



U.S. General Services Administration

**REAL ESTATE
SOLUTIONS**

ACQUISITION

**DIGITAL
GOVERNMENT**

**GOVERNMENT
OPERATIONS**



FISCAL YEAR 2024

ANNUAL PERFORMANCE REPORT

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Executive Summary

Purpose

The U.S. General Services Administration's (GSA) fiscal year (FY) 2024 Annual Performance Report (APR) articulates the level of performance achieved in the prior fiscal year. More specifically, the FY 2024 APR summarizes GSA's actual performance relative to the goals and objectives laid out in the agency's FY 2024 APP.

The FY 2024 APR complies 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, Preparation, Submission, and Execution of the Budget (Revised July 2024).

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 8,100 assets and maintains an inventory of approximately 360 million square feet of rentable workspace. GSA's inventory of assets comprises 427 buildings listed in the National Register of Historic

Places and 102 buildings eligible for listing. PBS provides high-quality real estate and workspace solutions, including acquiring, designing, constructing, leasing, and when necessary, disposing of surplus Federal properties for 60 Federal departments and agencies.

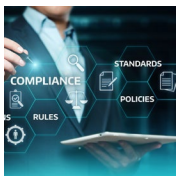
Federal Acquisition Service



The Federal Acquisition Service (FAS) helps Federal agencies buy goods, services, and technology solutions, using the Federal Government's buying power to offer the best value for taxpayers and Federal customers. FAS offers Federal agencies over 32 million different products and services needed to meet their missions for the American people. FAS also supplies over \$102 billion in information technology (IT) products, services, and solutions; telecommunications services; assisted acquisition services; travel and

transportation management solutions; motor vehicles and fleet services; and charge card services. FAS is approaching 231,000 leased vehicles in its fleet, has issued over six million charge cards, and provides personal property disposal services for the reuse of over \$2.3 billion in surplus property annually.

Office of Government-wide Policy



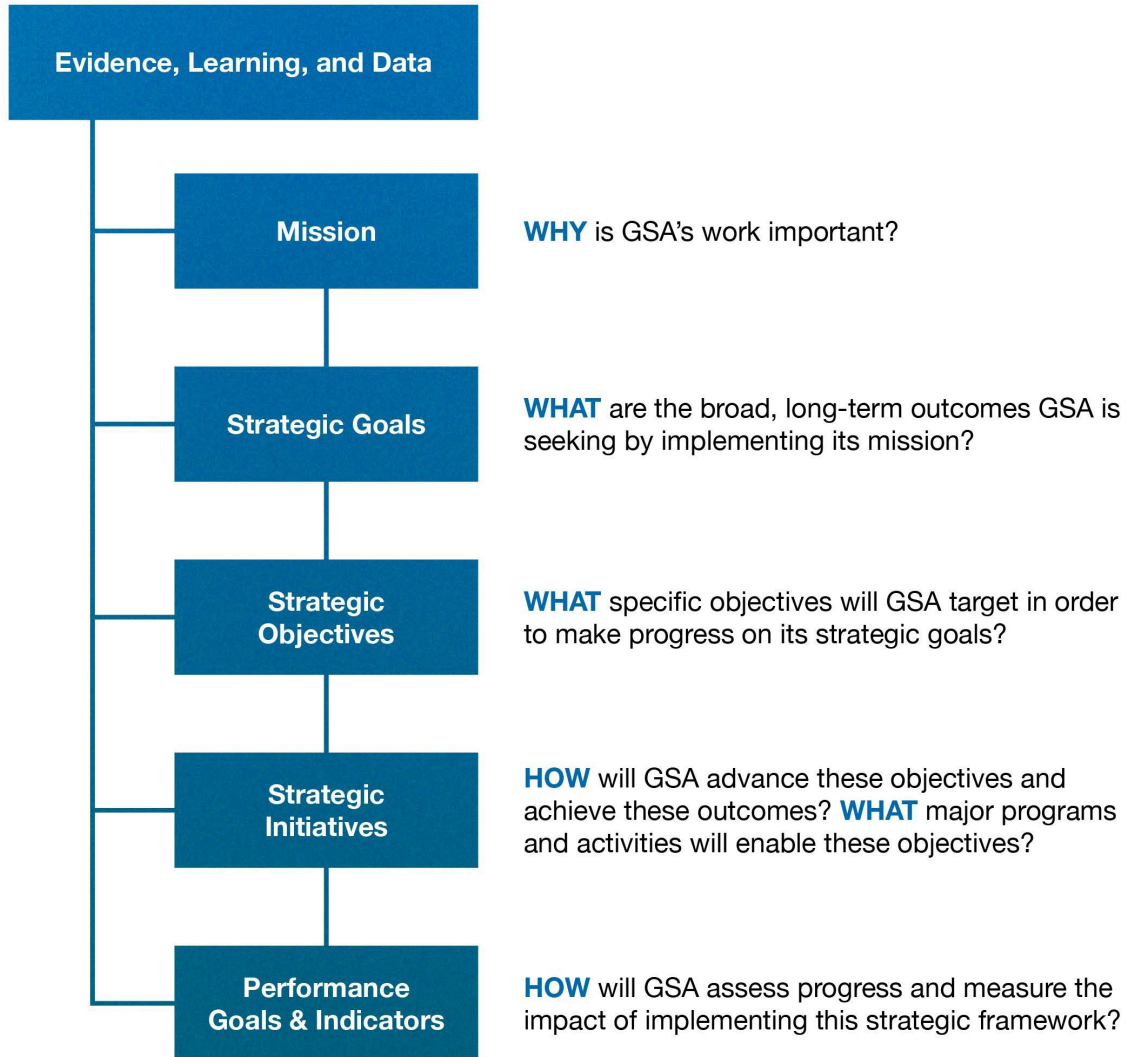
The Office of Government-wide Policy (OGP) uses policies, data, and strategy to drive efficiency, excellence, and dynamic mission delivery across the Federal Government. OGP focuses on key administrative areas such as shared services, travel and transportation, acquisition, acquisition workforce development,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

performance standards, benchmarking resources, and transparent reporting of Government-wide data.

