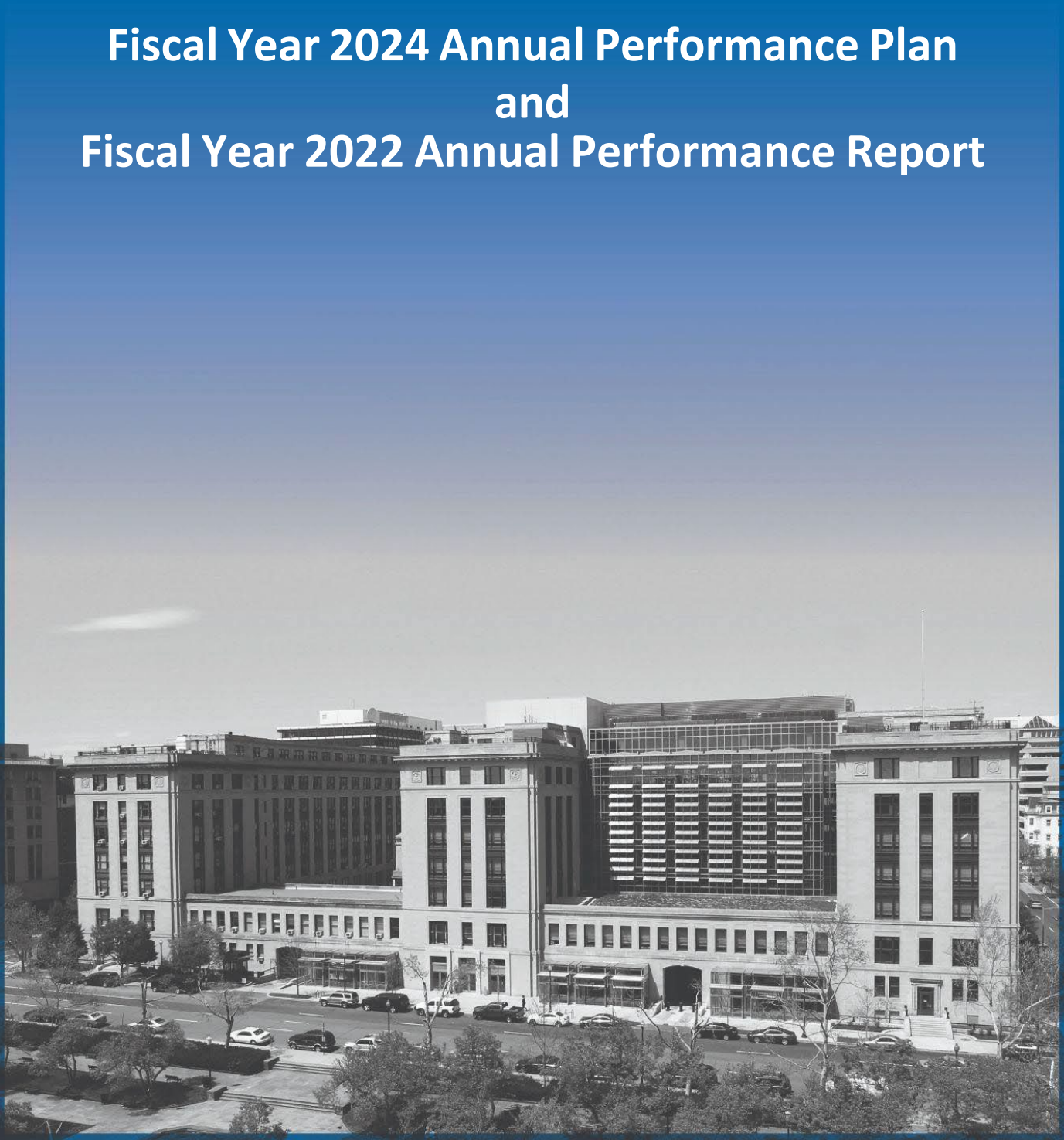
U.S. General Services Administration

Fiscal Year 2024 Annual Performance Plan and Fiscal Year 2022 Annual Performance Report



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Executive Summary

Purpose

The U.S. General Services Administration's (GSA) fiscal year (FY) 2024 Annual Performance Plan (APP) and the FY 2022 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.
- Describe the performance improvement strategies that are key to achieving the goals.

More specifically, the FY 2022 APR summarizes GSA's actual performance relative to the goals and objectives laid out in the agency's FY 2022 APP. The FY 2024 APP defines the level of performance to be pursued by GSA in FY 2024, 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 includes 429 buildings listed in the National Register of Historic Places and 86 buildings eligible for listing. PBS provides high-quality real estate and workspace solutions, including acquiring, designing, constructing, leasing, and when necessary, disposing of surplus Federal properties for 60 Federal departments and agencies.

Federal Acquisition Service

The Federal Acquisition Service (FAS) helps Federal agencies buy goods, services, and technology solutions, using the Federal Government's buying power to offer the best value for taxpayers and Federal customers. FAS offers Federal agencies over 32 million different products and services needed to meet their missions for the American people. FAS also supplies over $87.5 billion in information technology (IT) products, services, and solutions; telecommunications services; assisted acquisition services; travel and transportation management solutions; motor vehicles and fleet services; and charge card services. FAS is approaching 227,000 leased vehicles in its fleet, manages over 6.5 million charge cards, and provides personal property disposal services for the reuse of over $1 billion in surplus property annually.

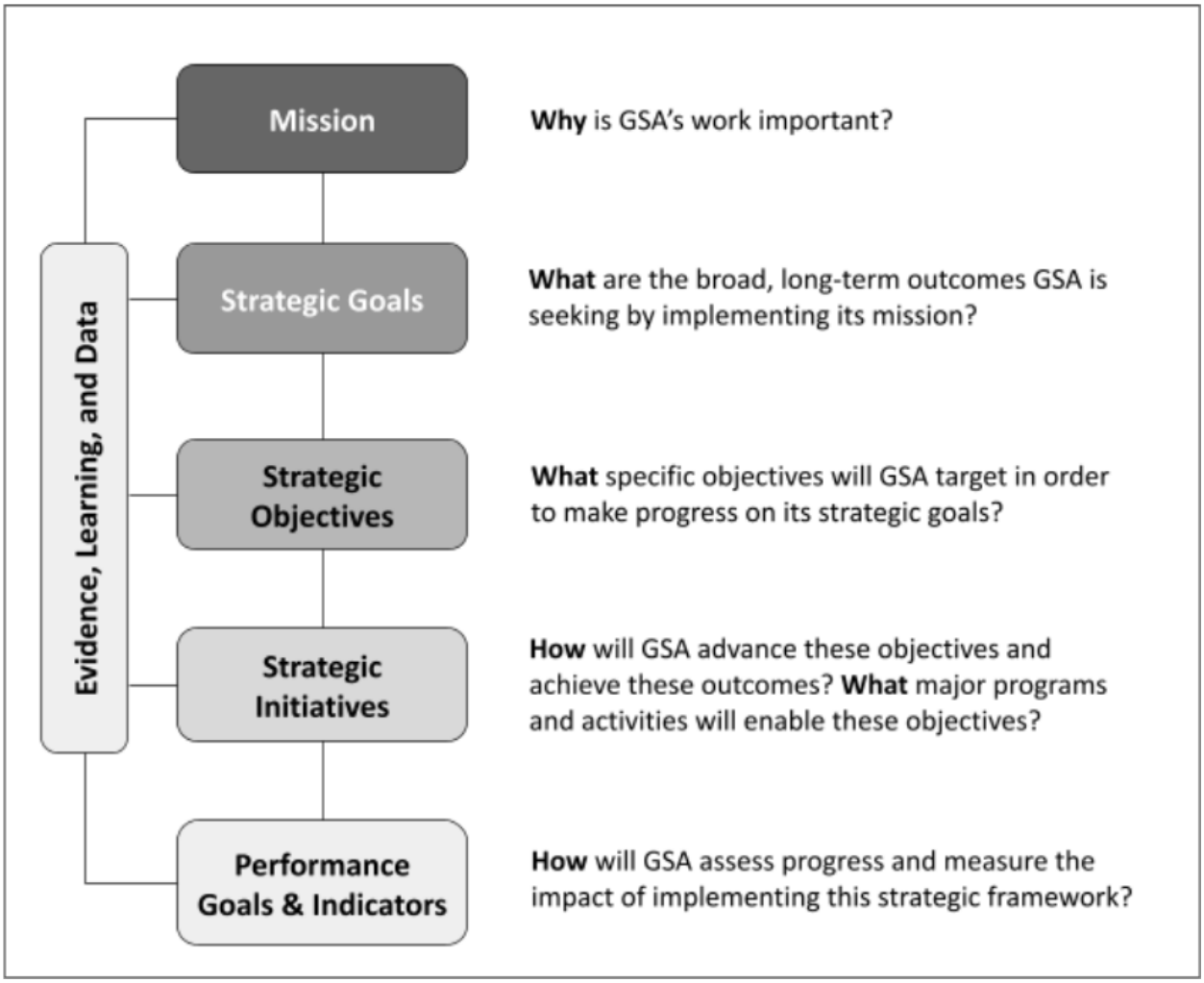
Office of Government-wide Policy

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

For a full description of GSA's organization structure and offices, please see the Appendix.

Components of the Strategic and Performance Framework

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



FY 2022 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 (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2022 Target	FY 2022 Results
PI 1.1.1 Percent of CFO Act Agencies with new National Workspace Portfolio Plans ↑ ◉ FY 2022 -2023 Agency Priority Goal	PBS	N/A	N/A	N/A	50%	50%

Progress Update: As a leader in providing flexible, sustainable, and mission-enhancing Federal workplaces, GSA remained focused on right-sizing its real estate portfolio through continued advancements of its workforce-centric workspace offerings. In partnership with customer agencies, GSA met its FY 2022 target by completing 50%, or 12, of the 24 CFO Act Agency plans. The plans describe each agency's current portfolio, real estate goals, and strategies and opportunities for improving space utilization and reducing cost. Most notably, customers are developing interim space policies, rethinking conventional space utilization strategies, or moving to reduce the size of their portfolio. Customers are also expressing interest in the emerging suite of GSA "Workplace 2030" Services.

GSA recently assigned an Executive Sponsor to each CFO Act Agency. These senior-level executives partner with customer agency officials to assist and support the agency capital planning effort. Strategic customer engagements are proving to enhance efforts to develop agency requirements that ultimately provide sound and cost-effective workplace solutions that bolster mission success.

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

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2022 Targets	FY 2022 Results
PI 1.2.1 (a) Lease cost relative to average market rate ↓	PBS	-17.00%	-12.60%	-10.25%	-9.00%	-7.26%
PI 1.2.1 (b) Gross sales revenue from GSA disposals (in millions) ↑	PBS	$61.70	$38.20	$4.95	$28.00	$48.31
PI 1.2.1 (c) Capital projects schedule variance ↔	PBS	N/A	N/A	-1.5%	-10% to 0%	-4.0%
PI 1.2.1 (d) Percent of capital projects on budget ↑	PBS	82.0%	83.5%	80.2%	80.0%	80.0%
PI 1.2.1 (e) Percent of non-competitive sales and donations awarded within 220 days ↑	PBS	98.0%	95.5%	100.0%	93.0%	96.0%
PI 1.2.1 (f) Percent of public sale properties awarded within 135 days ↑	PBS	99%	100%	98%	98%	98%

Progress Update: GSA's ongoing efforts to right-size and modernize the Federal Government's real estate portfolio of nearly 8,400 owned and leased assets yielded positive results in FY 2022 as GSA achieved five of six targets. GSA remained diligent in its efforts to maintain a financially-solvent portfolio of leased and owned properties.

GSA performed well in disposing of assets, with $48.31 million in gross sales revenue, exceeding the target by $20.31 million, while achieving the target of sale properties awarded within 135 days and the target of non-competitive sales and donations

awarded within 220 days. GSA also met goals for delivering capital projects on budget and on schedule, despite the construction market facing supply chain issues, labor shortages, and costly materials.

GSA missed the target for Lease Cost Relative to Market (LCRM) in FY 2022, coming in at -7.26% relative to the average market rate, versus a target of -9.0%. A key driver of this result was an increase in lease extensions and renewals, which cost an average of 17.2% above market rate. GSA provided more short-term extensions to allow tenant agencies extra time to evaluate their long-term housing needs in a post-COVID-19 pandemic environment. Even though lease concessions were increasing in the broader market and rental rates were beginning to decline, these short-term extensions had an adverse impact on GSA's ability to negotiate reduced lease costs.

