GSA®

U.S. General Services Administration

FY 2022 Annual Performance Plan

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EXECUTIVE SUMMARY

PURPOSE

The U.S. General Services Administration (GSA) Annual Performance Plan (APP) presents the level of performance to be achieved by GSA in FY 2022. The APP presents strategic goals, strategic objectives, supporting performance goals, and performance indicators. The GSA FY 2022 APP:
- articulates how the work of the agency benefits the public,
- enables the public to understand the actions taken for progress, and
- explains performance improvement strategies.

The GSA FY 2022 APP was 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-support role was established in its founding by President Harry S. Truman in 1949 to create one agency to help the Government avoid "senseless duplication, excess cost, and confusion in handling supplies and providing space." For over seven decades, GSA has embraced the honor of serving the American people by supporting other Federal agencies as they carry out their own critical missions.

Since GSA's founding, the Nation's population has more than doubled, the price of real estate in major cities continued on an upward trend, and with technology advancing exponentially over shorter periods of time, the world is vastly more interconnected. GSA supports Federal agencies as they evolve to meet new domestic and global challenges to better serve the American public. As a mission enabler for other Federal agencies, GSA steadfastly champions its goals to deliver value and savings in real estate, acquisition, technology, and other mission-support services across Government.

The year 2020 was largely defined by the impact and challenges associated with the novel coronavirus and the global COVID-19 pandemic. In spite of these challenges, GSA delivered inventive, cost-effective, and collaborative solutions in real estate, acquisition, technology, and mission-support services to the Government while saving the American public money. GSA continues to provide spaces, technical innovations, and goods and services essential to operate the Federal Government. GSA strategies:
- provide workplaces by constructing, managing, and preserving Government buildings and by leasing and managing commercial real estate;
- offer private sector professional services, equipment, supplies, telecommunications, and information technology to Government organizations and the military;
- help agencies buy, build, and use technology in ways that support their missions to better serve the public; and
- promote management best practices and efficient Government operations.

GSA brings together a talented and diverse workforce—including real estate experts, architects, acquisition specialists, programmers, data scientists, and policy analysts — as a cohesive, data- and insight-driven, customer-focused team. Affected by a global pandemic in 2020, the United States and the world strove to manage the challenges of COVID-19. In mid-March 2020, GSA began operating in a maximum telework posture. Today, GSA continues strong in mission delivery and in achieving strategic goals.

GSA MISSION, VISION, and VALUES

Mission	Deliver value and savings in real estate, acquisition, technology, and other mission-support services across Government.
Vision	Effective and efficient Government for the American people.
Values	Service ◆ Accountability ◆ Innovation