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

Components of the Strategic and Performance Framework

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



Strategic Framework with Performance Goals

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

FY 2024 - FY 2025 Agency Priority Goals (APGs)

Optimize GSA's Real Estate Portfolio

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

Goal Leader: Elliot Doomes, Commissioner, Public Buildings Service

Address the Climate Crisis through Zero-Emission Fleet Vehicles

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

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

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

Increase Adoption of Login.gov

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

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

FY 2024 Annual Performance Report

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

Performance Indicators (PI) (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2024 Target	FY 2024 Results
PI 1.1.1 (a) Cost avoidance through real estate optimization (in billions) ¹ ↑ 🕒 FY 2024 - 2025 Agency Priority Goal	PBS	N/A	N/A	N/A	\$1.324	\$1.860
PI 1.1.1 (b) Lease cost relative to average market rate ↓	PBS	-10.25%	-7.26%	-12.21%	-7.00%	-4.23%
PI 1.1.1 (c) Gross sales revenue from Federal-wide disposals (in millions) ↑	PBS	\$4.95	\$67.90	\$91.69	\$262.62	\$710.00
PI 1.1.1 (d) Capital projects schedule variance (Annual Appropriations) ↔	PBS	N/A	N/A	-6.3%	-10% to 0%	-7.8%
PI 1.1.1 (e) Capital projects schedule variance (Bipartisan Infrastructure Law and Inflation Reduction Act) ↔	PBS	N/A	N/A	5.3%	-10% to 0%	3.7%
PI 1.1.1 (f) Percent of Projects on Schedule (Bipartisan Infrastructure Law and Inflation Reduction Act) ↑	PBS	N/A	N/A	N/A	72.7%	100.0%
PI 1.1.1 (g) Percent of capital projects on budget ² ↑	PBS	80.2%	80.0%	86.6%	80.0%	88.7%

¹Costs avoided through disposals, including operations and maintenance costs, and capital repair needs, plus costs avoided through lease optimization.

²Includes 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.

Progress Update: GSAs continues to optimize and modernize the agency's real estate portfolio of over 8,100 owned and leased assets. In FY 2024, GSA remained diligent in its efforts to partner with Federal agencies, stakeholders and the real estate industry to implement a portfolio strategy that promotes efficient space management. In FY 2024, GSA generated \$1.860 billion in future cost avoidance, far exceeding its target of \$1.324 billion primarily due to successfully completing projects originally planned for future years. This accomplishment highlights GSA's exceptional project delivery performance.

GSA's Federal-wide disposals dramatically exceeded the projections for FY 2024, ending the year at \$710 million, versus the target of \$262.62 million. Several factors contributed to this success, including the continued disposal of surplus properties, the sale and conveyance of the Cliffside Helium System occurring earlier than anticipated, and a significant cash equalization payment from Volpe Department of Transportation (DOT) exchange disposition. Moreover, GSA added 14 disposals into the future GSA disposition pipeline versus a target of 11. These actions reduce future costs to GSA, the Government, and the taxpayers, while also driving GSA and tenant agencies towards a more sustainable and cost effective real estate portfolio.

GSA did not meet its target for lease cost relative to market rate in FY 2024 due to complex market conditions and GSA’s priority to reduce underutilized space. The portfolio of expiring leases fluctuates substantially from year to year in building size, location, and tenant occupancy rate, all of which can affect GSA’s ability to negotiate. In the post-COVID real estate market, these fluctuations became even more substantial as the market shifted dramatically to accommodate widespread uncertainty over long-term housing needs. GSA developed the Lease Optimization program, which pursues “best value” opportunities by executing lease actions in a timely manner, with efficient square footage and utilization below market costs. GSA shifted focus from longer term leases to more strategic lease terms and actions, providing greater flexibility as the agency works with client agencies to rightsize their space needs and implement innovative workplace solutions.

To assess project delivery, GSA tracks capital projects on budget and schedule variance. In FY 2024, GSA met all capital projects schedule and budget targets, including both annual appropriations and Bipartisan Infrastructure Law (BIL) and Inflation Reduction Act (IRA) funded projects. GSA’s performance demonstrates strong project planning, scope control, and budget management despite challenges from supply chain issues and inflation, further demonstrating the value of GSA to the American taxpayer.

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

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

Progress Update: As a leader in providing flexible, sustainable, and mission-enhancing Federal workplaces, GSA partners with each CFO Act agency to develop a targeted customer strategy to meet their specific needs and rightsize office space. GSA exceeded its FY 2024 target, having current and up-to-date Customer Strategies for every CFO Act agency. Customer Strategy plans will continue to evolve as occupancy agreements expire and requirements change. GSA leverages the information from these plans to help agencies achieve greater workplace efficiencies and enhance its own ability to optimize its portfolio. This translates into reduced expenditures on Federal real estate and greater customer satisfaction in the future.

GSA is actively encouraging agencies to be aggressive in their portfolio planning efforts, and the publication of OMB Management Procedure Memorandum No. 2024-01, [Implementation of Occupancy Metrics for Office Space](#) continues to facilitate the shift to a more efficient and sustainable real estate portfolio. Another driver for optimizing workplaces is the recently established Center for Workplace Strategy, which develops tools, resources, and contracts that support agencies’ strategic planning, workforce planning, and change management initiatives.

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

Performance Indicators (PI) (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2024 Target	FY 2024 Results
PI 1.3.1 Greenhouse gas reduction from FY 2008 baseline (Scope 1 and 2 emissions) ↑	PBS	51.0%	59.3%	60.1%	58.4%	60.1% ¹
PI 1.3.2 Energy Efficiency (energy consumption compared to baseline year of FY 2021) ↑	PBS	N/A	N/A	1.7%	2.0%	5.1% ²
PI 1.3.3 Percent of gross square footage (GSF) that qualifies as a sustainable Federal building ³ ↑	PBS	43.5%	49.5%	50.8%	50.9%	51.27 ⁴

¹Interim projection. Will be updated in Q2 FY 2025 when FY 2024 results are submitted to the Department of Energy for review. Final results will be published on sustainability.gov.

²Interim result as of July. Final result will be available Q2 FY 2025.

³Starting in FY 2024, revised methodology evaluates eligible buildings ≥ 25,000 GSF. Previously, the threshold was ≥10,000 GSF.

