



U.S. General Services
Administration

Fiscal Year 2027

Annual Performance Plan



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Executive Summary

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

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

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

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

GSA anticipates rapid progress and unprecedented innovation across its core functions, driven by the change in Administration. By thoughtfully adopting artificial intelligence, automation, and enhanced data governance, GSA aims to improve operational efficiency and data-driven decision-making across all business lines, allowing the agency to work smarter and faster. To support this innovation and rapid advancement, GSA is elevating risk management and addressing challenges identified by the Office of Inspector General that relate to the goals and strategic objectives identified. Offices responsible for implementation have outlined activities and planned actions to mitigate the agency's most pressing risks for each strategic objective.

FY 2026 - 2030 STRATEGIC PLAN

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

STRATEGIC GOALS

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

STRATEGIC OBJECTIVES

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

GOAL 1 / REAL ESTATE / OBJECTIVE 1.1

Increase utilization of federal space for GSA and customer agencies

PERFORMANCE GOALS							
Key Performance Indicator (KPI) (Desired direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2023 Results	FY 2024 Results	FY 2025 Results	FY 2025 Targets	FY 2026 Targets	FY 2027 Targets
Utilization rate for GSA-controlled facilities ↑	PBS	N/A	N/A	34%	80%	60%	60%
Percentage of CFO Act agencies with a completed GSA Customer Strategy ↑	PBS	N/A	100%	100%	100%	100%	100%

Indicates target was met
 Indicates target was missed
 Indicates target not applicable

PERFORMANCE IMPACT & IMPLEMENTATION STRATEGIES

GSA’s Public Buildings Service (PBS) will efficiently reduce underutilized space, reimagine the federal workplace, and achieve cost savings for taxpayers by using improved occupancy data and cutting-edge design standards.

- ↳ **Collect occupancy data and incorporate it into customer housing strategies.** PBS is working closely with OMB, the Comptroller General, and other agencies to implement reforms enacted in [Thomas R. Carper Water Resources Development \(USE IT\) Act of 2024](#). These reporting reforms are expected to enhance data integrity and ultimately lead to more effective portfolio decisions over the long term. This data will be used to develop more informed real estate asset plans and housing strategies for customer agencies.
- ↳ **Conduct advanced portfolio analysis and leverage new tools to evaluate consolidation, co-location, and other innovative shared space options to reduce costs, offer flexible solutions, and leverage underutilized space.** PBS will use new tools to analyze agency-reported occupancy data in support of the [USE IT Act](#) and will make highly informed future real estate asset planning recommendations. PBS also launched new space programming tools to anticipate occupancy needs and help agencies meet space utilization goals. PBS will expand adoption of these tools to better assess office space needs and inform real estate planning.
- ↳ **Consolidate agencies to improve space utilization and enable PBS to terminate costly unneeded leases and dispose of underutilized buildings.** PBS will rightsize the federal portfolio by accelerating the disposal of underutilized and underperforming properties and optimizing leases. This will cut long-term costs, reduce the delinquent maintenance backlog, and allow resources to be reinvested in modern, mission-critical facilities. Lease optimization will occur through favorable procurement, consolidation, reduction, co-location, and backfilling underutilized space.

MAJOR MANAGEMENT CHALLENGES

Gaining full access to the Federal Buildings Fund is critical

- ▲ Annual diversions of roughly \$1 billion have historically limited PBS’s ability to maintain, modernize, and consolidate federal buildings. Statutory limits that constrain PBS include lack of full access to the Federal Buildings Fund, outdated prospectus thresholds, and restrictive rules on how PBS can leverage its capital. PBS will continue pursuing legislative proposals to address these challenges.

Occupancy data integrity and agency coordination are critical

- ▲ PBS relies on agency-reported occupancy data to inform its portfolio planning efforts, but this data must be accurate and consistent to be useful. PBS is actively partnering with agencies to improve the accuracy and consistency of their data and reporting.

GOAL 1 / REAL ESTATE / OBJECTIVE 1.2

Reduce delinquent maintenance liabilities and improve the quality of owned properties for the federal buildings portfolio

PERFORMANCE GOALS							
Key Performance Indicator (KPI) (Desired direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2023 Results	FY 2024 Results	FY 2025 Results	FY 2025 Targets	FY 2026 Targets	FY 2027 Targets
Real estate cost avoidance (in millions) ¹ (APG)	PBS	N/A	\$1,860	\$1,047	\$607	\$1,730	\$850
Gross sales revenue from federal-wide disposals (in millions) ²	PBS	\$91.69	\$710.00	\$45.68	\$53.97	\$145.10	\$100.00

Indicates target was met
 Indicates target was missed
 Indicates target not applicable

PERFORMANCE IMPACT & IMPLEMENTATION STRATEGIES

GSA's Public Buildings Service (PBS) will improve owned properties and better support customer missions by strategically optimizing the federal portfolio through dispositions and improved space utilization.

- ↳ **Increase the pipeline of future dispositions of underperforming and underutilized assets to decrease liabilities, freeing up capital and resources to invest in beautiful, efficient, and mission-critical facilities.** PBS aims to accelerate disposition of underutilized buildings, adding to the 12 properties disposed of and the 45 selected in FY25 for accelerated disposition. This strategy will achieve significant cost avoidance by eliminating delinquent maintenance liabilities and generating sales revenue. Successful implementation requires full access to Federal Buildings Fund rental revenues and authorization.
- ↳ **Optimize the existing leased portfolio, negotiate below-market rents, and strategically procure lease actions to absorb federal occupancies from disposition candidates, ensuring optimal long-term housing solutions.** PBS will use new strategic leases and existing ones to provide flexible, long-term housing for federal tenants displaced from underutilized facilities. By identifying consolidation opportunities, negotiating below-market rates, and leveraging leasing to accommodate agency changes, PBS demonstrates responsible stewardship of taxpayer resources.
- ↳ **Advocate for additional funding authorities to enable GSA to maintain and improve its real estate portfolio more efficiently.** PBS seeks net zero budget authority to fully access Federal Buildings Fund revenue for critical building needs. The request also proposes raising the prospectus threshold under 40 U.S.C. § 3307 to \$10 million for major capital projects. These changes will enable PBS to make timely building improvements, ensuring facility safety and reducing delinquent maintenance.