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 2019 Results**	**FY 2020 Results**	**FY 2021 Results**	**FY 2022 Targets**	**FY 2022 Results**
PI 1.3.1 Greenhouse gas reduction from FY 2008 baseline (Scope 1 and 2 emissions) ↑	PBS	41.4%	45.3%	51.0%	50.0%	58.7%*
PI 1.3.2 Energy Intensity reduction (cumulative percent reduction from baseline year of FY 2015) ↓	PBS	5.06%	10.33%	11.09%	11.34%	10.44%

*This is a preliminary result. The final FY 2022 result will be published in Q3 FY 2023 as part of the OMB and Council on Environmental Quality (CEQ) Environmental Scorecard.

Progress Update: Driven by its commitment to the Government and American people and guided by a series of Executive Orders,[1] GSA focused on a set of tailored initiatives to help mitigate climate impacts to the Nation. The most notable initiatives included:

- Developing robust data and capacities to manage facility-level greenhouse gas (GHG) tracking and climate change risks, as well as to increase resilience, and secure Federal real property investments.
- Developing and implementing regionally-tailored GHG reduction plans.
- Identifying and assessing opportunities to deploy operational net zero emission technologies in Land Port of Entry (LPOE) projects funded by the Bipartisan Infrastructure Law (BIL).
- Developing a Carbon Pollution-Free Electricity Roadmap.
- Increasing renewable energy requirements in competitive electricity solicitations.
- Targeting 50% of eligible buildings to comply with the Guiding Principles for Sustainable Federal Buildings by 2025.

GSA's approach to GHG reduction focused on facilities' energy efficiency and renewable electricity procurements. "Scope 1" covers direct emissions from owned or controlled sources and "Scope 2" covers indirect emissions from the generation of purchased electricity, steam, heating, and cooling produced by others and consumed by GSA. GSA's energy use reduction and competitive electricity contracts with increased renewable energy requirements were important contributing factors which GSA anticipates will lead to achieving the FY 2022 target. Additionally, GSA's climate and sustainability efforts led to the deployment of new tools that enable GHG analysis at regional and facility levels for the base year FY 2008, FY 2020, and FY 2021.

GSA did not meet the Energy Intensity target in FY 2022, due largely to extended equipment run-times in GSA buildings to prioritize health and safety of tenants as employees return to facilities. Even so, GSA's investments in energy efficiency in Federal spaces act as a catalyst for the broader marketplace of facility energy efficiency. In a continuing effort to drive performance to target, GSA expanded tools, processes, and partnerships related to energy intensity, refrigerants, and carbon pollution-free electricity.

[1] *EO 13990: Protecting Public Health and the Environment and Restoring Science To Tackle the Climate Crisis*; *EO 14008: Tackling the Climate Crisis at Home and Abroad*; and *EO 14057: Catalyzing Clean Energy Industries and Jobs Through Federal Sustainability*.

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 2019 Results	FY 2020 Results	FY 2021 Results	FY 2022 Target	FY 2022 Results
PI 1.4.1 "Good Neighbor Program" Planning Outreach and Partnership (POP) engagements ↑	PBS	8	8	5	22	22

Progress Update: In FY 2022, GSA made major progress in supporting local communities. GSA leveraged its "Good Neighbor Program" through Planning Outreach and Partnership (POP) engagements with local officials 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, major leasing activity, and communities where GSA's existing portfolio had potential to support local sustainability, environmental justice, or other impactful planning goals. GSA held 22 POP engagements, meeting the FY 2022 target.

To further benefit local communities, GSA developed Community Engagement plans and conducted outreach for the 26 LPOE Major Modernization projects to maximize outcomes implementing the BIL. The engagement plans focus on the identification of and approach to the external stakeholder groups critical to the success of BIL projects. The goal of this effort is to ensure transparency of project activities and encourage the development of collaborative and positive relationships between the Federal Government and the communities that surround these land ports.

BIL efforts have also included contracting awards to small disadvantaged and women-owned businesses. In FY 2022, GSA awarded nearly 65% of small business contracts utilizing BIL funding, a total of $13.7 million awarded during the first year of the program. GSA received an appropriation of more than $3.4 billion to invest in LPOEs. The BIL funding bolsters GSA's ability to improve the Nation's security, enhance commerce, address climate change, and further its commitment to diversity, equity, inclusion, and accessibility.

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 2019 Results	FY 2020 Results	FY 2021 Results	FY 2022 Targets	FY 2022 Results
PI 2.1.1 Acquisition program savings delivered to customers (in billions) ↑	FAS	$6.54	$5.92	$6.09	$6.10	$6.82
PI 2.1.2 Multiple Award Schedule (MAS) sales (in billions) ↑	FAS	$33.16*	$36.82*	$39.75*	$38.00	$40.96

*FY 2019 to FY 2021 results have been revised from previously reported figures. Extensive data cleaning and recoding 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 2022, GSA's acquisition programs delivered more than $6.8 billion in savings for the Government. This was achieved despite reduced demand for travel services impacted by COVID-19. GSA's Information Technology Category represented the largest source of savings followed by Travel, Transportation, and Logistics.

Multiple Award Schedule (MAS) sales continued to grow, reaching a new high of nearly $41 billion in FY 2022. Notable achievements included the MAS Roadmap update that simplified the onboarding process for prospective vendors by decreasing the time and effort required for companies to determine eligibility and requirements.

GSA continues to bolster customer outreach and listen to customer feedback to enhance acquisition approaches. Examples include:

- Collaborated with customers and agency stakeholders to define anticipated requirements and scope the non-IT services contracts.
- Used customer feedback to continue refining and modernizing multiple major product acquisition and requisition systems.

- Promoted and clarified the online Products Marketplace offerings through commercial platforms training, bureau-level outreach, and accelerated agency adoption.

GSA sought to strengthen the skills of acquisition professionals Government-wide by conducting "Acquisition Training for the Real World" quarterly campaigns, encouraging best practices in Category Management and the use of GSA-managed tools.

GSA also expanded efforts to provide purchasing solutions for evolving workspaces and telework trends. In addition, GSA established the GSA 2030 Workplace Innovation Lab to market workplace innovations, "crowdsource" solutions, and analyze user feedback.

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 2019 Results	FY 2020 Results	FY 2021 Results	FY 2022 Targets	FY 2022 Results
PI 2.2.1 Customer Loyalty Survey (CLS) score (Rating Scale is 1 to 10)* ↑	FAS	7.6	7.9	7.8	7.9	7.9
PI 2.2.2 Industry Satisfaction Survey (ISS) score (Rating scale is 1 to 5)** ↑	FAS	3.65	3.81	3.90	3.95	3.99
PI 2.2.3 Tenant Satisfaction Survey (TSS) - Facilities Management Index*** ↑	PBS	70%	N/A	N/A	N/A	N/A
PI 2.2.4 (a) Average Entity scores as measured by Procurement Management Review Division (PMRD) (Rating scale: 0% to 100%) ↑	OGP	89%	85%	87%	85%	86%
PI 2.2.4 (b) Average Transactional scores as measured by PMRD (Rating scale: 0 to 3) ↑	OGP	2.22	2.12	2.11	2.00	2.11

*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 2019 - 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.
**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 2019 - FY 2021 figures as shown in the table. Applying the new methodology to prior years would result in similar results from FY 2019 to FY 2022.
***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 plans to restart the TSS in FY 2023.

Progress Update: GSA continues to be hyper-focused on delivering exceptional customer and supplier experiences and has undertaken significant work to understand user journeys, identify pain points, and invest in solutions to streamline and simplify each interaction. In FY 2022, GSA achieved a score of 3.99 for the Industry Satisfaction Survey score, a measure of supplier satisfaction with the agency's services, and 7.9 for the Customer Loyalty Survey. A few initiatives were key in FY 2022 for these results to occur:

- GSA launched the streamlined buy.gsa.gov to make it easier for Government agencies to navigate the acquisition process for GSA solutions.
- GSA developed the new Common Catalog Platform to improve the user experience for suppliers and the workforce managing catalog details.
- GSA expanded the Authoritative Catalog Repository to improve catalog data quality, accessibility, and processing efficiency.

In addition to streamlining buy.gsa.gov, GSA emphasized acquisition modernization through technology. It mapped four major business processes to the Contract Acquisition Life-cycle Management (CALM) system to support the MAS program. GSA also released ASSIST system enhancements focused on improving the GSA Assisted Acquisition Services user experience and deployed Robotic Process Automations to make MAS offer rejections more consistent and to track items related to MAS rejections. Moreover, new processes incorporating data from the Verified Products Portal were implemented to improve the Federal supply chain, including flagging products that violate schedule contract requirements.

Contract administration is another essential element to improving stakeholder satisfaction and ensuring sound stewardship of Government funding. GSA hit both targets associated with contract administration in FY 2022, receiving an average entity score of 86% and an average transactional score of 2.11. In response to self-identified challenges, GSA improvements included the development of composite metrics for Acquisition Excellence across GSA (to be implemented in FY 2023) and the enhancement of contractor catalogs on GSA Advantage!.

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 2019 Results	FY 2020 Results	FY 2021 Results	FY 2022 Target	FY 2022 Results
PI 2.3.1 Percent of GSA acquisition workforce trained in cyber-supply chain risk management ↑	OGP	N/A	N/A	0% (Baseline)	50.0%	78.7%

Progress Update: In FY 2022, GSA pursued advancements in cyber-supply chain risk management and established a baseline measure of GSA's maturity in this area. The advancements included establishing standard procedures to share risk information within GSA and creating both mandatory and optional learning assets for the workforce. GSA exceeded targets in training completion, training over 78% of its acquisition workforce in cyber-supply chain risk management. As the challenges in the supply chain continue to evolve, GSA anticipates developing additional training courses to meet this need.

GSA continues to promote sustainable acquisition. GSA initiated multiple pilot acquisitions using sustainability innovations. In October 2021, GSA issued guidance which adds the Chief Sustainability Officer to major acquisition review boards, identifies sustainable acquisitions considerations for procurement strategies, and requires greater detail on sustainability in acquisition plans. In November 2021, GSA issued an interim acquisition policy to:

- Encourage the use of innovative contracting solutions that address environmental issues, beyond looking at the attributes of a product being purchased alone.
- Provide guidance on existing flexibilities within acquisition to support better environmental outcomes.
- Track and share best practices.

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 2019 Results	FY 2020 Results	FY 2021 Results	FY 2022 Targets	FY 2022 Results
PI 2.4.1 Percent of GSA obligations to AbilityOne Program ↑	OGP	7.39%	7.91%	5.78%	2.50%	7.60%
PI 2.4.2 Percent of spend going to small business from the Multiple Award Schedule (MAS) ↑	FAS	34.20%*	33.76%*	34.36%*	36.00%	35.42%
PI 2.4.3 (a) Percent of GSA contract dollars awarded to small business through prime contracting ↑	OSDBU	42.69%	49.43%	46.89%	34.00%	TBD**
PI 2.4.3 (b) SBA Small Business Procurement Scorecard - GSA's Grade ↑	OSDBU	A+	A+	A+	A+	TBD***

*FY 2019 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 business.
**Result is expected in Q3 of FY 2023.
***Result is expected in Q4 of FY 2023.

Progress Update: In FY 2022, GSA made notable progress in maximizing opportunities and minimizing barriers for small, disadvantaged, and socioeconomic entities. GSA's AbilityOne spend surpassed the target set for FY 2022. The AbilityOne

Program provides quality products and services at fair market prices to Federal purchasers and private sector contractors authorized to use Government suppliers. This past year, GSA designated AbilityOne Representatives (ABORs) in OGP, FAS, and PBS to work closely with the acquisition workforce to identify opportunities for AbilityOne and encourage consideration of AbilityOne during acquisition planning. With the assistance of the GSA ABOR Team, GSA continues to expand utilization of the AbilityOne Program, creating employment opportunities for persons with disabilities and reducing the need for state and Federal disability subsidies.

GSA remains committed to creating more opportunities for small and socio-economic businesses. In FY 2022, over a third of GSA's prime contract dollars were awarded to small and disadvantaged businesses, ending the year just short of the 36% goal. In FY 2023, GSA expects to expand the small business industry base through the new Polaris Government-wide Acquisition Contract (GWAC). Moreover, GSA is actively developing an agency-wide post-award engagement plan to ensure small businesses not only have access to the market but are sufficiently supported in achieving success in the market. Likewise, in mid-FY 2022, GSA finalized a supplier diversity action plan, supporting the Administration's overall goal of increasing Small Disadvantaged Businesses spend by 50% over the next five years. In the fourth quarter of FY 2023, the Small Business Administration (SBA) will release scorecard results for GSA; the scorecard measures how successfully Federal agencies reach their small business and socio-economic prime contracting and subcontracting goals. GSA has achieved an A or A+ for over 11 consecutive years.