⁴Interim projection. Final results will be published on the OMB Scorecard on sustainability.gov in 2025.

Progress Update: In FY 2024, GSA continued its efforts to mitigate the climate impacts of Federal buildings. By reducing fuel and electricity use and increasing the procurement of carbon pollution-free electricity (CFE), GSA achieved a preliminary result of 60.1 percent greenhouse gas (GHG) reduction from Federally owned or controlled sources relative to the FY 2008 baseline, surpassing the target. GSA is executing the milestones identified in the GSA Strategic Sustainability Plan, including sharing best practices; communicating effectively with our facilities management and operations personnel; and developing new, exciting technologies aimed at monitoring energy use and achieving net zero. Moreover, GSA is leveraging funding from IRA to achieve strategic outcomes of building electrification, net-zero emissions, and sustainable buildings.

In FY 2024, energy use trends for Federal buildings indicated results could more than double the target, though results will not be finalized until the middle of FY 2025. Building efficiency modernizations, Energy Savings Performance Contracting projects, and efficient facility operations strategies drove the majority of improved energy efficiency. Additionally, as GSA continues to negotiate new carbon pollution-free electricity rates, the energy that the Federal Government uses becomes significantly cleaner and greener.

GSA is also spearheading the creation of sustainable buildings that produce healthy workspaces, reduce emissions, and enhance resilience. By applying the [Guiding Principles for Sustainable Federal Buildings](#)—which assist agencies in designing, locating, constructing, maintaining, and operating Federal buildings—GSA continues to save taxpayer dollars, improve energy efficiency, and reduce environmental impacts. The final result for the percent of gross square footage that qualifies as a sustainable Federal building is not available until the middle of FY 2025; however, as of the end of FY 2024, GSA has exceeded its FY 2023 goal. GSA will look to continue to trend positively as advancements are made to other net zero-, CFE- and climate-related goals within the portfolio.

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

Performance Indicators (PI) (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2024 Target	FY 2024 Results
PI 1.4.1 “Good Neighbor Program” Planning Outreach and Partnership (POP) engagements ↑	PBS	5	22	39	33	41

Progress Update: In FY 2024, GSA expanded the use of its “Good Neighbor Program” to support local communities. Through Planning Outreach and Partnership (POP) engagements with local officials, GSA has been better able to foster public use of its real estate holdings and support community-based urban development. POP engagements target communities where GSA has planned future construction, modernization projects, and major leasing activity, as well as communities where GSA’s existing portfolio have potential to support local sustainability, environmental justice, or other impactful planning goals. The conversations stemming from these engagements provide GSA with valuable insight to better understand the community impacts of its core real estate activities and inform project planning decisions. GSA exceeded its FY 2024 target by completing 41 POP engagements. Some major highlights from these engagements include:

- GSA conducted internal and external training on community engagement and Environmental Justice (EJ) standards and best practices with GSA Project Managers, the Council on Environmental Quality (CEQ), DOT, White House Domestic Policy Council, etc.
- GSA updated the [P100 Facilities Standards’ Community Planning](#) section, including the Collaborative Design criteria. The new updates will apply to all capital projects.
- GSA completed a multi-year, multi-office, multi-agency effort to rewrite location policy for both owned and leased locations. The new policy addresses sustainability, equitable development, and efficient asset management.
- GSA developed and funded 13 projects in 10 states using the IRA funds as part of the President's Investing in America agenda. This enabled GSA to prioritize repair of sites with direct, positive community benefit.

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

Performance Indicators (PI) (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2024 Target	FY 2024 Results
PI 2.1.1 Acquisition program savings delivered to customers (in billions) ↑	FAS	\$6.09	\$6.82	\$6.72	\$6.80	\$7.79 ¹
PI 2.1.2 Multiple Award Schedule (MAS) sales (in billions) ↑	FAS	\$39.75	\$40.96	\$45.52	\$46.00	\$51.50

¹Interim result, as of December 2024. Final result will be available by February 2025.

Progress Update: As the Federal Government’s primary provider of acquisition services, GSA is committed to ensuring agencies have access to efficient, cost-effective services, products and solutions. When the interim FY 2024 results are finalized, GSA’s acquisition program is expected to exceed the target and deliver more than \$7 billion in savings for the Government. A few key programs generated exceptional savings, including the GSA City Pair Program (savings increased by over \$300 million year-over-year), Assisted Acquisition Services (savings rose \$200 million year-over-year), and Information Technology Category Software (savings increased 90 percent year-over-year). GSA also surpassed its Multiple Award Schedule (MAS) sales target, achieving double-digit growth to more than \$51.5 billion in

FY 2024. Part of this growth is attributed to Category Management (CM) strategies such as “Best-in Class” which is an OMB designation used to denote contracts that meet rigorous CM performance criteria.

GSA streamlined procurement by adapting its offerings to the Federal market, addressing several critical market factors and Administration priorities, including cybersecurity, supply chain risk mitigation, climate sustainability, equitable procurement, and emerging technology. By integrating these priorities into offerings and contract vehicles, GSA made it easier and safer to acquire essential goods and services, reduced administrative burden, and sped up the acquisition process. GSA also supported customer agencies with the ongoing Government-wide transition to Enterprise Infrastructure Solutions (EIS). In FY 2024, 183 agencies completed the EIS transition, including four large agencies, 16 medium agencies, and 163 small agencies. Moreover, OMB’s Office of Federal Procurement Policy, in partnership with GSA, launched the Procurement Co-Pilot to increase the efficiency and quality of market research by providing unparalleled access to Government-wide data. This included a “prices paid” feature, which is a key step in creating a comprehensive acquisition data environment.

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

Performance Indicators (PI) (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2024 Target	FY 2024 Results
PI 2.2.1 Customer Loyalty Survey (CLS) score (Rating Scale is 1 to 10) ↑	FAS	7.80	7.90	7.70	8.00	8.09
PI 2.2.2 Industry Satisfaction Survey (ISS) score (Rating scale is 1 to 5) ↑	FAS	3.90	3.99	3.87	4.00	3.63
PI 2.2.3 Tenant Satisfaction Survey (TSS) - Facilities Management Index ¹ ↑	PBS	N/A	N/A	70%	71%	TBD ²

¹Due to decreased occupancy levels associated with the COVID-19 pandemic, GSA did not conduct the TSS in FY 2020, FY 2021, or FY 2022. GSA restarted the TSS in October 2023 to measure FY 2023 performance.