MAJOR MANAGEMENT CHALLENGES

Gaining full access to the Federal Buildings Fund is critical

- ▲ The federal government's current footprint is unsustainable, with \$1.4+ billion in annual maintenance and operating costs and a \$26 billion maintenance backlog. Roughly \$1 billion in annual Congressional receipt diversions has historically limited PBS's ability to maintain, modernize, and consolidate buildings.
- ▲ Managing federal real property has been on GAO's high-risk list since 2003, with property underutilization, delinquent maintenance, and unreliable inventory data as the primary concerns in 2025.
- ▲ PBS will mitigate risks from an oversized, underutilized, and underfunded portfolio through targeted disposals, data-driven management, optimized operations, and legislative proposals.

¹ Updated methodology includes costs avoided from disposals and lease cost avoidance. Historic results and targets have been updated with the new methodology.

² Excludes properties awarded through the Federal Assets Sale and Transfer Act (FASTA) High Value Asset round.

GOAL 1 / REAL ESTATE / OBJECTIVE 1.3

Invest in and deliver beautiful, flexible, and technology-enabled facilities to support customer mission needs

PERFORMANCE GOALS							
Key Performance Indicator (KPI) (Desired direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2023 Results	FY 2024 Results	FY 2025 Results	FY 2025 Targets	FY 2026 Targets	FY 2027 Targets
Capital projects on schedule (Pre-Construction) ↑	PBS	N/A	N/A	N/A	N/A	73%	73%
Capital projects on schedule (Construction) ↑	PBS	N/A	N/A	N/A	N/A	80%	80%
Tenant Satisfaction Survey - Facilities Management Index ↑	PBS	71.4% ¹	69.9%	66.4%	71%	71%	71%

 Indicates target was met
 Indicates target was missed
 Indicates target not applicable

¹Final result was updated from what was previously reported.

PERFORMANCE IMPACT & IMPLEMENTATION STRATEGIES

GSA's Public Buildings Service (PBS) will support tenant agency missions by investing in architecturally significant buildings and delivering transformational, technology-enabled, flexible workspaces. Success will be measured by the timely delivery of mission-enabling solutions, responsiveness to customer needs, and the overall tenant experience gauged by the Tenant Satisfaction Survey.

- ↳ **Prioritize investment into core underutilized assets.** Years of insufficient funding to implement repairs and alterations resulted in an inventory of deteriorating buildings with escalating fire and life-safety liabilities. Many also do not meet customer agency mission, utilization standards, and security requirements. The resulting backlog of deferred maintenance liabilities made GSA's portfolio financially unsustainable. GSA must prioritize its limited resources to address needs in our core portfolio and accelerate the disposal of underperforming and underutilized assets.
- ↳ **Leverage leasing more frequently for office space so that agencies can more easily upsize and downsize as needed.** PBS will leverage leasing for more flexible, adaptable, and efficient workspace solutions. The short-term commitment of leasing offers enhanced agility in accommodating fluctuations in agency missions and personnel as well as temporary swing space options as PBS optimizes space. Delivering the lease projects in a timely manner, consistent with industry standard benchmarks, will ensure that tenant agencies are able to quickly and efficiently execute on their missions in high quality, flexible space solutions.
- ↳ **Reimagine workspace solutions.** PBS will execute projects that reimagine how space is used for more efficient, flexible, technology-enabled, and collaborative workspaces. This includes optimizing space through co-location and space-sharing tools, setting universal design standards with a goal of 150 square feet per person, and deploying agile, turnkey solutions with new technologies and furniture. PBS will also invest limited funds to modernize and enhance core and architecturally significant buildings. These timely solutions will provide technology-enabled, collaborative workspaces, empowering agencies to perform their missions.

MAJOR MANAGEMENT CHALLENGES

Agency coordination and funding are crucial

- ▲ Successful project delivery requires timely agency coordination and funding authorization. Collaboration among GSA, tenant agencies, and Congress is essential for project delivery and maintaining the real estate portfolio through full access to the Federal Buildings Fund.

GOAL 2 / ACQUISITION / OBJECTIVE 2.1

Overhaul governmentwide procurement by leading efforts that reduce duplication, drive savings, and improve how agencies buy domestic common goods and services

PERFORMANCE GOALS							
Key Performance Indicator (KPI) (Desired direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2023 Results	FY 2024 Results	FY 2025 Results	FY 2025 Targets	FY 2026 Targets	FY 2027 Targets
Acquisition program savings delivered to customers (in billions) ↑	FAS	\$6.83	\$7.79	\$7.11	\$7.10	\$7.30	\$7.50
OneGov cost savings (in billions) ↑	FAS	N/A	N/A	\$0.009	\$0.009	\$1.5	\$1.5
Number of agreements signed to initiate the consolidation of common domestic goods and services into GSA ↑ (APG)	FAS	N/A	N/A	5	N/A	17	24
Number of agency-owned vehicles consolidated ↑	FAS	2,381	2,470	1,123	N/A	1,000	1,000

Indicates target was met
 Indicates target was missed
 Indicates target not applicable

PERFORMANCE IMPACT & IMPLEMENTATION STRATEGIES

GSA's Federal Acquisition Service (FAS) will transform federal procurement by leveraging the government's buying power. Centralizing the purchase of common goods and services will deliver billions in savings, allowing agencies to refocus resources on core missions.

- ↳ **Enhance how the federal government buys common domestic goods and services by aggregating demand, negotiating directly with Original Equipment Manufacturers (OEMs), and securing governmentwide discounts.** FAS will use the federal government's \$50 billion+ in annual buying power to secure unprecedented discounts through consolidated procurement and direct OEM negotiations. As of the publication of this document, the OneGov initiative has already saved over \$1 billion. Expanding OneGov to 15 additional OEMs in FY26 will transform government purchasing for immediate and long-term efficiencies. The pace of cost-savings may slow as usage normalizes and agencies shift from exploratory uptake to mature, targeted use.
- ↳ **Centralize and streamline federal vehicle management—reducing costs, improving efficiency, and ensuring compliance with federal mandates through GSA's shared services and expertise.** FAS's vehicle consolidation migrates 1,000 agency-owned vehicles to its leasing program in FY26, adding to the 230,000+ already managed. The FY27 expansion will target aging fleets and agencies with limited management resources, projected to achieve nearly \$1.5 million in annual savings. This allows participating agencies to reallocate fleet management resources to mission-critical activities and benefit from FAS's volume purchasing.