GSA also enhanced strategies for Government-wide contractors. In FY 2022, GSA streamlined the process for onboarding new contractors through the Federal Supply Schedule. Likewise, the offer process has been improved with a transactional view that enhances customer visibility into their status and provides training on the same platform. Additionally, GSA created a survey to collect offeror feedback to track the offer process and identify system "pain points".

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 2019 Results**	**FY 2020 Results**	**FY 2021 Results**	**FY 2022 Targets**	**FY 2022 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 ↑	OCE	N/A	N/A	4%	8%	15%
PI 3.1.1 (b) Percent of TTS digital assets that are Section 508 compliant ↑	FAS TTS	N/A	N/A	53%	75%	80%
PI 3.1.1 (c) Percent of Information & Communication Technology (ICT) solicitations posted to SAM.gov that adequately address Section 508 provisions ↑	OGP	N/A	N/A	3.00%	5.00%	6.04%
PI 3.1.2 Number of websites utilizing GSA's Digital Analytics Program (cumulative) ↑	FAS TTS	N/A	N/A	6,000*	6,300	6,640*

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

Progress Update: GSA prioritized an equity-focused, people-centered approach to digital design practices throughout FY 2022. GSA's Enterprise Digital Experience team contributed to the review of 70+ GSA public-facing websites and the rollout of the Digital Lifecycle Program (DLP), a user-centered system for managing website ownership responsibilities regarding policy- and law-related requirements, as well as criteria for sunsetting and archiving, which have never previously been mapped. GSA also used an Acquisition Management Program tool to assess all public-facing GSA sites for accessibility. These actions enabled GSA to better integrate inclusive, accessible, and equitable design practices that reflect the 21st Century Integrated Digital Experience Act (IDEA) and Section 508 standards into its websites, assets, and solicitations, thereby meeting all three FY 2022 targets. Additionally, the number of websites utilizing GSA's Digital Analytics Program (DAP) continued to rise in FY 2022, also 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 Government.

GSA continues to integrate inclusive and accessible design into its agency culture. In FY 2022, GSA identified and implemented the first-ever performance plan element for senior leaders focusing on digital ecosystem management and strategy. GSA also

actively engaged senior management, supervisors, and individual contributors to understand website management as a collaborative, integrated responsibility.

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 2019 Results	FY 2020 Results	FY 2021 Results	FY 2022 Targets	FY 2022 Results
PI 3.2.1 (a) Number of times FedRAMP authorized products have been reused by agencies (cumulative) ↑	FAS TTS	1,273	1,847	2,864	3,174	4,573
PI 3.2.1 (b) Average time to obtain FedRAMP authorization through Joint Authorization Board (months) ↓	FAS TTS	4.19	4.82	4.60	4.10	4.60
PI 3.2.1 (c) Average time for agencies to obtain a FedRAMP authorization for a cloud product (months) ↓	FAS TTS	N/A	N/A	8.10	7.20	7.50
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	17	19	27	31	38
PI 3.2.2 (b) Number of active users on Login.gov (in millions) ↑ ◉ FY 2022 -2023 Agency Priority Goal	FAS TTS	N/A	14.00	16.00	32.00	41.04
PI 3.2.2 (c) Number of identity vendor and Government data source providers on the platform ↑ ◉ FY 2022 -2023 Agency Priority Goal	FAS TTS	N/A	2	2	4	3
PI 3.2.2 (d) Number of Login.gov serviced applications ↑ ◉ FY 2022 -2023 Agency Priority Goal	FAS TTS	46	83	199	250	322

Progress Update: In FY 2022, GSA made notable progress improving and expanding 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 and Federal agencies. In FY 2022, GSA exceeded the FedRAMP target for reuse. However, due to administrative challenges, it fell just short of targets for time required to obtain authorizations. FedRAMP is currently piloting automated solutions, including automated validations by way of the Open Security Controls Assessment Language (OSCAL) formatted deliverables, and is working with authorized Cloud Service Providers to ingest an OSCAL-based package as proof of concept.

GSA also exceeded three of four targets associated with identity management solutions for FY 2022. Login.gov is GSA's largest identity management solution; it is a secure sign-in service used by the American public to sign in to participating Government agencies, allowing them to access most of their information and service needs via a single username and password. Login.gov continues to grow, adding more than 25 million new active users and 123 new serviced applications in FY 2022. Eleven new customer agencies also adopted GSA's identity management solutions, like Login.gov, in FY 2022, reducing duplication of effort across the Government. The number of identity vendors and Government data source providers on the platform increased from 2 to 3 during FY 2022, falling short of the target of 4. GSA's discovery of existing laws and policies that restrict the agency's ability to access a number of key authoritative Government data sources, such as the Social Security Administration's electronic Consent-Based Social Security Number Verification, played a role in missing the target. GSA is exploring other options to address this in FY 2023.

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 2019 Results	FY 2020 Results	FY 2021 Results	FY 2022 Targets	FY 2022 Results
PI 3.3.1 Number of agencies using TTS consulting services and products ↑	FAS TTS	60	57	74	82	79
PI 3.3.2 (a) TTS business volume (in millions) ↑	FAS TTS	$58.90	$76.00	$96.30	$123.80	$112.48
PI 3.3.2 (b) Agency partner satisfaction - Net Promoter Score ↑	FAS TTS	N/A	N/A	41.0	45.0	41.2
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	N/A	2.20%	50.00%	35.23%
PI 3.3.3 (b) Number of data sources displayed on the modernized Federal IT Dashboard (cumulative) ↑	OGP	N/A	N/A	1	2	2
PI 3.3.4 Number of new hires for the U.S. Digital Corps program ↑	FAS TTS	N/A	N/A	0	20	38

Progress Update: While GSA made progress in deepening Government-wide technology capabilities in FY 2022, it fell short on several of its ambitious targets. GSA's Technology Transformation Services (TTS) changed its strategic direction in FY 2022, moving from an agency partner focus to an approach emphasizing broader public service and support of High Impact Service Providers. This reduced growth in the number of agency partners and revenue-generating projects, causing GSA to narrowly miss the FY 2022 targets for number of agencies and TTS business volume. Agency partner satisfaction missed the FY 2022 target as well, coming in at a Net Promoter Score of 41.2.

GSA obligated 35.23% of the Federal Citizen Services Fund's (FCSF) American Rescue Plan (ARP) funds by the end of FY 2022. Despite missing the target due to challenges with capacity early in the year, GSA developed a more sustainable delivery model, resulting in partnerships with several agencies to rebuild, reimagine, and recover through technology projects, with over 27 activities that directly serve the public. Meanwhile, GSA's Office of Technology Policy successfully added a data source to the modernized Federal IT Dashboard by moving the legacy Digital Dashboard capabilities from the GSA on-premises Stennis Data Center to the cloud-based, modernized Federal IT Dashboard. This addition will enable the Digital Dashboard to increase the breadth and depth of its Federal website performance and accessibility scanning.

GSA launched the U.S. Digital Corps (USDC) in August 2021 with support across the Biden Administration, including OMB and Office of Science and Technology Policy. The USDC aims to attract early-career technologists to Government service and ensure that the Federal technology workforce represents the diversity of the United States. In June 2022, USDC welcomed a diverse inaugural cohort of 38 Fellows working at 12 agencies across Government. GSA anticipates hiring an additional 40 fellows in FY 2023.

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 2019 Results	FY 2020 Results	FY 2021 Results	FY 2022 Target	FY 2022 Results
PI 4.1.1 Number of completed evaluations Government-wide ↑	OGP	11	0	18	14	14

Progress Update: GSA continues to be a Government-wide leader in developing evidence-building and evaluation to enhance strategic analysis and organizational capacity. To bolster the public's confidence that Government programs, policies, and operations are supported by rigorous evidence and evaluated objectively, GSA tracks the number of Government-wide evaluations it completes each year on behalf of other agencies. GSA achieved its FY 2022 target, completing 14 evaluations for agency partners. These evaluations involved over 7 million individuals and the findings have been shared with over 108,000 individuals in FY 2022.

Moreover, in its efforts to expand impact and advance equity, GSA also initiated a large portfolio of evaluations to learn what works to promote equity in American Rescue Plan programs—including 10 rapid evaluations and a national evaluation of ARP programs. This portfolio of evaluations, focused on equity, is the first of its kind. To continue making meaningful contributions, GSA's Office of Evaluation Science created a four-year Strategic Plan (2022-2026) to guide team decisions and support Federal agency leadership and policymakers in expanding their use of evidence to inform decisions and investments in priority areas.

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 2019 Results	FY 2020 Results	FY 2021 Results	FY 2022 Targets	FY 2022 Results
PI 4.2.1 Number of GSA services within the Government-wide portfolio of shared services ↑	OGP	4	4	4	5	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) ↑	OGP	15	21	36	18	32
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	3.00%	1.70%	6.74%	10.00%	20.27%
PI 4.2.3 (b) Number of ZEV models available for Government customers to purchase or to lease ↑ ◉ FY 2022 -2023 Agency Priority Goal	FAS	11	13	34	50	65
PI 4.2.3 (c) Percent increase in miles per gallon for the GSA leased fleet ↑ ◉ FY 2022 -2023 Agency Priority Goal	FAS	15.80%	19.60%	18.49%	21.00%	25.29%

Progress Update: GSA is making strong progress in establishing centralized services and shared solutions, as well as developing policy, best practices, and strategic planning for existing services and solutions. In FY 2022, GSA added E-Gov Travel Service (ETS), a single enterprise-wide, centralized solution for all civilian agencies, to its Government-wide portfolio after market research was completed, solidifying the vision for the next generation of ETS for future efficiencies and effectiveness.

Business standards are a critical element to establishing shared solutions and services, then persuading various Government agencies to efficiently adopt them. GSA is making progress in moving agencies to adopt common business standards. GSA exceeded the FY 2022 target with 32 components advancing to the next stage of the standards governance process as part of the Federal Integrated Business Framework. This progress will enable the Government to better coordinate the decision making needed to determine what can be adopted and commonly shared across the Federal enterprise.

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 being met with a variety of challenges relating to its fleet in FY 2022, including unprecedented supply chain constraints, delayed access to appropriations and funding, and industry-imposed quantity restrictions, GSA was able to meet all performance goals associated with Fleet services in FY 2022. By increasing offerings and acquisition of zero-emission vehicles (ZEVs), GSA is able to reduce greenhouse gas emissions and lower the cost of operating motor vehicle fleets. In all, 3,567 ZEVs were ordered across the Government in FY 2022. This is a substantial increase from 222 ZEVs ordered in FY 2020 and 643 in FY 2021. To further build on these efforts, GSA sent every agency a list of leased vehicles

eligible for replacement, naming the vehicle's "like for like" ZEV replacement that will be available. They also included an indication of whether the vehicle is a good candidate to replace with a ZEV, based on prior use.

GSA also recognizes that focusing on charging infrastructure first is a critical strategy to achieve success of Fleet electrification. In Q4 FY 2022, GSA launched gsa.gov/ElectrifytheFleet to serve as a "one stop shop" for Federal fleet electrification needs. With the award of PBS's General Construction, including Design Build Capabilities Contracts in Q4 FY 2022, GSA now has a complete Electric Vehicle Supply Equipment (EVSE) solution available to Federal agencies.

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 2019 Results**	**FY 2020 Results**	**FY 2021 Results**	**FY 2022 Targets**	**FY 2022 Results**
PI 4.3.1 (a) Percent of domestic Federal real property assets with geocodable or mappable location data ↑	OGP	N/A	N/A	70.0%*	75.0%	75.1%**
PI 4.3.1 (b) Percent of true real property data errors ↓	OGP	N/A	19.43%*	15.34%*	10.00%	9.27%**
PI 4.3.2 Percent of key users that rate OGP policy initiatives effective ↑	OGP	N/A	N/A	N/A	Baseline	73%
PI 4.3.3 Percent of training attendees that rate OGP-led Government-wide training effective ↑	OGP	N/A	N/A	N/A	Baseline	90%

*Prior year results were adjusted forward by one year to account for the change in reporting period, e.g., the FY 2020 result became the FY 2021 result.
**In FY 2022 GSA changed the reporting period for these measures. Due to the one-year lag in receiving data, results had historically been delayed until after publication of the Annual Performance Report (APR). Going forward, the fiscal year results for both measures will be based on the prior fiscal year's data. The program's work in validating data occurs within the fiscal year that aligns with that APR.