ORGANIZATIONAL STRUCTURE

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

- Central Office,
- Federal Acquisition Service,
- Public Buildings Service,
- Office of Government-wide Policy,
- 11 National Staff Offices,
- 11 Regional Offices, and
- 2 Independent Offices.
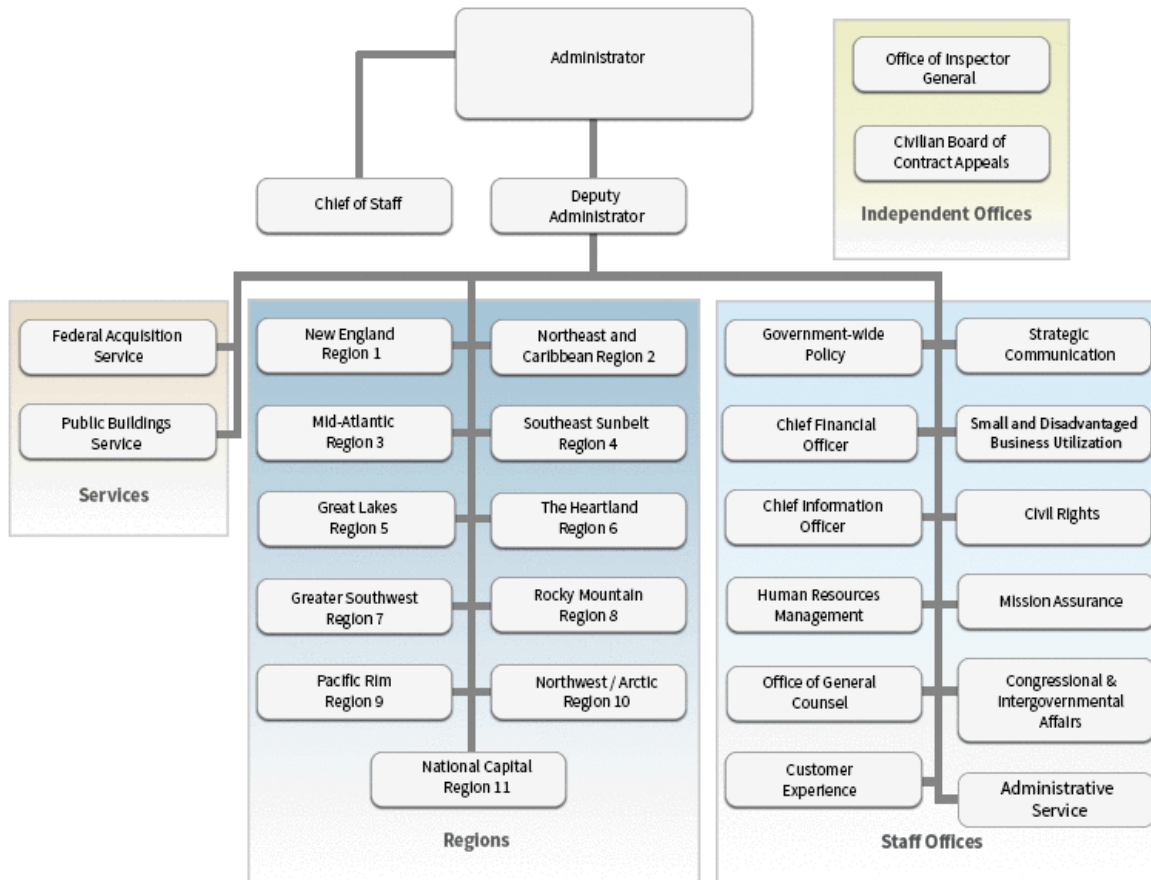
GSA LEADERSHIP

Office of the Administrator

Katy Kale
Acting Administrator
Deputy Administrator

Brett Prather
Chief of Staff

Laila ElGohary
White House Liaison

Office of Government-wide Policy

National Services

Sonny Hashmi
Federal Acquisition Service

Allison Azevedo
(Acting) Public Buildings Service

Krystal Brumfield
Office of Government-wide Policy

Independent Offices

Carol F. Ochoa
Office of Inspector General

Jeri Somers
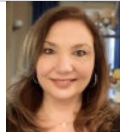Civilian Board of Contract Appeals

Regional Administrators

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

John Cooke
(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

Chaun Benjamin
(Acting) Region 10
Northwest/Arctic
Auburn, WA

Darren Blue
(Acting) Region 11
National Capital
Washington, DC

Staff Offices

Bob Stafford
Office of Administrative Services

Gerard Badorrek
Office of the Chief Financial Officer

David A. Shive
Office of the Chief Information Office

Aluanda Drain
(Acting) Office of Civil Rights

Gianelle Rivera
Office of Congressional and Intergovernmental Affairs

Ed Walters
Office of Customer Experience

Nitin Shah
Office of General Counsel

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

NATIONAL SERVICES and the OFFICE OF GOVERNMENT-WIDE POLICY

Federal Acquisition Service

GSA's Federal Acquisition Service (FAS) uses the collective buying power of the Federal Government to acquire goods and services in support of agency customers. FAS offers Federal agencies more than 31 million different products and services. In FY 2020, FAS delivered over $75 billion in: information technology (IT) products, services, and solutions; telecommunications services; assisted acquisition services; travel and transportation management solutions; motor vehicles and fleet services; and charge card services. FAS manages over 226,000 leased vehicles, is responsible for the overall management and leadership of the Government-wide charge card program, which encompasses 5.4 million accounts, and provides personal property disposal services facilitating the reuse of $1 billion in excess and surplus personal property every year. FAS harnesses the buying power of the Federal Government to negotiate prices on many of the products and services required by agencies for daily operations. By arranging a network of service providers for IT and total solutions for law enforcement, including security and facility management systems, FAS is able to meet the operating and mission requirements of a vast array of Federal agencies and State, Tribal, and local governments. Using its Technology Transformation Services (TTS) and IT portfolios to improve the public's experience with Government, FAS developed and deployed technology consulting services, good-for-Government shared applications, platforms, and processes to make agencies' services more accessible, efficient, and effective. Focused on designing and delivering with and for the public, TTS delivers digital services that are trusted and provide tangible value to our partners and the public.

