “Leaders Lead,” “Supervisors,” and “Intrinsic Work Experience.” The index is calculated by taking the average percent positive response to each of the FEVS questions in the three subcategories.

KC 3 GSA Overall Employee Engagement Index (EEI)

Lead Office: Service & Staff Offices

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	78%	83%	83%	83%	85%*	+1% OR Prior Result*
Results	83%	83%	83%	85%	N/A	N/A

*If EEI score decreases from previous year, then the target would be a 1 percent increase from prior year’s result. If EEI score remains constant or increases from previous year, target would equal prior year’s result.

KC 4 - GSA Federal Information Technology Acquisition Reform Act (FITARA) Scorecard Score

Benefit to the Public:

The FITARA Scorecard is important in providing transparent measurement of how agencies are achieving incremental implementation of the legislation aimed at improving their IT acquisitions and operations. The scorecard also drives accountability for IT investments and promotes cost savings for agencies.

Performance Indicator Definition:

FITARA was passed in 2014 to modernize the Federal Government’s IT. Since the law’s implementation, the House Committee on Oversight and Reform and the GAO have worked together to release a scorecard that assesses agencies’ FITARA implementation efforts. Agency FITARA grades typically reflect GAO’s analysis of how agencies are performing in numerous IT categories.

KC 4 GSA FITARA Scorecard Score

Lead Office: GSA IT

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	B+	B+	B+	B+	B*	B*
Results	A+	A+	B+	B	N/A	N/A

*Plus and minus modifiers to letter grades were removed from the FITARA scoring methodology in FY 2023. The FY 2024 and FY 2025 targets have been modified to reflect this change.

KC 5 - Percent of GSA Staff to Receive Account Access and Standard Laptop on Day 1

Benefit to the Public:

This indicator demonstrates both HR and IT readiness, enabling a seamless onboarding and productive new hire experience on their first working day at GSA. This contributes to overall employee productivity and satisfaction with GSA internal operations.

Performance Indicator Definition:

This indicator focuses on improving the new hire experience by measuring how quickly GSA IT is able to respond and deliver a standard laptop and account access to new staff on their first day (in-person or virtual), when laptop requests are submitted more than 10 days from their entry on duty date.

KC 5 Percent of GSA Staff to Receive Account Access and Standard Laptop on Day 1

Lead Office: GSA IT

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%
Results	98.0%	98.3%	98.2%	97.2%	N/A	N/A

KC 6 - Percent of GSA Business Applications Hosted in the Cloud

Benefit to the Public:

Cloud-based business applications provide better security of the public's information, often at lower costs. They also create an increased ability for integration and analysis of data which enables GSA to make smarter policy and program decisions on behalf of customer agencies and the public. By increasing the percentage of GSA business applications hosted in the cloud, GSA is better poised to take advantage of these benefits.

Performance Indicator Definition:

This indicator measures the percent of GSA business applications hosted in the cloud. Business applications are a subset of the FISMA system/subsystem inventory maintained by the GSA IT security team. The scope of business applications includes systems that provide a business capability, are directly used by a user or customer via a graphical user interface, have a business and technical sponsor/owner, use and process data, and are deployed in a production environment. If a business application utilizes a hybrid cloud environment, it is considered a cloud system for this metric.

KC 6 Percent of GSA Business Applications Hosted in the Cloud

Lead Office: GSA IT

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	N/A	N/A	53.0%	53.5%	54.0%
Results	39.1%	49.2%	52.7%	53.4%	N/A	N/A

KC 7 - Competition Rate for GSA Acquisitions

Benefit to the Public:

GSA must ensure that internal operations are efficient and effective to support low-cost, high-quality products and services. This focus on internal excellence is carried forward in how GSA provides mission-support services to the Government-wide community. By providing a strong competition rate for GSA acquisitions, GSA is able to provide agency customers with more competitive pricing, a greater variety of offerings, and higher product and service quality. This in turn creates economic opportunities for a wide spectrum of vendors.

Performance Indicator Definition:

Provided from Federal Procurement Data System (FPDS) source data, this indicator is calculated by using the percentage of obligated dollars that are completed annually against total obligations. Non-competitive obligations to mandatory sources (i.e., coded as “authorized by Statute”) are excluded from the calculation.

