GSA®

U.S. General Services Administration

GENERAL SERVICES
ADMINISTRATION

Fiscal Year 2023 Annual Performance Plan
and
Fiscal Year 2021 Annual Performance Report

Table of Contents

Executive Summary

Purpose

The U.S. General Services Administration's (GSA) fiscal year (FY) 2023 Annual Performance Plan (APP) and FY 2021 Annual Performance Report (APR) describe the agency's goals and objectives for the next fiscal year and provide an overview of prior fiscal year performance.

In general, the APP's purpose is to:
- articulate how the work of the agency benefits the public
- enable the public to understand the goals set by the agency to make progress
- explain the performance improvement strategies that are key to achieving the goals

More specifically, the FY 2021 APR summarizes GSA's actual performance relative to the goals and objectives laid out in the agency's FY 2021 APP. The FY 2023 APP defines the level of performance to be pursued by GSA in FY 2023, describing the strategic goals, strategic objectives, supporting performance goals, and performance indicators.

Both the APP and APR were prepared in compliance with the Government Performance and Results Modernization Act of 2010, Pub. L. 111-352, under guidance from the U.S. Office of Management and Budget (OMB) Circular No. A-11 (Revised March 2021): Preparation, Submission, and Execution of the Budget.

About GSA

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

GSA 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, shared services, and 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.

GSA has four fundamental strategies for delivering its 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 owns and leases more than 8,800 assets and maintains an inventory of more than 370 million square feet of rentable workspace. GSA's inventory of assets comprises 413 buildings listed in the National Register of Historic Places and 99 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 50 Federal departments and agencies.

Federal Acquisition Service

GSA's Federal Acquisition Service (FAS) uses the collective buying power of the Federal Government to acquire goods and services to support agency customers. FAS offers Federal agencies more than 31 million different products and services. In fiscal year (FY) 2021, FAS delivered over $84 billion in information technology (IT) products, services, and solutions; telecommunications services; assisted acquisition services (AAS); travel and transportation management solutions; motor vehicles and fleet services; and charge card services.

FAS's Technology Transformation Services and IT portfolios improve the public's digital interactions with Government by providing technology consulting services, good-for-Government shared applications, platforms, and processes to make agencies' services more accessible, efficient, and effective for the American people.

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.

FY 2021 Annual Performance Report

SO 1.1 Reduce the cost of the Federal inventory

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2021 Results
PI 1.1.1 Vacant space in inventory ↓	PBS	3.3%	3.3%	3.1%	3.0%	2.8%
PI 1.1.2 Lease cost relative to average market rate ↓	PBS	-5.2%	-17%	-12.6%	≤-7.0%	-10.25%
PI 1.1.3 Percent of leased revenue available after administering leasing program ↔	PBS	-0.40%	-0.56%	-0.8%	-1.1% to 1%	-0.9%
PI 1.1.4 Percent of non-competitive sales and donations awarded within 220 days ↑	PBS	97.5%	98%	95.5%	93%	100%
PI 1.1.5 Percent of public sale properties awarded within 135 days ↑	PBS	98%	99%	100%	98%	98%
PI 1.1.6 Gross sales revenue from GSA disposals (in millions) ↑	PBS	$76.4	$61.7	$38.2	$13.5	$4.95

Progress Update: In this Strategic Objective, GSA met five of its six performance targets for FY 2021. Over the past two years, GSA has reduced vacant space in its office space portfolio from 3.3 to 2.8 percent. New or renegotiated leases fell to 10.25 percent below average market rates for comparable office space in market areas where reliable comparisons can be made, offering significant savings to the Government over the lifetime of the lease contracts. GSA met its goal to lease office space from the private sector at minimal cost to the Government for situations where placing agencies into Government-owned facilities wasn't practical, recovering 99.1 percent of its costs. In March 2021, the U.S. Government Accountability Office (GAO) removed costly leasing from its High Risk Report — a significant milestone that reflects, in part, the improvements that GSA has made in its leasing program.

Targets were also met in efficiently donating and selling underutilized Government-owned real property assets. GSA did not meet its goal to achieve $13.5 million in gross sales revenue from GSA disposals. The revenue target was established based on specific asset sales projected to occur during FY 2021; however, the disposition of a portion of the Denver Federal Center that was originally anticipated for the fourth quarter of FY 2021, was postponed until early FY 2022. The estimated sales value of this asset has been incorporated into the FY 2022 measure target.

SO 1.2 Establish GSA as a more effective provider of real estate services for all agencies

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2021 Results
PI 1.2.1 Energy intensity reduction (cumulative % reduction from baseline year)* ↑	PBS	5.41%	5.06%	10.33%	10.58%	11.09%
PI 1.2.2 Percent of capital construction projects on schedule and on budget ↑	PBS	90%	98%	93%	75%	77%
PI 1.2.3 Tenant satisfaction with Government-owned and -leased space (Facilities Management Index) ↑	PBS	69%	70%	N/A**	N/A**	N/A**
PI 1.2.4 Percent of cleaning and maintenance costs within market range ↑	PBS	73.6%	72%	74%	80%	70%

Progress Update: The COVID-19 pandemic presented new challenges and opportunities for GSA and its customer agencies in FY 2020 and FY 2021. Most agencies employed widespread use of telework in response to the pandemic. GSA easily met its target for reducing energy intensity (BTUs/SF) but suspended its annual Tenant Satisfaction Survey due to low occupancy of many Federal facilities. Cleaning and maintenance costs fell short of the 80-percent target for staying within market range. GSA considers socio-economic factors as well as cost and quality criteria in awarding cleaning and maintenance contracts. Reliable industry cleaning and maintenance benchmark data for some market areas may be scarce in the short-term due to the impact of COVID-19. GSA achieved its targets for keeping capital projects on schedule and on budget. The capital projects performance targets were lowered for FY 2021 from 90 to 75 percent due to GSA's decision not to adjudicate results for on-schedule factors outside of GSA's control. GSA is transitioning to the new capital project measures in FY 2022 to better account for all phases of project management and to provide transparency in assessing capital project performance.

In FY 2021, GSA kicked off Workplace 2030 to redefine how agencies can use physical and virtual workspace effectively while achieving high levels of workforce engagement and productivity. GSA also has the opportunity to improve environmental sustainability with its facilities and improve energy and water efficiency through expanded use of best practices, new technologies, and better design. Implementing emerging building technologies will also support timely economic recovery and generate job opportunities.

*The target for this measure is a 0.25% improvement from prior year results. FY 2020 results were revised to a 10.33% reduction from the 2015 baseline from a previously reported 11.78% reduction. This revision is due to the timing of invoices submitted to GSA from utility providers.
** The Tenant Satisfaction Survey was not executed in FY 2020 and will not be executed in FY 2021 due to low occupancy in Federal buildings in response to the COVID-19 pandemic.

SO 2.1 Design and deliver GSA products and services that yield measurable savings while aligning with customer mission objectives and changing market demand

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2021 Results
PI 2.1.1 Customer loyalty score (10-point scale) ↑	FAS	7.5	7.6	7.9	7.9	7.8
PI 2.1.2 Acquisition program savings (in billions) ↑	FAS	$5.86	$6.54	$5.92	$5.00	$6.09

Progress Update: In FY 2021, GSA continued to deliver more than $6 billion in savings for the Government. This was achieved despite the lower demand for travel services impacted by COVID-19; GSA's travel services traditionally provide a strong source of savings among our service and product categories. Savings associated with GSA's information technology acquisition solutions represents the most robust source of savings for the Government. Customer loyalty also showed a 3-year positive trend in FY 2018-2020; and while progress plateaued in FY 2021, the decrease was not statistically significant. To better anticipate and meet customer needs, GSA will expand the use of data and business intelligence capabilities for specific markets and industries and incorporate more transaction-based surveys for more timely customer feedback.

SO 2.2 Make it easier to do business with the Government by simplifying processes and streamlining access for our customers and suppliers

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2021 Results
PI 2.2.1 Supplier satisfaction score (5-point scale) ↑	FAS	3.69	3.65	3.81	3.85	3.90
PI 2.2.2 Multiple Award Schedule (MAS) Sales (in billions) ↑	FAS	$31.2	$32.0	$36.6	$32.5	$39.8

Progress Update: Multiple Award Schedule (MAS) sales are growing, achieving a new high for annual results in FY 2021 ($39.8 billion dollars). The demand for GSA's Assisted Acquisition Services (AAS) also continues to grow as agencies seek assistance on complex acquisitions, such as professional services and IT acquisitions. Supplier satisfaction improved for the fourth consecutive year, achieving a mean rating of 3.90 in FY 2021. Maintaining a strong pool of qualified suppliers ensures that agencies have good options to effectively meet their procurement needs. In recent years, GSA has transitioned vendors to a single consolidated MAS, implemented commercial e-commerce portals that allows the Government to better track expenditure for open-market items outside of MAS, and simplified catalog management to make it easier for suppliers to integrate their catalogs with GSA systems and processes.

SO 2.3 Enhance customer agency access to qualified socio-economic entities

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2021 Results
PI 2.3.1(a) Percent of GSA contract dollars awarded to small business through prime contracting ↑	OSDBU	38.82%	42.69%	49.43%	30%	46.89%
PI 2.3.1(b) Percent of GSA contract dollars awarded through prime contracting to each socio-economic small business category ↑ SDB / WOSB / SDVOSB (SDV) / HUBZone (HUB)*	OSDBU	SDB 19.94% WOSB 8.55% SDV 5.63% HUB 3.98%	19.31% 10.00% 5.06% 3.90%	22.18% 10.41% 8.91% 4.39%	5% 5% 3% 3%	20.57% 8.95% 8.19% 5.03%
PI 2.3.1(c) Percent of GSA contract dollars awarded to small business through subcontracting ↑	OSDBU	24.1%	22.1%	29.3%	20%	25.80%
PI 2.3.1(d) Percent of GSA contract dollars awarded through subcontracting to each socio-economic small business category ↑ SDB / WOSB / SDVOSB / HUBZone*	OSDBU	SDB 5.5% WOSB 4.4% SDV 1.6% HUB 0.9%	4.0% 4.5% 1.6% 0.7%	4.4% 4.8% 2.9% 1.2%	5% 5% 3% 3%	4.80% 5.30% 2.60% 1.20%
PI 2.3.1(e) Agency peer review score of Small Business Act compliance ↑ (SBA scorecard composite score)	OSDBU	20.5%	21%	21%	20%	TBD**
PI 2.3.1(f) Small business diversification across industries ↑ (SBA scorecard composite score)	OSDBU	11.8%	8.8%	9.0%	10%	TBD**
PI 2.3.1(g) Percent of Multiple Award Schedule (MAS) business volume from small businesses ↑	FAS	38.4%	38.8%	37.2%	35.0%	36.7%

Progress Update: GSA is on track to achieve the majority of its performance goals for utilizing qualified socio-economic businesses. Preliminary results suggest that GSA will achieve all of its small business utilization goals (overall and each of the four subgroup categories) for contract dollars awarded through prime contracting. Almost half (46.89 percent) of GSA's prime contract dollars were awarded to small and disadvantaged businesses — far exceeding the 30-percent target. Final FY 2021 results for the small business performance indicators will be reported by the Small Business Administration (SBA) in the Summer of 2022. In recent years, GSA has fallen short in meeting subcontracting small utilization goals with HUBZone business subcontracting representing the greatest opportunity for improvement.

SBA scorecard results for GSA will be released by the SBA in the fourth quarter of FY 2022; GSA has achieved an A or A+ for over 10 consecutive years (FY 2010-2020) on the SBA scorecard. Customer agencies continue to utilize small businesses when making procurements via the MAS. Over 36 percent of MAS business volume has gone to small businesses for 8 consecutive years.

*SDB = Small Disadvantaged Business; WOSB = Women-Owned Small Business; SDVOSB = Service-Disabled Veteran-Owned Small Business; HUBZone = Historically Underutilized Business Zone.
**Results will be received in the fourth quarter of FY 2022.

SO 3.1 Lead Government-wide technology modernization initiatives

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2021 Results
PI 3.1.1 Number of times Federal Risk and Authorization Management Program (FedRAMP) authorized products have been reused by agencies (cumulative) ↑	FAS	904	1,273	1,847	2,397	2,864
PI 3.1.2 Percent of Major IT Project spend with GSA involvement ↑	FAS	22%	23%	28.9%	29%	30.2%

Progress Update: GSA is improving the way Federal agencies buy, build, and use technology. The use of FAS IT Category contract vehicles to support modernization efforts compared to total dollars used to support modernization increased from 22 percent in FY 2018 to 30 percent in FY 2021. Reuse of Federal Risk and Authorization Management Program (FedRAMP) authorized products by agencies has increased significantly for the fourth consecutive year, with an increase by 55 percent from the prior year. FedRAMP is a standardized approach that empowers agencies to use modern cloud technologies, with an emphasis on security and protection of Federal information and helps accelerate the adoption of secure cloud solutions.

The Federal Acquisition Service's Information Technology Category (ITC) is developing an Emerging Technology strategy that seeks to position GSA as a leader in enabling agencies to raise awareness of and more readily reach emerging technologies. As part of this strategy, ITC is extracting leading edge technology data from proposals submitted during the solicitation period. Additionally, ITC is reviewing the utilization of Other Transaction Authority (OTA) of other agencies to identify opportunities within this growing sub-market. OTA is a legally binding agreement between Government and industry authorized for scientific research, technology development, and prototype projects.

SO 3.2 Drive more efficient and innovative Government procurement of technology services

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2021 Results
PI 3.2.1(a) Centers of Excellence (# of Interagency Agreements signed) (cumulative) ↑	FAS	2	5	16	18	30
PI 3.2.1(b) Centers of Excellence (#) (cumulative) ↑	FAS	5	14	35	38	54

Progress Update: GSA has achieved its performance targets for Centers of Excellence (CoEs). CoEs help partner agencies accelerate IT modernization, improve the public experience, and increase operational efficiencies. In FY 2021, 16 new COEs were established. The number of interagency agreements signed in order for GSA to stand up at least one CoE increased from five in FY 2018 to 54 in FY 2021. Solutions offered by the COEs include use of artificial intelligence, facilitating integration of cloud services, and improving use of IT in agencies' contact centers. A key challenge for GSA moving forward will be the ability to recruit, hire, and retain quality staff with complex acquisition, financial, technical, and project management skills to accommodate the agency's leading role in providing technology to the Government. To address this challenge, GSA's AAS will continue to proactively recruit acquisition, program, and project management personnel with the right skills to conduct AAS work.

SO 3.3 Lead implementation of technical standards, policies, and strategies

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2021 Results
PI 3.3.1(a) Number of cloud strategies and action plans developed in accordance with update to Data Center Optimization Initiative (DCOI) ↑	OGP	N/A	N/A	5	5	5
PI 3.3.1(b) Number of Chief Financial Officers (CFO) Act agencies with updated risk assessments completed utilizing Federal Identity, Credential, and Access Management (FICAM) playbooks and tool (cumulative) ↑	OGP	N/A	N/A	6	12	14

Progress Update: GSA achieved both of its targets in FY 2021. Five new cloud strategies and action plans were developed in support of the Data Center Optimization Initiative. The number of CFO Act agencies with completed risk assessments (utilizing Federal Identity, Credential, and Access Management playbooks and tools) increased from 6 to 14 agencies. In response to agencies' feedback, GSA improved the quality of the playbooks through the use of simplified modern use cases. GSA will continue to work across Government to provide a policy framework, technical guidance, strategies, and tools to support Government-wide technology transformation efforts. GSA's Office of Government-wide Policy will consult with the CIO, OMB, and other agencies to ensure that the policy guidance and training that OGP offers meets agencies' most significant operational needs.