²Tenant Satisfaction Survey is administered from October to November 2024. The FY 2024 result will be available in Q2 FY 2025.

Progress Update: GSA remained focused on elevating the customer and supplier experience by gaining strategic insights into engagement across acquisition systems and processes. In FY 2024, GSA exceeded the Customer Loyalty Survey (CLS) target, achieving a score of 8.09. Meanwhile, GSA missed the FY 2024 Industry Satisfaction Survey (ISS) target. The ISS score decreased to 3.63, down 6.2% from FY 2023, with GSA’s Office of Travel, Transportation and Logistics experiencing the largest decrease, partly due to a low survey response rate in the Freight Management program. The current scoring methodology for the ISS includes all programs and weighs their average scores equally, which disproportionately amplifies programs with fewer survey responses and skews the overall results. GSA is evaluating how it will calculate future results of the CLS and ISS surveys.

In FY 2024, GSA put significant focus and resources into understanding the customer and supplier journey, identifying pain points, and investing in solutions to streamline and simplify each interaction such as:

- Expanding the Transactional Data Reporting program to collect detailed information on products and services purchased on contract vehicles (including MAS), creating a market-focused framework that enhanced competition, value, and innovation;
- Adding a new GSA Advantage![®] feature which allows customers to report order issues with a single link, facilitating faster resolution by GSA and vendors;

- Launching the FAS Catalog Platform (FCP), a web-based application that allows contractors to easily submit, modify, and view catalogs, ensuring that GSA provides compliant products and services with accurate descriptions;
- Introducing an auto-publication feature for service prices, which reduces the burden on vendors and the acquisition workforce by automatically publishing vendor-provided data straight to GSA Advantage!, eLibrary, and eBuy whenever updates are made; and
- Updating the Common Catalog Platform (CCP), a web-based application that streamlines the workflow for submitting, modifying, reviewing, and approving GSA Contract catalogs, to greatly reduce cycle times and improve user satisfaction.

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

Performance Indicators (PI) (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2024 Target	FY 2024 Results
PI 2.3.1 Number of points by which GSA’s total OMB C-SCRM maturity score is higher than the total of the CFO Act Agencies’ median scores ↑	OGP	N/A	N/A	5	6	TBD ¹

¹The FY 2024 result will be updated once OMB releases the C-SCRM maturity scores.

Progress Update: Although official cybersecurity supply chain risk management (C-SCRM) maturity scores have not yet been released from OMB, GSA continued maturation of its enterprise-level cybersecurity supply chain capabilities. In FY 2024, GSA completed 24 initiatives that addressed its lowest-scoring areas from previous years, to include an assessment of controls for high and moderate systems; updates to GSA IT policies to incorporate secure software requirements; and the publication of agency-wide C-SCRM acquisition policies, tools, and resources intended to educate the acquisition workforce, suppliers, and customers. GSA also piloted a new C-SCRM compliance and information gathering tool for building automation systems to enhance the security of public buildings. Additionally, GSA delivered a series of monthly training sessions aimed at providing information and resources for small business vendors interested in pursuing Federal contracting opportunities.

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

Area Demonstrating Noteworthy Progress

Performance Indicators (PI) (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2024 Target	FY 2024 Results
PI 2.4.1 Percent of GSA obligations to AbilityOne Program ↑	OGP	5.78%	7.60%	7.17%	3.50%	7.26%
PI 2.4.2 Percent of spend going to small business from the Multiple Award Schedule (MAS) ↑	FAS	34.36%	35.42%	37.05%	35.00%	35.84%
PI 2.4.3 (a) Percent of GSA contract dollars awarded to small business through prime contracting ↑	OSDBU	46.89%	47.61%	50.29%	38.00% ¹	42.10%
PI 2.4.3 (b) SBA Small Business Procurement Scorecard - GSA’s Grade ↑	OSDBU	A+	A+	A+	A	TBD ²

¹In the FY 2025 APP/ FY 2023 APR, the target was estimated at 33.00%. The target was updated after the Small Business Administration (SBA) finalized the target in Q2 FY 2024.

²The FY 2024 result will be updated once SBA releases its scorecard, which is expected by July 2025.

Progress Update: GSA, in consultation with the Office of Management and Budget, has determined that performance toward this objective is making noteworthy progress. In FY 2024, GSA continued to maximize opportunities and minimize barriers for small, disadvantaged, and socioeconomic entities. GSA’s AbilityOne spend achieved 7.26 percent, significantly surpassing the FY 2024 target. The AbilityOne Program employs people who are blind or have significant disabilities to provide quality products and services at fair market prices. The growth in FY 2024 was driven by GSA’s training sessions with Federal agencies and the launch of the new GSA AbilityOne website, which provided valuable resources about the program and supported Federal agencies in establishing their AbilityOne Representative programs.

GSA remained committed to expanding opportunities for small and socio-economic businesses, recognizing their vital role in driving innovation, creating jobs, and fostering economic growth. In FY 2024, 35.84 percent of GSA’s spend from MAS and 42.10 percent of GSA’s prime contract dollars went toward small businesses, of which 17.6 percent went to small disadvantaged businesses, exceeding both FY 2024 targets. As part of its efforts to spread Government spending and opportunities across a broader group of suppliers, GSA’s Office of Small and Disadvantaged Business Utilization (OSDBU) hosted its fourth Small Business Works event to provide educational sessions to industry contacts. OSDBU also held matchmaking sessions between GSA prime vendors, Federal agencies, and small businesses, matching 60 prime vendors with 60 small businesses during the event.

Moreover, GSA received an A+ on its FY 2023 Small Business Procurement Scorecard, which measures how successfully Federal agencies reach their small business and socio-economic prime contracting and subcontracting goals. Since this is a lagging performance indicator, the FY 2023 score was received in FY 2024. The actual FY 2024 results are expected to be received from SBA in May 2025, and a grade of A or A+ is anticipated.