Progress Update: In FY 2022, GSA focused on improving data quality and access to positively impact Government asset management, policy formulation, and process efficiency. In accordance with OMB Memorandum for the Heads of Executive Departments and Agencies *M-18-21 - Designation and Responsibilities of Agency Senior Real Property Officers*, for the first time, agencies submitted real property data quality improvement plans to OMB and GSA. GSA also continues to collaborate with DoD to improve the accuracy of its geographic data elements, as DoD holds over 50% of the Government-wide real property inventory.

GSA issued a new Government-wide survey this year to measure the percent of users that rate Office of Government-wide Policy (OGP) policy initiatives effective. The baseline assessment conducted in summer 2022 revealed that 73% of respondents consider these policy initiatives to be effective. The survey identified areas of improvement in engagement and communication of OGP policies with customers and stakeholders.

GSA also issued a Government-wide survey to measure the percent of training attendees that rate Government-wide training effective. The results provide GSA an opportunity to understand if training is valuable, what type of training most resonates with stakeholders, and the level of demand for courses provided. In FY 2022, the baseline assessment yielded a 90% effectiveness rating for training. Given that only four months of standardized data collection was available, FY 2023 will provide a full year for collection, resulting in a larger sample size, improved confidence in the response, and better-informed metric targets for FY 2024. Baselining the percent of training attendees that rate Government-wide training effective provides the necessary foundation to evaluate and adapt policy compliance training moving forward, ultimately allowing for improved content and delivery to training participants and the wider Federal community.

Key Capabilities (KC)

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2022 Targets	FY 2022 Results
KC 1: Effectiveness of GSA CXO functions, as measured by Government-wide Customer Satisfaction Survey ↑	OCE	5.42	5.49	5.75	5.45	5.68
KC 2: Total GSA operating cost as a percentage of goods and services provided ↓	OCFO	8.01%	7.64%	7.24%*	8.09%	7.45%
KC 3: GSA Overall Employee Engagement Index (EEI) ↑	OHRM	78%	83%	83%	83%	83%
KC 4: GSA Federal IT Acquisition Reform Act (FITARA) Scorecard Score ↑	GSA IT	B+	A+	A+	B+	B+
KC 5: Percent of GSA Staff to Receive Account Access and Standard Laptop on Day 1 ↑	GSA IT	100.0%	98.0%	98.3%	95.0%	98.2%
KC 6: Competition rate for GSA acquisitions ↑	OGP	91.4%	92.0%	90.7%	90.0%	90.1%
KC 7: Number of completed evaluations at GSA ↑	OGP	0	0	0	4	5

*FY 2021 result has been revised from previously reported value due to adjustments to historical revenue amounts.

Progress Update: GSA remained focused on delivering efficient, effective support services that bolster mission operations. In FY 2022, GSA either met or exceeded all of its targets in the Key Capabilities. In the Government-wide Customer Satisfaction Survey's measure of GSA CXO functions, GSA exceeded its FY 2022 target of 5.45, achieving a score of 5.68. GSA's commitment to delivering an exceptional internal customer experience remains strong.

GSA continued to provide reliable technology services. With 98.2% 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 2022, 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 FY 2022, GSA's FITARA Scorecard 14.0 (July 2022) earned a "B+," which ties GSA for second in the Federal Government.

In FY 2022, GSA implemented policies and strategies that prioritize DEIA, including the development of the GSA Equity Plan and DEIA strategic planning efforts. The release of the DEIA Strategic Plan set the agency on a path to build a workforce capable of infusing equity in service delivery. These efforts included the development of a composite performance measure and implementation of a set of strategic priorities:

1. DEIA Structure, Governance, Implementation & Enterprise Performance
2. Resource and Budgeting Strategy for Sustained DEIA Enterprise
3. Workplace Culture of Safety, Accessibility, Inclusion and Belonging
4. Workforce Competencies and Leadership Behaviors that Advance DEIA
5. Equity Across Employee Lifecycle, Operational Policies and Practices

Finally, GSA established an internally focused program evaluation team and capability, completing five evaluations in FY 2022, exceeding its target of four. In addition, GSA made notable progress towards priorities outlined in its FY 2022 Annual Evaluation Plan and Learning Agenda, strengthening agency leaders' ability to make decisions using the best available evidence.

FY 2024 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 Develop and offer integrated and virtual workspace options and services that maximize flexibility, particularly in anticipation of increased telework.
SO 1.2 Secure investments needed to achieve a right-sized and modernized portfolio that is safe, efficient, and affordable for customers.
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.
SO 1.4 Identify and implement 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 satisfaction by delivering simplified customer and supplier experiences.
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 Provide 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 workspace 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
SO 1.1 Develop and offer integrated and virtual workspace options and services that maximize flexibility, particularly in anticipation of increased telework. • **PG 1.1.1** Right-Size GSA's real estate portfolio (APG).	**SO 2.1** Ensure GSA's portfolio of offerings meets market demand for products, services, and solutions and the desired acquisition approaches. • **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.	**SO 3.1** Implement inclusive, accessible, and equitable design practices that improve customer experience with technology and digital platforms. • **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.	**SO 4.1** Build evidence-based capacity and foster interagency collaboration to strengthen operational effectiveness at GSA and across Government. • **PG 4.1.1** Develop and implement evaluation designs and methods on high-priority, high-impact Government-wide programs.
SO 1.2 Secure investments needed to achieve a right-sized and modernized portfolio that is safe, efficient, and affordable for customers. • **PG 1.2.1** Optimize GSA's real estate portfolio.	**SO 2.2** Improve stakeholder satisfaction by delivering simplified customer and supplier experiences. • **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. • **PG 2.2.4** Improve the quality of contract administration in GSA contracting activities.	**SO 3.2** Lead Government-wide adoption of shared technology solutions that improve digital governance, sharing, security, and interoperability. • **PG 3.2.1** Target the growth of shared security products to reduce digital threats. • **PG 3.2.2** Increase adoption of GSA-sponsored identity solutions (APG).	**SO 4.2** Provide centralized services and shared solutions that promote cost savings and environmental sustainability, enabling agencies to focus on mission delivery. • **PG 4.2.1** Improve agency adoption and optimization of GSA services. • **PG 4.2.2** Advance Government-wide agreement on the standardization of mission-support functions. • **PG 4.2.3** Address the climate crisis through zero-emission fleet vehicles (APG).
SO 1.3 Establish and implement cross-cutting solutions that mitigate climate risks by increasing building resilience, reducing overall GHG emissions, improving energy, water, and waste efficiency, and supporting the transition to carbon pollution-free electricity. • **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.	**SO 2.3** As a trusted partner, foster the supply chain to support GSA and Federal acquisition needs for 2025 and beyond. • **PG 2.3.1** Increase awareness and capabilities within GSA's acquisition workforce to better manage supply chain risks.	**SO 3.3** Equip agencies with the knowledge and tools to strategically procure and deploy technology products and services. • **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.	**SO 4.3** Deliver smart policies, regulations, and workforce training that inform management decisions and help agencies streamline operations. • **PG 4.3.1** Improve Government-wide real property data. • **PG 4.3.2** Implement effective policy initiatives. • **PG 4.3.3** Deliver quality policy compliance training to agencies regarding policies, regulations, and best practices.
SO 1.4 Identify and implement programs that positively impact local communities through enhanced economic activity and opportunities for underserved populations. • **PG 1.4.1** Expand and deploy the "Good Neighbor Program" (GNP) nationwide.	**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. • **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 socioeconomic businesses.		

FY 2022 - FY 2023 Agency Priority Goals (APGs)

Right-Size GSA's Real Estate Portfolio

GSA will transform its real estate portfolio to better reflect the changing needs of the post-COVID-19 pandemic Federal workforce. As agencies modify their physical footprint, GSA will right-size 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.

GSA will engage customers to develop National Workspace Portfolio Plans for the 24 Chief Financial Officers (CFO) Act agencies by September 30, 2023. Plans will define the customer's desired future real estate footprint, the steps necessary to reach that footprint and strategies for supporting the customer agencies' evolving workstyle needs through technology and services solutions.

Goal Leader: Nina M. Albert, Commissioner, Public Buildings Service

Address the Climate Crisis through Zero-Emission Fleet Vehicles

As part of GSA's efforts to tackle the climate crisis, the agency will support near-term global reductions in greenhouse gas emissions and a long-term goal of net-zero global emissions by helping agencies increase their conversions to clean- and zero-emission fleet vehicles (ZEVs).

GSA will work with customer agencies to enable an increasing percentage of vehicles eligible for replacement to be replaced with ZEVs each fiscal year.

Note: Actual targets will depend on the level and specified purpose of funding received and the EV make/models available from industry that meet agency mission requirements.

Goal Leader: Sonny Hashmi, Commissioner, Federal Acquisition Service

Increase Adoption of GSA-Sponsored Identity Solutions

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 cost-effectively help agencies to support a better user experience, streamline user accounts, and enhance security. GSA is expanding its suite of identity solutions to increase diversity of vendor and Government data source providers. GSA wants to improve identity verification rates across a broader set of demographics, such as age, ethnicity, and socioeconomic status.

- Increase the number of customer agencies using at least one GSA identity management solution.
- Increase the number of annual active users on the Login.gov platform.
- Expand the number of identity vendors and Government data source providers utilized on the platform.

Goal Leaders: Sonny Hashmi, Commissioner, Federal Acquisition Service
Ann Lewis, Director, Technology Transformation Services

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

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

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2022 Targets	FY 2023 Targets	FY 2024 Targets
PI 1.1.1 Percent of CFO Act Agencies with new National Workspace Portfolio Plans ↑ ◉ FY 2022 -2023 Agency Priority Goal	PBS	N/A	N/A	50%	50%	80%	90%

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

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2022 Targets	FY 2023 Targets	FY 2024 Targets
PI 1.2.1 (a) Lease cost relative to average market rate ↓	PBS	-12.60%	-10.25%	-7.26%	-9.00%	-7.00%	-13.00%
PI 1.2.1 (b) Gross sales revenue from Federal-wide disposals (in millions)* ↑ **(Revised)**	PBS	$38.20	$4.95	$67.90	$63.08	$365.50	$60.00
PI 1.2.1 (c) Capital projects schedule variance (Annual Appropriations) ↔	PBS	N/A	-1.5%	-4.0%	-10% to 0%	-10% to 0%	-10% to 0%
PI 1.2.1 (d) Capital projects schedule variance (Bipartisan Infrastructure Law and Inflation Reduction Act)** ↔ **(New)**	PBS	N/A	N/A	N/A	N/A	-10% to 0%	-10% to 0%
PI 1.2.1 (e) Percent of projects on schedule (Bipartisan Infrastructure Law and Inflation Reduction Act)*** ↑ **(New)**	PBS	N/A	N/A	N/A	N/A	72.7%	72.7%
PI 1.2.1 (f) Percent of capital projects on budget**** ↑	PBS	83.5%	80.2%	80.0%	80.0%	80.0%	80.0%

*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 Sales Transfer Act properties. Due to the methodology change, FY 2022 - FY 2024 figures are not comparable to FY 2019 - FY 2021 figures.

**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.

***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 1.3 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 2022 Targets	FY 2023 Targets	FY 2024 Targets
PI 1.3.1 Greenhouse gas reduction from FY 2008 baseline (Scope 1 and 2 emissions) ↑	PBS	45.3%	51.0%	58.7%*	50.0%	55.1%	55.7%
PI 1.3.2 Energy Efficiency (energy consumption compared to baseline year of FY 2021)** ↓ **(New)**	PBS	N/A	N/A	N/A	N/A	1%	2%
PI 1.3.3 Percent of gross square footage (GSF) that qualifies as a Sustainable Federal building ↑ **(New)**	PBS	40.0%	43.5%	49.5%	45.8%	49.6%	49.8%

*This is a preliminary result. The final FY 2022 result will be published in Q3 FY 2023 as part of the OMB and Council on Environmental Quality (CEQ) Environmental Scorecard.
**New measure and methodology with FY 2021 baseline.