SO 4.1 Develop new organizational capabilities to understand customer demand and deliver integrated offerings to support common business processes Government-wide

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2021 Results
PI 4.1.1 Number of agency-owned (non-GSA) vehicles consolidated by GSA ↑	FAS	1,790	1,805	1,597	2,000	2,951

Progress Update: GSA met its FY 2021 performance goal to consolidate other agencies' vehicles into GSA's Fleet Management Services. Fleet management represents an opportunity for growth as a GSA-provided shared service. GSA studies have shown that there are opportunities to improve Government-wide motor vehicle management to reduce redundancies and avoid operational inefficiencies. Vehicle consolidations allow agencies to convert their agency-owned vehicles into GSA's full life-cycle fleet leasing service. Leasing vehicles with GSA ensures that agencies can access reliable and comprehensive data on vehicle usage and maintenance to make sound decisions to support their missions. Over 7,800 Government vehicles have been consolidated into GSA's fleet within the current 4-year span (FY 2018–2021).

SO 4.2 Promote adoption of shared services by agencies through policy, guidance, and benchmarking

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2021 Results
PI 4.2.1(a) Number of business lines that go through a readiness assessment ↑	OGP	5	1	1	1	1
PI 4.2.1(b) Number of components that have advanced to the next stage of the standards development process as part of the Federal Integrated Business Framework (FIBF) ↑	OGP	5	15	21	12	36

Progress Update: Business standards are critical to establishing shared solutions and services. GSA is making good progress in moving agencies to adopt common business standards, meeting both of its performance targets. Using the Federal Integrated Business Framework (FIBF), GSA's Office of Government-wide Policy is leading the effort to document common business needs across agencies by focusing on outcomes, data, and cross functional end-to-end business processes. Establishing consistent Government-wide standards is part of the critical path for diverse Government agencies to efficiently adopt shared services. The FIBF consists of five major components:

1. The Federal Business Lifecycle includes functional areas, functions, and activities that serve as the basis for a common understanding on what services agencies need and solutions that should be offered.
2. Business Capabilities are the outcome-based business needs mapped to Federal Government authoritative references, forms, inputs, outputs, and data standards.
3. Business Use Cases are a set of agency "stories" that document the key activities, inputs, outputs, and other lines of business intersections to describe how the Federal Government operates.
4. Standard Data Elements identify the minimum data fields required to support the inputs and outputs noted in the use cases and capabilities.
5. Performance Metrics define how the Government measures successful delivery of outcomes based on timeliness, efficiency, and accuracy targets.

SO 4.3 Support the overall mission of GSA by investing in our employees and modeling how we deliver internal support services, while providing policy guidance across Government

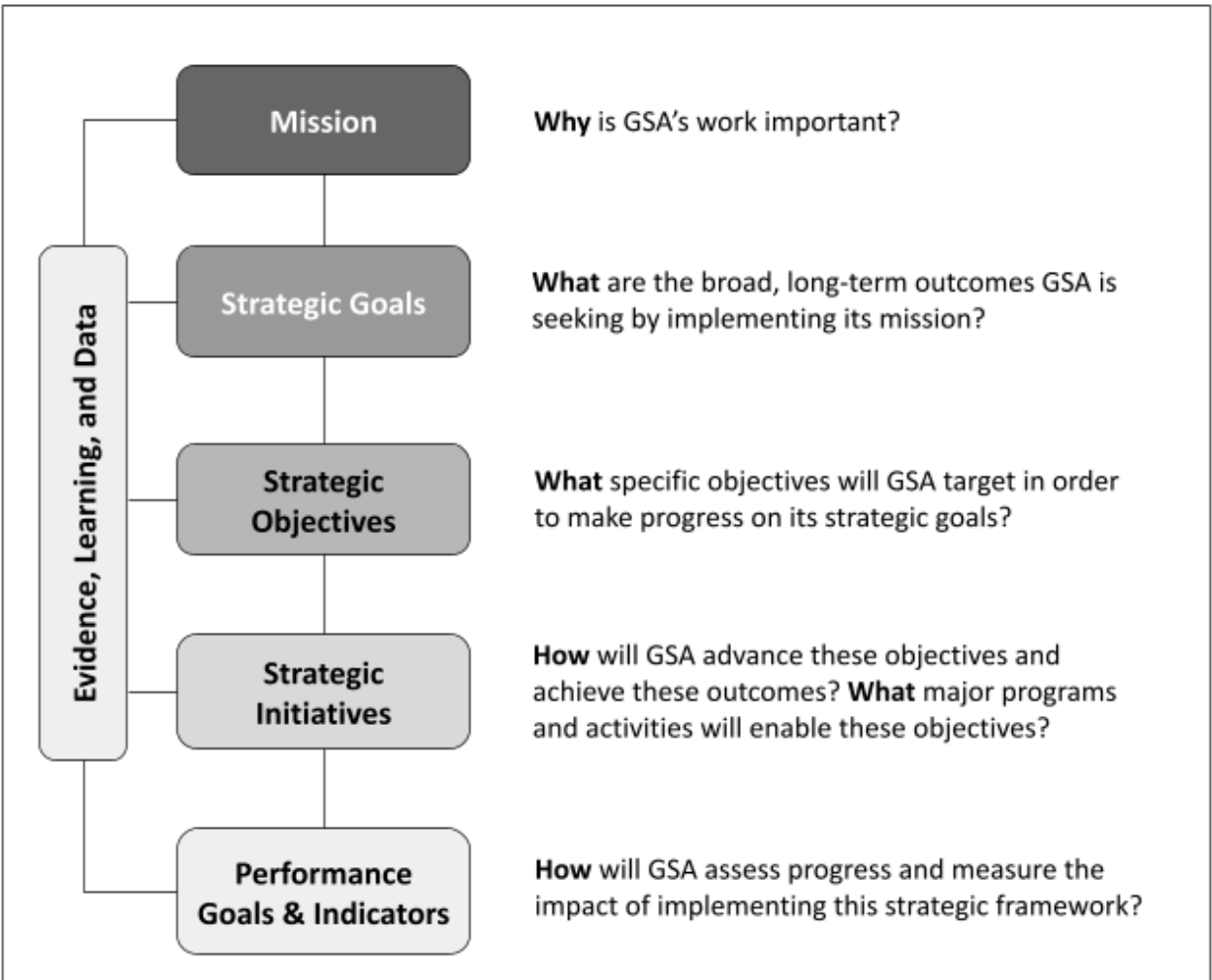| Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2021 Results
PI 4.3.1(a) Total GSA operating cost as a percentage of goods and services provided ↓	OCFO	8.45%	8.01%	7.64%	8.25%	7.50%
PI 4.3.1(b) Effectiveness of GSA CXO functions, as measured by customer satisfaction (7-point scale) ↑	CXO	5.16	5.42	5.49	5.40	5.75
PI 4.3.1(c) Percent of GSA IT portfolio utilizing cloud technologies ↑	GSA IT	47%	50%	52.9%	53%	69.4%
PI 4.3.1(d) Competition rate for GSA acquisitions ↑	OGP	82.6%	85.4%	84.2%	80.0%	83.1%
PI 4.3.1(e) Competitive One-Bid rate for GSA acquisitions ↓	OGP	18.0%	15.4%	14.8%	15.0%	14.0%
PI 4.3.2 GSA Overall Employee Engagement Index (EEI)* ↑	Service & Staff Offices	76%	78%	83%	83%	83%

Progress Update: To strengthen GSA's ability to lead by example in Government management, it is important that GSA's support services are among the most efficient and effective in Government. Over the past 4 years, internal customers' satisfaction with mission support services — human resources, financial, information technology, and acquisition management — has continued to improve year to year. GSA met all five of its internal shared services goals in FY 2021. Notable improvements include:

- Reduction in operating costs as a percentage of goods and services provided. From 8.45 percent in FY 2018 to 7.50 percent in FY 2021.
- Higher internal customer satisfaction with GSA's mission support services (Acquisition, Human Resources, Financial, and Information Management). From an average rating of 5.16 to 5.75 (on a 7-point rating scale) from FY 2018 to FY 2021.
- A substantial increase of GSA's IT portfolio transitioned into cloud technologies, achieving 69.4 percent in FY 2021.
- Other measures have remained stable and on-target.

*If FY 2021 EEI score decreases from the FY 2020 result, then the FY 2022 target would be the FY 2021 result plus a 1 percent increase.
 If FY 2021 EEI score remains constant or increases from FY 2020 result, then the FY 2022 target would equal the FY 2021 result.

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.

Mission — **Why** is GSA's work important?

Strategic Goals — **What** are the broad, long-term outcomes GSA is seeking by implementing its mission?

Strategic Objectives — **What** specific objectives will GSA target in order to make progress on its strategic goals?

Strategic Initiatives — **How** will GSA advance these objectives and achieve these outcomes? **What** major programs and activities will enable these objectives?

Performance Goals & Indicators — **How** will GSA assess progress and measure the impact of implementing this strategic framework?

Evidence, Learning, and Data

Strategic Framework

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

G1 REAL ESTATE SOLUTIONS

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

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

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

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

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

G2 ACQUISITION

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

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

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

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

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

G3 DIGITAL GOVERNMENT

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

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

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

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

G4 GOVERNMENT OPERATIONS

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

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

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

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

KEY CAPABILITIES

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

Strategic Framework with Performance Goals

G1 REAL ESTATE SOLUTIONS	G2 ACQUISITION	G3 DIGITAL GOVERNMENT	G4 GOVERNMENT OPERATIONS
Financially and environmentally sustainable, accessible, and responsive workspace solutions that enable a productive Federal workforce.	**A modern, accessible, and streamlined acquisition ecosystem and a robust marketplace connecting buyers to the suppliers and businesses that meet their mission needs.**	**A digital Government that delivers for the public through trusted, accessible, and user-centered technologies.**	**A Government that capitalizes on interagency collaboration and shared services to make informed management decisions and improve operations, delivering value for the American people.**
SO 1.1 Develop and offer integrated and virtual workspace options and services that maximize flexibility, particularly in anticipation of increased telework. • PG 1.1.1 Right-Size GSA's real estate portfolio (APG)	**SO 2.1** Ensure GSA's portfolio of offerings meets market demand for products, services, and solutions and the desired acquisition approaches. • PG 2.1.1 Expand the use of GSA acquisition solutions, and associated savings, across the Government • PG 2.1.2 Increase Multiple Award Schedule (MAS) sales	**SO 3.1** Implement inclusive, accessible, and equitable design practices that improve customer experience with technology and digital platforms • PG 3.1.1 Evaluate, rationalize, and modernize GSA technology and solutions to advance standardization among websites across Government • PG 3.1.2 Improve the public's ability to access resources by increasing usability, utility, and data integrity of public-facing Government websites	**SO 4.1** Build evidence-based capacity and foster interagency collaboration to strengthen operational effectiveness at GSA and across Government. • PG 4.1.1 Develop and implement evaluation designs and methods on high-priority, high-impact Government-wide programs
SO 1.2 Secure investments needed to achieve a right-sized and modernized portfolio that is safe, efficient, and affordable for customers. • PG 1.2.1 Optimize GSA's real estate portfolio	**SO 2.2** Improve stakeholder satisfaction by delivering simplified customer and supplier experiences. • PG 2.2.1 Increase customer satisfaction • PG 2.2.2 Increase satisfaction of supplier base • PG 2.2.3 Improve tenant satisfaction in Government-owned and -leased space • PG 2.2.4 Improve the quality of contract administration in GSA contracting activities	**SO 3.2** Lead Government-wide adoption of shared technology solutions that improve digital governance, sharing, security, and interoperability. • PG 3.2.1 Target the growth of shared security products to reduce digital threats • PG 3.2.2 Increase adoption of GSA-sponsored identity solutions (APG)	**SO 4.2** Provide centralized services and shared solutions that promote cost savings and environmental sustainability, enabling agencies to focus on mission delivery. • PG 4.2.1 Improve agency adoption and optimization of GSA services • PG 4.2.2 Advance Government-wide agreement on the standardization of mission-support functions • PG 4.2.3 Address the climate crisis through zero-emission fleet vehicles (APG)
SO 1.3 Establish and implement cross-cutting solutions that mitigate climate risks by increasing building resilience, reducing overall GHG emissions, improving energy, water, and waste efficiency, and supporting the transition to carbon pollution-free electricity. • PG 1.3.1 Reduce GHG emissions from the GSA-controlled real estate portfolio • PG 1.3.2 Continue reducing energy intensity of GSA-controlled facilities	**SO 2.3** As a trusted partner, foster the supply chain to support GSA and Federal acquisition needs for 2025 and beyond. • PG 2.3.1 Increase awareness and capabilities within GSA's acquisition workforce to better manage supply chain risks	**SO 3.3** Equip agencies with the knowledge and tools to strategically procure and deploy technology products and services. • PG 3.3.1 Increase Government technology acumen and adoption • PG 3.3.2 Increase usage and satisfaction with GSA's shared digital services and solutions • PG 3.3.3 Increase Federal IT modernization • PG 3.3.4 Expand the diversity of the digital workforce	**SO 4.3** Deliver smart policies, regulations, and workforce training that inform management decisions and help agencies streamline operations. • PG 4.3.1 Improve Government-wide real property data • PG 4.3.2 Implement effective policy initiatives • PG 4.3.3 Deliver quality policy compliance training to agencies regarding policies, regulations, and best practices
SO 1.4 Identify and implement programs that positively impact local communities through enhanced economic activity and opportunities for underserved populations. • PG 1.4.1 Expand and deploy the "Good Neighbor Program" (GNP) nationwide	**SO 2.4** Aid U.S. economic growth by maximizing opportunities and minimizing barriers for small and/or underserved businesses seeking to do business with GSA. • PG 2.4.1 Increase opportunities for persons with disabilities through GSA procurement • PG 2.4.2 Maintain and improve the percent of spend that goes to small business from the MAS • PG 2.4.3 Create more opportunities for small and socio-economic businesses		

FY 2022 - FY 2023 Agency Priority Goals (APGs)

Right-Size GSA's Real Estate Portfolio

GSA will transform its real estate portfolio to better reflect the changing needs of the post-pandemic Federal workforce. As agencies modify their physical footprint, GSA will right-size its inventory to fully use its federally owned assets, backfill or terminate vacant leased space, and dispose of the properties necessary to achieve an optimized portfolio.

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

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

Address the Climate Crisis through Zero-Emission Fleet Vehicles

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

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

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

Goal Leader: Sonny Hashmi, Commissioner, Federal Acquisition Service

Increase Adoption of GSA-Sponsored Identity Solutions

GSA will increase adoption of Login.gov, a simple, secure, and equitable shared service at the forefront of the public's digital identity. The goal is for Login.gov to be the public's one account for accessing government services online. Login.gov can cost-effectively help agencies to support a better user experience, streamline user accounts, and enhance security. GSA is expanding its suite of identity solutions to increase diversity of vendor and Government data source providers. GSA wants to improve identity verification rates across a broader set of demographics, such as age, ethnicity, and socioeconomic status.

- Increase the number of customer agencies using at least one GSA identity management solution from 27 to 33 agencies.
- Increase the number of annual active users on the Login.gov platform from 16M to 41M.
- Expand the number of identity vendors and Government data source providers utilized on the platform from 2 to 4.