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

Performance Indicators (PI) (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2024 Target	FY 2024 Results
PI 3.1.1 (a) Percent of public-facing production websites GSA owns or administers for others that conform to 21st Century IDEA standards, including GSA’s customer-centricity requirements↑	OCE	4%	15%	47%	50%	55%
PI 3.1.1 (b) Percent of TTS digital assets that are Section 508 compliant ↑	FAS TTS	53.00%	80.00%	87.00%	100.00%	86.46%
PI 3.1.1 (c) Percent of Information & Communication Technology (ICT) solicitations posted to SAM.gov that are required to comply with Section 508 provisions and adequately do so ↑	OGP	3.00%	6.04%	12.65%	15.00%	15.02%
PI 3.1.2 Number of websites utilizing GSA’s Digital Analytics Program (cumulative) ↑	FAS TTS	6,000	6,640 ¹	6,833 ¹	7,350	8,324

¹FY 2022 and FY 2023 results were estimated based on criteria used to filter out testing sites to better count public-facing production websites.

Progress Update: GSA continues to make progress towards implementing inclusive, accessible, and equitable design practices that improve customer experience with technology and digital platforms. In FY 2024, the percent of public-facing production websites GSA owned or administered for others that conformed to 21st Century Integrated Digital Experience Act standards increased to 55 percent, hitting the target. GSA also launched a “Voice of Public” pilot program that is expected to deliver web accessibility and user research operations capabilities.

The percent of Technology Transformation Services (TTS) digital assets that were Section 508 compliant decreased from 87 percent to 86.46 percent, missing the target. The remaining TTS digital assets are either awaiting funds needed to achieve compliance or will be removed from public access. Meanwhile, the percent of Information and Communication Technology solicitations posted to SAM.gov that adequately address Section 508 provisions increased in FY 2024, exceeding its target. This growth is attributed to GSA promoting increased collaboration and engagement with agencies and relevant communities of practice and the addition of database streams feeding into its Simplified Reporting Tools, including the addition of eBay Open data.

The number of websites utilizing GSA’s Digital Analytics Program (DAP) rose by nearly 1,000 in FY 2024, exceeding its target. The DAP modernizes the technical infrastructure underpinning data collection, analysis, and reporting, providing opportunities to raise the base level of web analytics knowledge across the Federal Government. The growth in FY 2024 is attributed to GSA’s outreach efforts to help agencies be in compliance with [M-23-22, Delivering a Digital-First Public Experience](#).

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

Focus Area for Improvement

Performance Indicators (PI) <small>(Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)</small>	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2024 Target	FY 2024 Results
PI 3.2.1 (a) Number of times FedRAMP authorized products have been reused by agencies (cumulative) ↑	FAS TTS	2,864	4,573	6,318	7,500	8,209
PI 3.2.1 (b) Average time to obtain a FedRAMP authorization through an agency (months) ↓	FAS TTS	8.10	7.50	7.32	6.20	9.66
PI 3.2.2 (a) Number of Federal agencies and state partners using Login.gov ↑ ● FY 2024 - 2025 Agency Priority Goal	FAS TTS	27	38	47	50	52
PI 3.2.2 (b) Number of active users on Login.gov (in millions) ↑ ● FY 2024 - 2025 Agency Priority Goal	FAS TTS	16.00	41.04	49.05	57.00	72.00
PI 3.2.2 (c) Number of Login.gov identity verified users (in millions) ↑ ● FY 2024 - 2025 Agency Priority Goal	FAS TTS	N/A	N/A	2.2	3.5	3.3
PI 3.2.2 (d) Number of Login.gov serviced applications ↑ ● FY 2024 - 2025 Agency Priority Goal	FAS TTS	199	322	453	480	620

Progress Update: GSA, in consultation with the Office of Management and Budget, has highlighted this objective as a focus area for improvement. However, despite challenges in key measure areas, GSA achieved meaningful progress in the adoption of its Government-wide shared technology solutions and in increasing the security and interoperability of digital services. In FY 2024, GSA expanded the use of its core cloud services and identity management solutions considerably through Federal Risk and Authorization Management Program (FedRAMP) and Login.gov. FedRAMP promotes the adoption of secure cloud services across the Federal Government by providing a standardized approach to security and risk assessment for cloud technologies. Reuse of FedRAMP-authorized products continued to rise, with over 8,200 instances of reuse by the end of FY 2024, representing savings in both time and cost for customer agencies.

However, FedRAMP fell short of its cycle-time target. The average time to obtain a FedRAMP authorization through an agency increased from 7.32 to 9.66 months due to higher volume of new requests and resubmissions, complexity of packages, and changes in the security guidelines. In spite of these challenges, FedRAMP did complete 65 package reviews in the last 12 months, a significant increase compared to 38 in FY 2023. Additionally, FedRAMP is making procedural changes to address these missed targets, including obtaining more robust and actionable security information before finalizing authorizations, and making strategic changes in FedRAMP’s process for working with customer agencies.

GSA achieved three of four targets associated with identity management solutions in FY 2024. Login.gov is GSA’s largest identity management solution, a secure single sign-on service used by the American public to log in to participating Federal agency websites. In FY 2024, the number of Federal agencies and state partners using Login.gov increased from 47 to 52. Some of this growth is attributed to the new pricing model that Login.gov rolled out, which allows agencies of all sizes to more affordably expand their adoption of Login.gov. Login.gov also continued to grow its user base to more than 23 million new active users, bringing the FY 2024 total to 72 million. This represents a substantial year-over-year increase of more than 46 percent. However, GSA missed the target for the number of Login.gov identity verified users, ending the year at 3.3 million versus the 3.5 million target. IAL2 compliance—one of the three levels of identity proofing—was not assessed and certified by a third party until October 2024, and this certification was a critical adoption requirement for customers. Moreover, GSA moved their “in-person proofing” capability out of the pilot phase, which will enable Login.gov users opting out of facial verification to verify their identity at one of 18,000 participating U.S. Postal Service retail locations instead. Meanwhile, the number of applications serviced by Login.gov exceeded its target, with 620 Government services now using Login.gov. This growth is due to greater demand for Login.gov’s service amidst the acceleration of partner agency modernization initiatives.