MAJOR MANAGEMENT CHALLENGES

Accelerated procurement consolidation requires more oversight and staffing

- ▲ The GSA OIG identified FAS's lack of contracting personnel as a major management challenge for governmentwide procurement consolidation. Participation is voluntary, creating uncertainty in achieving aggressive targets. FAS is developing incentive structures and engagement strategies to drive adoption.
- ▲ Robust vendor management and pricing validation are required for OneGov savings. FAS created a dedicated OneGov program office to monitor vendor performance and contract compliance.
- ▲ Consolidating procurement data from multiple agencies poses data quality risks that could undermine negotiation leverage. FAS is using automated validation and standard data governance to address this.

GOAL 2 / ACQUISITION / OBJECTIVE 2.2

Reduce regulatory barriers to increase competition and make it easier to do business with the government, including for small businesses

PERFORMANCE GOALS							
Key Performance Indicator (KPI) (Desired direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2023 Results	FY 2024 Results	FY 2025 Results	FY 2025 Targets	FY 2026 Targets	FY 2027 Targets
Effective competition rate for GSA acquisitions ↑	OGP	74.3%	76.8%	77.0%	75.0%	76.0%	77.0%
Number of federal contracts awarded to new entrants (CFO Act agencies) ↑ (APG)	OGP	12,065	11,815	9,873	8,989	9,438	9,910
Procurement administrative lead time (PALT) for CFO Act agencies (days) ↓ ³	OGP	90	89	122	N/A	110	99

Indicates target was met
 Indicates target was missed
 Indicates target not applicable

PERFORMANCE IMPACT & IMPLEMENTATION STRATEGIES

GSA’s Office of Government-wide Policy (OGP) will strengthen fair and open competition by simplifying acquisition regulations and expanding access for new market entrants. Modernizing procurement policy will make it easier and faster for businesses, especially small businesses, to work with the federal government.

- ↳ **A multi-year effort to streamline the FAR to eliminate unnecessary regulations and enhance procurement efficiency.** Through the Revolutionary FAR Overhaul, OGP is partnering with the FAR Council to revise the Federal Acquisition Regulation (FAR) to remove outdated, redundant, or nonstatutory provisions. This initiative will streamline procurement, reduce administrative burden, improve consistency, and shorten acquisition lead times by clarifying the FAR for federal buyers and industry partners. Within 12–18 months, OGP will publish the first revised FAR Parts in plain language and launch a digital tool for side-by-side comparison with the current FAR. These actions will improve transparency and simplify compliance for businesses.
- ↳ **Establish multiple workstreams to strengthen stakeholder and industry engagement, increase competition, use plain language, retain only statutory or essential procurement provisions, and reduce barriers to entry to grow the industrial base through GSA’s shared services and expertise.** OGP will initiate structured workstreams focusing on regulatory reform, stakeholder collaboration, and plain language implementation. These efforts, involving industry stakeholders, will review procurement policies to align with mandates and remove unnecessary barriers. This supports Administration priorities for small business participation and economic growth through improved communication and transparency. OGP will operationalize a new FAR drafting platform and establish interagency working groups to pilot plain-language guidance, promoting consistent, simplified regulations and expanding competition.

MAJOR MANAGEMENT CHALLENGES

Limited control over the success of the Revolutionary FAR Overhaul

- ▲ The OIG listed the FAR overhaul as a major management challenge. Typical FAR amendments take an average of 16 months, but the GSA/FAR Council is expected to do a complete overhaul within 6 months.
- ▲ OGP is authoring approximately half of the FAR updates, but is dependent on partner agencies and stakeholders for rulemaking and on OMB for approval. OGP is collaborating with FAR Council partners to address bottlenecks and improve transparency in the clearance process.

³ PALT results for FY2024 and FY2025 are not final and subject to change. Targets may change as reporting is finalized.

GOAL 2 / ACQUISITION / OBJECTIVE 2.3

Improve procurement technology infrastructure

PERFORMANCE GOALS							
Key Performance Indicator (KPI) (Desired direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2023 Results	FY 2024 Results	FY 2025 Results	FY 2025 Targets	FY 2026 Targets	FY 2027 Targets
Number of CFO Act agencies with GO.gov partially deployed ↑	FAS	N/A	N/A	N/A	N/A	5	17
Number of workflows or systems enhanced with automation & AI capabilities ↑ (APG)	FAS	N/A	N/A	N/A	N/A	10	10

Indicates target was met
 Indicates target was missed
 Indicates target not applicable

PERFORMANCE IMPACT & IMPLEMENTATION STRATEGIES

GSA’s Federal Acquisition Service (FAS) will modernize federal operations by deploying GO.gov as the governmentwide travel and expense platform while transforming organizational processes through automation and standardization.

- ↳ **Provide a centralized, governmentwide system for travel and expenses for all civilian agencies.** *GO.gov will eliminate separate agency travel systems, creating a single, enhanced platform that reduces administrative costs and provides commercial-grade features for federal employees. This initiative is the federal government's first consolidation of an entire business process, transforming travel and expense management for 124 civilian agencies and over 2 million employees. Replacing legacy systems with one intuitive, cloud-based platform, GO.gov delivers immediate operational benefits like automated expense reconciliation, real-time policy compliance, mobile access, and integrated charge card management. This ensures consistent application of regulations and reduces processing time. By centralizing all civilian travel data, GSA can negotiate better vendor rates, identify spending patterns for cost reduction, and provide agencies with powerful analytics previously unavailable across fragmented systems.*
- ↳ **Leverage Automation & AI-enabled acquisition and market intelligence.** *FAS will deploy AI and automation across acquisition systems and workflows to reduce manual processes, improve market intelligence, and enable faster, data-driven procurement decisions across acquisition functions and shared services. Among these projects will be the Procurement Automation Ecosystem, which is a phased, modular approach to transforming acquisition execution across the full lifecycle to improve scalability, consistency, and data-driven decisionmaking.*

MAJOR MANAGEMENT CHALLENGES

Complexity of implementing GO.gov and justifying investments in automation

- ▲ The scope and complexity of implementing GO.gov will require phased rollouts, structured project management, clear communication, training, and stakeholder engagement to overcome user resistance. FAS is working on a plan to strategically deploy GO.gov to agencies.
- ▲ The OIG has identified effective contract award and administration as a management challenge. The automation of acquisition processes will reduce workload, enabling better oversight. FAS will ensure the benefits of this potentially costly automation justify the expense.