Goal Leaders: Sonny Hashmi, Commissioner, Federal Acquisition Service
          Dave Zvenyach, Director, Technology Transformation Services

FY 2023 Strategic Objectives (SO) and Performance Indicators (PI) Summary

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

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Targets	FY 2022 Targets	FY 2023 Targets
PI 1.1.1 Percent of CFO Act agencies with new National Workspace Portfolio Plans ↑ (APG) (New)	PBS	N/A	N/A	N/A	N/A	50%	80%

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

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Targets	FY 2022 Targets	FY 2023 Targets
PI 1.2.1 (a) Lease cost relative to the average market rate ↓	PBS	-17.0%	-12.6%	-10.25%	-7.0%	-9.0%	-7.0%
PI 1.2.1 (b) Percent of non-competitive sales and donations awarded within 220 days ↑	PBS	98%	95.5%	100%	93%	93%	93%
PI 1.2.1 (c) Percent of public sale properties awarded within 135 days ↑	PBS	99%	100%	98%	98%	98%	98%
PI 1.2.1 (d) Gross sales revenue from GSA disposals (in millions)* ↑	PBS	$61.7	$38.2	$4.95	$13.5	$28	$17.25
PI 1.2.1 (e) Capital projects schedule variance ↔ (Revised)	PBS	N/A	N/A	-1.5%	0 to -20%	0 to -10%	0 to -10%
PI 1.2.1 (f) Percent of capital projects on budget ↑ (Revised)	PBS	82.0%	83.5%	80.2%	80%	80%	80%

*The targets do not include disposal actions executed under FASTA authority.

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

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Targets	FY 2022 Targets	FY 2023 Targets
PI 1.3.1 Greenhouse gas reduction from FY 2008 baseline (Scope 1 and 2 emissions) ↑	PBS	41.4%	45.3%	51.0%	N/A	50.0%	TBD
PI 1.3.2 Energy intensity reduction (cumulative % reduction in BTU/GSF from baseline year of FY 2015) ↓	PBS	5.06%	10.33%	11.09%	10.58%	11.34%	TBD

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

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Targets	FY 2022 Targets	FY 2023 Targets
PI 1.4.1 "Good Neighbor Program" Planning Outreach and Partnership engagements ↑**(New)**	PBS	8	8	5	N/A	22	33

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

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Targets	FY 2022 Targets	FY 2023 Targets
PI 2.1.1 Acquisition program savings delivered to customers (in billions) ↑	FAS	$6.54	$5.92	$6.09	$5.00	$6.10	$6.20
PI 2.1.2 Multiple Award Schedule (MAS) sales (in billions) ↑	FAS	$32.0	$36.6	$39.8	$32.5	$38.0	$39.0

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

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Targets	FY 2022 Targets	FY 2023 Targets
PI 2.2.1 Customer Loyalty Survey score (Rating scale is 1 to 10) ↑	FAS	7.6	7.9	7.8	7.9	7.9	8.0
PI 2.2.2 Industrial Satisfaction Survey score (Rating scale is 1 to 5) ↑	FAS	3.65	3.81	3.90	3.85	3.95	4.00
PI 2.2.3 Tenant Satisfaction Survey (TSS) - Facilities Management Index ↑	PBS	70%	N/A*	N/A*	N/A*	N/A*	70%
PI 2.2.4 (a) Average Entity scores as measured by Procurement Mgmt. Review Division (PMRD) ↑ (New)	OGP	89%	85%	87%	N/A	85%	85%
PI 2.2.4 (b) Average Transactional scores as measured by PMRD (Rating scale is 0 to 3) ↑ (New)	OGP	2.22	2.12	2.11	N/A	2.00	2.00

*Due to decreased occupancy levels associated with the COVID-19 pandemic, GSA did not conduct the TSS in FY20 or FY21. Given the uncertainty around plans for tenants to return to the office, GSA will not conduct the TSS in FY22. GSA expects to restart the TSS in FY23.

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

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Targets	FY 2022 Targets	FY 2023 Targets
PI 2.3.1 Percent of GSA acquisition workforce trained in cyber-supply chain risk management ↑ (New)	OGP	N/A	N/A	N/A	0% (baseline)	50%	80%

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

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Targets	FY 2022 Targets	FY 2023 Targets
PI 2.4.1 Percent of GSA obligations to AbilityOne Program ↑ (New)	OGP	7.39%	7.91%	5.78%	2%	2.5%	+0.5% of FY22 Result
PI 2.4.2 Percent of spend going to small business from the Multiple Award Schedule (MAS) ↑	FAS	38.8%	37.2%	36.7%	35.0%	36.0%	37.0%
PI 2.4.3 (a) Percent of GSA contract dollars awarded to small business through prime contracting ↑	OSDBU	42.69%	49.43%	46.89%	30.0%*	TBD*	TBD*
PI 2.4.3 (b) SBA Small Business Procurement Scorecard - GSA's Grade ↑ (New)	OSDBU	A+	A+	N/A**	A+	A+	A+

*Targets reflect goals to be established by SBA for fiscal year performance.
**Results will not be available until approximately the fourth quarter of the following fiscal year.

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

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Targets	FY 2022 Targets	FY 2023 Targets
PI 3.1.1 (a) Percent of public-facing production websites GSA owns or administers for others that conform to 21st Century IDEA standards ↑ (New)	OCE	N/A	N/A	4%	N/A	8%	20%
PI 3.1.1 (b) Percent of TTS digital assets that are Section 508 compliant ↑ (New)	FAS TTS	N/A	N/A	53%	N/A	75%	100%
PI 3.1.1 (c) Percent of Information & Communication Technology (ICT) solicitations posted to SAM.gov that adequately address Section 508 provisions ↑ (New)	OGP	N/A	N/A	3%	Baseline	5%	5%
PI 3.1.2 Number of websites utilizing GSA's Digital Analytics Program ↑ (New)	FAS TTS	N/A	N/A	6,000	N/A	6,300	6,615

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

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Targets	FY 2022 Targets	FY 2023 Targets
PI 3.2.1 (a) Number of times FedRAMP authorized products have been reused by agencies (cumulative) ↑	FAS	1,273	1,847	2,864	2,760	3,174	3,650
PI 3.2.1 (b) Average time to obtain FedRAMP authorization through the Joint Advisory Board (months) ↓ (New)	FAS	4.19	4.82	4.6	4.55	4.1	3.6
PI 3.2.1 (c) Average time for agencies to obtain a FedRAMP authorization for a cloud product (months) ↓ (New)	FAS	N/A	N/A	8.1	8.04	7.2	6.4
PI 3.2.2 (a) Number of customer agencies using at least one GSA identity management solution ↑ (APG) (New)	FAS TTS	17	19	27	N/A	31	33
PI 3.2.2 (b) Number of active users on Login.gov (in millions) ↑ (APG) (New)	FAS TTS	N/A	14	16	N/A	32	41
PI 3.2.2 (c) Number of identity vendor and Government data source providers on the platform ↑ (APG) (New)	FAS TTS	N/A	2	2	N/A	4	4

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Targets	FY 2022 Targets	FY 2023 Targets
PI 3.2.2 (d) Number of Login.gov serviced applications ↑ (APG) (New)	FAS TTS	46	83	199	100	250	350

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

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Targets	FY 2022 Targets	FY 2023 Targets
PI 3.3.1 Number of agencies using TTS consulting services and products ↑ (New)	FAS TTS	60	57	74	N/A	82	90
PI 3.3.2 (a) TTS business volume (in millions) ↑ (New)	FAS TTS	$58.9	$76.0	$96.3	$110.5	$123.8	$161.0
PI 3.3.2 (b) Agency partner satisfaction - Net Promoter Score ↑ (New)	FAS TTS	N/A	N/A	41	N/A	45	50
PI 3.3.3 (a) Percent of Federal Citizen Services Fund (FCSF)'s American Rescue Plan (ARP) funds that have been obligated (cumulative) ↑ (New)	FAS TTS	N/A	N/A	2.2%	N/A	50%	80%
PI 3.3.3 (b) Number of data sources displayed on the modernized Federal IT Dashboard (cumulative) ↑ (New)	OGP	N/A	N/A	1	Baseline	2	3
PI 3.3.4 Number of new hires for the U.S. Digital Corps program ↑ (New)	FAS TTS	N/A	N/A	0	Baseline	20	50

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

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Targets	FY 2022 Targets	FY 2023 Targets
PI 4.1.1 Number of completed evaluations Government-wide ↑ (New)	OGP	11	0	18	N/A	14	16

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

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Targets	FY 2022 Targets	FY 2023 Targets
PI 4.2.1 Number of GSA services within the Government-wide portfolio of shared services ↑ (New)	OGP	4	4	4	N/A	5	6
PI 4.2.2 Number of components advancing to the next stage of the standards governance process as part of the Federal Integrated Business Framework (FIBF) ↑	OGP	15	21	36	12	18	18
PI 4.2.3 (a) Percent of new vehicle orders that are ZEVs compared to the total number of vehicles ordered in FY where an affordable EV was available ↑ (APG) (New)	FAS	3.0%	1.7%	6.74%	N/A	10.0%	37.0%
PI 4.2.3 (b) Number of ZEV models available for Government customers to purchase or to lease ↑ (APG) (New)	FAS	11	13	34	N/A	50	55
PI 4.2.3 (c) Percent increase in miles per gallon for the GSA leased fleet ↑ (APG) (New)	FAS	15.80%	19.60%	18.49%	N/A	21%	25%

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

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Targets	FY 2022 Targets	FY 2023 Targets
PI 4.3.1 (a) Percent of domestic Federal real property assets with geocodable or mappable location data* ↑ (New)	OGP	N/A	70%	TBD	N/A	75%	85%
PI 4.3.1 (b) Percent of true real property data errors* ↓ (New)	OGP	19.43%	15.34%	TBD	12%	10%	9%
PI 4.3.2 Percent of key users that rate OGP policy initiatives effective ↑ (New)	OGP	N/A	N/A	N/A	N/A	Baseline	75%
PI 4.3.3 Percent of training attendees that rate Government-wide training effective ↑ (New)	OGP	N/A	N/A	N/A	N/A	Baseline	TBD

*One-year lag in reporting data results.

Key Capabilities (KC)

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Targets	FY 2022 Targets	FY 2023 Targets
KC 1 Effectiveness of GSA CXO functions, as measured by Government-wide Customer Satisfaction Survey ↑	CXO	5.42	5.49	5.75	5.40	5.45	5.70
KC 2 Total GSA operating cost as a percentage of goods and services provided ↓	OCFO	8.01%	7.64%	7.5%	8.25%	8.09%*	8.37%*
KC 3 GSA Overall Employee Engagement Index (EEI) ↑	Service & Staff Offices	78%	83%	83%	83%	83%	1% increase from 2022 result OR target is prior year's result**
KC 4 GSA Federal IT Acquisition Reform Act (FITARA) Scorecard Score ↑ (New)	GSA IT	B+	A+	A+	B+	B+	TBD
KC 5 Percent of GSA Staff to Receive Account Access and Standard Laptop on Day 1 ↑ (New)	GSA IT	100%	98%	98.3%	95%	95%	90%
KC 6 Competition rate for GSA acquisitions ↑ (Revised)	OGP	91.4%	92.0%	90.7%	90%	90%	90%
KC 7 Number of completed evaluations at GSA ↑ (New)	OGP	0	0	0	Baseline	4	6

*GSA's operating costs as a percentage of goods and services provided have been driven by above plan increases in business volume and under-execution in expenses, particularly in FTE. GSA's FY 2022 and FY 2023 targets reflect a moderate level of growth in business volume that is offset by increased expense execution as GSA programs hire more FTE, increase spending to support the Administration's priorities, and fully execute their operating budget plans.

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

FY 2023 Annual Performance Plan

Strategic Goal 1

Real Estate Solutions: Financially and environmentally sustainable, accessible, and responsive workspace solutions that enable a productive Federal workforce.

Two critical trends have created the opportunity to optimize the GSA-controlled real estate portfolio to better serve the future needs of the Government and save money for the American taxpayers:

1. Workspace allocated per person is likely decreasing, a long-term trend accelerated by the COVID-19 pandemic. The pandemic demonstrated that full-time telework is a viable option and that the future will include a mix of office-based work and telework. This presents a unique opportunity to restructure GSA's real estate portfolio and meet customers' workplace needs through a combination of space and technology services.

2. While office trends might change the composition and size of the GSA real estate portfolio in the future, GSA will continue to manage a significant asset base and must maintain its facilities in a state of good repair. For the past decade, funding shortfalls have hindered GSA's ability to address the growing backlog of deferred maintenance. GSA must address these deferred maintenance needs to provide safe, functional, and healthy workspaces for Federal employees at a good value for the American taxpayer, and to manage capital costs responsibly.

This strategic goal positions GSA to lead the Federal Government's real estate optimization efforts as part of the "future of work." GSA seeks to offer agencies integrated space and virtual workspace solutions, shifting occupant agencies from leased to federally owned facilities under GSA's jurisdiction, custody, and control, reversing the growing backlog of repairs and alterations, and disposing of underutilized facilities that are surplus.

GSA also seeks to invest in climate adaptation tools and strategies to minimize negative climate impacts on GSA-controlled facilities. To accomplish this strategic goal, GSA will need to secure the funding required to maintain Federal facilities to house nearly 1 million Federal employees safely.

Strategic Objective 1.1

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

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

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

Strategic Initiatives

1. **Lead the Federal Government's post-COVID real estate efforts.**
   a. Proactively engage with customers to develop and deploy workspace solutions that right-size GSA's real estate portfolio.
   b. Establish a baseline and make data-driven decisions on future operating postures.
   c. Partner with agencies to determine what the future Federal workspace may look like and the potential for cost savings and space utilization.

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

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

Performance Goal 1.1.1 - Right-Size GSA's Real Estate Portfolio (APG)
Benefit to the Public: GSA will optimize taxpayer spending for real estate and achieve customer satisfaction by partnering with agencies to understand their future space needs and right-size office space.
Performance Indicator Definition: **Percent of CFO Act agencies with new National Workspace Portfolio Plans** GSA will optimize taxpayer spending for real estate and achieve customer satisfaction by partnering with agencies to develop National Workspace Portfolio Plans with real estate strategies that will meet customer needs and right-size their office space. GSA will engage with all 24 CFO Act agencies to understand their future space needs and develop a plan for their future housing requirements that will incorporate innovative workspace solutions and strategies that will optimize space utilization and save money. In order to meet this measure, GSA will create a National Workspace Portfolio Plan with 50% of CFO Act agencies in FY 2022 and 80% in FY 2023. GSA will engage agencies with the goal of developing a partnership plan. GSA will develop strategies to consolidate, track occupancy and use of space with the concurrence of tenant agencies, reduce costly leases, support safe re-entry, and develop innovative designs to support new working environments and trends post-COVID. If the agency is unable to partner with GSA, GSA will partner at a later date as agencies work to understand their needs post pandemic. In FY 2023, GSA will engage all 24 CFO Act Agencies to develop plans not developed in FY 2022 and update already existing plans with new information and requirements.

PI 1.1.1 Percent of CFO Act agencies with new National Workspace Portfolio Plans
Lead Office: PBS

Fiscal Year	Target	Results
2018	N/A	N/A
2019	N/A	N/A
2020	N/A	N/A
2021	N/A	N/A
2022	50%	N/A
2023	80%	N/A

Strategic Objective 1.2

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

GSA manages one of the Nation's largest and most diverse real estate portfolios, housing nearly 1 million Federal employees who perform, among other things, vital national security, law enforcement, commerce, and research and development missions. The COVID-19 pandemic created a unique opportunity for GSA and its 50 occupant agencies to rethink how they use space and reposition the portfolio to potentially reduce the overall Federal footprint and to save money.

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

GSA will work with its customer agencies and Congress to secure the funding and approvals necessary to deliver a right-sized portfolio that is financially sustainable. GSA will strategically prioritize investments in federally owned assets to reduce the reliance on leased assets and maintain federally owned GSA-controlled facilities in good condition. Sufficiently investing in Federal facilities supports the President's Management Agenda and takes advantage of the unique opportunity created by the COVID-19 pandemic to re-imagine the future of Federal workspaces and to optimize GSA's real estate portfolio.

Strategic Initiatives

1. **Continued prioritization of Lease Cost Avoidance.**
   a. Optimize GSA's real estate portfolio and encourage maximum use of federally owned GSA-controlled facilities in lieu of leasing.