KC 7 Competition Rate for GSA Acquisitions

Lead Office: OGP

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%
Results	92.0%	90.7%	90.1%	91.0%	N/A	N/A

KC 8 - Number of Completed Evaluations at GSA

Benefit to the Public:
 Rigorous evidence and evaluations improve the effectiveness of GSA programs and reduce costs. A strategic portfolio of evaluations informs key investments as well as programmatic and policy decisions. The results of all completed evaluations are shared publicly.

Performance Indicator Definition:
 As GSA grows capacity to build and use rigorous evidence, the agency is developing a portfolio of rigorous evaluations. This indicator tracks the number of completed evaluations at GSA between FY 2022 and FY 2026.

KC 8 Number of completed evaluations at GSA

Lead Office: OGP

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	Baseline	4	6	6	8
Results	0	0	5	7	N/A	N/A

KC 9 - Equity and Organizational Effectiveness Optimization Measure (EOEOM)

Benefit to the Public:
 GSA is better able to deliver on its promise of an equitable exceptional customer experience by tracking and reporting on the agency's enterprise-wide DEIA and Equity maturity level. The performance indicator will inform and drive actions that build capacity for effective implementation of Executive Order 14035, Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce, Executive Order 13985, Advancing Racial Equity and Support for Underserved Communities Through the Federal Government, Executive Order 14091, Further Advancing Racial Equity and Support for Underserved Communities Through the Federal Government, GSA's FY 2022 - 2026 Strategic Plan's Key Capability "A People-First Culture Prioritizing Diversity, Equity and Inclusion, and Accessibility", and GSA's Equity and DEIA Strategic Plans.

Performance Indicator Definition:

This indicator assesses GSA's progression toward a mature DEIA enterprise and the integration of equity into the agency's service delivery and operations, leveraging the Office of Personnel Management (OPM) Maturity Self-Assessment tool to inform/develop the GSA-specific DEIA and Equity maturity model. The model captures data across four categories: Governance, Workforce Planning, Workforce Transformation, and Leadership Effectiveness. The performance measure values will be the cumulative score of the primary Signals of Maturity (SoM). When calculating the cumulative total, each SoM will be equally weighted.

KC 9 Equity and Organizational Effectiveness Optimization Measure (EOEOM) - Overall level of maturity

Lead Office: OA

Fiscal Year	2020	2021	2022	2023	2024	2025
Target	N/A	N/A	Baseline	Baseline	2.2	2.5
Results	N/A	N/A	N/A	2.1**	N/A	N/A

*FY 2023 efforts were focused on establishing a baseline overall level of maturity; the baseline was established as a maturity level of 2.1 out of 3 levels, and is reflected as such in the FY 2023 results.

Other Information

Management and Performance Challenges

The Government Performance and Results Modernization Act of 2010 requires that Federal agencies identify and address management and performance challenges, which include programmatic or management functions that have greater vulnerability to waste, fraud, abuse, and mismanagement, and areas where failure to perform well could seriously affect the ability of an agency or the Federal Government to achieve its mission or goals. Performance Improvement Officers are responsible for advocating greater impact through innovation, increased effectiveness and efficiency, and an excellent customer experience.

The U.S. Government Accountability Office (GAO) performs annual audits of GSA's major missions and routinely assesses the agency's progress on management challenges identified on GAO's High Risk List. GAO's [High-Risk Series](#), including agencies and program areas across the Government, is updated every 2 years and specifies corrective actions GAO believes necessary to improve critical operations and activities. GSA has a leading role in supporting Federal agencies in the management of Federal real property, a long-standing challenge on the High Risk List, and has equities in several other Governmentwide areas.

GSA addresses reports on major management and performance challenges, and high-risk areas from the GSA Office of Inspector General (OIG). The OIG identified nine management challenges in its [Assessment of GSA's Management and Performance Challenges for FY 2024](#). GSA's response to this assessment is included in the management challenges section of the [FY 2023 Agency Financial Report](#). GSA's Enterprise Risk Management Program and Management Control and Oversight Committee also help to identify challenges. These efforts, in addition to consideration of OIG findings and GAO recommendations, provide insights that inform cross-organizational initiatives. On a quarterly and annual basis, GSA tracks progress toward successful completion of performance goals and strategic objectives enterprise-wide.

