



U.S. General Services Administration



FISCAL YEAR 2026

ANNUAL PERFORMANCE PLAN

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FY 2026 Annual Performance Plan

Updated Strategic Framework

GOAL 1 OPTIMIZE OUR FEDERAL BUILDINGS PORTFOLIO	GOAL 2 STREAMLINE AND CENTRALIZE PROCUREMENT	GOAL 3 RATIONALIZE OUR IT INFRASTRUCTURE AND SOFTWARE AS A SHARED SERVICE	GOAL 4 EMBRACE GSA'S MODEL OF EFFICIENCY FOR OURSELVES
Lead Office(s): Public Buildings Service (PBS)	Lead Office(s): Federal Acquisition Service (FAS)	Lead Office(s): Technology Transformation Services (TTS), GSA IT	Lead Office(s): Office of the Administrator
Strategic Objectives: <ul style="list-style-type: none"> ● SO 1.1 Eliminate years of accumulated deferred maintenance liabilities ● SO 1.2 Increase office occupancy north of 80% ● SO 1.3 Support greater collaboration and sharing between agencies 	Strategic Objectives: <ul style="list-style-type: none"> ● SO 2.1 Maximize negotiating power of volume buying ● SO 2.2 Reduce compliance burden to increase competition ● SO 2.3 Streamline procurement process ● SO 2.4 Deliver better tech tools for the contracting workforce 	Strategic Objectives: <ul style="list-style-type: none"> ● SO 3.1 Consolidate the number of systems for each job ● SO 3.2 Centralize our data to be accessible across teams ● SO 3.3 Invest in shared services and cybersecurity ● SO 3.4 Optimize GSA's cloud and software spending 	Strategic Objectives: <ul style="list-style-type: none"> ● SO 4.1 Optimize GSA's support services and operating processes
Performance Indicators: <ul style="list-style-type: none"> ● Gross sales revenue from federal-wide disposals (in millions) ● Percentage of CFO Act Agencies with a completed GSA Customer Strategy ● Tenant Satisfaction Survey (TSS) - Facilities Management Index ● Number of leases with completed lease termination notifications ● Percentage of building utilization in GSA-controlled space 	Performance Indicators: <ul style="list-style-type: none"> ● Acquisition program savings delivered to customers (in billions) ● Multiple Award Schedule (MAS) sales (in billions) ● Number of government entities whose common goods and services spend has been consolidated into GSA 	Performance Indicators: <ul style="list-style-type: none"> ● Number of active users on Login.gov (in millions) ● Percentage of GSA Business Applications Hosted in the Cloud ● GSA Federal IT Acquisition Reform Act (FITARA) Scorecard Score ● Number of FedRAMP Authorizations Approved 	Performance Indicators: <ul style="list-style-type: none"> ● Effectiveness of GSA CXO functions, as measured by government-wide Customer Satisfaction Survey ● Percentage of GSA Contract dollars awarded to small business through prime contracting ● Percentage of building utilization in GSA-occupied space ● Percentage reduction in GSA IT Spend ● Total GSA operating cost as a percentage of goods and services provided



Executive Summary

The U.S. General Services Administration (GSA) was established to promote management best practices and efficient operations across the government. For over seven decades, GSA has been honored to serve the American people by supporting other federal agencies as they carry out their own critical missions.

GSA accomplishes its mission by developing innovative, cost-effective, and collaborative solutions in 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.

As GSA moves into FY 2026, the agency is playing an important role eliminating the federal deficit and reducing the compliance burden, which enables customer agencies to move faster toward accomplishing their goals. This presents an increased opportunity to innovate across real estate, federal procurement, and technology shared services. To advance its mission and capitalize on this opportunity, GSA centered its strategic path forward around four core pillars:

- 1. Optimize our Federal Buildings Portfolio.**

GSA will strategically optimize the federal real estate portfolio to eliminate years of accumulated deferred maintenance liabilities, increase office space utilization, and support greater interoperability between agencies. This includes consolidating and modernizing GSA's owned portfolio while expanding GSA's leased portfolio.

- 2. Streamline and Centralize Procurement.**

GSA will streamline and centralize procurement by expanding shared acquisition solutions and reducing compliance burden across purchasing channels. Efforts focus on maximizing the negotiating power of volume buying, streamlining the procurement process, and improving the procurement technology infrastructure.




- 3. Rationalize our IT infrastructure and Software as a Shared Service.**

GSA will offer scalable IT solutions through shared service models to enhance interoperability, reduce redundancy, and drive automation. Efforts include centralizing data, increasing access to best-in-class technologies, and optimizing GSA's cloud and software spending.

- 4. Embrace GSA's Model (of Efficiency) for Ourselves.**

GSA will lead by example by becoming a model of operational efficiency to better serve partner agencies. GSA will align talent, processes, and technology to eliminate redundancies, empower the workforce, and strengthen performance management.