2. **Develop and implement a real estate strategy with a financially-solvent asset mix.**
   a. Prioritize funding to address asset repair backlog and reduce liabilities.
   b. Invest in assets to improve utilization, reduce vacancy, and dispose of underperforming assets.
   c. Reduce reliance on costly leases and improve utilization in federally owned facilities.

3. **Seek to secure the funds needed to maintain GSA-controlled facilities in a state of good repair.**
   a. Secure consistent and full access to the Federal Buildings Fund to address a backlog of unfunded repair and alterations projects and to maintain federally owned GSA-controlled facilities properly going forward.
   b. Seek increased flexibility to deploy public-private partnership tools and solutions to achieve the Administration's goals of 100% carbon pollution-free electricity by 2035, as well as water- and energy-saving measures.

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

Performance Goal 1.2.1 - Optimize GSA's real estate portfolio

Benefit to the Public:

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

Performance Indicator Definition:

(a) **Lease cost relative to the average market rate:**
    Compares the net present value (NPV) of a discounted cash flow (DCF) model of a GSA lease to the NPV of the DCF model of an average market lease in a specified submarket. Only pertains to office leases in major metro markets in the United States.

(b) **Percent of non-competitive sales and donations awarded within 220 days:**
    Reports the number of non-competitive sales and donations awarded within 220 days (minus hold times) as a percentage of total public sales. Hold time occurs when a disposal action experiences a delay because of pending legislation, environmental concerns, title problems, historic building reviews, or litigation. Non-competitive sales and donations include negotiated sales, public benefit conveyances, and Federal transfers.

(c) **Percent of public sale properties awarded within 135 days:**
    Reports the number of public sales awarded within 135 days (minus hold times) as a percentage of total public sales. Hold time occurs when the disposal experiences an unavoidable delay because of pending legislation, historic building reviews, or litigation. Time of award refers to the date the offer to purchase is completed by GSA and the purchaser.

(d) **Gross sales revenue from GSA disposals (in millions):**
    This measure will track the total gross proceeds of all disposals brought to successful sale by GSA PBS in FY 2022. The sales total will be recorded on the date of the successful conclusion of the online auction, live auction, negotiated sale, or other sale method used. This date will be used to remain consistent with GSA practice in recording disposal statistics, and not the actual closing date and transfer of deed.

(e) **Capital projects schedule variance:**
    This indicator evaluates schedule performance by how accurately GSA delivers prospectus-level capital projects to their original plans and provides visibility into the projects' lifecycle. The capital projects schedule variance is calculated by comparing the projects' baseline milestone dates to the actual milestone dates, relative to the total baseline project duration.

(f) Percent of capital projects on budget:

This measure will evaluate PBS's ability to manage within the prospectus budget that supported the President's Budget rather than just the construction phase budget. Projects will baseline their budgets within 60 days after receiving their full authorization. PBS will be measured on the percentage of funded projects that are being delivered within their original appropriation. The measure will be used to promote better project planning, scope control, and budget management.

PI 1.2.1 (a) Lease cost relative to the average market rate
Lead Office: PBS

Fiscal Year	Target	Results
2018	Baseline	-5.2%
2019	Baseline	-17.0%
2020	<=-7.0%	-12.6%
2021	-7.0%	-10.25%
2022	-9.0%	N/A
2023	-7.0%	N/A

PI 1.2.1 (b) Percent of non-competitive sales and donations awarded within 220 days
Lead Office: PBS

Fiscal Year	Target	Results
2018	93%	97.5%
2019	93%	98%
2020	93%	95.5%
2021	93%	100%
2022	93%	N/A
2023	93%	N/A

PI 1.2.1 (c) Percent of public sale properties awarded within 135 days
Lead Office: PBS

Fiscal Year	Target	Results
2018	98%	98%
2019	98%	99%
2020	98%	100%
2021	98%	98%
2022	98%	N/A
2023	98%	N/A

PI 1.2.1 (d) Gross sales revenue from GSA disposals (in millions)
Lead Office: PBS

Fiscal Year	Target*	Results
2018	N/A	$76.4
2019	$15	$61.7
2020	$15	$38.2
2021	$13.5	$4.95
2022	$28	N/A
2023	$17.25	N/A

*The targets do not include disposal actions executed under FASTA authority.

PI 1.2.1 (e) Capital projects schedule variance
Lead Office: PBS

Fiscal Year	Target	Results
2018	Baseline	N/A
2019	Baseline	N/A
2020	Baseline	N/A
2021	0 to -20%	-1.5%
2022	0 to -10%	N/A
2023	0 to -10%	N/A

PI 1.2.1 (f) Percent of capital projects on budget
Lead Office: PBS

Fiscal Year	Target	Results
2018	Baseline	N/A
2019	Baseline	82.0%
2020	Baseline	83.5%
2021	80%	80.2%
2022	80%	N/A
2023	80%	N/A

Strategic Objective 1.3

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

The Federal Government faces broad exposure to the mounting risks and costs already posed by the climate crisis. GSA has a unique standing to address the climate crisis by using its mission, authorities, buying power, and expertise to advance the Administration's climate resilience efforts. To do so, GSA will develop and deploy a climate and sustainability strategy for the facilities in its real estate portfolio. GSA will prioritize investments in climate resilience capacities, acquiring and deploying climate monitoring technologies, and strengthening critical climate sustainability policies. GSA will also prioritize investments in greenhouse gas (GHG) emission reduction and sustainable performance. Progress will be based on clean energy, energy and water efficiency, performance contracting, waste diversion, and sustainable strategies.

Strategic Initiatives

1. **Achieve 100% renewable electricity sources by 2025 and 100% carbon pollution-free electricity by 2030, including 50 percent 24/7 carbon pollution-free electricity.**
   a. Develop and implement a Renewable Energy Strategic Plan that considers GSA portfolio, life cycle analysis, industry best practices, market conditions, and available options and contract mechanisms.

2. **Target 50% of eligible buildings to comply with the Guiding Principles for Sustainable Federal Buildings by 2025.**
   a. Target sustainability performance challenges and needed building improvements.
   b. Support the interagency effort to develop a Federal Buildings Performance Standard.

3. **Target net-zero designs for new construction and major modernization by 2030.**
   a. Partner with Federal agencies to enhance project sustainability requirements by:
      1. Updating the *Facilities Standards for the Public Buildings Service* (PBS-P100) to require new construction designs to be, at least, net zero energy-ready.
      Note: The P-100 only applies to GSA-managed actions. It does not impact other agencies' construction/renovation activity nor is it part of OGP Government-wide real property activities.
      2. Eliminating usage of fossil fuel-generated energy in new and modernized buildings.
      3. Exploring ways to reduce the embodied carbon of materials used in construction and modernization projects.

4. **Develop a robust and resilient capacity to manage climate change risks and secure Federal real property investments by 2025.**
   a. Establish a climate risk management process and resilience program that will formulate criteria and metrics to inform real property decisions and monitor risk reduction investments (e.g., building flood protection, resilient power, and wildfire damage prevention).

Goal Leaders	Nina M. Albert, Public Buildings Service
	Krystal Brumfield, Office of Government-wide Policy
Contributing Programs	- Office of the Administrator - Federal Acquisition Service - Office of Government-wide Policy - GSA IT - Office of the Chief Financial Officer

Performance Goal 1.3.1 - Reduce greenhouse gas emissions from the GSA-controlled real estate portfolio
Benefit to the Public:
Reducing GHG emissions mitigates climate impacts to the Nation. GHG emissions reduction benefits local air quality and reflects improved performance on traditional PBS building performance metrics, including footprint, energy reductions, renewable energy, and sustainable buildings. GSA's recent approach for GHG reduction has focused on facilities' energy efficiency and renewable electricity procurements. Progress on these fronts has led to some of the largest Scope 1 and 2 emission reductions in recent years.
Performance Indicator Definition:
Greenhouse gas reduction from FY 2008 baseline (Scope 1 and 2 emissions):
GHG reduction (metric tonnes carbon dioxide equivalent) from FY 2008 baseline (Scope 1 and 2 emissions): Scope 1 covers direct emissions from federally owned or controlled sources. Scope 2 covers indirect emissions from the generation of purchased electricity, steam, heating, and cooling produced by others and consumed by GSA. Further details on GSA's GHG emissions (Scope 1 and 2) can be found at sustainability.gov, including breakouts for net electricity emissions; stationary combustions; and steam, hot and chilled water.

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

Fiscal Year	Target	Results
2018	N/A	39.0%
2019	N/A	41.4%
2020	N/A	45.3%
2021	N/A	51.0%
2022	50.0%	N/A
2023	TBD	N/A

Performance Goal 1.3.2 - Continue reducing energy intensity of GSA-controlled facilities
Benefit to the Public:
Energy conservation and efficient operations in Federal workspaces lowers costs, reduces emissions, and, in some markets, can help stabilize the grid and contribute to energy infrastructure resiliency. Investing in energy efficiency in Federal spaces can serve as a catalyst for the broader marketplace of facility energy efficiency. Energy-efficient Federal facilities are better poised to meet modern climate challenges and contribute to mission assurance for the tenant agencies that depend on them.
Performance Indicator Definition:
Energy intensity reduction (cumulative % reduction in BTU/GSF from baseline year of FY 2015)*: This measure compares current energy intensity with the FY 2015 energy intensity. Energy intensity reduction mandates and specific percentage targets were part of several laws and Executive Orders from the past; however, the most recent Executive Order (Executive Order 14057) does not contain a specific reduction target or energy usage goal, but instead requests that agencies establish targets for fiscal year 2030.
Note: BTU/GSF (British thermal units of energy per gross square foot) is sometimes called "energy intensity" or "energy usage index"; it is a common metric for describing energy efficiency in buildings.

PI 1.3.2 Energy intensity reduction (cumulative % reduction in BTU/GSF from baseline year of FY 2015)

Lead Office: PBS

Fiscal Year	Target	Results
2018	7.50%	5.41%
2019	5.66%	5.06%
2020	5.31%	10.33%
2021	10.58%	11.09%
2022	11.34%	N/A
2023	TBD	N/A

*A new Government-wide energy use intensity measure is expected as part of implementing instructions to E.O. 14057. GSA will revise its measure definition and re-baseline targets in FY 2023 to align to this new standard.

Strategic Objective 1.4

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

GSA is the Nation's largest landlord, managing more than 8,800 federally owned and leased assets located in approximately 2,000 communities throughout the 50 States, five territories, and the District of Columbia. GSA's vast reach presents a unique opportunity to support State, local, and Tribal governments' economic goals, along with the well-being of communities that host GSA-controlled facilities. GSA has the responsibility to leverage its real estate actions in ways that support community development and local planning goals, while meeting customer agency needs. This derives from legal mandate as well as sound business practice. GSA's Good Neighbor programs (GNP) provides the technical expertise and planning tools to help leverage its projects in support of community planning goals – to create multiple returns for both communities and customer agencies.

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

Strategic Initiatives

1. **Coordinate major GSA development projects with State, local, and Tribal stakeholders to generate positive and long-lasting community impacts for those communities that host GSA-controlled facilities.**
   a. Support local economic development and community planning goals through early and in-depth engagement for major GSA projects with local officials and other stakeholders.
   b. Expand and enhance the use of pre-design collaborative techniques on new construction and other projects that impact the public realm to maximize community benefits.

2. **Collaborate with Federal agencies to accelerate economic recovery, sustainability, and environmental justice.**
   a. Partner with Federal agencies to explore and implement policies and procedures that target economic recovery and environmental improvement, especially in neighborhoods that have historically suffered from disinvestment and environmental harm.

3. **Expand use of environmental justice and sustainability mapping with other spatial data tools to help GSA decision making.**

   a. Use mapping tools to better understand how GSA's real estate investments impact local communities.

Goal Leader	Nina M. Albert, Public Buildings Service
Contributing Programs	• Office of the Administrator • Office of Congressional and Intergovernmental Affairs • Office of Small and Disadvantaged Business Utilization • Office of Government-wide Policy • Office of Strategic Communication

Performance Goal 1.4.1 - Expand and deploy the "Good Neighbor Program" nationwide
Benefit to the Public: Early coordination between GSA and local officials can help to identify opportunities for Federal real estate activities to support local economic development and planning goals. Relevant Federal activities include site selection, new construction, leasing, shared use, and facility management, as well as sustainability and site work. GSA will implement the GNP to the extent possible and when doing so is advantageous to the American taxpayer, to support local community priorities, accelerate economic recovery, and advance environmental justice.
Performance Indicator Definition: **"Good Neighbor Program" Planning Outreach and Partnership (POP) engagements:** Under its GNP, GSA will use POP engagements to meet and coordinate with local officials. As part of these workshops, GSA and local officials will share community-wide inventory, long-range planning, and other information to identify concerns, find areas of mutual interest, and develop working relationships well in advance of formal real estate actions, when opportunities to leverage mutual goals are maximized. POP meetings will be held in communities where coordination between GSA and local governments would be most valuable. This would include communities where GSA plans future construction or modernization projects and major leasing activity, as well as communities where the use or management of the existing GSA portfolio has potential to support local sustainability, environmental justice, or other local planning goals. GSA is targeting to hold 22 POP engagements in various communities across the country in FY 2022 and an additional 33 engagements in FY 2023. An outcome of each meeting will be a standardized report outlining next steps for engagement, partnership, and any agreed-upon community improvement actions by GSA and the local government.

PI 1.4.1 "Good Neighbor Program" Planning Outreach and Partnership (POP) engagements
Lead Office: PBS

Fiscal Year	Target	Results
2018	Baseline	N/A
2019	Baseline	8
2020	Baseline	8
2021	Baseline	5
2022	22	N/A
2023	33	N/A

Strategic Goal 2

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

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

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

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

Over the five-year horizon of this strategic plan, GSA intends to:
- Deliver best-value products and services to enable customers' missions.
- Modernize acquisition through technology to improve the overall experience for our buyers and suppliers.
- Use our strategic position in the market, our expertise, and our relationships with customers and suppliers to drive equitable markets, sustainable practices, and continued economic recovery.

Strategic Objective 2.1

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

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

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

Strategic Initiatives

1. **Evolve GSA's capabilities by tailoring offerings to the markets they serve.**
   a. Improve the Services Marketplace contracting experience for customers, suppliers, and the acquisition workforce.
   b. Refine and clarify the online Products Marketplace offerings to improve customer experience and the selection process.

2. **Help the Federal Government approach acquisition as a single, connected enterprise.**
   a. Improve data access and analytics to gain insights about spend patterns, build policies to reinforce category management principles, increase transparency, foster public policy objectives, and reduce duplication of solutions.

3. **Ensure GSA is at the forefront of acquisition innovation while maintaining exceptional contract quality.**
   a. Deliver best-value solutions to customers, particularly on reducing customer risk, enhancing end-user capabilities, and leveraging GSA's Government-wide acquisition expertise.

4. **Fully transition the Federal Government to the next generation of telecommunications contracts.**
   a. Adopt Enterprise Infrastructure Solutions (EIS) to efficiently leverage the scale of Government buying power while standardizing and optimizing major portions of the Federal technological infrastructure.

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

Goal Leaders	Sonny Hashmi, Federal Acquisition Service
	Nina M. Albert, Public Buildings Service
Contributing Programs	● Office of Government-wide Policy
	● Office of Small and Disadvantaged Business Utilization
	● GSA IT

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

Benefit to the Public:

Achieving this goal will result in greater savings, enabling customer agencies to meet mission-critical needs at a lower cost to taxpayers.