GOAL 3 / TECHNOLOGY / OBJECTIVE 3.1

Optimize technology systems and infrastructure

PERFORMANCE GOALS							
Key Performance Indicator (KPI) (Desired direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2023 Results	FY 2024 Results	FY 2025 Results	FY 2025 Targets	FY 2026 Targets	FY 2027 Targets
Percentage completion of Integrated Award Environment (IAE) system consolidation ↑	TTS	33%	38%	52%	52%	81%	95%
Percentage of GSA systems hosted in the cloud ¹ ↑ (APG)	GSA IT	53.4%	58.8%	68.4%	54.0%	70.0% ²	72.0%

Indicates target was met
 Indicates target was missed
 Indicates target not applicable

¹KPI title was updated from “Percentage of GSA business applications hosted in the cloud” to be consistent with terminology used in GSA’s goals and objectives.

²Due to greatly exceeding the FY 2025 target, the 60.0% target published in the FY 2026 APP was revised up to 70.0%.

PERFORMANCE IMPACT & IMPLEMENTATION STRATEGIES

GSA will optimize the agency’s IT, cloud, and software spending to ensure that every dollar invested delivers value. GSA will maximize efficiencies by reducing duplication, eliminating waste, and reinvesting in scalable, cost-effective, secure solutions.

- ↳ **Consolidate the suite of systems managed in the Integrated Award Environment (IAE) to facilitate a smooth, efficient process to conduct business with the federal government.** *This consolidation into a modernized SAM.gov entails an iterative development process where each legacy system is incrementally incorporated in an order that appropriately manages program resources and external dependencies.*
- ↳ **Strategically migrate GSA systems to cloud-based technologies to increase agility, improve security, and enhance scalability.** *The GSA Cloud Advisory Working Group is guiding the migration of on-premise tools to the singular FAS Cloud Services (FCS) EcoSystem. This fundamental operational and financial shift accelerates modernization by providing secure, readily available products while ensuring fiscal responsibility. Cloud adoption also inherently improves reliability through native high availability and disaster recovery.*

MAJOR MANAGEMENT CHALLENGES

Ensuring investments and resources are available for secure cloud migration

- ▲ GSA business lines must prioritize investments in cloud technologies and address any internal skill deficits in managing complex cloud applications. GSA IT will offer targeted communication and training to project managers.
- ▲ The OIG identified cybersecurity as a major management challenge. GSA IT continues to improve the security of its systems, products, and tools and evolve controls and safeguards to mitigate threats.
- ▲ IAE system consolidation requires extensive coordination with agencies governmentwide specific to both the system and processes, which has historically proven very challenging to execute against rapid schedules.

GOAL 3 / TECHNOLOGY / OBJECTIVE 3.2

Create a shared, enterprise-wide data management and governance environment at GSA

PERFORMANCE GOALS							
Key Performance Indicator (KPI) (Desired direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2023 Results	FY 2024 Results	FY 2025 Results	FY 2025 Targets	FY 2026 Targets	FY 2027 Targets
Percentage of GSA datasets available in Enterprise Data Solution (EDS) ↑	GSA IT	N/A	N/A	18.5%	20%	30%	40%

Indicates target was met
 Indicates target was missed
 Indicates target not applicable

PERFORMANCE IMPACT & IMPLEMENTATION STRATEGIES

GSA’s Office of the Chief Information Officer (GSA IT) will create a more effective enterprise-wide data management and governance environment by focusing on three key areas: optimizing data to drive decision-making, improving data access for performance monitoring, and cultivating a data-literate workforce.

- ↳ **Transform and optimize data and reporting to strengthen insights and data-driven decisions.** GSA will improve data-driven decision-making by optimizing key datasets, ingesting data into the Enterprise Data Solution (EDS), enhancing the data catalog, and migrating financial data. GSA will also create high-quality human capital data products and streamline access to financial and business data. Successful implementation requires removing technical and cultural barriers and ensuring timely, automated information access. GSA is committed to cultivating a data-literate workforce and streamlining EDS onboarding through better user experience and training.
- ↳ **Improve and streamline access to comprehensive financial and business data to monitor and analyze strategic objectives and program performance.** The Financial Reporting and Analytics Modernization Effort (FRAME) integrates GSA’s financial data into the EDS. This unification of financial and business data enables the merging of datasets and new analyses, directly linking program activities to fiscal outcomes. By using modern business intelligence applications, GSA can generate visualizations that evoke deeper investigation and promote results-driven decisions. This provides analysts with interactive, accessible reports and allows for predictive analysis to enhance financial and risk planning.
- ↳ **Encourage data exploration to efficiently identify issues, drive insights, and guide future business and research questions.** GSA will cultivate a data-centric culture where employees are consistently encouraged to use data to drive business decisions and improve program outcomes. Through training, communications, on the job learning, and other approaches, GSA will promote data literacy and empower employees to shape agency strategies.

MAJOR MANAGEMENT CHALLENGES

Shared ownership for ensuring high-quality data

- ▲ Active participation and shared ownership are vital to create an enterprise-wide data management and governance environment. All offices must transition their data to EDS, ensure proper interpretation of data elements, and encourage data exploration without compromising controls for restricted data sets.
- ▲ Through cross-functional working groups and organization-specific initiatives, GSA IT is driving collaborative action among stakeholder offices.