Evidence-Building

In FY 2023, GSA continued to grow and mature its evidence and evaluation function. GSA's Office of Evaluation Sciences (OES) supports both internal GSA evidence building efforts and Government-wide efforts with external agencies. GSA's Government-wide evidence building work has expanded with particular focus on evidence building and evaluations associated with the American Rescue Plan including 10 individual evaluations with agencies and a large cross-agency national evaluation. Within GSA, the GSA Evaluation Division has completed its first set of evaluations and made significant progress establishing itself at GSA as a new and core function. Highlights include:

- The GSA Evaluation Division completed seven evaluations of GSA pilots and programs in its second year. These included evaluations of newly proposed Workplace 2030 offerings including Federal Coworking, a descriptive evaluation of GSA childcare centers, and analysis of telework patterns among GSA employees.
- GSA's OES also completed eight evaluations in FY 2023 for other agencies and Government-wide priorities. The projects fostered evidence-building in support of agency Learning Agendas, the American Rescue Plan Equity Learning Agenda and the President's Management Agenda Learning Agenda. The portfolio of evaluations in FY 2022 included a sample size of over 22 million individuals, and OES evidence positively impacted over 100,000 people.

Data Validation and Verification

GSA has verification and validation techniques in place, which provide reasonable assurance over the completeness and reliability of all performance data contained in this report as required by the GPRA Modernization Act of 2010 and [GSA Order 2170.1B CFO Performance Measurement and Data Verification and Validation Procedures](#). These techniques included:

- Maintaining performance measure definition forms that contain performance measures and metrics, including data sources, computation methodology, and a reliability assessment for each performance indicator;
- Verifying, at least annually, the accuracy and completeness of the information contained in the performance measure definition forms; and
- Developing and implementing a new data validation and collection tool to routinize and add rigor to regular collection and validation of GSA's suite of performance metrics. The tool helps to promote data integrity and accountability throughout the GSA enterprise.

Appendix

Organizational Structure and Office Descriptions

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

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

Staff Offices

Office of Administrative Services (OAS)

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

Office of the Chief Financial Officer (OCFO)

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

Office of GSA IT (GSA IT)

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

Office of Civil Rights (OCR)

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

Office of Congressional and Intergovernmental Affairs (OCIA)

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

Office of Customer Experience (OCE)

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

insights; and making incremental, measurable, and customer-focused improvements.

Office of 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 the Administrator, the Deputy Administrator, and other officials of GSA (with the exception of certain legal activities of the Office of Inspector General and the Civilian Board of Contract Appeals). The General Counsel is the chief legal officer of the agency and is responsible for legally sound implementation of GSA's mission responsibilities nationwide. The General Counsel serves as GSA's Designated Agency Ethics Official and manages GSA's ethics program. The General Counsel also serves as the Chief Freedom of Information Act (FOIA) Officer and manages the FOIA program.

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 credentialing, emergency management, and contingency and continuity planning. OMA provides an enterprise-wide approach to mission assurance planning while ensuring the safety, privacy, and security of GSA facilities, personnel, and assets nationwide.

Office of Small and Disadvantaged Business Utilization (OSDBU)

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

Office of Strategic Communication (OSC)

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

Independent Offices

Office of Inspector General (OIG)

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

Civilian Board of Contract Appeals (CBCA)

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

GSA Leadership

OFFICE OF THE ADMINISTRATOR



Robin Carnahan
Administrator



Katy Kale
Deputy Administrator



Brett Prather
Chief of Staff



Alex DeMots
General Counsel
Office of the General Counsel

NATIONAL SERVICES & INDEPENDENT OFFICES



Tom Howder
Acting Commissioner
Federal Acquisition
Service



Elliot Doomes
Commissioner
Public Buildings Service



Robert C. Erickson
Acting Inspector General
Office of the
Inspector General



Erica S. Beardsley
Chair
Civilian Board of
Contract Appeals

STAFF OFFICES



Channing Grate
Associate
Administrator
Office of Strategic
Communication



Krystal Brumfield
Associate
Administrator & Chief
Acquisition Officer
Office of Government-
wide Policy