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 2022 Targets	FY 2023 Targets	FY 2024 Targets
PI 1.4.1 "Good Neighbor Program" Planning Outreach and Partnership (POP) engagements ↑	PBS	8	5	22	22	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 2020 Results	FY 2021 Results	FY 2022 Results	FY 2022 Targets	FY 2023 Targets	FY 2024 Targets
PI 2.1.1 Acquisition program savings delivered to customers (in billions) ↑	FAS	$5.92	$6.09	$6.82	$6.10	$6.00	$6.10
PI 2.1.2 Multiple Award Schedule (MAS) sales (in billions) ↑	FAS	$36.82*	$39.75*	$40.96	$38.00	$41.00	$41.50

*FY 2020 and 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.

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 2022 Targets	FY 2023 Targets	FY 2024 Targets
PI 2.2.1 Customer Loyalty Survey (CLS) score (Rating Scale is 1 to 10) * ↑	FAS	7.9	7.8	7.9	7.9	8.0	8.1
PI 2.2.2 Industry Satisfaction Survey (ISS) score (Rating scale is 1 to 5) ** ↑	FAS	3.81	3.90	3.99	3.95	4.00	4.05
PI 2.2.3 Tenant Satisfaction Survey (TSS) - Facilities Management Index *** ↑	PBS	N/A	N/A	N/A	N/A	70%	71%
PI 2.2.4 (a) Average Entity scores as measured by Procurement Management Review Division (PMRD) (Rating scale 0% to 100%) ↑	OGP	85%	87%	86%	85%	85%	85%
PI 2.2.4 (b) Average Transactional scores as measured by PMRD (Rating scale is 0 to 3) ↑	OGP	2.12	2.11	2.11	2.00	2.00	2.00

*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 2019 - 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.
**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 2019 - FY 2021 figures as shown in the table. Applying the new methodology to prior years would result in similar results from FY 2019 to FY 2022.
***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 plans to restart the TSS in FY 2023.

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 2022 Targets	FY 2023 Targets	FY 2024 Targets
PI 2.3.1 Percent of GSA acquisition workforce trained in cyber-supply chain risk management ↑	OGP	N/A	0% (Baseline)	78.7%	50.0%	80.0%	90.0%

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 2020 Results	FY 2021 Results	FY 2022 Results	FY 2022 Targets	FY 2023 Targets	FY 2024 Targets
PI 2.4.1 Percent of GSA obligations to AbilityOne Program ↑	OGP	7.91%	5.78%	7.60%	2.50%	3.00%	TBD
PI 2.4.2 Percent of spend going to small business from the Multiple Award Schedule (MAS) ↑	FAS	33.76%*	34.36%*	35.42%	36.00%	35.00%	35.00%
PI 2.4.3 (a) Percent of GSA contract dollars awarded to small business through prime contracting ↑	OSDBU	49.43%	46.89%	TBD**	34.00%	33.00%	TBD

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2022 Targets	FY 2023 Targets	FY 2024 Targets
PI 2.4.3 (b) SBA Small Business Procurement Scorecard - GSA's Grade ↑	OSDBU	A+	A+	TBD***	A+	A	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 business.
**Result is expected in Q3 of FY 2023.
***Result is expected in Q4 of FY 2023.

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 2022 Targets	FY 2023 Targets	FY 2024 Targets
PI 3.1.1 (a) Percent of public-facing production websites GSA owns or administers for others that conform to 21st Century IDEA standards ↑	OCE	N/A	4%	15%	8%	20%	TBD
PI 3.1.1 (b) Percent of TTS digital assets that are Section 508 compliant ↑	FAS TTS	N/A	53%	80%	75%	100%	100%
PI 3.1.1 (c) Percent of Information & Communication Technology (ICT) solicitations posted to SAM.gov that adequately address Section 508 provisions ↑	OGP	N/A	3.00%	6.04%	5.00%	10.00%	15.00%
PI 3.1.2 Number of websites utilizing GSA's Digital Analytics Program (cumulative) ↑	FAS TTS	N/A	6,000*	6,640*	6,300	6,800	6,915

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

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 2020 Results	FY 2021 Results	FY 2022 Results	FY 2022 Targets	FY 2023 Targets	FY 2024 Targets
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	3,174	5,353	5,893
PI 3.2.1 (b) Average time to obtain a provisional FedRAMP authorization* (months) ↓	FAS TTS	4.82	4.60	4.60	4.10	4.10	3.60
PI 3.2.1 (c) Average time to obtain a FedRAMP authorization through an agency* (months) ↓	FAS TTS	N/A	8.10	7.50	7.20	6.20	5.50

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2022 Targets	FY 2023 Targets	FY 2024 Targets
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	31	40	43
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	32.00	55.00	75.00
PI 3.2.2 (c) Number of identity vendor and Government data source providers on the platform ↑ ◉ FY 2022 -2023 Agency Priority Goal	FAS TTS	2	2	3	4	4	4
PI 3.2.2 (d) Number of Login.gov serviced applications ↑ ◉ FY 2022 -2023 Agency Priority Goal	FAS TTS	83	199	322	250	375	450

*Performance indicator titles updated to reflect current authorization processes.

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 2022 Targets	FY 2023 Targets	FY 2024 Targets
PI 3.3.1 Number of agencies using TTS consulting services and products ↑	FAS TTS	57	74	79	82	79	79
PI 3.3.2 (a) TTS business volume (in millions) ↑	FAS TTS	$76.00	$96.30	$112.48	$123.80	$157.00	$157.00
PI 3.3.2 (b) Agency partner satisfaction - Net Promoter Score ↑	FAS TTS	N/A	41.0	41.2	45.0	41.2	41.2
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%	50.00%	78.00%	100.00%
PI 3.3.3 (b) Number of data sources displayed on the modernized Federal IT Dashboard (cumulative) ↑	OGP	N/A	1	2	2	3	4
PI 3.3.4 Number of new hires for the U.S. Digital Corps program ↑	FAS TTS	N/A	0	38	20	40	60

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 2022 Targets	FY 2023 Targets	FY 2024 Targets
PI 4.1.1 Number of completed evaluations Government-wide ↑	OGP	0	18	14	14	16	18

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 2022 Targets	FY 2023 Targets	FY 2024 Targets
PI 4.2.1 Number of GSA services within the Government-wide portfolio of shared services ↑	OGP	4	4	5	5	6	6
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) ↑	OGP	21	36	32	18	18	19
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%	10.00%	25.00%	30.00%
PI 4.2.3 (b) Number of ZEV models available for Government customers to purchase or to lease ↑ ◉ FY 2022 -2023 Agency Priority Goal	FAS	13	34	65	50	65	70
PI 4.2.3 (c) Percent increase in miles per gallon for the GSA leased fleet ↑ ◉ FY 2022 -2023 Agency Priority Goal	FAS	19.60%	18.49%	25.29%	21.00%	23.00%	25.00%

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 2022 Targets	FY 2023 Targets	FY 2024 Targets
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%**	75.0%	85.0%	88.0%
PI 4.3.1 (b) Percent of true real property data errors ↓	OGP	19.43%*	15.34%*	9.27%**	10.00%	7.50%	6.50%
PI 4.3.2 Percent of key users that rate OGP policy initiatives effective ↑	OGP	N/A	N/A	73%	Baseline	75%	80%

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2022 Targets	FY 2023 Targets	FY 2024 Targets
PI 4.3.3 Percent of training attendees that rate OGP-led Government-wide training effective ↑	OGP	N/A	N/A	90%	Baseline	90%	TBD***

*Prior year results were adjusted forward by one year to account for the change in reporting period, e.g., the FY 2020 result became the FY 2021 result.
**In FY 2022 GSA changed the reporting period for these measures. Due to the one-year lag in receiving data, results were historically delayed until after publication of the Annual Performance Report (APR). Going forward, the fiscal year results for both measures will be based on the prior fiscal year's data. The program's work in validating data occurs within the fiscal year that aligns with that APR.
***Target will be determined based on FY 2023 results.

Key Capabilities (KC)

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2022 Targets	FY 2023 Targets	FY 2024 Targets
KC 1: Effectiveness of GSA CXO functions, as measured by Government-wide Customer Satisfaction Survey ↑	OCE	5.49	5.75	5.68	5.45	5.70	5.77
KC 2: Total GSA operating cost as a percentage of goods and services provided ↓	OCFO	7.64%	7.24%*	7.45%	8.09%	8.09%	8.09%
KC 3: GSA Overall Employee Engagement Index (EEI) ↑	OHRM	83%	83%	83%	83%	83%	+1% OR Prior Result**
KC 4: GSA Federal IT Acquisition Reform Act (FITARA) Scorecard Score ↑	GSA IT	A+	A+	B+	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%	95.0%	95.0%
KC 6: Competition rate for GSA acquisitions ↑	OGP	92.0%	90.7%	90.1%	90.0%	90.0%	90.0%
KC 7: Number of completed evaluations at GSA ↑	OGP	0	0	5	4	6	6
KC 8: Percent of GSA Business Applications Hosted in the Cloud ↑ **(New)**	GSA IT	39.1%	49.2%	52.7%	N/A	53.0%	53.0%
KC 9: Equity and Organizational Effectiveness Optimization Measure (EOEOM) (Overall level of maturity) ↑ **(New)**	OA	N/A	N/A	N/A	Baseline	Baseline	3***

*FY 2021 result has been revised from previously reported value due to adjustments to historical revenue amounts.
**If EEI score decreases from the 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.
***Target may need adjustment once baseline year values are established.

FY 2024 Annual Performance Plan Description

Strategic Goal 1: Real Estate Solutions

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

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 will likely decrease, a long-term trend accelerated by the COVID-19 pandemic. The pandemic demonstrated that full-time telework is a viable option and that the future will include 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 and must maintain its facilities in a state of good repair. For the past decade, funding shortfalls have hindered GSA's ability to address the growing backlog of deferred maintenance. GSA must 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.

This strategic goal positions GSA to lead the Federal Government's real estate optimization efforts as part of the "future of work." GSA strives to be a leader in the evolving workplace landscape by offering new, innovative, sustainable, and flexible solutions that meet the varying workplace needs of our customers. GSA will make critical investments in GSA-controlled facilities that not only support these workspace solutions, but also provide for a modernized and optimized footprint. By consolidating customers in federally owned facilities, GSA can reduce leased space and dispose of surplus buildings that 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 seeks to invest in climate adaptation and risk mitigation strategies to minimize adverse impacts on GSA-controlled facilities, leading to increased continuity of operations for our customers and cost savings for the taxpayers. To be successful, GSA must secure the funding required to invest in and maintain these facilities

Strategic Objective 1.1

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

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

GSA is developing and deploying customer-driven solutions through the Workplace 2030 initiative that will enable agencies to align people, processes, and tools around their workspace strategies. Workplace 2030 solutions will focus on the future of Federal work, exploring how expanded telework, hybrid work environments, and distributed organizational models can enhance the mission effectiveness. GSA will also continually monitor and quantify 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-COVID-19 pandemic real estate efforts.**
    a. Proactively engage with customers to develop and deploy workspace solutions that right-size GSA's real estate portfolio.
    b. Use a data-driven approach to gain insight into agencies' future operating postures.
    c. Partner with agencies to determine what the future Federal workspace may look like and the potential for cost savings and space utilization.

2. **Evolve and expand workspace solutions for agencies.**
    a. Develop a set of offerings for customers that integrates real estate, technology, and work support solutions.
    b. Deploy integrated workspace solutions to meet customer agencies' changing real estate needs.

Goal Leader	Nina M. Albert, Public Buildings Service
Contributing Programs	• Federal Acquisition Service • Office of the Chief Financial Officer • GSA IT • Office of Congressional and Intergovernmental Affairs • Office of Strategic Communication

Performance Goal 1.1.1 - Right-Size GSA's Real Estate Portfolio ◉ FY 2022 -2023 Agency Priority Goal
Benefit to the Public: GSA will transform its real estate portfolio to better reflect the changing needs of the post-pandemic Federal workforce. As agencies modify their physical footprint, GSA will right-size 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 will optimize taxpayer spending for real

estate and achieve customer satisfaction for partner agencies.

Performance Indicator Definition:

Percent of CFO Act agencies with new National Workspace Portfolio Plans:

GSA will partner with agencies to develop National Workspace Portfolio Plans with real estate strategies that will meet customer needs and right-size their office space. Plans will define the customer agencies' desired future real estate footprint, the steps necessary to reach that footprint, and the strategies for supporting the customer agencies' evolving workstyle needs through technology and services solutions. To support the development of these plans, GSA will develop strategies to consolidate, track occupancy and use of space with the concurrence of occupant agencies, reduce costly leases, support safe re-entry, and develop innovative designs to support new working environments and trends post-COVID.