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

Performance Indicators (PI) (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2024 Target	FY 2024 Results
PI 3.3.1 Number of agencies using TTS consulting services ↑	FAS TTS	74	79	74	79	87
PI 3.3.2 (a) TTS business volume (in millions) ↑	FAS TTS	\$96.30	\$112.48	\$131.10	\$157.00	\$160.85
PI 3.3.2 (b) Agency partner satisfaction - Net Promoter Score ↑	FAS TTS	41.0	34.9 ¹	21.2	30.0	20.5

Performance Indicators (PI) (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2024 Target	FY 2024 Results
PI 3.3.3 (a) Percent of Federal Citizen Services Fund’s (FCSF) American Rescue Plan (ARP) funds that have been obligated (cumulative) ² ↑	FAS TTS	2.20%	35.23%	69.00%	100.00%	99.99%
PI 3.3.3 (b) Number of data sources displayed on the modernized Federal IT Dashboard (cumulative) ↑	OGP	1	2	3	4	5
PI 3.3.4 Number of new hires for the U.S. Digital Corps program ↑	FAS TTS	0	38	48	60	70

¹FY 2022 result was revised from previously reported figures. Data validation confirmed an error in calculation that was corrected.

²FCSF ARP funding expires at the end of FY 2024.

Progress Update: In FY 2024, GSA equipped more agencies with the knowledge and tools to strategically procure and deploy technology products and services through growth, enhancements, and modifications to current processes. GSA’s Technology Transformation Services (TTS) exceeded its target for the number of agencies using TTS consulting services. TTS’ fee for service consulting offerings continued to see strong demand from new Federal partners seeking 18F and Centers of Excellence expertise to help them solve their most pressing modernization challenges. Highlights of new partnerships in FY 2024 include supporting the launch of the IRS Direct File tool, collaborating with the State Department to modernize the Passport Renewal Process, and helping the state of Maryland implement its new Family and Medical Leave program. Additionally, TTS gained new agency partners from the Artificial Intelligence Community of Practice. Meanwhile, TTS business volume exceeded its FY 2024 target, coming in at \$160.85 million.

GSA did not achieve the agency partner satisfaction goal for technology services, with a Net Promoter Score of 20.5. The larger number of passive responses (254) compared to the number of promoter responses (403)—alongside a greater number of TTS programs participating in the survey—drove the slightly lower score in FY 2024. Nonetheless, TTS saw significant score increases across the annual customer survey in all elements over FY 2023 except for customer service.

In the aftermath of the pandemic, GSA received funding for the Federal Citizen Services Fund through the American Rescue Plan (ARP) to build more secure and effective public digital experiences. Over the past three years, ARP funds have been used across TTS offices to increase the public’s access to essential services. As of FY 2024, 99.99 percent of ARP funds have been obligated. The remaining \$20,000 was intentionally held in reserve to pay out interest or other unexpected financial transactions.

GSA’s Office of Technology Policy achieved its FY 2024 goal by adding one data source to the modernized Federal IT Dashboard. OMB requested GSA suspend adding any additional public data sources to the IT Dashboard for the near future. Additionally, in August 2021, GSA launched the U.S. Digital Corps (USDC) to attract early-career technologists to public service and build a Federal technology workforce that reflects the diversity of the nation that it serves. In FY 2024, USDC hired its largest ever cohort, with over 40 of the 70 fellows contributing to AI and AI-enabling projects.

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

Performance Indicators (PI) (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2024 Target	FY 2024 Results
PI 4.1.1 Percent of Government-wide evaluations where findings are applied ↑	OGP	N/A	N/A	60%	50%	75%

Progress Update: Due to increasingly complex evaluations that take additional time to complete, the Office of Evaluation Science shifted focus from measuring the number of evaluations completed to assessing their impact and scale. In FY 2024, OGP found that 75 percent of its findings were applied from evaluations completed between FY 2022 and FY 2023, far exceeding its target of 50 percent. The higher than expected result 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. Discontinuation of the evaluated programs or studies that were retrospective in nature resulted in some cases where evaluations were not applied.

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

Performance Indicators (PI) (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2024 Target	FY 2024 Results
PI 4.2.1 (a) Percent of new vehicle orders that are ZEVs compared to the total number of vehicles ordered in FY where an affordable EV was available ↑ ● FY 2024 - 2025 Agency Priority Goal	FAS	6.74%	20.27%	26.48%	30.00%	25.52%
PI 4.2.1 (b) Percent miles per gallon improvement on vehicle replacements in GSA leased fleet ↑ ● FY 2024 - 2025 Agency Priority Goal	FAS	18.49%	25.29%	37.10%	25.00%	34.54%
PI 4.2.1 (c) Number of electric vehicle supply equipment (EVSE) building assessments completed ¹ ↑ ● FY 2024 - 2025 Agency Priority Goal	PBS	N/A	N/A	N/A	335	373
PI 4.2.2 (a) Number of Federal suppliers that have disclosed their climate information to GSA (cumulative) ↑	OGP	153	186	224	270	308
PI 4.2.2 (b) Percent of priority climate adaptation actions addressed and completed ↑	OGP	N/A	51%	89%	80%	90%

¹As the EVSE infrastructure program matures, this planning-focused indicator will be replaced with a performance-focused one.

Progress Update: In FY 2024, GSA focused on enhancing its centralized services to generate cost savings and support investments in environmental sustainability. One key program is GSA's Fleet Services, which offers agencies centralized support to efficiently acquire and deploy electric vehicles for their missions. GSA did not meet its goal to increase the percent of new vehicle orders where an affordable zero-emission vehicle (ZEV) option was available. GSA achieved 25.52 percent, falling short of the 30 percent target, which was set based on agency goals coordinated with the Council on Environmental Quality before FY 2022. Agencies did not meet their zero-emission vehicle acquisition targets outlined in their sustainability plans partially because they prioritized purchasing and installing electric vehicle supply equipment (EVSE) infrastructure, which is a necessary step before deploying electric vehicles (EVs). However, GSA did offer a record 97 ZEV models, a significant increase from the 70 models offered in FY 2023. These new ZEV models enabled customer agencies to replace conventionally fueled vehicles with ZEVs from a range of offerings that closely mirrored the commercial market. In addition, GSA's transition to ZEVs continued to drive improvements in fuel efficiency, resulting in lower operational costs and a reduced environmental impact for the Federal fleet. In FY 2024, the published fuel economy of the light-duty vehicles ordered led to a 34.54 percent miles per gallon improvement over the outgoing vehicles replaced in GSA's leased fleet, far exceeding the target of 25 percent.