Public Buildings Service

Throughout the 50 States, 5 territories, and the District of Columbia, GSA manages the Federal Government's real property inventory. Our real estate portfolio is one of the largest and most diversified in the Nation. The Public Buildings Service (PBS) provides high-quality facility and workspace solutions to more than 50 Federal agencies, disposes of excess or unneeded Federal properties, and promotes the adoption of innovative workplace solutions and technologies. PBS acquires space on behalf of the Federal Government through new construction and leasing. PBS owns or leases more than 8,800 assets and maintains an inventory of 371 million square feet of rentable workspace. Based on FY 2020 Real Estate Across the United States (REXUS) data, GSA has 512 historic buildings. GSA owns 413 buildings listed in the National Register of Historic Places and an additional 99 buildings eligible for listing in the National Register. Through lease and purchase transactions, PBS delivers the workspace necessary to meet the varied missions of its Federal customers.

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 within key administrative areas to include 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, data analysis, benchmarking, and transparent reporting of Government-wide data.

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; ensures full and 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.

- **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 (HSPD-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.

FY 2022 ANNUAL PERFORMANCE PLAN

STRATEGIC FRAMEWORK

The strategic framework as defined in the GSA FY 2018–2022 Strategic Plan is presented below:

STRATEGIC GOALS (G)

(G1) REAL ESTATE	(G2) ACQUISITION	(G3) TECHNOLOGY	(G4) SHARED SERVICES
Save taxpayer money through better management of Federal real estate.	Establish GSA as the premier provider of efficient and effective acquisition solutions across the Federal Government.	Improve the way Federal agencies buy, build, and use technology.	Design and deliver expanded shared services within GSA and across the Federal Government to improve performance and save taxpayer money.

STRATEGIC OBJECTIVES (SO) and PERFORMANCE GOALS (PG)

SO 1.1 Reduce the cost of the Federal inventory. ● **PG 1.1.1** Reduce vacant space in inventory ● **PG 1.1.2** Lease cost relative to the average market rate ● **PG 1.1.3** Generate sufficient funds from operations to effectively operate GSA leased buildings ● **PG 1.1.4** Timely award of non-competitive sales and donations ● **PG 1.1.5** Timely award of public sale properties ● **PG 1.1.6** Generate revenue from real property sales	**SO 2.1** Design and deliver GSA products and services that yield measurable savings while aligning with customer mission objectives and changing market demand. ● **PG 2.1.1** Increase customer satisfaction ● **PG 2.1.2** Expand the use of GSA acquisition solutions across the Government	**SO 3.1** Lead Government-wide technology modernization initiatives. ● **PG 3.1.1** Provide agencies with cloud authorizations to modernize IT portfolios ● **PG 3.1.2** Expand agencies' use of GSA technology solutions	**SO 4.1** Develop new organizational capabilities to understand customer demand and deliver integrated offerings to support common business processes Government-wide. ● **PG 4.1.1** Expand centralized services
	SO 2.2 Make it easier to do business with the Government by simplifying processes and streamlining access for our customers and suppliers. ● **PG 2.2.1** Increase supplier satisfaction ● **PG 2.2.2** Multiple Award Schedule (MAS) Sales	**SO 3.2** Drive more efficient and innovative Government procurement of technology services. ● **PG 3.2.1** Improve agency technology procurement capabilities through acquisition consulting	**SO 4.2** Promote adoption of shared services by agencies through policy, guidance, and benchmarking. ● **PG 4.2.1** Reduce barriers to entry to facilitate easier adoption of shared services
SO 1.2 Establish GSA as a more effective provider of real estate services for all agencies. ● **PG 1.2.1** Reduce total energy intensity ● **PG 1.2.2** Complete capital projects on schedule and on budget ● **PG 1.2.3** Improve tenant satisfaction in Government-owned and -leased space — Facilities Management Index ● **PG 1.2.4** Provide building cleaning and maintenance at competitive costs	**SO 2.3** Enhance customer agency access to qualified small and socio-economic businesses. ● **PG 2.3.1** Create more opportunities for small and socio-economic businesses	**SO 3.3** Lead implementation of technical standards, policies, and strategies. ● **PG 3.3.1** Provide agencies with the tools and resources to implement IT standards and policies	**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. ● **PG 4.3.1** Efficient and effective mission-support services at GSA (CXO and non-CXO functions) ● **PG 4.3.2** Highly engaged GSA workforce that is prepared to support and deliver new and expanded offerings