Aluanda Drain
Associate
Administrator
Office of Civil Rights



Robert J. Carter
Associate
Administrator
Office of Mission
Assurance



Jeffrey Lau
Acting Chief Human
Capital Officer
Office of Human
Resources
Management



David A. Shive
Chief Information
Officer
GSA IT



Nimisha Agarwal
Chief Financial Officer
Office of the Chief
Financial Officer



Bob Stafford
Chief Administrative
Services Officer
Office of
Administrative
Services



Gianelle Rivera
Associate
Administrator
Office of Congressional
and Intergovernmental
Affairs



Exodie C. Roe, III
Associate
Administrator
Office of Small and
Disadvantaged
Business Utilization



Camille Tucker
Acting Chief
Customer Officer
Office of Customer
Experience

REGIONAL MAP



Acronym Guide

AAS	Assisted Acquisition Service	DAP	Digital Analytics Program
APG	Agency Priority Goal	DCOI	Data Center Optimization Initiative
APP	Annual Performance Plan	EEI	Employee Engagement Index
APR	Annual Performance Report	EIS	Enterprise Infrastructure Solutions
ARP	American Rescue Plan	EVSE	Electric Vehicle Supply Equipment
ASSIST	Assisted Services Shared Information System	FAS	Federal Acquisition Service
BIL	Bipartisan Infrastructure Law	FedRAM	Federal Risk and Authorization Management Program
BSC	Business Standards Council	FCSF	Federal Citizen Services Fund
BTU	British Thermal Units	FIBF	Federal Integrated Business Framework
CALM	Contract Acquisition Life-cycle Management	FICAM	Federal Identity, Credential, and Access Management
CBCA	Civilian Board of Contract Appeals	FM	Facilities Management
CFO	Chief Financial Officer	FPDS	Federal Procurement Data System
CIO	Chief Information Officer	FRPP	Federal Real Property Profile
CLS	Customer Loyalty Score	FY	Fiscal Year
CoE	Centers of Excellence	GHG	Greenhouse Gas
CX	Customer Experience	GNP	Good Neighbor Program
CXO	C-Suite Executive Officers	GSA	General Services Administration
C-SCRM	Cyber-Supply Chain Risk Management	GSA IT	Office of GSA IT
		GSF	Gross Square Feet

GWAC	Government-wide Acquisition Contract	OCIA	Office of Congressional and Intergovernmental Affairs
HISP	High Impact Service Providers	OCR	Office of Civil Rights
HUBZone	Historically Underutilized Business Zone	OGC	Office of the General Counsel
ICT	Information and Communication Technology	OGP	Office of Government-wide Policy
IDEA	21st Century Integrated Digital Experience Act	OHRM	Office of Human Resources Management
IFF	Industrial Funding Fee	OIG	Office of Inspector General
IRA	Inflation Reduction Act of 2022	OMA	Office of Mission Assurance
ISS	Industrial Satisfaction Survey	OMB	Office of Management and Budget
IT	Information Technology	OSC	Office of Strategic Communication
ITC	Information Technology Category	OSDBU	Office of Small and Disadvantaged Business Utilization
JAB	Joint Authorization Board	PBS	Public Buildings Service
MAS	Multiple Award Schedule	PI	Performance Indicator
MPG	Miles Per Gallon	PM	Performance Measure
NPS	Net Promoter Score	PMRD	Procurement Management Review Division
NPV	Net Present Value	POP	Planning Outreach and Partnership
OA	Office of the Administrator	QSMO	Quality Service Management Office
OAS	Office of Administrative Services	REXUS	Real Estate Across the United States
OCE	Office of Customer Experience	SB	Smart Buildings
OCFO	Office of the Chief Financial Officer	SBA	Small Business Administration
		SDB	Small Disadvantaged Business

SDVOB	Service-Disabled Veteran-Owned Small Business
SO	Strategic Objective
TMF	Technology Modernization Fund
TTS	Technology Transformation Services
TSS	Tenant Satisfaction Survey
WOSB	Woman-Owned Small Business
YTD	Year To Date
ZEV	Zero Emission Vehicle