PI 1.1.1 Percent of CFO Act agencies with new National Workspace Portfolio Plans

Lead Office: PBS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	50%	80%	90%
Results	N/A	N/A	N/A	50%	N/A	N/A

Strategic Objective 1.2

Secure investments needed to achieve a right-sized and modernized portfolio that is safe, efficient, and affordable 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 to save money.

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

GSA will work with its customer agencies and Congress to secure the funding and approvals necessary to deliver a right-sized portfolio that is financially sustainable. GSA will strategically prioritize investments in federally owned GSA-controlled facilities to maintain them in good condition and reduce the reliance on leased assets. Sufficiently investing in Federal facilities supports the President's Management Agenda and takes advantage of the unique opportunity created by the COVID-19 pandemic 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. Doing so will enable GSA to consolidate space, reduce our repair and alteration liabilities, and result in a more financially and environmentally sustainable portfolio.

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 a backlog of unfunded repair and alterations projects and to maintain federally owned GSA-controlled facilities properly 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)) to invest in the Nation's infrastructure and support the economy. GSA constructs and maintains land ports of entry (LPOE) along the Nation's borders for U.S. Customs and Border Protection and other Federal inspection agencies. Through the BIL, GSA will spend $3.4 billion to modernize LPOEs along the Canadian and Mexican borders, supporting thousands of jobs. The projects are also designed to incorporate sustainability features, catalyze clean energy industries, and provide opportunities for small businesses.

Goal Leader	Nina M. Albert, Public Buildings Service
Contributing Programs	• Office of the Administrator • Office of the Chief Financial Officer • Office of Congressional and Intergovernmental Affairs • Office of Strategic Communication

Performance Goal 1.2.1 - Optimize GSA's real estate portfolio

Benefit to the Public:
An efficient real estate portfolio is crucial to providing safe, healthy, and functional workspaces for occupant agencies, while simultaneously providing 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) 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. It only pertains to office leases in major metro markets in the United States.

(b) Gross sales revenue from Federal-wide disposals (in millions) (Revised):
This indicator will track the total gross sales value of all disposals brought to successful contract award by Real Property Utilization and Disposal (RPU&D) 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 RPU&D practice in recording disposal statistics, and not the actual closing date and transfer of deed.

(c) Capital projects schedule variance (Annual Appropriations)
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.

(d) Capital projects schedule variance (Bipartisan Infrastructure Law and Inflation Reduction Act) (New):

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.

(e) Percent of projects on schedule (Bipartisan Infrastructure Law and Inflation Reduction Act) (New):

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.

(f) 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 60 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 1.2.1 (a) Lease cost relative to the average market rate

Lead Office: PBS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	Baseline	≦-7.00%	-7.00%	-9.00%	-7.00%	-13.00%
Results	-17.00%	-12.60%	-10.25%	-7.26%	N/A	N/A

PI 1.2.1 (b) Gross sales revenue from Federal-wide disposals (in millions)* (Revised)

Lead Office: PBS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	$15.00	$15.00	$13.50	$63.08	$365.50	$60.00
Results	$61.70	$38.20	$4.95	$67.90	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 Sales Transfer Act properties. Due to the methodology change, FY 2022 - FY 2024 figures are not comparable to FY 2019 - FY 2021 figures.

PI 1.2.1 (c) Capital projects schedule variance (Annual Appropriations)

Lead Office: PBS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	Baseline	Baseline	-20% to 0	-10% to 0	-10% to 0	-10% to 0
Results	N/A	N/A	-1.5%	-4.0%	N/A	N/A

PI 1.2.1 (d) Capital projects schedule variance (Bipartisan Infrastructure Law and Inflation Reduction Act)* (New)

Lead Office: PBS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	N/A	-10% to 0	-10% to 0
Results	N/A	N/A	N/A	N/A	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.

PI 1.2.1 (e) Percent of projects on schedule (Bipartisan Infrastructure Law and Inflation Reduction Act)* (New)

Lead Office: PBS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	N/A	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.

PI 1.2.1 (f) Percent of capital projects on budget*

Lead Office: PBS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	Baseline	Baseline	80.0%	80.0%	80.0%	80.0%
Results	82.0%	83.5%	80.2%	80.0%	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 1.3

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.

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 will develop and deploy a climate and sustainability strategy for the facilities in its real estate portfolio. GSA will prioritize investments in climate risk management capacities, acquiring and deploying smart building and sustainable technologies, and strengthening critical climate and sustainability policies. GSA will also prioritize investments in greenhouse gas (GHG) emission reduction, deep energy retrofits, and sustainable performance. Progress will be based on 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	Nina M. Albert, Public Buildings Service Krystal Brumfield, Office of Government-wide Policy
Contributing Programs	• Office of the Administrator • Federal Acquisition Service • Office of Government-wide Policy • GSA IT • Office of the Chief Financial Officer

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 51% reduction in FY 2021 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	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	50.0%	55.1%	55.7%
Results	41.4%	45.3%	51.0%	58.7%*	N/A	N/A

*Preliminary result. Final FY 2022 result will be published in Q3 FY 2023 as part of the OMB and Council on Environmental Quality (CEQ) Environmental Scorecard.

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) (New):

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)* (New)

Lead Office: PBS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	N/A	1%	2%
Results	N/A	N/A	N/A	N/A	N/A	N/A

*New measure and methodology with FY 2021 baseline.

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 workspaces will lower costs and reduce emissions.

Performance Indicator Definition:

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

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 (New)

Lead Office: PBS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	39.2%	42.4%	45.8%	49.6%	49.8%
Results	N/A	40.0%	43.5%	49.5%	N/A	N/A

Strategic Objective 1.4

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

GSA is the Nation's largest landlord, managing more than 8,800 federally owned and leased assets located in approximately 2,000 communities throughout the 50 States, five territories, and the District of Columbia. GSA's vast reach presents a unique opportunity to support State, local, and Tribal governments' economic goals, along with the well-being of communities that host GSA-controlled facilities. GSA has the responsibility to leverage its real estate actions in ways that support community development and local planning goals, while meeting customer agency needs. This derives from legal mandate as well as sound business practice. GSA's Good Neighbor programs (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, will use the GNP to identify and align projects that may support local community priorities. GSA will design and locate Federal facilities with local economic development and planning goals in mind; design facilities to maximize sustainability and to reflect the local community; coordinate 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 coordinate 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. **Expand use of environmental justice and sustainability mapping with other spatial data tools to help GSA decision making.**
    a. Use mapping tools to better understand how GSA's real estate investments impact local communities.

Goal Leader	Nina M. Albert, Public Buildings Service
Contributing Programs	• 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 - Expand and deploy the "Good Neighbor Program" 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 engagements:** Under its GNP, GSA will use POP engagements to meet and coordinate with local officials in communities where coordination between GSA and local governments would be most valuable. This would include 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 will 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 will be 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	2019	2020	2021	2022	2023	2024
Target	Baseline	Baseline	Baseline	22	33	33
Results	8	8	5	22	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 our customers make smart purchasing decisions to get the goods and services they need.

GSA uses 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.

Over the five-year horizon of this strategic plan, GSA intends to:

- Deliver best-value products and services to enable customers' missions.
- Modernize acquisition through technology to improve the overall experience for our buyers and suppliers.
- Use our strategic position in the market, our expertise, and our 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.

Over the next five years, GSA will 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 will ensure 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.

5. **Provide purchasing solutions to support evolving workspaces and telework trends.**
    a. Use market insights from the Workplace 2030 project to inform the development of a new service to Federal customers to support acquisition of home office equipment for an increasingly hybrid workforce.

Goal Leaders	Sonny Hashmi, Federal Acquisition Service Nina M. Albert, Public Buildings Service
Contributing Programs	• Office of Government-wide Policy • Office of Small and Disadvantaged Business Utilization • 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	2019	2020	2021	2022	2023	2024
Target	$5.90	$6.60	$5.00	$6.10	$6.00	$6.10
Results	$6.54	$5.92	$6.09	$6.82	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: **Multiple Award Schedule (MAS) sales (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 Multiple Award Schedule (MAS) sales (in billions)

Lead Office: FAS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	$32.30	$32.50	$38.00	$41.00	$41.50
Results	$33.16*	$36.82*	$39.75*	$40.96	N/A	N/A

*FY 2019 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 satisfaction by delivering simplified customer and supplier experiences.

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 will focus on:

- Improving the supplier onboarding process for the Multiple Award Schedule (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 Acquisition Life-cycle Management (CALM) 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 (FMP) 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	Sonny Hashmi, Federal Acquisition Service Nina M. Albert, Public Buildings Service Krystal Brumfield, Office of Government-wide Policy
Contributing Programs	• 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):
Tracks customer loyalty and ensures GSA's FAS is effective at meeting customer requirements. GSA identifies customers and develops a questionnaire to ensure program offices have actionable recommendations for areas of improvement. The result is 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	2019	2020	2021	2022	2023	2024
Target	7.5	7.6	7.9	7.9	8.0	8.1
Results	7.6	7.9	7.8	7.9	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 2019 - 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 rated 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	2019	2020	2021	2022	2023	2024
Target	3.73	3.70	3.85	3.95	4.00	4.05
Results	3.65	3.81	3.90	3.99	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 2019 - FY 2021 figures as shown in the table. Applying the new methodology to prior years would result in similar results from FY 2019 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 Tenant Satisfaction Survey 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 added then divided by the total number of responses.

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

Lead Office: PBS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	70%	N/A	N/A	N/A	70%	71%
Results	70%	N/A	N/A	N/A	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 plans to restart the TSS in FY 2023.

Performance Goal 2.2.4 - Improve the quality of contract administration in GSA contracting activities

Benefit to the Public:

GSA Procurement Management Reviews (PMRs) assess GSA contracting activities and program offices to identify successes and challenges in the performance of contract administration and execution. Specific test questions are developed and applied at the entity and transactional levels to identify: (1) whether proper policies, controls, and training are in place to support successful contract

administration and execution; and (2) whether contract files are compliant with applicable laws, regulations, and policies at the transactional level. Contract administration is essential to ensuring the Government and taxpayer are getting what they are paying for.

Performance Indicator Definition:

(a) Average Entity scores as measured by Procurement Management Review Division (PMRD) (Rating scale is 0% to 100%):

Scores indicate if proper policies, controls, and training are in place to confirm successful contract administration and execution**.**

For entity-level reviews, contracting activities are evaluated against a framework based on the OMB Office of Federal Procurement Policy's "Guidelines for Assessing the Acquisition Function". The framework is built around four Cornerstones, each with an associated weighting:

- Organizational Alignment & Leadership: 30%:
- Policies & Processes: 30%;
- Human Capital: 20%, and
- Information Technology & Stewardship: 20%.

Within each Cornerstone, there are two elements with a critical success factor used to gauge the efficiency and effectiveness in acquisitions. Each test is assigned a value and all test scores are added together for an overall score out of 100 points.

(b) Average Transactional scores as measured by PMRD (Rating scale is 0 to 3):

Scores indicate whether Contracting Officers and Contracting Officer's Representatives are successfully performing contract administration duties.

Transactional-level reviews consist of reviewing contract files for evidence of compliance utilizing a maturity scoring process. The use of the maturity model allows GSA to measure incremental progress toward compliance. Test scores are averaged to provide an overall perspective and each test question receives a score from 0 to 3 based on the following parameters:

0 = No evidence of compliance in the contract file.
1 = There is documentation in the file, but it is severely lacking and does not meet the minimum requirements.
2 = Compliance occurred, but documentation was unclear and difficult to follow.
3 = Clear evidence of compliance.

Note: Test questions evolve with each fiscal year as new contract administration guidance and policy is issued and existing policies and guidance are strengthened. Contracting activities are consistently asked to meet higher standards to achieve the same scores each year.

PI 2.2.4 (a) Average Entity scores as measured by PMRD (Rating scale is 0% to 100%)

Lead Office: OGP

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	85%	85%	85%
Results	89%	85%	87%	86%	N/A	N/A

PI 2.2.4 (b) Average Transactional scores as measured by PMRD (Rating scale: 0-3)

Lead Office: OGP

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	2.00	2.00	2.00
Results	2.22	2.12	2.11	2.11	N/A	N/A

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. 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 and personal protective equipment.