STRATEGIC OBJECTIVES (SO) and PERFORMANCE INDICATORS (PI) SUMMARY

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 2020 Targets	FY 2021 Targets	FY 2022 Targets
PI 1.1.1 Vacant space in inventory ↓	PBS	3.3%	3.3%	3.1%	3.0%	3.0%	3.0%
PI 1.1.2 Lease cost relative to average market rate ↓	PBS	-5.2%	-17%	-12.6%	≤ -7.0%	≤-7.0%	≤ -11.0%
PI 1.1.3 Percent of leased revenue available after administering leasing program ↔	PBS	-0.40%	-0.56%	-0.8%	-1.1% to 1%	-1.1% to 1%	-1.1% to 1%
PI 1.1.4 Percent of non-competitive sales and donations awarded within 220 days ↑	PBS	97.5%	98%	95.5%	93%	93%	93%
PI 1.1.5 Percent of public sale properties awarded within 135 days ↑	PBS	98%	99%	100%	98%	98%	98%
PI 1.1.6 Gross sales revenue from GSA disposals (in millions) ↑	PBS	$76.4	$61.7	$38.2	$15.0	$13.5	$15.0

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 2020 Targets	FY 2021 Targets	FY 2022 Targets
PI 1.2.1 Energy intensity reduction (cumulative % reduction from baseline year) ↑ *	PBS	5.41%	5.06%	11.78%	5.31%	12.03%	0.25% increase over FY 2021 results
PI 1.2.2 Percent of capital construction projects on schedule and on budget ↑	PBS	90%	98%	93%	90%	TBD	TBD
PI 1.2.3 Tenant satisfaction with Government-owned and -leased space (Facilities Management Index) ↑	PBS	69%	70%	N/A**	71%	N/A**	70%
PI 1.2.4 Percent of cleaning and maintenance costs within market range ↑	PBS	73.6%	72%	74%	80%	80%	80%

* FY 2020 target was reset based on Executive Order 13834, Efficient Federal Operations.

** 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 2020 Targets	FY 2021 Targets	FY 2022 Targets
PI 2.1.1 Customer loyalty score (10-point scale) ↑	FAS	7.5	7.6	7.9	7.6	7.9	8.0
PI 2.1.2 Acquisition program savings (in billions) ↑	FAS	$5.86	$6.51	$5.31	$6.6	$5.0	$5.1

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 2020 Targets	FY 2021 Targets	FY 2022 Targets
PI 2.2.1 Supplier satisfaction score (5-point scale) ↑	FAS	3.69	3.65	3.81	3.70	3.85	3.90
PI 2.2.2 Multiple Award Schedule (MAS) Sales (in billions) ↑	FAS	$31.2	$32.0	$36.6	$32.3	$32.5	$33.0

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 2020 Targets	FY 2021 Targets	FY 2022 Targets
PI 2.3.1(a) Percent of GSA contract dollars awarded to small business through prime contracting ↑	OSDBU	38.82%	42.69%	49.43%	29.0%	30%	TBD*
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%	5% 5% 3% 3%	5% 5% 3% 3%
PI 2.3.1(c) Percent of GSA contract dollars awarded to small business through subcontracting ↑	OSDBU	24.1%	22.1%	29.3%	24.0%	20%	TBD*
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 5.50% WOSB 4.40% SDV 1.62% HUB 0.94%	4.00% 4.50% 1.60% 0.70%	4.35% 4.82% 2.93% 1.21%	5% 5% 3% 3%	5% 5% 3% 3%	5% 5% 3% 3%

Targets will be set by the Small Business Administration (SBA).

*** SDB = Small Disadvantaged Business; WOSB = Women-Owned Small Business; SDVOSB = Service-Disabled Veteran-Owned Small Business; HUBZone = Historically Underutilized Business Zone*

(SO 2.3 continued)

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Targets	FY 2021 Targets	FY 2022 Targets
PI 2.3.1(e) Agency peer review score of Small Business Act compliance ↑ (SBA scorecard composite score)	OSDBU	20.5%	21%	TBD*	20%	20%	20%
PI 2.3.1(f) Small business diversification across industries ↑ (SBA scorecard composite score)	OSDBU	11.8%	8.8%	TBD*	10%	10%	10%
PI 2.3.1(g) Percent of Multiple Award Schedule (MAS) business volume from small businesses ↑	FAS	38.4%	38.8%	37.2%	33.0%	35.0%	36.0%

The Small Business Administration (SBA) will report FY 2020 results when available.