GOAL 3 / TECHNOLOGY / OBJECTIVE 3.3

Provide shared services that improve security and interoperability

PERFORMANCE GOALS							
Key Performance Indicator (KPI) (Desired direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2023 Results	FY 2024 Results	FY 2025 Results	FY 2025 Targets	FY 2026 Targets	FY 2027 Targets
Number of active users on Login.gov (in millions) ↑	TTS	49.1	71.7	76.7	60.0	85.0	100.0
Average time for FedRAMP to approve Rev 5 or 20x authorizations (days) ↓ (APG)	TTS	223	289	150	N/A	30	30

Indicates target was met
 Indicates target was missed
 Indicates target not applicable

PERFORMANCE IMPACT & IMPLEMENTATION STRATEGIES

GSA’s Technology Transformation Services (TTS) will enhance the security and efficiency of digital shared services such as Login.gov and FedRAMP to improve access to benefits and services for the American taxpayer.

- ↳ **Increase the number of active users on Login.gov to enhance the value we provide to agencies and the public.** Growing the number of active users on Login.gov advances GSA’s mission by increasing adoption of a secure, standardized identity platform that enables partner agencies to provide access to benefits and services while maintaining strong anti-fraud protections. A larger active user base allows Login.gov to fight fraud at a greater scale, leveraging device and behavioral signals across a broader population, strengthening the ability to distinguish legitimate users from malicious actors and respond to emerging threats. As Login.gov’s annual active user base grows, the platform gains access to richer datasets and that improves the accuracy and timeliness of fraud detection and investigation. Applying in-depth analytics to these datasets enables earlier identification of coordinated fraud attempts and emerging attack patterns.
- ↳ **Transform FedRAMP into a faster, smarter, and more scalable cloud security authorization process that can keep pace with cutting edge software development and evolving cybersecurity needs.** To support Administration priorities for digital modernization, FedRAMP must be transformed into a faster, smarter, and more scalable authorization process. This transformation involves replacing outdated, paper-based authorization processes with automated, continuous monitoring systems, which provide real-time security assurance. By creating a scalable framework, TTS will be able to handle exponentially more authorizations without a proportional increase in resources and without compromising security. This ensures that agencies can leverage cutting-edge cloud services while maintaining robust security standards, ultimately delivering better services to citizens at a lower cost.

MAJOR MANAGEMENT CHALLENGES

Scalability of Login.gov and ability to sustain FedRAMP

- ▲ In order for Login.gov to be financially viable and reach full cost recovery, it needs to continue to scale its number of active users across federal, state, and local partners. Login.gov’s program roadmap illustrates continued collaboration for increasing its user base.
- ▲ FedRAMP requires sustained operational support in order to maintain its authorizations through continuous monitoring. In a rapidly evolving threat landscape, security controls and guidance must be continuously re-evaluated and revised.

GOAL 3 / TECHNOLOGY / OBJECTIVE 3.4

Leverage artificial intelligence and other emerging technologies thoughtfully to drive process improvements

PERFORMANCE GOALS							
Key Performance Indicator (KPI) (Desired direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2023 Results	FY 2024 Results	FY 2025 Results	FY 2025 Targets	FY 2026 Targets	FY 2027 Targets
Percentage of GSA employees who completed GSA standardized AI training ↑ (APG)	GSA IT	N/A	N/A	N/A	N/A	100%	100%
Percentage of active AI users at GSA ↑ (APG)	GSA IT	N/A	N/A	48.7%	N/A	50%	60%

Indicates target was met
 Indicates target was missed
 Indicates target not applicable

PERFORMANCE IMPACT & IMPLEMENTATION STRATEGIES

GSA’s Office of the Chief Information Officer (GSA IT) will enhance business processes by leveraging USAi, a secure generative artificial intelligence (AI) platform that enables federal agencies to safely explore, evaluate, and adopt AI technologies at scale.

- ↳ **Embrace AI thoughtfully to accelerate technology modernization across the federal government.** GSA will accelerate technology modernization through the rapid, yet responsible, adoption of AI solutions. GSA IT’s primary focus will be on establishing robust AI governance. This includes developing clear guidelines, implementing strong oversight mechanisms, and creating comprehensive risk management frameworks to simultaneously maximize the benefits of AI and mitigate associated risks.
- ↳ **Encourage experimentation in a safe environment to develop the necessary tools to minimize security and safety risks.** Fostering a culture of rapid, safe AI experimentation and innovation will empower employees to explore AI’s potential, test new ideas, and develop innovative solutions while prioritizing security and safety. To support this, GSA IT will establish repeatable processes for testing data and technology in secure environments. These processes will enable the agency to proactively identify and mitigate potential security and safety risks associated with AI solutions before deployment.
- ↳ **Maximize USAi’s utility by focusing on high-value use cases in order to support the effective management of contracts, procurement, and fraud detection.** GSA plans to leverage USAi’s secure environment to safely integrate AI into acquisition and contract management processes. GSA will utilize USAi’s robust security processes for procurement data to enhance management oversight and proactively detect fraudulent activity.
- ↳ **Support cross-domain AI analytics to analyze and draw insights from data that comes from multiple, distinct domains or sources.** GSA IT will develop the technical capabilities and cultural changes needed to normalize cross-domain AI analytics. For example, combining acquisition and financial data could offer a real-time view of GSA’s information technology contracts. Similarly, integrating customer sentiment with operational data could help assess how well GSA is meeting customer needs.

MAJOR MANAGEMENT CHALLENGES

Impact of AI bias on acquisition functions

- ▲ AI review systems may favor AI-generated content, creating a risk of biased procurement reviews as solicitations are increasingly AI-written.
- ▲ To mitigate this, GSA’s AI safety team developed risk reduction metrics that will inform them of risks related to AI-assisted acquisition and procurement. GSA IT is also developing mandatory FY26 training on AI limitations and ways to minimize them.