Strategic Goals and Performance Indicators (PI) Summary

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

Strategic Goal 1: Optimize our Federal Buildings Portfolio

Performance Indicators (Desired trend direction: ↑ = increasing, ↓ = decreasing)	Lead Office	FY 2022 Results	FY 2023 Results	FY 2024 Results	FY 2024 Targets	FY 2025 Targets	FY 2026 Targets
Gross sales revenue from federal-wide disposals (in millions) ¹ ↑	PBS	\$67.90	\$91.69	\$710.00	\$262.62	\$53.97	\$152.00
Percentage of CFO Act Agencies with a completed GSA Customer Strategy ² ↑	PBS	N/A	N/A	100%	80%	100%	100%
Tenant Satisfaction Survey (TSS) - Facilities Management Index ³ ↑	PBS	N/A	70.4%	69.9%	71%	71%	71%
Number of leases with completed lease termination notifications ↑	PBS	N/A	N/A	N/A	N/A	500	250 ⁴
Percentage of building utilization in GSA-controlled space ⁵ ↑	PBS	N/A	N/A	N/A	N/A	80%	80%

¹ Excludes properties awarded through the Federal Assets Sale and Transfer Act (FASTA).

² PBS works with CFO Act Agencies to update their customer strategies on an annual basis.

³ The survey will be administered in October 2025, and results will be available in Q2 FY 2026.

⁴ PBS will collaborate with tenant agencies prior to issuing termination notices in FY 2026.

⁵ Applies to GSA-controlled office space with CFO Act Agencies.

Strategic Goal 2: Streamline and Centralize Procurement

Performance Indicators (Desired trend direction: ↑ = increasing, ↓ = decreasing)	Lead Office	FY 2022 Results	FY 2023 Results	FY 2024 Results	FY 2024 Targets	FY 2025 Targets	FY 2026 Targets
Acquisition program savings delivered to customers (in billions) ↑	FAS	\$6.82	\$6.83	\$7.80	\$6.80	\$7.10	\$7.30
Multiple Award Schedule (MAS) sales (in billions) ↑	FAS	\$40.96	\$45.52	\$51.50	\$46.00	\$46.50	\$47.00
Number of government entities whose common goods and services spend has been consolidated into GSA ↑	FAS	N/A	N/A	N/A	N/A	TBD	TBD

Strategic Goal 3: Rationalize our IT Infrastructure and Software as a Shared Service

Performance Indicators (Desired trend direction: ↑ = increasing, ↓ = decreasing)	Lead Office	FY 2022 Results	FY 2023 Results	FY 2024 Results	FY 2024 Targets	FY 2025 Targets	FY 2026 Targets
Number of active users on Login.gov (in millions) ↑	TTS	41.04	49.05	72.00	57.00	60.00	75.00
Percentage of GSA business applications hosted in the cloud ↑	GSA IT	52.7% ⁶	53.4%	58.8%	53.5%	54.0%	60.0%
GSA Federal IT Acquisition Reform Act (FITARA) Scorecard Score ⁷ ↑	GSA IT	B+	B	A	B	B	B
Number of FedRAMP Authorizations Approved ⁸ ↑	TTS	53	43	49	N/A	100	100

⁶No target was established during the first year of reporting in the FY 2024 Annual Performance Plan.

⁷Plus and minus modifiers to letter grades (e.g., B+ or A-) were removed from the FITARA scoring methodology in FY 2023. The FY 2024–2026 targets have been modified to reflect this change.

⁸From FY 2022–2024, GSA reported on a different performance indicator (PI), “Average time to obtain a FedRAMP authorization through an agency,” to assess FedRAMP authorizations. No targets were established for FY 2022–2024 for “Number of FedRAMP Authorizations Approved,” as the PI was not externally reported.

Strategic Goal 4: Embrace GSA’s Model of Efficiency for Ourselves

Performance Indicators (Desired trend direction: ↑ = increasing, ↓ = decreasing)	Lead Office	FY 2022 Results	FY 2023 Results	FY 2024 Results	FY 2024 Targets	FY 2025 Targets	FY 2026 Targets
Effectiveness of GSA CXO functions, as measured by government-wide Customer Satisfaction Survey ↑	OGP	5.68	5.63	5.61	5.67	5.68	5.85
Percentage of GSA contract dollars awarded to small business through prime contracting ↑	OSDBU	47.61%	50.29%	42.10%	38.00% ⁹	25.00%	TBD ¹⁰
Percentage of building utilization in GSA-occupied space ↑	OAS	N/A	N/A	N/A	N/A	80%	80%
Percentage reduction in GSA IT Spend ↑	GSA IT	N/A	N/A	N/A	N/A	30%	30%
Total GSA operating cost as a percentage of goods and services provided ↓	OCFO	18.22%	19.14%	19.24%	18.50%	19.43%	15.65%

⁹In the FY 2025 APP/FY 2023 APR, the target was estimated at 33.00%. The target is now updated after the Small Business Administration (SBA) finalized the target in Q2 FY 2024.

¹⁰SBA will provide GSA with the FY 2026 target during Q2 FY 2026.