Earlier in the year, GSA Fleet Services led a Government-wide initiative to educate agencies on investing in the necessary electric vehicle supply equipment infrastructure to facilitate the transition to increased adoption of ZEVs in the GSA leased fleet. GSA completed a total of 373 EVSE site assessments in FY 2024, exceeding the target of 335. Meanwhile, throughout FY 2024, agencies awarded \$22.47M through the EVSE blanket purchase agreement. GSA also issued a new EVSE policy in FY 2024 that provides guidance on the implementation, use, and financial accountability for EVSE infrastructure at Federally owned facilities under GSA's jurisdiction, custody, and control.

GSA exceeded both of its targets associated with environmental sustainability in FY 2024. The CDP (formerly the Carbon Disclosure Project) sends out an annual third-party survey that captures climate information—in particular, greenhouse gas (GHG) emissions—disclosed by Federal suppliers. This year, GSA received 308 responses, a 38 percent increase from previous year. The data captured in these responses greatly assists GSA in assessing Government-wide efforts to reduce supply chain GHG emissions and making informed recommendations to other agencies. GSA also achieved 90 percent of its priority climate adaptation actions addressed and completed in FY 2024. These actions are identified in GSA's Tactical Implementation Plan, which outlines five recommendations in response to the effective management of identified climate-related threats and opportunities.

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

Performance Indicators (PI) (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2024 Target	FY 2024 Results
PI 4.3.1 (a) Percent of domestic Federal real property assets with geocodable or mappable location data ¹ ↑	OGP	70.0%	75.1%	82.3%	88.0%	95.8%
PI 4.3.1 (b) Percent of true real property data errors ¹ ↓	OGP	15.34%	9.27%	9.91%	6.50%	26.35%
PI 4.3.2 Percent of key users that rate OGP policy support services as effective ↑	OGP	N/A	73%	N/A ²	80%	86%
PI 4.3.3 Percent of training attendees that rate OGP-led Government-wide training effective ↑	OGP	N/A	90%	91%	91%	89%

¹Prior to FY 2022, results were always delayed until after publication of the Annual Performance Report (APR). Beginning in FY 2022, the fiscal year results for both measures are based on the prior fiscal year's data in order to account for the delay. In light of this change, results prior to FY 2022 were adjusted forward by one year to reflect the change in reporting period.

²Results from the FY 2023 survey were not statistically significant, rendering the indicator unratable.

Progress Update: In FY 2024, GSA continued to improve Government-wide operations through policy application and collaboration with its agency partners. GSA made great strides to overcome the challenges of attaining geocodable or mappable location data for agencies with complex and sensitive real property assets. Due to amplified outreach, the percent of mappable assets increased from 82.3 percent in FY 2023 to 95.8 percent in FY 2024. During the same timeframe, GSA missed its goal of reducing real property data errors, ending the year at 26.35 percent. The increased scrutiny agencies were devoting to identifying and correcting erroneous data demonstrates a more proactive approach to the verification and validation process that will lead to improvements in data quality for future reporting cycles. GSA, in partnership with OMB Office of Federal Financial Management and the Federal Real Property Council further tightened the reporting requirements for data errors and resulting in a higher volume of errors reported. However, the higher volume of errors allows for opportunities to work with the agencies to correct the data submissions for final reporting and in subsequent annual submissions.

OGP updated its methodology for the Government-wide survey measuring the percent of users that rate OGP support services as effective to improve its efficacy and ensure statistical significance. This year's baseline assessment revealed that 86 percent of respondents consider the initiatives to be effective, exceeding the target by 6 percent. More specifically, OGP scored above 80 percent across all six customer experience driver questions related to satisfaction: (1) responsiveness, (2) understanding customers' needs, (3) clarity of communications, (4) consistency of communications, (5) policy expertise, and (6) customer effort.

GSA did not meet the goal for OGP-led Government-wide training in FY 2024, missing the target by about 2 percentage points and ending the year at 89 percent. This slight dip is attributed to an increase in the number of respondents to the training effectiveness survey, with almost triple the amount from last year's data, and the largely unchanged sentiment from previous years' survey results. OGP will use the information collected in this survey to monitor effectiveness and adjust where needed.

Key Capabilities (KC)

Performance Indicators (PI) (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2024 Target	FY 2024 Results
KC 1: Effectiveness of GSA CXO functions, as measured by Government-wide Customer Satisfaction Survey ↑	Staff Offices (CXOs)	5.75	5.68	5.63	5.67	5.61
KC 2: Total GSA operating cost as a percentage of goods and services provided ¹ ↓	OCFO	17.91%	18.22%	19.14%	18.50%	19.24%
KC 3: GSA Overall Employee Engagement Index (EEI) ↑	Services & Staff Offices	83%	83%	85%	85%	86%
KC 4: GSA Federal IT Acquisition Reform Act (FITARA) Scorecard Score ² ↑	GSA IT	A+	B+	B	B	A
KC 5: Percent of GSA staff to receive account access and standard laptop on Day 1 ↑	GSA IT	98.3%	98.2%	97.2%	95.0%	97.9%
KC 6: Percent of GSA business applications hosted in the cloud ↑	GSA IT	49.2%	52.7%	53.4%	53.5%	58.8%
KC 7: Competition rate for GSA acquisitions ↑	OGP	90.7%	90.1%	91.0%	90.0%	90.1%
KC 8: Number of completed evaluations at GSA ↑	OGP	0	5	7	6	6
KC 9: Equity and Organizational Effectiveness Optimization Measure (EOEOM) - Overall level of maturity ³ ↑	OA	N/A	N/A	1.67	2.2	1.67

¹Revised methodology changes the denominator from gross revenue to gross margin (which nets out the cost of goods sold) in an effort to control for fluctuations in business volumes. Historical results have been re-baselined using this methodology.

²Plus and minus modifiers to letter grades were removed from the FITARA scoring methodology in FY 2023.

³FY 2024 target was set using a single data set a methodology change reset the FY 2023 baseline result from 2.1 to 1.67.