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.
    b. Issue a directive to uphold consistency in applying, evaluating, and implementing Smart Buildings system technology.
    c. Update the 2011 technology policy, revise the Smart Buildings program guide, and issue a new Smart Buildings Implementation Guide to serve as a roadmap for Smart Buildings Systems for GSA real estate projects.

Goal Leaders	Sonny Hashmi, Federal Acquisition Service Nina M. Albert, 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	● Office of the General Counsel ● Office of Strategic Communication

Performance Goal 2.3.1 - Increase awareness and capabilities within GSA's acquisition workforce to better manage supply chain risks
Benefit to the Public: GSA's acquisition workforce is charged with appropriately using taxpayer dollars to acquire best-value solutions for GSA and other agencies and assisting other agencies' acquisition workforces in doing the same for their own agencies. GSA operates in a world of ever-increasing supply chain risks as it relies more on Information and Communications Technology (ICT), and as adversaries become more sophisticated. To protect taxpayer dollars, GSA's acquisition workforce must understand and manage supply chain risks. The Federal Acquisition Institute is developing training on supply chain risk management that will be required of the GSA acquisition workforce.
Performance Indicator Definition: **Percent of GSA acquisition workforce trained in cyber-supply chain risk management:** This measure assesses GSA's progress toward all of its acquisition workforce completing this training and any other mandatory training in supply chain risk management.

PI 2.3.1 Percent of GSA acquisition workforce trained in cyber-supply chain risk management
Lead Office: OGP

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	0% (baseline)	50.0%	80.0%	90.0%
Results	N/A	N/A	N/A	78.7%	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 will collaborate and build more robust outreach to industry regarding Federal acquisition requirements and best practices promoting opportunities for small, disadvantaged, and socioeconomic entities. GSA will continue 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. **Develop supplier diversity plan.**
    a. Develop 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 develop strategies that increase employment opportunities for persons with disabilities.

Goal Leaders	Sonny Hashmi, Federal Acquisition Service Nina M. Albert, 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	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	2.00%	2.50%	3.00%	TBD
Results	7.39%	7.91%	5.78%	7.60%	N/A	N/A

Performance Goal 2.4.2 - Maintain and improve the percent of spend that goes to small business from the Multiple Award Schedule (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 for sales. 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 Multiple Award Schedule (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 Multiple Award Schedule (MAS)

Lead Office: FAS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	33.00%	33.00%	35.00%	36.00%	35.00%	35.00%
Results	34.20%*	33.76%*	34.36%*	35.42%	N/A	N/A

*FY 2019 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 business.

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

Benefit to the Public:

Small businesses power the economy and 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	2019	2020	2021	2022	2023	2024
Target	30.00%	29.00%	30.00%	34.00%	33.00%	TBD
Results	42.69%	49.43%	46.89%	TBD*	N/A	N/A

*Result is expected in Q3 of FY 2023.

PI 2.4.3 (b) SBA Small Business Procurement Scorecard - GSA's Grade
Lead Office: OSDBU

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	A+	A+	A+	A+	A*	A
Results	A+	A+	A+	TBD**	N/A	N/A

*SBA previously set FY 2023 at A+ and subsequently reset it to A to accommodate a significant increase to the SDB goal.
**Result is expected in Q4 of FY 2023.

Strategic Goal 3: Digital Government

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

GSA is positioned 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 — 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 all of the Administration priorities: addressing the COVID-19 pandemic; promoting economic recovery; advancing diversity, equity, inclusion, and accessibility; and tackling the climate crisis. More specifically, the pandemic has revealed and underscored the need for the Government to improve service delivery through technology. The nation's response to the pandemic was hindered by legacy systems and compounded by clear digital inequalities. Agencies have an obligation to rebuild public trust and to improve mission delivery through digital services.

The pace of change in technology is rapid and affects all aspects of our lives. Transforming how the Government uses technology and developing more effective digital services can improve the lives of the American people. GSA is well positioned to deliver meaningful advancements by supporting agencies in their journeys and prioritizing the development of common digital services and standards, platforms, and products.

Programs such as the United States Web Design System, Login.gov and USAGov are examples of GSA's ability to deliver increased efficiency, integration, and improved service delivery for human life experiences – "the moments that matter most in people's lives." By adapting and aligning its work to anticipate change, GSA can support technology development and deployment at other agencies. Finally, GSA can model 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 teams and in our services. This is essential for developing, implementing, and responsibly scaling adoption of technology that works for everyone. GSA recognizes that the most effective teams are cross-functional and have diverse backgrounds, experiences, and skills— with high levels of cultural competency and inclusivity. By prioritizing an equity-focused, people-centered approach to our design practices, we can proactively reduce negative impacts and improve usability and accessibility of our products and 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 further develop CX and equity-centered design capacity at partner agencies through the Technology Transformation Services. 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 will focus on broadening the public's access to voting by improving vote.gov, with an emphasis on providing Federal voting requirements and documents in many needed languages and media formats. GSA will explore opportunities to provide similar information about State and local voting.

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 must 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. In implementation, GSA will:

- Advocate for an inclusive design mindset with GSA supervisors and leaders to strengthen team and portfolio capabilities through ongoing training, toolkit development, research, and more.
- Prioritize, identify, measure, and support improved usability and accessibility for historically and socially marginalized communities, applying best practices during the design process to reduce negative impacts to these communities.
- Ensure inclusive representation of the public in user research practices, such as ongoing co-creation and participatory design.
- Define and drive 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. Reimagine the USAGov program to increase government information sharing and accessibility to the public by incorporating multiple language translation services 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	Sonny Hashmi, Federal Acquisition Service Nina M. Albert, Public Buildings Service Krystal Brumfield, Office of Government-wide Policy Exodie C. Roe, III, Office of Small and Disadvantaged Business Utilization
Contributing Programs	● 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 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, by. assessing websites and solutions to ensure that they meet or surpass the public's expectations and 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:** 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 Act 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 regarding accessibility, governance, data, search and navigation, engagement, and privacy. GSA is assessing all its digital services to prioritize those with the highest impact 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, Labs, and the U.S. Web Design System.
- Cloud utilization resources such as Federal Risk and Authorization Management (FedRAMP), cloud.gov, and Federalist.18f.gov.
- 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 adequately address Section 508 provisions:

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

Lead Office: OCE

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	8%	20%	TBD
Results	N/A	N/A	4%	15%	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	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	75%	100%	100%
Results	N/A	N/A	53%	80%	N/A	N/A

PI 3.1.1 (c) Percent of ICT solicitations posted to SAM.gov that adequately address Section 508 provisions

Lead Office: OGP

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	Baseline	5.00%	10.00%	15.00%
Results	N/A	N/A	3.00%	6.04%	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):

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 Digital Analytics Program (DAP)

Lead Office: FAS TTS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	6,300	6,800	6,915
Results	N/A	N/A	6,000*	6,640*	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, featuring a market-sensing initiative, that will ensure GSA is ready to deliver technology solutions to Government's most pressing challenges. In doing so, GSA will continue to leverage its biggest strength — the ability to work with stakeholders to identify problems, develop solutions, and execute on those solutions.

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.

Goal Leader	Sonny Hashmi, Federal Acquisition Service
Contributing Programs	• 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.

The FedRAMP program makes it easier and more efficient for agencies to securely use cloud services by issuing FedRAMP authorizations. 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 provisional FedRAMP authorization (months): FedRAMP works with Cloud Service Providers, selecting cloud products each year as candidates for a Provisional Authority to Operate. This indicator tracks the time from cloud product submission to approval.

(c) 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	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	2,760	3,174	5,353	5,893
Results	1,273	1,847	2,864	4,573	N/A	N/A

PI 3.2.1 (b) Average time to obtain a provisional FedRAMP authorization (months)
Lead Office: FAS TTS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	4.19	4.84	4.55	4.10	4.10	3.60
Results	4.19	4.82	4.60	4.60	N/A	N/A

PI 3.2.1 (c) Average time to obtain a FedRAMP authorization through an agency (months)
Lead Office: FAS TTS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	8.23	8.34	8.04	7.20	6.20	5.50
Results	N/A	N/A	8.10	7.50	N/A	N/A

Performance Goal 3.2.2 - Increase adoption of GSA-sponsored identity solutions

◉ FY 2022 -2023 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 most 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 and the number of vendors, data source providers, and service applications that are using the platform.

Performance Indicator Definition:

(a) Number of customer agencies using at least one GSA identity management solution:
This indicator measures the number of agencies using a GSA identity verification solution like 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.

(c) Number of identity vendor and Government data source providers on the platform:
This indicator measures the total number of vendor and Government data source providers utilized to verify Login.gov user identities. More sources lead to higher identity-proofing accuracy, better user experience, and cost reduction.

(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 customer agencies using at least one GSA identity management solution

Lead Office: FAS TTS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	31	40	43
Results	17	19	27	38	N/A	N/A

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

Lead Office: FAS TTS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	32.00	55.00	75.00
Results	N/A	14.00	16.00	41.04	N/A	N/A

PI 3.2.2 (c) Number of identity vendor and Government data source providers on the platform

Lead Office: FAS TTS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	4	4	4
Results	N/A	2	2	3	N/A	N/A

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

Lead Office: FAS TTS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	34	60	100	250	375	450
Results	46	83	199	322	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 provides 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.

Yet few Federal agencies are adequately positioned to invest in technology solutions to address cross-agency or broad public challenges. New technology offerings in the Government tend to struggle to consistently scale and become sustainable.

However, GSA has a track record of seeding new products and capabilities for the Government. GSA is well positioned to provide modern products and services and enable capabilities on a cross-agency basis. GSA is exploring the opportunity to utilize a venture studio-like model within TTS to scale reimagined Government-wide products, services, and capabilities. This approach would help to launch innovative offerings and sustain them by providing resources and creating a clear, repeatable model for growing new ventures. It would focus on high-impact digital transformation projects spanning multiple agencies and/or the public.

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.
    c. Pursue amendments to the Federal Citizen Services Fund (FCSF) authorities to better serve the public and accomplish more impactful projects.

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.

3. **Leverage the American Rescue Plan (ARP) funds and GSA expertise to support agencies recovering, rebuilding, and reimagining the delivery of digital products and services to meet the needs of the public and other stakeholders.**
    a. Reimagine the delivery of digital services to improve transparency, interoperability, security, and efficiency to bolster public confidence in Government.
    b. Allocate ARP funding to digital projects and initiatives aligned with these guiding objectives.
    c. Collaborate with the Federal community on ARP-related initiatives to develop a consistent, repeatable, and equitable process for evaluating and monitoring funded projects.

4. **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.
    c. Overhaul and upgrade the Federal IT Dashboard to support greater transparency into IT investments and enable better decision making around funding allocation.

5. **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	Sonny Hashmi, Federal Acquisition Service Krystal Brumfield, Office of Government-wide Policy
Contributing Programs	• Office of the Chief Financial Officer • Office of Human Resources Management • GSA IT

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. TTS prioritizes community, growth, and iteration. 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 and products:** This indicator measures the number of agencies modernizing their services through the use of TTS technology experts and shared products.

PI 3.3.1 Number of agencies using TTS consulting services and products
Lead Office: FAS TTS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	82	79	79
Results	60	57	74	79	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 where we are servicing our agency partners well and opportunities for improvement where we can take active measures to strengthen 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 - Net Promoter Score (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	2019	2020	2021	2022	2023	2024
Target	$65.10	$88.20	$110.50	$123.80	$157.00	$157.00
Results	$58.90	$76.00	$96.30	$112.48	N/A	N/A

PI 3.3.2 (b) Agency partner satisfaction - NPS

Lead Office: FAS TTS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	45.0	41.2	41.2
Results	N/A	N/A	41.0	41.2	N/A	N/A

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 COVID-19 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	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	50.00%	78.00%	100.00%
Results	N/A	N/A	2.20%	35.23%	N/A	N/A

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

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	Baseline	2	3	4
Results	N/A	N/A	1	2	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 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	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	Baseline	20	40	60
Results	N/A	N/A	0	38	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	● 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 number of Government-wide evaluations GSA completes each year on behalf of other agencies, 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: **Number of completed evaluations Government-wide:** This indicator measures the number of Government-wide evaluations GSA completes each year on behalf of other agencies.

PI 4.1.1 Number of completed evaluations Government-wide

Lead Office: OGP

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	14	16	18
Results	11	0	18	14	N/A	N/A

Strategic Objective 4.2

Provide 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 services,[2] 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.