Performance Indicator Definition:

Acquisition program savings delivered to customers (billions):

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

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

PI 2.1.1 Acquisition program savings delivered to customers (in billions)
Lead Office: FAS

Fiscal Year	Target	Results
2018	$5.22	$5.86
2019	$5.90	$6.54
2020	$6.60	$5.92
2021	$5.00	$6.09
2022	$6.10	N/A
2023	$6.20	N/A

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

Benefit to the Public:

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

Performance Indicator Definition:

Multiple Award Schedule (MAS) sales (billions):

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

PI 2.1.2 Multiple Award Schedule (MAS) sales (in billions)
Lead Office: FAS

Fiscal Year	Target	Results
2018	N/A	$31.2
2019	N/A	$32.0
2020	$32.3	$36.6
2021	$32.5	$39.8
2022	$38.0	N/A
2023	$39.0	N/A

Strategic Objective 2.2

Improve stakeholder satisfaction by delivering simplified customer and supplier experiences.

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

- Improving the supplier onboarding process for the Multiple Award Schedule (MAS) program
- Streamlining the buyer experience
- Modernizing acquisition through technology
- Striving for excellence in contract administration

Strategic Initiatives

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

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

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

4. **Improve GSA contract administration to ensure effective mission execution.**
   a. Conduct both cyclical and targeted reviews of contracting activities' acquisition performance.
   b. Assign agency-wide corrective action plans and share results with GSA senior leadership and key acquisition professionals to monitor continual performance improvements.

Goal Leaders	Sonny Hashmi, Federal Acquisition Service Nina M. Albert, Public Buildings Service Krystal Brumfield, Office of Government-wide Policy
Contributing Programs	• Office of Customer Experience • GSA IT

Performance Goal 2.2.1 - Increase customer satisfaction
Benefit to the Public: Assessing customer loyalty allows GSA to take action to improve program operations. The network of suppliers and vendors GSA leverages to provide customer agencies with goods and services is essential to service delivery. Through positive working relationships that are mutually beneficial for the supplier and customer, GSA is able to provide better service to customers, and ultimately to the public.
Performance Indicator Definition: **Customer Loyalty Survey (CLS) score (Rating scale is 1 to 10):** Tracks customer loyalty and ensures GSA's FAS is effective at meeting customer requirements. GSA identifies customers and develops a questionnaire to ensure program offices have actionable recommendations for areas of improvement. The result is the average score across three loyalty intention items for each respondent. Responses are rated on a 10-point scale where "1" equals "not at all likely" and "10" equals "very likely." The three key questions are: 1. How likely are you to recommend [program office] to others? 2. How likely are you to continue to use [program office] in the future? 3. How likely are you to consider [program office] as your first choice for [product/service]?

PI 2.2.1 Customer Loyalty Survey (CLS) score (Rating scale is 1 to 10)
Lead Office: FAS

Fiscal Year	Target	Results
2018	7.4	7.5
2019	7.5	7.6
2020	7.6	7.9
2021	7.9	7.8
2022	7.9	N/A
2023	8.0	N/A

Performance Goal 2.2.2 - Increase satisfaction of supplier base
Benefit to the Public:
Strong supplier relationships make interactions between the Government and industry more efficient, transparent, and cost effective, creating lower cost services that maximize taxpayer dollars. When Government and industry collaborate effectively, the highest-quality solutions can be delivered to meet customer agencies' missions to the public.
Performance Indicator Definition:
Industrial Satisfaction Survey (ISS) score (Rating scale is 1 to 5) (formerly Supplier Relationship Management Survey):
Distributed annually to over 13,000 unique industry partners with contracts covering a diverse portfolio of GSA contract vehicles. The sources for the vendors are e-Library, Federal Procurement Data System - Next Generation (FPDS-NG), and GSA's Salesforce database. Respondents are asked "Please consider all of your experiences interacting with [GSA program]. How satisfied are you?" Responses are rated on a 5-point scale where "1" equals "Very Dissatisfied" and "5" equals "Highly Satisfied." The overall score represents the average of each portfolio's average score.

PI 2.2.2 Industrial Satisfaction Survey (ISS) score (Rating scale is 1 to 5)
Lead Office: FAS

Fiscal Year	Target	Results
2018	3.80	3.69
2019	3.73	3.65
2020	3.70	3.81
2021	3.85	3.90
2022	3.95	N/A
2023	4.00	N/A

Performance Goal 2.2.3 - Improve tenant satisfaction in Government-owned and -leased space
Benefit to the Public:
Tenant satisfaction is a good barometer for GSA to measure how well it is providing safe, reliable, productive, and sustainable workplace environments that support agencies' abilities to adequately serve the public at the best value to the taxpayer.
Performance Indicator Definition:
Tenant Satisfaction Survey (TSS) - Facilities Management Index:
Tenant satisfaction with Government owned and leased space – Facilities Management (FM) Index comprises nine existing questions from the Tenant Satisfaction Survey related to the condition of the building and grounds, common areas, restrooms, and elevators. Each question relates to areas of the building that GSA's facility managers directly influence or control. To calculate the FM Index score, all the "4" and "5" responses for the nine questions are added then divided by the total number of responses.

PI 2.2.3 Tenant Satisfaction Survey (TSS) - Facilities Management Index
Lead Office: PBS

Fiscal Year	Target	Results
2018	69%	70%
2019	70%	70%
2020	N/A*	N/A*
2021	N/A*	N/A*
2022	N/A*	N/A*
2023	70%	N/A

*Due to decreased occupancy levels associated with the COVID-19 pandemic, GSA did not conduct the TSS in FY 2020 or FY 2021. Given the uncertainty around plans for tenants to return to the office, GSA will not conduct the TSS in FY 2022. GSA expects to restart the TSS in FY 2023.

Performance Goal 2.2.4 - Improve the quality of contract administration in GSA contracting activities
Benefit to the Public: GSA Procurement Management Reviews (PMRs) assess GSA contracting activities and program offices to identify successes and challenges in the performance of contract administration and execution. Specific test questions are developed and applied at the entity and transactional levels to identify: (1) whether proper policies, controls, and training are in place to support successful contract administration and execution; and (2) whether contract files are compliant with applicable laws, regulations, and policies at the transactional level. Contract administration is essential to ensuring the Government and taxpayer are getting what they are paying for.

Performance Indicator Definition:

(a) Average Entity scores as measured by Procurement Management Review Division (PMRD):
This indicator measures if proper policies, controls, and training are in place to confirm successful contract administration and execution. Contracting activities are evaluated against a framework based on the OMB Office of Federal Procurement Policy's "Guidelines for Assessing the Acquisition Function." The framework is built around four Cornerstones, each with an associated weighting: Organizational Alignment & Leadership, Policies & Processes, Human Capital, and Information Technology & Stewardship. Within each Cornerstone, there are two elements with a critical success factor used to gauge the efficiency and effectiveness in acquisitions. Each test is assigned a value and all test scores are added together for an overall score out of 100 points.

For entity-level reviews, contracting activities are evaluated against a framework based on the OMB Office of Federal Procurement Policy's "Guidelines for Assessing the Acquisition Function". The framework is built around four Cornerstones, each with an associated weighting:
- Organizational Alignment & Leadership, 30%
- Policies & Processes, 30%
- Human Capital, 20%
- Information Technology & Stewardship, 20%

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

(b) Average Transactional scores as measured by PMRD (Rating scale is 0 to 3):
Scores indicate whether Contracting Officers and Contracting Officer's Representatives are successfully performing contract administration duties. (Rating scale is 0 to 3).

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

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

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

PI 2.2.4 (a) Average Entity scores as measured by PMRD - scores indicate if proper policies, controls, and training are in place to confirm successful contract administration and execution. (Rating scale is 0% to 100%)

Lead Office: OGP

Fiscal Year	Target	Results
2018	N/A	85%
2019	N/A	89%
2020	N/A	85%
2021	N/A	87%
2022	85%	N/A
2023	85%	N/A

PI 2.2.4 (b) Average Transactional scores as measured by PMRD - scores indicate whether COs and CORs are successfully performing contract administration duties. (Rating scale is 0-3)

Lead Office: OGP

Fiscal Year	Target	Results
2018	N/A	2.43
2019	N/A	2.22
2020	N/A	2.12
2021	N/A	2.11
2022	2.00	N/A
2023	2.00	N/A

Strategic Objective 2.3

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

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

Strategic Initiatives

1. **Leverage acquisition to identify, deter, and respond to cyber threats.**
   a. Promote interagency collaboration, develop policy and regulation guidance, and move toward a Zero Trust Architecture.
   b. Develop and implement vendor, customer, and acquisition workforce communications of new cyber requirements and monitor vendor offerings on GSA acquisition vehicles.
   c. Standardize and expand GSA's operational management of supply chain risks and build depth on pre- and post-award vendor risk assessment.

2. **Support the American economy and businesses with strategic purchasing practices.**
   a. Increase reporting capabilities and develop reporting protocols of Made in America waivers.
   b. Utilize the Federal Acquisition Regulation rulemaking process and expand the domestic requirements under the Buy American Act.

3. **Strengthen the Industrial Base.**
   a. Foster a supply chain that can achieve new public policy objectives and meet customer requirements.
   b. Analyze supplier data, conduct vendor outreach, and develop policies and acquisition strategies to strengthen the diversity of the supplier base doing business through the GSA acquisitions program or directly through the award of GSA contracts.
   c. Build small business capacity in underrepresented markets, such as facilities maintenance and personal protective equipment.

4. **Promote sustainable acquisition.**
   a. Establish internal guidance to incorporate sustainable best practices throughout the acquisition life cycle.
   b. Partner with other agencies to require new construction designs to be, at minimum, net zero energy-ready and to stop the use of fossil fuel-generated energy in new and modernized buildings.

c. Explore ways to reduce the embodied carbon of materials used in construction and facilities modernization projects.

5. **Develop and implement GSA Smart Buildings technology.**
   a. Enhance processes in the Supply Chain Risk Management and Smart Building programs to quickly deploy smart devices, such as occupancy sensors, while preparing against cyber-attacks.
   b. Issue a directive to uphold consistency in applying, evaluating, and implementing Smart Buildings system technology.
   c. Update the 2011 technology policy, revise the Smart Buildings program guide, and issue a new Smart Buildings Implementation Guide to serve as a roadmap for Smart Buildings Systems for GSA real estate projects.

Goal Leaders	Sonny Hashmi, Federal Acquisition Service
	Nina M. Albert, Public Buildings Service
	Exodie C. Roe, III, Office of Small and Disadvantaged Business Utilization
	Krystal Brumfield, Office of Government-wide Policy
	David A. Shive, GSA IT
Contributing Programs	• Office of General Counsel
	• Office of Strategic Communication

Performance Goal 2.3.1 - Increase awareness and capabilities within GSA's acquisition workforce to better manage supply chain risks

Benefit to the Public:
GSA's acquisition workforce is charged with appropriately using taxpayer dollars to acquire best-value solutions for GSA and other agencies and assisting other agencies' acquisition workforces in doing the same for their own agencies. GSA operates in a world of ever-increasing supply chain risks as it relies more on Information and Communications Technology (ICT), and as adversaries become more sophisticated. To protect taxpayer dollars, GSA's acquisition workforce must understand and manage supply chain risks. The Federal Acquisition Institute is developing training on supply chain risk management that will be required of the GSA acquisition workforce.

Performance Indicator Definition:
Percent of GSA acquisition workforce trained in cyber-supply chain risk management:
This measure assesses GSA's progress toward all of its acquisition workforce completing this training and any other mandatory training in supply chain risk management.

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

Fiscal Year	Target	Results
2018	N/A	N/A
2019	N/A	N/A
2020	N/A	N/A
2021	0% (baseline)	N/A
2022	50%	N/A
2023	80%	N/A

Strategic Objective 2.4

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

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

Strategic Initiatives

1. **Design post-award support strategy for new Government-wide contractors.**
   a. Streamline onboarding of new contractors through the Federal Supply Schedule.

2. **Expand GSA's industry partner base through development of the Polaris Government-wide Acquisition Contract (GWAC).**
   a. Expand the industry partner base, provide greater access to emerging technologies, simplify proposal submission requirements, and improve the overall customer experience.

3. **Develop supplier diversity plan.**
   a. Develop a supplier diversity plan focused on key issues and actions GSA will take to increase opportunity for suppliers in Small Disadvantaged Business (SDB) categories, including plans for regular on-ramping of key acquisition vehicles.

4. **Advance AbilityOne program.**
   a. Work with the AbilityOne Commission and authorized Central Nonprofit Agencies to develop strategies that increase employment opportunities for persons with disabilities.

Goal Leaders	Sonny Hashmi, Federal Acquisition Service
	Nina M. Albert, Public Buildings Service
	Krystal Brumfield, Office of Government-wide Policy
	Exodie C. Roe, III, Office of Small and Disadvantaged Business Utilization
Contributing Programs	N/A

Performance Goal 2.4.1 - Increase opportunities for persons with disabilities through GSA procurement
Benefit to the Public:
The AbilityOne Program is a mandatory source of supply for Federal purchasers and private sector contractors authorized to use Government sources of supply. Quality products and services are offered at fair market prices. The program relies heavily on purchases from Federal agencies for goods and services provided by persons with disabilities.
This new measure will contribute to employment opportunities for persons with disabilities; create meaningful pathways for economic growth and prosperity; expand the Federal workforce; and lessen State and Federal disability subsidies to individuals with disabilities. GSA's commitment will help with supporting competitive integrated employment, diversity, and inclusion in the workforce.
Performance Indicator Definition:
Percent of GSA obligations to AbilityOne Program:
The measure calculates the percentage of total GSA contracting obligations associated with the AbilityOne program.

PI 2.4.1 Percent of GSA obligations to AbilityOne Program
Lead Office: OGP

Fiscal Year	Target	Results
2018	N/A	4.95%
2019	N/A	7.39%
2020	N/A	7.91%
2021	2%	5.78%
2022	2.5%	N/A
2023	+0.5% of FY22 Result	N/A

Performance Goal 2.4.2 - Maintain and improve the percent of spend that goes to small business from the Multiple Award Schedule (MAS)
Benefit to the Public:
The consolidated MAS with consistent terms makes it easier for suppliers to do business with the Government and makes it easier for agencies (buyers) to navigate the MAS program to find and acquire goods and services for sales. Greater percent of sales to small business spreads government spending and opportunity across a broader group of companies.
Performance Indicator Definition:
Percent of spend going to small business from the Multiple Award Schedule (MAS):
Reports the percent of MAS business volume attributed to small businesses each year by calculating the MAS total business volume in dollars attributed to small businesses and dividing by the total business volume.

PI 2.4.2 Percent of spend going to small business from the Multiple Award Schedule (MAS)
Lead Office: FAS

Fiscal Year	Target	Results
2018	33.0%	38.4%
2019	33.0%	38.8%
2020	33.0%	37.2%
2021	35.0%	36.7%
2022	36.0%	N/A
2023	37.0%	N/A

Performance Goal 2.4.3 - Create more opportunities for small and socio-economic businesses
Benefit to the Public: Small businesses power the economy and contracting with them is a "win-win". The Government receives great service at a great value, while small businesses are provided opportunities to grow and create jobs. By supporting these businesses, we strengthen the country's economy and industrial base, while enabling job creation for the U.S. workforce. Further, awarding contracts to small disadvantaged businesses mean opportunities for underserved business owners and entrepreneurs, added jobs in their communities, and the advancement of diversity, equity, and inclusion across the nation.
Performance Indicator Definition: (a) **Percent of GSA contract dollars awarded to small business through prime contracting:** Tracks the overall percent of eligible procurement dollars awarded to small business through prime contracting. (b) **Small Business Administration's (SBA) Small Business Procurement Scorecard - GSA's Grade:** An annual assessment tool measuring how successfully Federal agencies reach their small business and socio-economic prime contracting and subcontracting goals. Agencies earning an "A" or "A+" on the scorecard demonstrate their strong commitment to delivering for small and small disadvantaged businesses.

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

Lead Office: OSDBU

Fiscal Year	Target*	Results
2018	35.0%	38.82%
2019	30.0%	42.69%
2020	29.0%	49.43%
2021	30.0%	46.89%
2022	TBD	N/A
2023	TBD	N/A

*Targets reflect goals established by SBA for fiscal year performance.