Other Information

Management and Performance Challenges

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

The U.S. Government Accountability Office (GAO) performs annual audits of GSA's major missions and routinely assesses the agency's progress on management challenges identified on GAO's High Risk List. GAO's High-Risk Series, which includes agencies and program areas across the government, is updated every 2 years and specifies corrective actions that GAO believes are 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 as well as high-risk areas from the GSA Office of Inspector General (OIG). The OIG identified nine management challenges in its [Assessment of GSA's Management and Performance Challenges for FY 2025](#). GSA's response to this assessment is included in the management challenges section of the [FY 2024 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 enterprise-wide performance goals and strategic objectives.

Evidence-Building

GSA continues to grow and mature its evidence and evaluation function. GSA's Office of Evaluation Science (OES) supports both internal GSA evidence building efforts and government-wide efforts with external agencies. GSA's government-wide evidence building work has expanded with particular focus on impact and scale. In FY 2024, OES found that 75 percent of its findings were applied from evaluations completed between FY 2022 and FY 2023. This serves as an indicator for improved integration of evidence-based practices to tackle key management challenges. Examples of successful applications included using action summaries to increase portal signup by local governments, increasing applications to the Homeowner Assistance Fund using mailers, and building evidence on the effective implementation of large-scale pulse surveys. Within GSA, OES remained focused on deepening the organizational focus and capacity for program evaluation, completing six internal evaluations in FY 2024. The evaluations covered a wide range of focus areas, including better understanding of community engagement in land port of entry modernization projects, investigating how workplace flexibilities correlate with employee outcomes, and creating predictive analytic models that can be leveraged for strategic workforce planning and forecasting small business contracting dollars.

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 GPRAMA and [GSA Order 2170.1B CFO 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
- 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 enterprise.

Appendix

Performance Indicator Definitions

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 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. The revenue total is recorded on the date (award date) of the successful conclusion of the sale.

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

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

Tenant Satisfaction Survey (TSS) - Facilities Management Index:

This indicator measures tenant satisfaction with government-owned and -leased space, using the Facilities Management (FM) index. To calculate the FM Index score, the total number of “4” and “5” (from a scale of 1 to 5) responses to the nine Tenant Satisfaction Survey (TSS) questions are divided by the total number of responses.

Number of leases with completed lease termination notifications:

This indicator counts the number of leases with completed lease termination notifications since January 20, 2025. The result excludes effective lease terminations where the notice was issued before January 20, 2025, rescinded lease termination letters, as well as leases with follow-on actions.

Percentage of building utilization in GSA-controlled space:

This indicator measures utilization of GSA-controlled building space for CFO Act agencies based on a utilization benchmark of 150 usable feet per person. The number of workers reporting in-person is used to calculate the building utilization.

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

Multiple Award Schedule (MAS) sales (billions):

This indicator measures sales by business volume growth. Sales for the MAS program are reported via the Sales Reporting Portal once the Industrial Funding Fee 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.

Number of government entities whose common goods and services spend has been consolidated into GSA

This indicator counts the number of federal government entities (i.e., agencies, departments, or bureaus) for which GSA has consolidated their common goods and services spend into the Office of Centralized Acquisition Service.

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

This indicator measures the number of active users with a Login.gov account.

Percentage of GSA business applications hosted in the cloud:

This indicator measures the percentage of GSA business applications hosted in the cloud. Business applications are a subset of the Federal Information Security Management Act system/subsystem inventory maintained by the GSA IT security team. If a business application utilizes a hybrid cloud environment, it is considered a cloud system for this metric.

GSA Federal Information Technology Acquisition Reform Act (FITARA) Scorecard Score:

FITARA was passed in 2014 to modernize the federal government's IT. Since the law's implementation, GAO and the House Committee on Oversight and Reform have worked together to release a scorecard that assesses agencies' FITARA implementation efforts. The scorecard assesses agencies' acquisition and management of IT investments and assets and typically reflects GAO's analysis of how agencies are performing in numerous IT categories.

Number of FedRAMP Authorizations Approved

This indicator measures the number of Cloud Service Offerings that receive FedRAMP authorization.

Effectiveness of GSA CXO functions, as measured by government-wide Customer Satisfaction Survey:

Computed from the Mission-Support Services Customer Satisfaction Survey, the indicator consists of an equally weighted composite customer satisfaction score (from 1 to 7) for GSA's CXO's functions—acquisition, financial management, human capital, IT, and shared services.

Percentage of GSA Contract Dollars Awarded to small business through prime contracting:

This indicator tracks the overall percentage of eligible procurement dollars awarded to small businesses through prime contracting. Contracting is considered prime when the contractor works directly with the government. Prime contractors manage any subcontractors and are responsible for ensuring that the work is completed as defined in the contract.

Percentage of building utilization in GSA-occupied space:

This indicator measures utilization of GSA-occupied building space for CFO Act agencies based on a utilization benchmark of 150 usable feet per person. The number of workers reporting in-person is used to calculate the building utilization.

Percentage of GSA IT spend reduction:

This indicator calculates the reduction in GSA spend on IT, including hardware, software, and labor relative to the FY24 IT Dashboard data, after correcting for Federal FTE labor.

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

This indicator calculates the total GSA operating cost as a percentage of goods and services provided. It is calculated by taking total operating costs (direct and indirect) for all of GSA's major products and services divided by total revenues.