[2] 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 Sonny Hashmi, Federal Acquisition Service
Contributing Programs	• Office of the Chief Financial Officer • Office of Congressional and Intergovernmental Affairs • Public Buildings Service • GSA IT

Performance Goal 4.2.1 - Improve agency adoption and optimization of GSA services
Benefit to the Public: GSA, in its charge to provide innovative solutions to agencies in support of their missions, sees an opportunity to foster the increased availability and adoption of shared services to the Federal community. Shared services can lead to improved performance, customer experience, and reduced operational costs related to agencies' mission-support services. To date, there are five services: GSA SmartPay®, Electronic Records Management, Enterprise Infrastructure Services, Fleet Services, and E-Gov Travel Service. By creating new offerings for shared services, GSA will promote standardization and lower administrative costs for participating agencies.

Performance Indicator Definition:

Number of GSA services within the Government-wide portfolio of shared services:

This indicator measures the number of GSA services within the Government-wide portfolio of shared services.

PI 4.2.1 Number of GSA services within the Government-wide portfolio of shared services

Lead Office: OGP

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	Baseline	5	6	6
Results	4	4	4	5	N/A	N/A

Performance Goal 4.2.2 - Advance Government-wide agreement on the standardization of mission-support functions

Benefit to the Public:

Achieving agency consensus on business standards allows shared services planners, implementers, and policy makers to understand exactly what agencies require to deliver on their mission-support responsibilities, decreasing product development risk and enhancing the quality of solutions.

Performance Indicator Definition:

Number of components advancing to the next stage of the standards governance process as part of the Federal Integrated Business Framework (FIBF):

The business standards governance process incorporates agency perspectives into establishing agreement on mission support business standards, which enable the Government to make decisions on which services can be commonly shared. The governance process has three stages that include: (1) designated standards leads working directly with agencies to draft initial standards; (2) cross-functional review by the Business Standards Council (BSC); and (3) review and final concurrence on the part of OMB. GSA plays a key role in advancing business standards components through this process.

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)

Lead Office: OGP

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	12	12	12	18	18	19
Results	15	21	36	32	N/A	N/A

Performance Goal 4.2.3 - Address the climate crisis through zero-emission fleet vehicles

◉ FY 2022 -2023 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 will 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) Number of ZEV models available for Government customers to purchase or to lease:
This indicator measures the total number of ZEV models available for Government customers to purchase or lease from GSA.

(c) Percent increase in miles per gallon for 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.

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

Lead Office: FAS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	10.00%	25.00%	30.00%
Results	3.00%	1.70%	6.74%	20.27%	N/A	N/A

PI 4.2.3 (b) Number of ZEV models available for Government customers to purchase or to lease

Lead Office: FAS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	50	65	70
Results	11	13	34	65	N/A	N/A

PI 4.2.3 (c) Percent increase in miles per gallon for the GSA leased fleet

Lead Office: FAS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	21.00%	23.00%	25.00%
Results	15.80%	19.60%	18.49%	25.29%	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	• 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	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	75.0%	85.0%	88.0%
Results	N/A	N/A	70.0%*	75.1%**	N/A	N/A

*Prior year results were adjusted forward by one year to account for the change in reporting period, e.g. the FY 2020 result became the FY 2021 result.

**In FY 2022 GSA changed the reporting period for these measures. Due to the one-year lag in receiving data, results were always delayed until after publication of the Annual Performance Report (APR). Going forward, the fiscal year results for both measures will be based on the prior fiscal year's data. However, the program's work in validating data occurs within the fiscal year that aligns with that APR.

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

Lead Offices: OGP

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	12.00%	10.00%	7.50%	6.50%
Results	N/A	19.43%*	15.34%*	9.27%**	N/A	N/A

*Prior year results were adjusted forward by one year to account for the change in reporting period, e.g. the FY 2020 result became the FY 2021 result.

**In FY 2022 GSA changed the reporting period for these measures. Due to the one-year lag in receiving data, results were always delayed until after publication of the Annual Performance Report (APR). Going forward, the fiscal year results for both measures will be based on the prior fiscal year's data. The program's work in validating data occurs within the fiscal year that aligns with that APR.

Performance Goal 4.3.2 - Implement effective policy initiatives
Benefit to the Public: Rulemaking is a lengthy activity. Given that OGP can focus on a finite number of rules each year, it is important to measure the impact of the rule to the Federal workforce. This indicator will enable OGP to more effectively prioritize and plan its rulemaking agenda. The survey will measure how well OGP is seen as a trusted partner for policy guidance, products, and/or services to determine effectiveness in usefulness, innovative solutions, and expertise.
Performance Indicator Definition: **Percent of key users that rate OGP policy initiatives effective:** This performance indicator calculates the percentage of survey respondents who rate specific OGP policy initiatives as effective. OGP will survey key stakeholders and agency users on policy initiatives in the annual portfolio (portfolio policy initiatives change from year to year).

PI 4.3.2 Percent of key users that rate OGP policy initiatives effective
Lead Office: OGP

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	Baseline	75%	80%
Results	N/A	N/A	N/A	73%	N/A	N/A

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	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	Baseline	90%	TBD*
Results	N/A	N/A	N/A	90%	N/A	N/A

*Target will be determined based on FY 2023 results.

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 four key capabilities creates the conditions for achieving strong outcomes for the agency. GSA's key capabilities focus areas are:

KC 1 - Effectiveness of GSA CXO functions, as measured by Government-wide Customer Satisfaction Survey
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. Effective and efficient GSA internal operations decrease the cost burden to agency customers, freeing up funds to meet mission objectives 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	2019	2020	2021	2022	2023	2024
Target	5.23	5.27	5.40	5.45	5.70	5.77
Results	5.42	5.49	5.75	5.68	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:

Total GSA operating cost as a percent of goods and services provided. For all of GSA's major products or services: Total operating costs (direct and indirect) divided by total revenues.

KC 2 Total GSA operating cost as a percentage of goods and services provided

Lead Office: OCFO

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	9.00%	8.60%	8.25%	8.09%	8.09%	8.09%
Results	8.01%	7.64%	7.24%*	7.45%	TBD	TBD

*FY 2021 result has been revised from previously reported value due to adjustments to historical revenue amounts.

KC 3 - GSA Overall Employee Engagement Index (EEI)

Benefit to the Public:

A workforce that places the customer at the center of daily operations is able to deliver on current needs and provide solutions that meet future requirements. Developing a proactive workforce of this caliber enables successful delivery of new and expanded offerings.

Performance Indicator Definition:

The U.S. Office of Personnel Management (OPM) measures an Employee Engagement Index, which assesses critical 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	2019	2020	2021	2022	2023	2024
Target	77%	78%	83%	83%	83%	+1% OR Prior Result *
Results	78%	83%	83%	83%	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 around 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	2019	2020	2021	2022	2023	2024
Target	B+	B+	B+	B+	B+	B+
Results	B+	A+	A+	B+	N/A	N/A

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	2019	2020	2021	2022	2023	2024
Target	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%
Results	100.0%	98.0%	98.3%	98.2%	N/A	N/A

KC 6 - 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. Effective and efficient GSA internal operations decrease the cost burden to agency customers, freeing up funds to meet mission objectives for the American public.

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 6 Competition rate for GSA acquisitions
Lead Office: OGP

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%
Results	91.4%	92.0%	90.7%	90.1%	N/A	N/A

KC 7 - Number of Completed Evaluations at GSA
Benefit to the Public: Rigorous evidence improves the effectiveness of GSA programs and increases cost avoidance.
Performance Indicator Definition: As GSA grows capacity to build and use rigorous evidence, GSA will develop a portfolio of rigorous evaluations. This strategic portfolio of evaluations will inform key investments, programmatic and policy decisions. GSA evaluation designs and methods will be rigorous and answer key strategic questions, and the results of all completed evaluations will be shared publicly. GSA will track the increase in the number of completed evaluations between FY 2022 and FY 2026.

KC 7 Number of completed evaluations at GSA
Lead Office: OGP

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	Baseline	4	6	6
Results	0	0	0	5	N/A	N/A

KC 8 - Percent of GSA Business Applications Hosted in the Cloud
Benefit to the Public: 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, uses and processes data, and are deployed in a production environment. Business applications are a subset of the FISMA system/subsystem inventory.
Performance Indicator Definition: Business applications are a subset of the FISMA system/subsystem inventory maintained by the GSA IT security team. The enterprise architecture team determines whether a FISMA system meets the criteria of a business application. The system's POCs denote in the FISMA system inventory whether the system uses cloud-hosted technologies. If a business application utilizes a hybrid cloud environment, it is considered a cloud system for this metric.

KC 8 Percent of GSA Business Applications Hosted in the Cloud (New)

Lead Office: GSA IT

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	N/A	53.0%	53.0%
Results	N/A	39.1%	49.2%	52.7%	N/A	N/A

KC 9 - Equity and Organizational Effectiveness Optimization Measure (EOEOM)
Benefit to the Public: Establish a sustainable core mission capability (workforce and programs) enabling GSA to deliver on its promise of an equitable exceptional customer experience by enabling reporting on the optimization of GSA's enterprise-wide DEIA and Equity maturity level. The performance indicator will be utilized to inform and drive actions that will build the capacity to support effective implementation of Executive Order 14035, *Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce* and *13985, Advancing Racial Equity and Support for Underserved Communities Through the Federal Government*, and GSA's FY 2022 - 2026 Strategic Plan's Key Capability "A People-First Culture Prioritizing Diversity, Equity and Inclusion, and Accessibility", and the Equity and DEIA Strategic Plans.
Performance Indicator Definition: This indicator will assess 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 (New)

Lead Office: OA

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	Baseline	Baseline	3*
Results	N/A	N/A	N/A	N/A	N/A	N/A

*Target may need adjustment once baseline year values are established.

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 List, 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 Government-wide 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 eight management challenges in its Assessment of GSA's Management and Performance Challenges for FY 2023. GSA's response to this assessment is included in the management challenges section of the FY 2022 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 2022, GSA conducted a number of evaluation and evidence activities in its Government-wide capacity and in support of GSA's Learning Agenda priorities. Highlights include:

- The newly established GSA evaluation division completed five evaluations in its inaugural year. These included evaluations of the "Equipping our Workforce at Home" program; topic areas like US Web Design Systems and accessibility; strengthening the Federal Pulse Survey; and incorporating evaluation into digital forms.
- GSA's Office of Evaluation Sciences also completed 24 projects with different agency partners in FY 2022 on a wide variety of priority evaluation topics. 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. These included a descriptive study of equity in the Emergency Rental Assistance Program; an impact evaluation to increase voluntary tax compliance; an evaluation of strategies to increase return of unused opioids; and an evaluation to measure methods to increase take-up of higher education tax credits. The portfolio of evaluations in FY 2022 included a sample size of over 7 million individuals, and findings from the FY 2022 evaluations reached over 100,000 individuals.

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 2170.1A CFO Performance Measurement and Data Verification and Validation Procedures. These techniques included:

- Maintaining performance measure definition forms that contain performance measures and metrics, 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.
- 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

GSA Organizational Structure and Office Descriptions

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

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

Staff Offices

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

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

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

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

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

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

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

Office of 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.

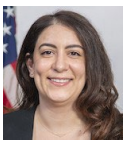
GSA Leadership

OFFICE OF THE ADMINISTRATOR

Robin Carnahan
Administrator

Katy Kale
Deputy Administrator

Brett Prather
Chief of Staff



Laila ElGohary
White House Liaison

NATIONAL SERVICES & INDEPENDENT OFFICES

Sonny Hashmi
Commissioner
Federal Acquisition Service

Nina M. Albert
Commissioner
Public Buildings Service

Carol F. Ochoa
Inspector General
Office of the Inspector General

Erica S. Beardsley
Chair
Civilian Board of Contract Appeals

STAFF OFFICES

Bob Stafford
Chief Administrative Services Officer
Office of Administrative Services

Nimisha Agarwal
Chief Financial Officer
Office of the Chief Financial Officer

David A. Shive
Chief Information Officer
GSA IT

Aluanda Drain
Associate Administrator
Office of Civil Rights

Gianelle Rivera
Associate Administrator
Office of Congressional and Inter-governmental Affairs

Camille Tucker
(Acting) Chief Customer Officer
Office of Customer Experience

Arpit K. Garg
General Counsel
Office of the General Counsel

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

Traci DiMartini
Chief Human Capital Officer
Office of Human Resources Management

Robert J. Carter
Associate Administrator
Office of Mission Assurance

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

Channing Grate
Associate Administrator
Office of Strategic Communication

REGIONAL MAP

Acronym Guide

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

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

SDVOSB	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