GOAL 4 / INTERNAL OPERATIONS / OBJECTIVE 4.1

Streamline internal processes and support services to minimize redundancy

PERFORMANCE GOALS							
Key Performance Indicator (KPI) (Desired direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2023 Results	FY 2024 Results	FY 2025 Results	FY 2025 Targets	FY 2026 Targets	FY 2027 Targets
Percentage of GSA operational processes automated effectively ↑	OCFO	N/A	N/A	49%	Baseline	60%	70%
Total GSA operating cost as a percentage of goods and services provided ↓	OCFO	19.1%	19.2%	18.6%	19.4%	15.1%	15.1%
Utilization rate for GSA-occupied facilities ↑	OAS	N/A	N/A	29%	80%	60%	60%

Indicates target was met
 Indicates target was missed
 Indicates target not applicable

PERFORMANCE IMPACT & IMPLEMENTATION STRATEGIES

GSA will increase efficiency and impact by automating processes, minimizing redundancies, and increasing the flexibility and cost efficiency of its office space.

- ↳ **Identify, optimize, standardize, and automate manual, rules-based processes and activities to improve operations and allow GSA staff to focus on high-value, analytically driven efforts.** GSA will streamline internal operations by eliminating inefficiencies, optimizing workflows, and deploying intelligent automation to measurably improve performance across financial and administrative processes. Automation candidates are selected based on quantifiable impact and strategic priority. This metric-driven approach ensures accountability, transparency, and resource prioritization, guaranteeing GSA’s automation investments deliver measurable operational gains. GSA will expand automation across business lines and scale reuse to accelerate delivery and reduce duplicative development costs.
- ↳ **Improve office space design to prioritize flexibility, cost efficiency, and alignment with legislative and statutory requirements.** GSA’s Office of Administrative Services (OAS) is comprehensively reviewing GSA-assigned space for accurate classification and rightsizing, excluding select areas (e.g., warehouses, large storage, conference/training centers, maintenance/custodial, and underutilized space that skews calculations). OAS leads an Occupancy Task Force, co-sponsored by the Administrator’s Suite, to align data, policy, and operational decisions across the agency to meet the 60% utilization target. Once the portfolio is rightsized and categorized, OAS will prioritize spaces for redesign/reconfiguration (e.g., updated layouts, new furniture) to support modern, flexible workplaces. Benchmarks will be developed to track progress after utilization goals are met.

MAJOR MANAGEMENT CHALLENGES

Risks associated with automation’s rapid expansion

- ▲ Increased automation carries risks in governance, change management, and cybersecurity. Poor oversight, workforce misalignment, or inadequate technical controls can negate benefits, causing inefficiencies or security vulnerabilities. GSA is improving internal controls to mitigate risks of waste, duplication, or noncompliance.
- ▲ Meeting targeted utilization rates may be hampered by significant space reduction/redesign requirements and the delayed return to the office for some workers (due to relocation or temporary remote status for reasonable accommodations). The Occupancy Task Force is working with GSA business lines to mitigate these risks.

GOAL 4 / INTERNAL OPERATIONS / OBJECTIVE 4.2

Deploy a high-performing workforce to be more agile and adaptable

PERFORMANCE GOALS							
Key Performance Indicator (KPI) (Desired direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2023 Results	FY 2024 Results	FY 2025 Results	FY 2025 Targets	FY 2026 Targets	FY 2027 Targets
Percentage of offers made from approved annual staffing plan targets ↑	OHRM	N/A	N/A	N/A	N/A	50%	60% ¹
Percentage of positions filled using hiring assessments ↑	OHRM	N/A	N/A	N/A	N/A	90%	90%
Percentage of supervisory employees with performance accountability critical element added to their performance plans ↑	OHRM	N/A	N/A	N/A	N/A	90%	90%

¹ TBD, as FY26 is a benchmarking year.

Indicates target was met
 Indicates target was missed
 Indicates target not applicable

PERFORMANCE IMPACT & IMPLEMENTATION STRATEGIES

GSA’s Office of Human Resources Management (OHRM) will drive federal reform by building an agile, high-performing workforce to advance rightsizing, procurement consolidation, and operational efficiency.

- ↳ **Conduct enterprise-wide capability analysis to identify workforce gaps.** OHRM will use data-driven strategic workforce planning, workload analysis, and mission capability risk assessments to determine current and future workforce gaps. This involves standardized capability and competency assessments to map workforce strengths and vulnerabilities. Findings will identify critical skill shortages and inform resource decisions, targeted hiring, upskilling, and organizational changes.
- ↳ **Expand the use of structured interviews, technical assessments, and job-relevant evaluations.** OHRM will enhance hiring rigor and fairness using valid, competency-based assessments that prioritize demonstrated skills. This includes increased use of structured interviews, simulations, work samples, technical evaluations, and credentialing for mission-critical and shortage jobs (e.g., contracting/acquisition and cybersecurity). These standardized tools will improve hiring quality, reduce subjectivity, and ensure compliance with merit system principles, [E.O. 13932](#) and [E.O. 14170](#).
- ↳ **Enhance performance management policies and expand training to strengthen alignment between employee contributions and organizational objectives.** OHRM will cultivate a performance culture by linking employee expectations, accountability, recognition, rewards, and development to organizational priorities, increasing agility, innovation, and productivity. This includes updating performance planning and appraisal to emphasize measurable outcomes. OHRM will provide agency-wide training on goal alignment, feedback, coaching, and performance management. OHRM will incentivize high performance and reinforce behaviors supporting efficiency, integration, and mission delivery.

MAJOR MANAGEMENT CHALLENGES

Rapid reorganization and staffing losses may impact mission delivery

- ▲ Leadership transitions, executive mandates, budget caps, accelerated attrition, and reductions in force have increased GSA’s vulnerability to capability gaps, knowledge loss, and low employee engagement.
- ▲ OIG noted that GSA underwent rapid transformation in FY25, losing 42% of its workforce before having effective reorganization plans in place. This led to reduced oversight, operational inefficiencies, and loss of institutional knowledge and critical skills.
- ▲ OHRM will support business partner efforts to mitigate workforce gaps by: standardizing capability assessments, strengthening hiring rigor, and building a performance culture linking employee expectations to GSA objectives.