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

Lead Office: OSDBU

Fiscal Year	Target	Results
2018	A+	A
2019	A+	A+
2020	A+	A+
2021	A+	N/A*
2022	A+	N/A*
2023	A+	N/A*

*Results will not be available until approximately the fourth quarter of the following fiscal year.

Strategic Goal 3

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

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

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

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

Programs such as the United States Web Design System, Login.gov and USAGov are examples of GSA's ability to deliver increased efficiency, integration, and improved service delivery for human life experiences – "the moments that matter most in people's lives." By adapting and aligning its work to anticipate change, GSA can support technology development and deployment at other agencies. Finally, GSA can model effective digital Government by improving its own websites, products, and services, showcasing its shared offerings available to partner agencies.

Strategic Objective 3.1

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

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

There is a significant opportunity to improve how the Federal Government designs and delivers services and experiences for the public. Federal agencies have expressed robust demand for support in this area. With its strong organizational culture, technology, and customer experience (CX) capabilities, GSA can further develop CX and equity-centered design capacity at partner agencies through the Technology Transformation Services. These services support the Federal Government as it works to implement solutions that are simple, effective, equitable, and accessible to the public. For example, GSA will focus on broadening the public's access to voting by improving vote.gov, with an emphasis on providing Federal voting requirements and documents in many needed languages and media formats. GSA will explore opportunities to provide similar information about State and local voting.

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

- Advocate for an inclusive design mindset with GSA supervisors and leaders to strengthen team and portfolio capabilities through ongoing training, toolkit development, research, and more.
- Prioritize, identify, measure, and support improved usability and accessibility for historically and socially marginalized communities, applying best practices during the design process to reduce negative impacts to these communities.
- Ensure inclusive representation of the public in user research practices, such as ongoing co-creation and participatory design.
- Define and drive equity and accessibility best practices and requirements across GSA.

Strategic Initiatives

1. **Increase user satisfaction with GSA websites and digital products, as well as agency partner websites, by focusing on accessibility, navigation, data integrity, and standardization.**
   a. Increase the adoption of GSA digital products and services that promote the 21st Century Integrated Digital Experience Act (IDEA) principles by increasing standardization among Government websites.
   b. Champion customer experience efforts while requesting amendments to the Federal Citizen Services Fund (FCSF) appropriation language, including reimbursable

services and raising the spending cap to provide more services to Government partners.

    c. Reimagine the USAGov program to increase government information sharing and accessibility to the public by incorporating multiple language translation services and modern call center technology.

    d. Enhance the digital literacy of GSA website managers.

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

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

Goal Leaders	Sonny Hashmi, Federal Acquisition Service
	Nina M. Albert, Public Buildings Service
	Krystal Brumfield, Office of Government-wide Policy
	Exodie C. Roe, III, Office of Small and Disadvantaged Business Utilization
Contributing Programs	• Office of Strategic Communication

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

Benefit to the Public:

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

GSA will model an effective digital agency by improving the accessibility of its own websites, products, and services.

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

Striving for each website and solution adds unique value, GSA will consider current and future assets for improvement. GSA will assess websites and solutions to ensure that they meet or surpass the public's expectations. GSA will prioritize elements outlined in the 21st Century IDEA, such as governance, data, search and navigation, engagement, and privacy.

Performance Indicator Definition:

(a) **Percent of public-facing production websites GSA owns or administers for others that conform to 21st Century IDEA standards:**

The assessment criteria for website alignment to the 21st Century IDEA are currently being developed by GSA. The Act requires GSA to assess all its digital services and prioritize those with the highest impact for usability improvements.

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

TTS digital solutions and internal assets encompass a broad array of IT related resources for agencies, industry, and the public to leverage. The scope of solutions includes:
- Data and analytics resources that include Data.gov, the DAP, Api.data.gov, and the Feedback Analytics Program.
- Innovation resources that include Challenge.gov, CitizenScience.gov, and 10X.
- Public experience resources that include Login.gov, USAGov, Labs, and the U.S. Web Design System.
- Cloud utilization resources such as Federal Risk and Authorization Management (FedRAMP), cloud.gov, and Federalist.18f.gov.
- Resources that promote common technology components that are modular, interoperable, and secure including Search.gov and Code.gov.
- Other resources such as DigitalGov University, DigitalGov Communities of Practice, US Digital Registry, Federal CrowdSource Mobile Testing Program, and Terms of Service.

(c) Percent of Information & Communication Technology (ICT) solicitations posted to SAM.gov that adequately address Section 508 provisions:
This measure is calculated using the Solicitation Review Tool (SRT), an artificial intelligence tool with an API connection to SAM.gov. The SRT scans SAM daily and uses machine learning to determine if the solicitations are supposed to have Section 508 language included. If so, the SRT determines if it does or does not adequately address Section 508 provisions.

PI 3.1.1 (a) Percent of public-facing production websites GSA owns or administers for others that conform to 21st Century IDEA standards
Lead Office: OCE

Fiscal Year	Target	Results
2018	N/A	N/A
2019	N/A	N/A
2020	N/A	N/A
2021	N/A	4%
2022	8%	N/A
2023	20%	N/A

PI 3.1.1 (b) Percent of TTS digital assets that are Section 508 compliant
Lead Office: FAS TTS

Fiscal Year	Target	Results
2018	N/A	N/A
2019	N/A	N/A
2020	N/A	N/A
2021	N/A	53%
2022	75%	N/A
2023	100%	N/A

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

Fiscal Year	Target	Results
2018	N/A	N/A
2019	N/A	N/A
2020	N/A	N/A
2021	Baseline	3%
2022	5%	N/A
2023	5%	N/A

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

Benefit to the Public:

The 21st Century IDEA serves to improve the digital experience for all. It transforms how the Government uses technology to create an optimal end-user experience. TTS solutions, like the U.S. Web Design System, Touchpoints, Search.gov, Forms Service, and others are built for agencies to use quickly in order to meet these needs, serving their constituents in a way that is consistent, innovative, and cost-effective.

Government websites serve as a critical touchpoint between the public and Government. It is imperative that Government information and services located on public-facing websites are secure, easy to navigate, and can be accessed by the entire public.

Performance Indicator Definition:

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

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

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

PI 3.1.2 Number of websites utilizing GSA's Digital Analytics Program (DAP)
Lead Office: FAS TTS

Fiscal Year	Target	Results
2018	N/A	N/A
2019	N/A	N/A
2020	N/A	N/A
2021	N/A	6,000*
2022	6,300	N/A
2023	6,615	N/A

*This estimate is based on criteria used to filter out testing sites to better reflect public-facing production websites.

Strategic Objective 3.2

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

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

Strategic Initiatives

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

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

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

Goal Leader	Sonny Hashmi, Federal Acquisition Service
Contributing Programs	• Office of the Administrator • Office of Congressional and Intergovernmental Affairs

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

Benefit to the Public:

FedRAMP is a Government-wide program in GSA's FAS TTS that promotes the adoption of secure cloud services across the Federal Government by providing a standardized approach to security and risk assessment for cloud technologies and Federal agencies.

FedRAMP empowers agencies to use modern cloud technologies, with an emphasis on security and protection of Federal information. The Government uses FedRAMP authorized cloud systems to power Agency IT operations in providing Government services and information to the public. Faster authorization timelines allow agencies to more quickly modernize their IT and provide optimal citizen experiences.

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

There are two approaches to obtaining a FedRAMP Authorization: a provisional authorization through the Joint Authorization Board (JAB) or an authorization through an individual agency. Once cloud products achieve FedRAMP authorization they can more easily be reused across Government.

Performance Indicator Definition:

(a) **Number of times FedRAMP authorized products have been reused by agencies (cumulative):** This measure relates to the number of FedRAMP authorized cloud products that are reused across Government.

(b) **Average time to obtain FedRAMP authorization through the Joint Advisory Board (months):** The JAB is the primary governing body for FedRAMP, consisting of the Department of Defense, Department of Homeland Security, and GSA. The JAB works with Cloud Service Providers, selecting approximately 12 cloud products a year as candidates for a JAB Provisional Authority to Operate. This measure tracks the time from cloud product submission to approval by the JAB.

(c) **Average time for agencies to obtain a FedRAMP authorization for a cloud product (months):** Agencies may work directly with a Cloud Service Provider for FedRAMP authorization. Once authorized, other agencies can reuse the product. This measure tracks the time from cloud product submission to approval for agency-requested FedRAMP authorizations.

PI 3.2.1 (a) Number of times FedRAMP authorized products have been reused by agencies (cumulative)
Lead Office: FAS TTS

Fiscal Year	Target	Results
2018	N/A	N/A
2019	N/A	1,273
2020	N/A	1,847
2021	2,760	2,864
2022	3,174	N/A
2023	3,650	N/A

PI 3.2.1 (b) Average time to obtain FedRAMP authorization through the Joint Advisory Board (months)
Lead Office: FAS TTS

Fiscal Year	Target	Results
2018	N/A	N/A
2019	4.19	4.19
2020	4.84	4.82
2021	4.55	4.6
2022	4.1	N/A
2023	3.6	N/A

PI 3.2.1 (c) Average time for agencies to obtain a FedRAMP authorization for a cloud product (months)
Lead Office: FAS TTS

Fiscal Year	Target	Results
2018	N/A	N/A
2019	8.23	N/A
2020	8.34	N/A
2021	8.04	8.1
2022	7.2	N/A
2023	6.4	N/A

Performance Goal 3.2.2 - Increase adoption of GSA-sponsored identity solutions (APG)
Benefit to the Public: GSA provides agencies with identity management solutions, such as Login.gov, that meet the latest security standards to counteract evolving cybersecurity threats. Login.gov is a secure sign-in service used by the American public to sign in to participating Government agencies, allowing them to access most of their information and service needs via a single username and password. As more agencies adopt GSA's identity management solutions, duplication of effort across the Government declines. The effectiveness of Login.gov can be assessed by the number of people who use Login.gov and the number of vendors, data source providers, and service applications that are using the platform.
Performance Indicator Definition: (a) **Number of customer agencies using at least one GSA identity management solution:** This indicator measures the number of agencies using a GSA identity verification solution like Login.gov. (b) **Number of active users on Login.gov (in millions):** This indicator measures the number of active users with a Login.gov account. (c) **Number of identity vendor and Government data source providers on the platform:** This indicator measures the total number of vendor and Government data source providers utilized to verify Login.gov user identities. More sources lead to higher identity-proofing accuracy, better user experience, and cost reduction. (d) **Number of Login.gov serviced applications:** This indicator measures the number of Government services using Login.gov for identity verification.

PI 3.2.2 (a) Number of customer agencies using at least one GSA identity management solution

Lead Office: FAS TTS

Fiscal Year	Target	Results
2018	N/A	7
2019	N/A	17
2020	N/A	19
2021	N/A	27
2022	31	N/A
2023	33	N/A

PI 3.2.2 (b) Number of active users on Login.gov (in millions)
Lead Office: FAS TTS

Fiscal Year	Target	Results
2018	N/A	N/A
2019	N/A	N/A
2020	N/A	14
2021	N/A	16
2022	32	N/A
2023	41	N/A

PI 3.2.2 (c) Number of identity vendor and Government data source providers on the platform
Lead Office: FAS TTS

Fiscal Year	Target	Results
2018	N/A	N/A
2019	N/A	N/A
2020	N/A	2
2021	N/A	2
2022	4	N/A
2023	4	N/A

PI 3.2.2 (d) Number of Login.gov serviced applications
Lead Office: FAS TTS

Fiscal Year	Target	Results
2018	5	17
2019	34	46
2020	60	83
2021	100	199
2022	250	N/A
2023	350	N/A

Strategic Objective 3.3

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

GSA provides technical services and an array of digital products and programs that are available on a Government-wide scale. The current Administration has invested significantly in technology and positioned GSA as the "tip of the spear" to expand technology modernization and digital transformation across the Federal Government. This is an opportune moment to be ambitious and aggressive in driving transformational change on behalf of the American people.

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

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

Strategic Initiatives

1. **Be the premier provider of shared digital services and solutions for Government.**
   a. Position GSA's TTS more prominently in the Federal market.
   b. Emphasize innovative technology expertise in people, services, and solutions to accelerate IT modernization in Government.
   c. Pursue amendments to the Federal Citizen Services Fund (FCSF) authorities to better serve the public and accomplish more impactful projects.

2. **Drive technology modernization and increase technology acumen across Government by expanding innovative accelerators.**
   a. Expand the use of innovative accelerators and communities of practice to drive technology modernization with agency partners and deepen the pool of technology acumen across Government.

3. **Leverage the American Rescue Plan (ARP) funds and GSA expertise to support agencies recovering, rebuilding, and reimagining the delivery of digital products and services to meet the needs of the public and other stakeholders.**
   a. Reimagine the delivery of digital services to improve transparency, interoperability, security, and efficiency to bolster public confidence in Government.
   b. Allocate ARP funding to digital projects and initiatives aligned with these guiding objectives.

   c. Collaborate with the Federal community on ARP-related initiatives to develop a consistent, repeatable, and equitable process for evaluating and monitoring funded projects.

4. **Leverage the Technology Modernization Fund to drive high-impact, urgent IT modernization, providing funding that is aligned with the needs of Federal agencies and the fast pace of changing technology.**

   a. Actively work with agencies pre- and post-award to ensure that projects are well-designed and set up for success.

   b. Support modernization of cybersecurity, public-facing digital services, high-value assets, and Government-wide collaboration and shared services.

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

5. **Increase the technological capabilities of the Federal Government and support GSA's diversity, equity, inclusion, and accessibility priorities by expanding the digital workforce and combating current disparities within the Federal IT workforce.**

   a. Attract talent by creating new pathways for early career and diverse technologists to enter Government through programs such as the U.S. Digital Corps.

   b. Continue to champion diversity, equity, inclusion, and accessibility best practices within GSA and share learnings across Government.

Goal Leaders	Sonny Hashmi, Federal Acquisition Service Krystal Brumfield, Office of Government-wide Policy
Contributing Programs	● Office of the Chief Financial Officer ● Office of Human Resources Management ● GSA IT

Performance Goal 3.3.1 - Increase Government technology acumen and adoption
Benefit to the Public: Agency adoption of TTS products and services enable IT modernization, which leads to an optimal experience for the public when interacting with the Government online. TTS prioritizes community, growth, and iteration. To accelerate IT modernization Government-wide, TTS programs such as the Centers of Excellence value collaboration, rely on best practices, look to centralized resources, and innovate from within. The 18F program applies Agile methods to modernize software while developing open, crowd-sourced, accessible resources. The Digital.gov program hosts Communities of Practice with the primary purpose of collaborating and sharing resources with others across Government.
Performance Indicator Definition: **Number of agencies using TTS consulting services and products:** This indicator measures the number of agencies modernizing their services through the use of TTS technology experts and shared products.

PI 3.3.1 Number of agencies using TTS consulting services and products

Lead Office: FAS TTS

Fiscal Year	Target	Results
2018	N/A	53
2019	N/A	60
2020	N/A	57
2021	N/A	74
2022	82	N/A
2023	90	N/A

Performance Goal 3.3.2 - Increase usage and satisfaction with GSA's shared digital services and solutions
Benefit to the Public:
TTS plays a critical role within the Federal technology ecosystem by providing valuable digital services and capabilities. TTS's subject matter experts help Federal agencies modernize their technology to deliver services more efficiently and equitably. Tracking business volume for TTS demonstrates demand for products and services across Government and continued growth of the organization. It also shows progress towards a sustainable business model and the ability of the organization to meet the IT modernization needs of federal agencies. As agencies seek to capitalize on a growing array of technology-driven opportunities, it is important that TTS effectively communicate its value to the Government and scale its business to maximize the benefits they deliver. The Net Promoter Score (NPS) will assist TTS and GSA in identifying where we are servicing our agency partners well and opportunities for improvement where we can take active measures to strengthen offerings.
Performance Indicator Definition:
(a) **TTS business volume (in millions):** This indicator measures the amount of consulting work and services TTS provides to agency partners. (b) **Agency partner satisfaction - Net Promoter Score (NPS):** Measures the loyalty of customers to TTS services. A "great" score is between 30-70.