Progress Update: GSA remains focused on delivering efficient and effective support services that bolster mission operations. In FY 2024, GSA achieved a score of 5.61 for the Government-wide Customer Satisfaction Survey. Although GSA missed the 5.67 target, the agency continues to be within the top 5 agencies across all mission functions and service areas, indicating a healthy set of mission support functions. Moreover, GSA missed the target of 18.50 percent for total GSA operating cost as a percentage of goods and services provided, with a final result of 19.24 percent. The increase in operating cost was primarily driven by two causes: (1) the FY 2024 target included optimistic assumptions for higher revenue and supplemental appropriations for PBS that did not materialize, and (2) within FAS, operating costs grew faster than gross margin, which was primarily due to long-term investments in staffing.

GSA continued its work throughout FY 2024 to promote an engaged, productive, and inclusive workforce. GSA's Overall Employee Engagement Index (EEI) score came in at 86 percent, which is a record high score since GSA's initial participation in the Federal Employee Viewpoint Survey in 2012. GSA also bolstered its ability to measure the efficacy of the agency's diversity, equity, inclusion, and accessibility initiatives. In FY 2024, the overall maturity measure was 1.67. GSA expanded the Equity and Organizational Effectiveness Optimization (EOEO) survey audience beyond Senior Executives to include

supervisors and managers. GSA offices have empowered EOEO volunteer working groups to proactively measure and evaluate EOEO practices at each office.

GSA also continued to provide consistent, dependable technology services as a crucial aspect of effective mission delivery in a hybrid work environment. In FY 2024, GSA achieved its targets for all three technology services key capabilities. 97.9 percent of newly hired employees received their laptops and had their accounts set-up for timely onboarding. This success demonstrates a commitment not only to ensuring mission readiness but also a positive employee experience. In addition, GSA prioritized improving information technology management practices, which is best reflected by GSA's score of "A" on the September 2024 [Federal Information Technology Acquisition Reform Act scorecard](#). This score exceeded the target and the previous FY 2023 result by one letter grade. Additionally, it reflects GSA's ability to adapt to the new cloud category added to the scorecard in FY 2024. Lastly, GSA exceeded its target for percent of GSA Business Applications Hosted in the Cloud by over 5 percentage points. A steady increase in cloud adoption will enable greater security and protection of Government information and operations.

GSA remained committed to providing cost-effective and high-quality products and services for its customers. To this end, GSA achieved its target of 90 percent for Competition Rate for GSA Acquisitions, ending the year at 90.1 percent. Meanwhile, GSA 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 remote and hybrid work options correlate with employee outcomes, and creating predictive analytic models that can be leveraged for strategic workforce planning and forecasting small business contracting dollars.

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, and
- 2 Independent Offices.

Staff Offices

Office of Administrative Services (OAS)

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

Office of the Chief Financial Officer (OCFO)

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

Office of GSA IT (GSA IT)

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

Office of Civil Rights (OCR)

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

Office of Congressional and Intergovernmental Affairs (OCIA)

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

Office of Customer Experience (OCE)

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

Office of the General Counsel (OGC)

OGC provides sound and timely legal advice and representation to GSA clients to enhance their ability to deliver the best value in real estate, acquisition, and technology services to the Government and the American people. OGC carries out all legal activities of GSA; advises on the proper implementation of GSA's statutory responsibilities; and provides legal counsel to the Administrator, the Deputy Administrator, and other officials of GSA (with the exception of certain legal activities of the Office of Inspector General and the Civilian Board of Contract Appeals). The General Counsel is the chief legal officer of the agency and is responsible for legally sound implementation of GSA's mission responsibilities nationwide. The General Counsel serves as GSA's Designated Agency Ethics Official and manages GSA's ethics program. The General Counsel also serves as the Chief Freedom of Information Act (FOIA) Officer and manages the FOIA program.

Office of Human Resources Management (OHRM)

OHRM delivers comprehensive human resources services and solutions to GSA and its employees. OHRM's primary focus is to work with GSA Services and Staff Offices to attract, motivate, develop, retain, and reward employees to maintain and enhance a mission-ready workforce.

Office of Mission Assurance (OMA)

OMA ensures resilience and continuity of the agency's critical business processes by integrating and coordinating activities across all domains of security (physical, personnel, and industrial), Homeland Security Presidential Directive 12 credentialing, emergency management, and contingency and continuity planning. OMA provides an enterprise-wide approach to mission assurance planning while ensuring the safety, privacy, and security of GSA facilities, personnel, and assets nationwide.

Office of Small and Disadvantaged Business Utilization (OSDBU)

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

Office of Strategic Communication (OSC)

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

Independent Offices**Office of Inspector General (OIG)**

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

Civilian Board of Contract Appeals (CBCA)

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

GSA Leadership

OFFICE OF THE ADMINISTRATOR



Robin Carnahan
Administrator



Katy Kale
Deputy Administrator



Brett Prather
Chief of Staff



Trevor D. Jones
Deputy Chief of Staff for
Operations and White House
Liaison

NATIONAL SERVICES & INDEPENDENT OFFICES



Tom Howder
Acting Commissioner
Federal Acquisition
Service



Elliot Doomes
Commissioner
Public Buildings Service



Robert C. Erickson
Deputy Inspector General
Office of
Inspector General



Erica S. Beardsley
Chair
Civilian Board of
Contract Appeals

STAFF OFFICES



Channing Grate
Associate
Administrator
Office of Strategic
Communication



Mehul Parekh
Acting Associate
Administrator
Office of Government-
wide Policy



Aluanda Drain
Associate
Administrator
Office of Civil Rights



Robert J. Carter
Associate
Administrator
Office of Mission
Assurance



Arron Helm
Chief Human Capital
Officer
Office of Human
Resources
Management



David A. Shive
Chief Information
Officer
Office of GSA IT



Nimisha Agarwal
Chief Financial Officer
Office of the Chief
Financial Officer



Bob Stafford
Chief Administrative
Services Officer
Office of
Administrative
Services



Steve Brockelman
Acting Chief
Customer Officer
Office of Customer
Experience



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REGIONAL MAP



Acronym Guide

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

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

SRT	Solicitation Review Tool
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