APPENDIX

A: FY 2026-2027 Agency Priority Goals (APGs)

Procurement Streamlining and Centralization

By September 30, 2027, GSA will transform federal procurement by reducing regulatory barriers, centralizing contracting using category management principles, and consolidating procurement functions across the federal government at the requirements or organization level. This approach enables GSA to reduce acquisition lead time and achieve greater economies of scale.

Goal Leaders: *Laura Stanton, Acting Commissioner, Federal Acquisition Service*
Larry Allen, Associate Administrator, Office of Government-Wide Policy

Technology Modernization

By September 30, 2027, GSA will modernize its technology infrastructure by piloting safe and secure systems and capabilities that increase staff productivity, optimizing GSA's IT, cloud, and software spending to save money and reduce redundancies, and facilitating the availability of secure and critical software. This approach will enable GSA to maximize efficiency and more effectively deliver its mission through thoughtful adoption and use of technology.

Goal Leaders: *Gregory Barbaccia, Acting Director, Technology Transformation Services*
David Shive, Chief Information Officer, GSA IT

Real Estate Optimization

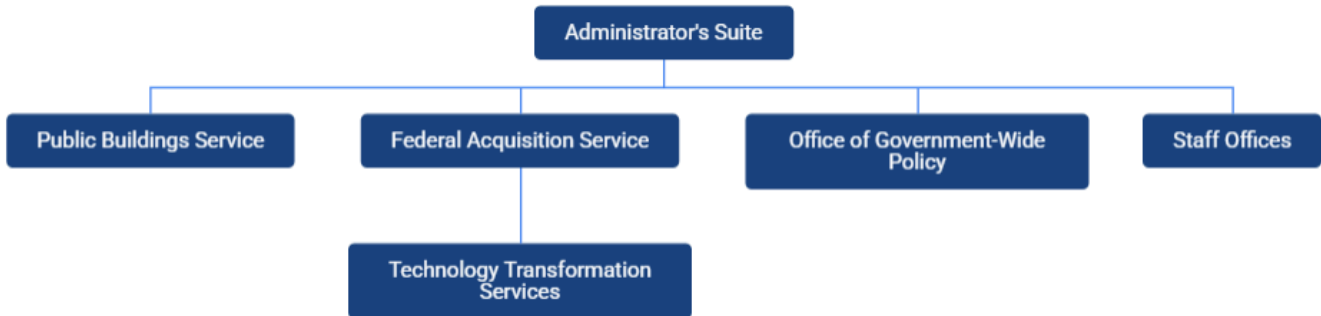
By September 30, 2027, GSA will work to optimize the federal real estate portfolio by increasing the disposition of underperforming assets and leveraging leasing to increase utilization of federal space. This approach will reduce GSA's delinquent maintenance liabilities, allow GSA to strategically reallocate resources to core assets that better align with administration priorities and GSA's strategic objectives and serve the long-term needs of the federal government.

Goal Leaders: *Andrew Heller, Acting Commissioner, Public Building Service*

B: Cross-Agency Priority (CAP) Goals

Per the GPRA Modernization Act's requirement to address Cross-Agency Priority Goals and the President's Management Agenda (PMA) in the agency's annual performance plan, please refer to www.Performance.gov for the agency's contributions to those goals and progress, where applicable. GSA will update this section of the final Agency Performance Plan when information about PMA and CAP goal responsibilities is available.

C: GSA Organizational Chart



D: Accuracy and Reliability of Performance Data

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's policy on [Performance Measurement and Data Verification and Validation Procedures](#). These techniques include:

- Maintaining performance measure definition forms that contain performance measures and metrics, including data sources, computation methodology, and a reliability assessment for each performance indicator;
- Verifying, at least annually, the accuracy and completeness of the information contained in the performance measure definition forms; and
- Utilizing a 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 enterprise.

Evidence-Building

GSA continues to help agencies build and use evidence for effectiveness, efficiency, and cost savings. GSA's Evaluation Sciences Division (ESD) supports both internal GSA evidence-building efforts and governmentwide efforts with external agencies. GSA's governmentwide team provides expertise to rapidly develop and test evidence-based insights to identify effective and cost-effective strategies to improve government programs. In FY25, the team supported five agencies and completed 11 evaluations focusing on innovative technology, increasing procurement efficiency, and connecting small businesses to the federal marketplace. Within GSA, ESD remained focused on administration priorities, completing five internal evaluations in FY25. The evaluations covered key focus areas, including several on artificial intelligence (AI) implementation and use, contract procurement protests, and evaluating customer procurement needs.

E: Key Performance Indicator Definitions

Utilization rate for GSA-controlled facilities:

This indicator measures utilization of active GSA-controlled public building space in accordance with the USE IT Act, where utilization rate is defined as the average occupancy over a two-month period compared to capacity. Capacity is calculated by dividing the assigned office USF by the utilization benchmark of 150 USF.

Percentage of CFO Act agencies with a completed GSA Customer Strategy:

This indicator tracks the percentage completion of national real estate portfolio plans with an updated Customer Profile Card, which summarizes strategies that incorporate future space needs and high-performance building standards.

Real estate cost avoidance (in millions):

This indicator tabulates the total cost avoided by GSA through disposition of excess assets and strategic leasing actions from consolidations, lease terminations and negotiating rents below market.

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

This indicator measures the total gross sales revenue of all disposals brought to successful contract award by PBS's Office of Real Property Disposition for federal-wide real property from all agencies, with the exception of properties awarded through the [Federal Assets Sale and Transfer Act of 2016](#). The revenue total is recorded on the date (award date) of the successful conclusion of the sale.

Capital projects on schedule (Pre-Construction):

This indicator gauges the performance of a project team's ability to meet critical milestones in the delivery of capital projects, measuring how close to schedule the execution of projects are from the point they are fully authorized through construction award.

Capital projects on schedule (Construction):

This indicator evaluates PBS's ability to manage projects to their established construction schedules, measuring the percentage of applicable projects in the construction phase that are being delivered within 10 percentage points of the baselined duration of construction. Projects are measured throughout the construction phase, from Notice to Proceed through Substantial Completion.