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

Lead Office: FAS TTS

Fiscal Year	Target	Results
2018	$74.8	$51.6
2019	$65.1	$58.9
2020	$88.2	$76.0
2021	$110.5	$96.3
2022	$123.8	N/A
2023	$161.0	N/A

PI 3.3.2 (b) Agency partner satisfaction - Net Promoter Score (NPS)
Lead Office: FAS TTS

Fiscal Year	Target	Results
2018	N/A	N/A
2019	N/A	N/A
2020	N/A	N/A
2021	N/A	41
2022	45	N/A
2023	50	N/A

Performance Goal 3.3.3 - Increase Federal IT modernization
Benefit to the Public: The American Rescue Plan (ARP) is delivering direct relief to the American people, addressing the consequences of the COVID-19 pandemic, and revitalizing the American economy. TTS is actively supporting the ARP through the Federal Citizens Services Fund (FCSF), which received ARP funds to build more secure and effective public digital experiences. TTS is reimagining the delivery of digital services to improve transparency, security, and efficiency to bolster public confidence in Government. The adoption of ARP-funded initiatives is important to help the Government modernize IT and provide trustworthy, seamless, and optimal experiences for the public. The Office of Government-wide Policy's modernized Federal IT Dashboard will make its public debut with the President's FY 2023 budget submission to Congress in 2022. While it will initially only contain IT budget and management information, GSA and OMB's Office of the Federal Chief Information Officer (CIO) will grow the platform by adding a new data source each year, increasing the public transparency of Federal IT initiatives, cost, and management practices.
Performance Indicator Definition: (a) **Percent of Federal Citizen Services Fund (FCSF)'s American Rescue Plan (ARP) funds that have been obligated (cumulative):** This measure assesses GSA's progress in awarding ARP funds to FCSF projects. The FCSF received $150 million from ARP to enhance the Government's ability to operate digitally. Projects can be near-term or longer-term initiatives. (b) **Number of data sources displayed on the modernized Federal IT Dashboard (cumulative):** This indicator measures the cumulative count of the number of Federal IT-related data sources shown on the modernized Federal IT Dashboard.

PI 3.3.3 (a) Percent of FCSF's ARP funds that have been obligated (cumulative)
Lead Office: FAS TTS

Fiscal Year	Target	Results*
2018	N/A	N/A
2019	N/A	N/A
2020	N/A	N/A
2021	N/A	2.2%
2022	50%	N/A
2023	80%	N/A

*Results represent the cumulative percent obligated of the FCSF's total $150 million ARP appropriation.

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

Fiscal Year	Target	Results
2018	N/A	N/A
2019	N/A	N/A
2020	N/A	N/A
2021	Baseline	1
2022	2	N/A
2023	3	N/A

Performance Goal 3.3.4 - Expand the diversity of the digital workforce
Benefit to the Public: In order to design and develop technology that meets the needs of the public, Government needs to have a digital workforce that is representative of the public. Currently, the Federal technology workforce lacks the level of diversity found in the American public. GSA will look to build a highly skilled workforce that represents the diversity of the United States along the lines of gender, race, age, and ethnicity. Expanding the diversity of the digital workforce will help ensure that Government services and experience are equitable and accessible. TTS programs such as 18F and the Presidential Innovation Fellows have been long-standing members of the civic tech community. While these programs provide compelling civic career pathways for mid-to-senior career technologists, there has long been a need for entryways into public service for technologists early in their career. The new U.S. Digital Corps program is designed to increase diversity in the technology workforce and attract junior technologists to Government service. Specific to the Executive Order on Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce, TTS is focused on ensuring that its workforce reflects the diversity of the public TTS serves and maintaining an environment where all employees can thrive.
Performance Indicator Definition: **Number of new hires for the U.S. Digital Corps program:** This indicator measures the number of fellows hired into the Digital Corps program during the year.

PI 3.3.4 Number of new hires for the U.S. Digital Corps program
Lead Office: FAS TTS

Fiscal Year	Target	Results
2018	N/A	N/A
2019	N/A	N/A
2020	N/A	N/A
2021	Baseline	0
2022	20	N/A
2023	50	N/A

Strategic Goal 4

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

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

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

Strategic Objective 4.1

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

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

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

Strategic Initiatives

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

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

3. **Leverage interagency forums to tackle key management challenges.**
   a. Provide support to drive collaboration within and among the Federal Executive Councils.

Goal Leader	Krystal Brumfield, Office of Government-wide Policy
Contributing Programs	• Federal Acquisition Service • Public Buildings Service

Performance Goal 4.1.1 - Develop and implement evaluation designs and methods on high-priority, high-impact Government-wide programs.
Benefit to the Public:
Rigorous evidence will improve the effectiveness of Government-wide programs and increase cost-avoidance
Performance Indicator Definition:
Number of completed evaluations Government-wide: To bolster the public's confidence that Government programs, policies, and operations are supported by rigorous evidence and evaluated objectively, GSA will monitor the number of Government-wide evaluations GSA completes each year on behalf of other agencies.

PI 4.1.1 Number of completed evaluations Government-wide
Lead Office: OGP

Fiscal Year	Target	Results
2018	N/A	17
2019	N/A	11
2020	N/A	0
2021	N/A	18
2022	14	N/A
2023	16	N/A

Strategic Objective 4.2

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

Despite annual Federal spending of roughly $25 billion on mission-support services[1], 38% of agency leaders still report low satisfaction with services such as hiring, financial management, grants management, procurement, and travel[2]. With many agencies managing these services in-house, the Federal Government has missed opportunities to leverage economies of scale and expertise. In addition, redundant IT solutions across agencies are costly and difficult to secure against cybersecurity threats.

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

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

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

Strategic Initiatives

1. **Increase adoption of GSA's existing shared services by other agencies.**
   a. Increase the use of GSA's existing portfolio of solutions and services by large and small agencies as well as Presidential and Congressional commissions and boards.

2. **Increase standardization of business requirements to inform and facilitate agency decisions on shared services adoption.**
   a. Continue to convene the interagency Business Standards Council (BSC) to coordinate agreement among the BSC, relevant Executive Councils, and OMB on advancing common mission-support business standards.

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[1] Refer to OPM Fedscope (2016), FPDS (2016), and IT Dashboard (2016)
[2] See the Annual Customer Satisfaction Survey for mission-support at:
https://trumpadministration.archives.performance.gov/data/#cap

    b. Enroll new mission-support functions into the business standards community and provide the tools necessary to complete standards.

    c. Promote using the business standards in readiness assessments, performance management frameworks, procurements, and investment planning.

3. **Facilitate the movement of agency-owned vehicles into the GSA leased fleet to reduce cost and improve service for Federal agencies.**

    a. Continue to work with customers to consolidate their agency-owned vehicles into the GSA Leased Fleet.

4. **Reduce the carbon emissions of the Federal fleet by increasing offerings and acquisition of ZEVs.**

    a. Deploy ZEVs within the GSA-leased and agency-owned fleets as they become available in the market and can meet customer mission requirements.

    b. Continue to educate customers on available ZEVs that can replace fossil-fueled vehicles and reduce carbon emissions, expanding ZEV deployment efforts Government-wide.

    c. Help to defray the higher cost for ZEVs relative to the cost of equivalent fossil-fueled vehicles, contingent upon the appropriation of additional funds to GSA for the electrification of the Federal fleet.

5. **Enable Federal agencies to acquire Electric Vehicle Supply Equipment (EVSE).**

    a. Partner with agencies to deploy and install EVSE at Federal facilities to accommodate an expected increase in ZEVs within the Federal fleet.

    b. Expand contract offerings and customer tools to provide a wide variety of EVSE hardware, software, and options Government-wide.

    c. Establish construction contracts to allow for installation of charging stations in Federal facilities when new construction or repair and alteration work is being done.

6. **Leverage the installation of telematics to measure and drive the reduction of carbon emissions.**

    a. Continue to install telematics on all appropriate new GSA Fleet vehicle acquisitions.

    b. Support customer agencies requesting to retrofit their existing fleet with telematics.

7. **Acquire and deliver a travel services shared solution to all civilian agencies.**

    a. Deliver an end-to-end travel and expense service — E-Gov Travel Service Next — that results in a more efficient Government-wide travel and expense marketplace.

Goal Leaders	Krystal Brumfield, Office of Government-wide Policy
	Sonny Hashmi, Federal Acquisition Service
Contributing Programs	● Office of the Chief Financial Officer
	● Office of Congressional and Intergovernmental Affairs
	● Public Buildings Service
	● GSA IT

Performance Goal 4.2.1 - Improve agency adoption and optimization of GSA services
Benefit to the Public:
GSA, in its charge to provide innovative solutions to agencies in support of their missions, sees an opportunity to foster the increased availability and adoption of shared services to the Federal community. Shared services can lead to improved performance, customer experience, and reduced operational costs related to agencies' mission-support services. New GSA offerings for shared services will promote standardization and lower administrative costs for participating agencies.
Performance Indicator Definition:
Number of GSA services within the Government-wide portfolio of shared services: GSA will use its convening authorities and processes to work with OMB, agencies, shared services governance bodies, and service delivery organizations within GSA to add more GSA services to the Government-wide portfolio of shared services. OMB Memorandum 19-16 describes a Government-wide portfolio that includes Quality Service Management Offices and existing quality shared services. Currently, GSA has four services in the Government-wide portfolio of existing services that are included for increased agency adoptions and optimization by OMB and GSA OGP: SmartPay, Electronic Records Management, Enterprise Infrastructure Services, and Fleet Services.

PI 4.2.1 Number of GSA services within the Government-wide portfolio of shared services
Lead Office: OGP

Fiscal Year	Target	Results
2018	N/A	N/A
2019	N/A	4
2020	N/A	4
2021	Baseline	4
2022	5	N/A
2023	6	N/A

Performance Goal 4.2.2 - Advance Government-wide agreement on the standardization of mission-support functions
Benefit to the Public:
Achieving agency consensus on business standards allows shared services planners, implementers, and policy makers to understand exactly what agencies require to deliver on their mission-support responsibilities, decreasing product development risk and enhancing the quality of solutions.
Performance Indicator Definition:
Number of components advancing to the next stage of the standards governance process as part of the Federal Integrated Business Framework (FIBF): The business standards governance process incorporates agency perspectives into establishing agreement on mission support business standards, which enable the government to make decisions on which services can be commonly shared. The governance process has three stages that include: (1) designated standards leads working directly with agencies to draft initial standards; (2) cross-functional review by the Business Standards Council (BSC); and (3) review and final concurrence on the part of OMB. GSA plays a key role in advancing business standards components through this process.

PI 4.2.2 Number of components advancing to the next stage of the standards governance process as part of the Federal Integrated Business Framework (FIBF)
Lead Office: OGP

Fiscal Year	Target	Results
2018	5	5
2019	12	15
2020	12	21
2021	12	36
2022	18	N/A
2023	18	N/A

Performance Goal 4.2.3 - Address the climate crisis through zero-emission fleet vehicles (APG)
Benefit to the Public: GSA Fleet is best able to support the reduction of carbon emissions through the adoption and deployment of zero-emission vehicles (ZEVs) that meet agency mission needs, when possible. Given GSA's expertise in fleet management and its role as the mandatory purchasing agent for non-tactical vehicles, GSA is positioned to assist agencies with procuring and leasing ZEVs and deploying critical electric vehicle supply equipment that will together reduce harmful GHG emissions. Working with industry to bring the latest automotive technology to the Federal Government and tracking its implementation and usage will demonstrate how ZEV deployment is making meaningful contributions to address the climate crisis. Additionally, increasing ZEV purchases will generate demand within industry and further the development of electric vehicle technology, benefiting the American consumer as well.

Performance Indicator Definition:
 	
(a) **Percent of new vehicle orders that are ZEVs compared to the total number of vehicles ordered in FY where an affordable EV was available:**
    This indicator calculates the percent of new purchases or leases that are ZEVs compared to the total number of vehicles procured in the FY where an affordable ZEV was available. To calculate the percentage, the denominator is the total number of vehicle purchases that have an affordable ZEV option (i.e., price does not fall outside of general reasonableness) at the time of purchase. The numerator is the total number of ZEVs procured by GSA.
 	
(b) **Number of ZEV models available for Government customers to purchase or to lease:**
    Total number of ZEV models available for Government customers to purchase or lease from GSA.
 	
(c) **Percent increase in miles per gallon for the GSA leased fleet:**
    Miles per gallon (MPG) rating (based on the combined MPG published on fueleconomy.gov) for the new leased vehicle compared to the MPG rating for the outgoing vehicle. Calculation is performed for all newly leased vehicles in the fiscal year that replace an outgoing vehicle. MPG calculation is restricted to light-duty vehicles (those with a gross vehicle weight rating less than 8,500 lbs). Additional vehicles or those replacing a vehicle larger than light-duty are excluded from the calculation as the automaker is not required to publish fuel economy data on those vehicles.

PI 4.2.3 (a) Percent of new vehicle orders that are ZEVs compared to the total number of vehicles ordered in FY where an affordable EV was available
Lead Office: FAS

Fiscal Year	Target	Results
2018	N/A	2.7%
2019	N/A	3.0%
2020	N/A	1.7%
2021	N/A	6.74%
2022	10.0%	N/A
2023	37.0%	N/A

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

Fiscal Year	Target	Results
2018	N/A	9
2019	N/A	11
2020	N/A	13
2021	N/A	34
2022	50	N/A
2023	55	N/A

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

Fiscal Year	Target	Results
2018	N/A	11.50%
2019	N/A	15.80%
2020	N/A	19.60%
2021	N/A	18.49%
2022	21%	N/A
2023	25%	N/A

Strategic Objective 4.3

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

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

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

Strategic Initiatives

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

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

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

Goal Leader	Krystal Brumfield, Office of Government-wide Policy
Contributing Programs	● Office of Customer Experience ● Public Buildings Service ● Federal Acquisition Service ● GSA IT

Performance Goal 4.3.1 - Improve Government-wide real property data
Benefit to the Public:
Accurate location data for Federal assets is essential for stakeholders, such as real estate developers and telecommunications providers, for, among other things, the expansion of broadband services. Accurate data is also critical for improving management of the Federal Government's real estate portfolio and maximizing value to the taxpayer.

Performance Indicator Definition:
(a) **Percent of domestic Federal real property assets with geocodable or mappable location data:** Percent of U.S.-based Federal real property assets with location data (such as address or latitude/longitude) that allows the asset to be accurately displayed on a map. This is determined through geospatial analysis of data submitted to the Government-wide Federal Real Property Profile (FRPP) system.
(b) **Percent of true real property data errors:** This is determined through an analysis conducted on data submitted to the FRPP and confirmed/resolved by agencies during the data validation and verification process. A true error represents GSA-identified anomalies in the data set that have been verified by the landholding agency.

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

Lead Office: OGP

Fiscal Year	Target	Results
2018	N/A	N/A
2019	N/A	N/A
2020	N/A	70%
2021	N/A	TBD
2022	75%	N/A
2023	85%	N/A

*One-year lag in reporting data results, e.g., FY 2020 results were determined in late FY 2021.

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

Lead Offices: OGP

Fiscal Year	Target	Results
2018	N/A	N/A
2019	N/A	19.43%
2020	N/A	15.34%
2021	12%	TBD
2022	10%	N/A
2023	9%	N/A

*One-year lag in reporting data results.