Tenant Satisfaction Survey (TSS) - Facilities Management Index:

The Facilities Management Index (FMI) comprises nine existing questions from the TSS related to the condition of the building and grounds, common areas, restrooms, and elevators. Each question relates to areas of the building that GSA's facility managers directly influence or control. To calculate the FMI score, all the "4-Satisfied" and "5-Very Satisfied" responses for the nine questions are counted then divided by the total number of responses.

Acquisition program savings delivered to customers (in billions):

This indicator measures customer savings falling 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 GSA purchase, travel, or fleet card

OneGov cost savings (in billions):

This indicator totals the projected savings across the government linked to limited-time offers.

Number of agreements signed to initiate the consolidation of domestic common goods and services into GSA:

This indicator counts the number of signed Memorandums of Understanding (including intragovernmental reimbursable agreements) that enable federal government entities (agencies, commissions, bureaus, etc.) to engage in procurement consolidation activities with GSA.

Number of agency-owned vehicles consolidated:

This indicator counts the number of vehicles consolidated into GSA's leased fleet within the given fiscal year.

Effective competition rate for GSA acquisitions:

This indicator tracks the dollar value of GSA acquisitions that were effectively competed and compares that to the total dollar value of GSA obligations to create a percentage.

GSA reports acquisitions as "competed" if it expects the acquisition to receive more than one offer or bid. Some acquisitions report as "competed" when they actually receive only one offer or bid. "Effective competition" captures this variance by measuring if (1) the acquisition was originally reported as "competed" (it was anticipated to receive more than one offer or bid), and (2) it actually received more than one offer or bid.

Number of federal contracts awarded to new entrants (CFO Act agencies):

This indicator counts the number of new entrants that received a federal contract from a CFO Act agency.

A "new entrant" is defined as any entity that received a prime federal contract award, over the micro-purchase threshold of \$15,000 in the selected fiscal year for the first time, or after having not received an award in the previous 5 fiscal years. Entities that are awarded an indefinite delivery vehicle (IDV) contract, a blanket purchase agreement, or a basic ordering agreement are not considered a new entrant until a funded order valued at more than the micro-purchase threshold is issued under the IDV contract or agreement.

Procurement administrative lead time (PALT) for CFO Act agencies (days):

This indicator measures the time between the date on which an initial solicitation for a contract or order is issued by a federal department or agency and the date of the award of the contract or order.

Number of CFO Act Agencies with GO.gov partially deployed:

This indicator counts the number of CFO Act agencies that have at least partially deployed GO.gov.

Number of workflows or systems enhanced with automation & AI capabilities:

This indicator counts the number of internal GSA acquisition processes or systems with automation or a new AI capability implemented.

Percentage completion of IAE system consolidation:

This indicator measures the percentage of systems that were included in the Integrated Award Environment portfolio that have been modernized and consolidated into SAM.gov. For larger legacy applications, this is broken down at the component level to account for partial consolidations. Each consolidated system or component provides greater utility to the SAM.gov user and reduces cost/resource allocation to a legacy application.

Percentage of GSA systems hosted in the cloud:

This indicator tracks the percentage of GSA business applications currently hosted in the cloud.

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

This indicator tracks the number and percentage of datasets that are made available and accessible in the centralized EDS environment for GSA employees.

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

This indicator measures the number of unique users who sign in to a government website using Login.gov in a given fiscal year. If a user signs in to one or many different agencies or applications using their Login.gov credentials, they are only counted once.

Average time for FedRAMP to approve Rev 5 or 20x authorizations:

This indicator tracks the time from cloud product submission to approval for agency-requested FedRAMP Rev. 5 or 20x authorizations. For the FedRAMP Rev 5 Agency Authorization path, agencies work directly with a cloud service provider for authorization. FedRAMP 20x, on the other hand, is a cloud-native approach that facilitates automated authorization.

Percentage of GSA employees who completed GSA standardized AI training:

This indicator tracks the percentage of GSA employees (federal only) that have completed GSA-approved standardized AI training. Standardized AI training may include but is not limited to mandatory, live, and online training.

Percentage of active AI users at GSA:

This indicator tracks the percentage of GSA employees (federal only) that have executed 10 or more prompts in a month in USAi or Gemini.

Percentage of GSA operational processes automated effectively:

This indicator tracks the percentage of internal GSA workflows and operational processes that are automated during the fiscal year with a high Automation Excellence Score (AES) or an AES that is more than double the Level of Effort to develop the automation. The AES is an internally developed framework that estimates an automation idea's potential organizational impact and alignment, utilizing key factors around the project's overall benefits and GSA's Strategic Initiatives. Automation is considered complete when the process is deployed, in use, and replaces a manual effort.

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

This indicator measures the efficiency of GSA's operations. It is calculated by dividing direct and indirect operating costs (FAS and PBS operations and Working Capital Fund operating budget) by GSA's gross margin.

Utilization rate for GSA-occupied facilities:

This indicator measures utilization rate of GSA-occupied building space in accordance with the USE IT Act, where utilization rate is defined as the average occupancy over a two-month period compared to capacity. Capacity is calculated by dividing the assigned office USF by the utilization benchmark of 150 USF.

Percentage of offers made from approved annual staffing plan targets:

This indicator measures progress toward fulfilling GSA's annual staffing plan targets and is measured by the total number of offers made divided by the number of approved hiring actions.

Percentage of positions filled using hiring assessments:

The [Chance to Compete Act of 2024](#) and the [May 2025 OPM "Merit Hiring Plan" memo](#) require that agencies include at least one technical or alternative assessment in all competitive hiring processes before a certificate is issued.

This indicator tracks progress toward compliance with the guidance for all GSA hiring actions that use a competitive hiring process and is measured as a percentage of the total number of positions filled that used at least one technical or alternative assessment during the hiring process.

Percentage of supervisory employees with an accountability critical element added to their performance plans:

The Office of Personnel Management (OPM) issued guidance in a June 2025 memorandum entitled "[Performance Management for Federal Employees](#)." This guidance requires agencies to implement a mandatory supervisory critical element in the performance plan of all supervisory non-SES employees.

This measure captures the percentage of all GSA supervisory employees who have the mandatory supervisory critical element in their performance plans in HR Links by the performance plan submission deadline.