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

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

Fiscal Year	Target	Results
2018	N/A	N/A
2019	N/A	N/A
2020	N/A	N/A
2021	N/A	N/A
2022	Baseline	N/A
2023	75%	N/A

Performance Goal 4.3.3 - Deliver quality policy compliance training to agencies regarding policies, regulations, and best practices
Benefit to the Public:
Developing and delivering training takes many resources. By capturing effectiveness, OGP can measure effectiveness of trainings and gain insights into the knowledge or skill gaps of the Federal workforce and develop training to address them to ensure OGP is providing the best value to agencies and serving as the trusted partner for policy and guidance on Government-wide initiatives.
Performance Indicator Definition:
Percent of training attendees that rate Government-wide training effective:
This performance indicator calculates the percentage of survey respondents who rate specific Government-wide training as effective. OGP will survey training attendees after each course/event to measure effectiveness of training as it relates to OGP's mission and vision to deliver effective policies, guidance, and other program implementation across the Government.

PI 4.3.3 Percent of training attendees that rate Government-wide training effective
Lead Office: OGP

Fiscal Year	Target	Results
2018	N/A	N/A
2019	N/A	N/A
2020	N/A	N/A
2021	N/A	N/A
2022	Baseline	N/A
2023	TBD	N/A

Key Capabilities

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

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

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

KC 1 - Effectiveness of GSA CXO functions, as measured by Government-wide Customer Satisfaction Survey
Benefit to the Public: GSA must ensure that internal operations are efficient and effective to support low-cost, high-quality products and services. This focus on internal excellence is carried forward in how GSA provides mission-support services to the Government-wide community. Effective and efficient GSA internal operations decrease the cost burden to agency customers, freeing up funds to meet mission objectives for the American public.
Performance Indicator Definition: Computed from the PMA Benchmarking Initiative's Customer Satisfaction Survey, the measure consists of an equally weighted composite customer satisfaction score for GSA's CXO's functions — acquisition, financial management, human capital, IT, and shared services on a 1 to 7 point scale.

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

Lead Office: CXO

Fiscal Year	Target	Results
2018	5.15	5.16
2019	5.23	5.42
2020	5.27	5.49
2021	5.40	5.75
2022	5.45	N/A
2023	5.70	N/A

KC 2 - Total GSA operating cost as a percentage of goods and services provided
Benefit to the Public:
Effective and efficient GSA internal operations decrease the cost burden to agency customers, freeing up funds to meet mission objectives.
Performance Indicator Definition:
Total GSA operating cost as a percent of goods and services provided.
For all of GSA's major products or services: Total operating costs (direct
and indirect) divided by total revenues.

KC 2 Total GSA operating cost as a percentage of goods and services provided
Lead Office: OCFO

Fiscal Year	Target	Results
2018	9.20%	8.45%
2019	9.00%	8.01%
2020	8.60%	7.64%*
2021	8.25%	7.50%*
2022	8.09%*	TBD
2023	8.37%*	TBD

*In recent years, GSA's operating costs as a percentage of goods and services provided has been driven by above-plan increases in business volume and under-execution of expenses, particularly in FTE. GSA's FY 2022 and FY 2023 targets reflect a moderate level of growth in business volume that is offset by increased expense execution as GSA programs hire more FTE, increase spending to support the Administration's priorities, and fully execute their operating budget plans.

KC 3 - GSA Overall Employee Engagement Index (EEI)
Benefit to the Public:
A workforce that places the customer at the center of daily operations is able to deliver on current needs and provide solutions that meet future requirements. Developing a proactive workforce of this caliber enables successful delivery of new and expanded offerings.
Performance Indicator Definition:
The U.S. Office of Personnel Management (OPM) measures an Employee Engagement Index, which assesses critical conditions conducive for employee engagement. Questions from the OPM Federal Employee Viewpoint Survey (FEVS) are used to calculate the Employee Engagement Index. The index comprises FEVS questions in three subcategories: "Leaders Lead," "Supervisors," and "Intrinsic Work Experience." The index is calculated by taking the average percent positive response to each of the FEVS questions in the three subcategories.

KC 3 GSA Overall Employee Engagement Index (EEI)

Lead Office: Service & Staff Offices

Fiscal Year	Target	Results
2018	76%	76%
2019	77%	78%
2020	78%	83%
2021	83%	83%
2022	83%	N/A
2023	1% increase from 2021 result OR target is prior year's result*	N/A

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

KC 4 - GSA Federal Information Technology Acquisition Reform Act (FITARA) Scorecard Score
Benefit to the Public:
The FITARA Scorecard is important in providing transparent measurement of how agencies are achieving incremental implementation of the legislation aimed at improving their IT acquisitions and operations. The scorecard also drives accountability around IT investments and promotes cost savings for agencies.
Performance Indicator Definition:
FITARA was passed in 2014 to modernize the Federal Government's IT. Since the law's implementation, the House Committee on Oversight and Reform and the GAO have worked together to release a scorecard that assesses agencies' FITARA implementation efforts. Agency FITARA grades typically reflect GAO's analysis of how agencies are performing in numerous IT categories.

KC 4 GSA FITARA Scorecard Score

Lead Office: GSA IT

Fiscal Year	Target	Results
2018	N/A	B+
2019	B+	B+
2020	B+	A+
2021	B+	A+
2022	B+	N/A
2023	TBD	N/A

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

Benefit to the Public:
This indicator demonstrates both HR and IT readiness, enabling a seamless onboarding and productive new hire experience on their first working day at GSA. This contributes to overall employee productivity and satisfaction with GSA internal operations.
Performance Indicator Definition:
This indicator focuses on improving the new hire experience by measuring how quickly GSA IT is able to respond and deliver a standard laptop and account access to new staff on their first day (in-person or virtual), when laptop requests are submitted more than 10 days from their entry on duty date.

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

Fiscal Year	Target	Results
2018	N/A	99.6%
2019	95%	100%
2020	95%	98%
2021	95%	98.3%
2022	95%	N/A
2023	90%	N/A

KC 6 - Competition rate for GSA acquisitions

Benefit to the Public:
GSA must ensure that internal operations are efficient and effective to support low-cost, high-quality products and services. This focus on internal excellence is carried forward in how GSA provides mission-support services to the Government-wide community. Effective and efficient GSA internal operations decrease the cost burden to agency customers, freeing up funds to meet mission objectives for the American public.
Performance Indicator Definition:
Provided from Federal Procurement Data System (FPDS) source data, this measure is calculated by using the percentage of obligated dollars that are completed annually against total obligations. Non-competitive obligations to mandatory sources (i.e., coded as "authorized by Statute") are excluded from the calculation.

KC 6 Competition rate for GSA acquisitions
Lead Office: OGP

Fiscal Year	Target	Results
2018	90%	90.9%
2019	90%	91.4%
2020	90%	92.0%
2021	90%	90.7%
2022	90%	N/A
2023	90%	N/A

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

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

Fiscal Year	Target	Results
2018	N/A	0
2019	N/A	0
2020	N/A	0
2021	Baseline	0
2022	4	N/A
2023	6	N/A

Appendix

GSA Organizational Structure and Office Descriptions

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

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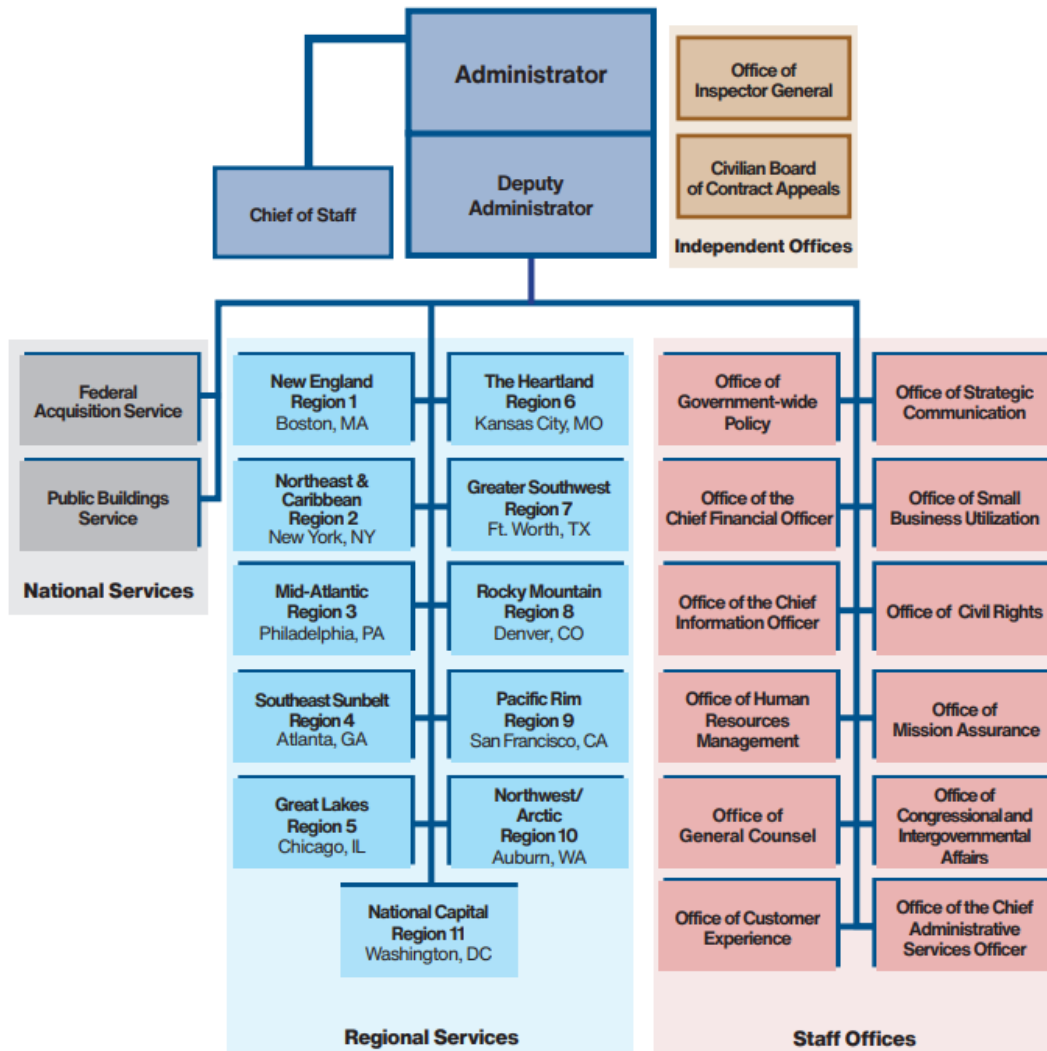
Staff Offices

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

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

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

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

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

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

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

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

Office of Mission Assurance (OMA)

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

Office of Small and Disadvantaged Business Utilization (OSDBU)

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

Office of Strategic Communication (OSC)

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

Independent Offices

Office of Inspector General (OIG)

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

Civilian Board of Contract Appeals (CBCA)

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

GSA Leadership

OFFICE OF THE ADMINISTRATOR

Robin Carnahan
Administrator

Katy Kale
Deputy Administrator

Brett Prather
Chief of Staff

Laila ElGohary
White House Liaison

NATIONAL SERVICES & INDEPENDENT OFFICES

Sonny Hashmi
Federal Acquisition Service

Nina M. Albert
Public Buildings Service

Carol F. Ochoa
Office of Inspector General

Erica S. Beardsley
Civilian Board of Contract Appeals

STAFF OFFICES

Bob Stafford
Office of Administrative Services

Mehul Parekh
(Acting) Office of the Chief Financial Officer

David A. Shive
Office of the Chief Information Office

Aluanda Drain
Office of Civil Rights

Gianelle Rivera
Office of Congressional and Intergovernmental Affairs

Ed Walters
Office of Customer Experience

Nitin Shah
Office of General Counsel

Krystal Brumfield
Office of Government-wide Policy

Traci DiMartini
Office of Human Resources Management

Robert J. Carter
Office of Mission Assurance

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

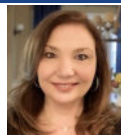**Teressa Wykpisz-Lee**
Office of Strategic Communication

REGIONAL OFFICES

Glenn C. Rotondo
(Acting) Region 1
New England
Boston, MA

Michael Gelber
(Acting) Region 2
Northeast & Caribbean
New York, NY

Joanna Rosato
(Acting) Region 3
Mid-Atlantic
Philadelphia, PA

Kevin Kerns
(Acting) Region 4
Southeast Sunbelt
Atlanta, GA

Kim Brown
(Acting) Region 5
Great Lakes
Chicago, IL

Mary A. Ruwwe
(Acting) Region 6
The Heartland
Kansas City, MO

Giancarlo Brizzi
(Acting) Region 7
Greater Southwest
Ft. Worth, TX

Penny Grout
(Acting) Region 8
Rocky Mountain
Denver, CO

Daniel R. Brown
(Acting) Region 9
Pacific Rim
San Francisco, CA

Lisa Pearson
(Acting) Region 10
Northwest/Arctic
Auburn, WA

Aimee Whiteman
(Acting) Region 11
National Capital
Washington, DC

Acronym List

AAS	Assisted Acquisition Service		GWAC	Government-wide Acquisition Contract
APG	Agency Priority Goal		HISP	High Impact Service Providers
APP	Annual Performance Plan		HUBZone	Historically Underutilized Business Zone
APR	Annual Performance Report		ICT	Information and Communication Technology
ARP	American Rescue Plan			
ASSIST	Assisted Services Shared Information System		IDEA	21st Century Integrated Digital Experience Act
BSC	Business Standards Council		IFF	Industrial Funding Fee
BTU	British Thermal Units			
CALM	Contract Acquisition Life-cycle Management		ISS	Industrial Satisfaction Survey
CBCA	Civilian Board of Contract Appeals		IT	Information Technology
			ITC	Information Technology Category
CFO	Chief Financial Officer		JAB	Joint Authorization Board
CIO	Chief Information Officer		MAS	Multiple Award Schedule
CLS	Customer Loyalty Score		MPG	Miles Per Gallon
CoE	Centers of Excellence		NPS	Net Promoter Score
CX	Customer Experience		NPV	Net Present Value
CXO	C-Suite Executive Officers		OAS	Office of Administrative Services
C-SCRM	Cyber-Supply Chain Risk Management		OCE	Office of Customer Experience
DAP	Digital Analytics Program		OCFO	Office of the Chief Financial Officer
DCOI	Data Center Optimization Initiative		OCIA	Office of Congressional and Intergovernmental Affairs
EEI	Employee Engagement Index		OCR	Office of Civil Rights
EIS	Enterprise Infrastructure Solutions		OGC	Office of General Counsel
EVSE	Electric Vehicle Supply Equipment		OGP	Office of Government-wide Policy
FAS	Federal Acquisition Service		OHRM	Office of Human Resources Management
FedRAMP	Federal Risk and Authorization Management Program		OIG	Office of Inspector General
FIBF	Federal Integrated Business Framework		OMA	Office of Mission Assurance
FICAM	Federal Identity, Credential, and Access Management		OMB	Office of Management and Budget
FM	Facilities Management		OSC	Office of Strategic Communication
FPDS	Federal Procurement Data System		OSDBU	Office of Small and Disadvantaged Business Utilization
FRPP	Federal Real Property Profile		PBS	Public Buildings Service
FY	Fiscal Year		PI	Performance Indicator
GHG	Greenhouse Gas		PMRD	Procurement Management Review Division
GNP	Good Neighbor Program			
GSA	General Services Administration		POP	Planning Outreach and Partnership
GSA IT	Office of GSA IT			
GSF	Gross Square Feet			

QSMO	Quality Service Management Office
REXUS	Real Estate Across the United States
SB	Smart Buildings
SBA	Small Business Administration
SDB	Small Disadvantaged Business
SDVOSB	Service-Disabled Veteran-Owned Small Business
SO	Strategic Objective
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