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 2020 Targets	FY 2021 Targets	FY 2022 Targets
PI 3.1.1 Number of times FedRAMP authorized products have been reused by agencies (cumulative) ↑	FAS	904	1,273	1,847	N/A	2,397	3,002
PI 3.1.2 Percent of Major IT Project spend with GSA involvement ↑	FAS	22%	23%	28.9%	24%	29%	31%

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 2020 Targets	FY 2021 Targets	FY 2022 Targets
PI 3.2.1(a) Centers of Excellence (# of Interagency Agreements (IAAs) signed) (cumulative) ↑	FAS	2	5	16	7	18	28
PI 3.2.1(b) Centers of Excellence (#) (cumulative) ↑	FAS	5	14	35	19	38	50

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 2020 Targets	FY 2021 Targets	FY 2022 Targets
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	5
PI 3.3.1(b) Number of 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	6	12	16

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 2020 Targets	FY 2021 Targets	FY 2022 Targets
PI 4.1.1 Number of agency-owned (non-GSA) vehicles consolidated by GSA ↑	FAS	1,790	1,805	1,597	1,500	2,000	3,000

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 2020 Targets	FY 2021 Targets	FY 2022 Targets
PI 4.2.1(a) Number of business lines that go through a readiness assessment ↑	OGP	5	1	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 FIBF ↑	OGP	5	15	21	12	12	12

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 2020 Targets	FY 2021 Targets	FY 2022 Targets
PI 4.3.1(a) Total GSA operating cost as a percentage of goods and services provided ↓	OCFO	8.45%	8.01%	7.64%	8.60%	8.25%	8.25%
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	5.27	5.40	5.45
PI 4.3.1(c) Percent of GSA IT portfolio utilizing cloud technologies ↑	GSA IT	47%	50%	52.9%	52%	53%	55%
PI 4.3.1(d) Competition rate for GSA acquisitions ↑	OGP	82.6%	85.4%	84.2%	80.0%	80.0%	80.0%
PI 4.3.1(e) Competitive One-Bid rate for GSA acquisitions ↓	OGP	18.0%	15.4%	14.8%	15.0%	15.0%	15.0%
PI 4.3.2 GSA Overall Employee Engagement Index (EEI) ↑	GSA Service & Staff Offices	76%	78%	83%	N/A	83%	1% increase from FY21 result or target is the result score for previous year*

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.

FY 2022 ANNUAL PERFORMANCE PLAN DETAILS

STRATEGIC GOAL 1

Save taxpayer money through better management of Federal real estate.

GSA will continue to achieve significant cost savings for the Federal Government by optimizing the use of the GSA real estate portfolio. In light of the COVID-19 pandemic, effective asset management, integrated delivery of workspace solutions, and consistent application of project management principles will help GSA to provide customers the opportunity to maintain safe and efficient work environments, reduce real estate costs, and effectively deliver on their missions. As GSA develops new strategies towards the effective use of GSA space, a focus on reduced real estate costs will continue to provide opportunities for customers to shift spending to mission-related activities.

Portfolio planning with customers at the national and local levels enables customers to consider innovative workplace strategies and arrive at cost-effective, state-of-the-art real estate solutions. GSA will continue to promote investments to optimize federally owned assets and lower the cost of the leased portfolio. GSA will continue to increase the sales of under-utilized federally owned property to ensure a Government-owned portfolio of high-performing assets.

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Strategic Objective 1.1: **Reduce the cost of Federal inventory.**

PBS' portfolio is significantly older than the average private sector portfolio, frequently resulting in a higher cost to operate. As a result, PBS initiated steps to create a portfolio that is financially sustainable by reducing the cost of the real property inventory. Through targeted investments in buildings that can generate a return, GSA can increase both utilization and quality, and create an affordable cost structure as the centerpiece of its Real Estate Investment Strategy.

Goal Leader	Allison Azevedo, Acting Commissioner Public Buildings Service
Contributing Programs	• Portfolio Management and Customer Engagement • Leasing • Real Property Utilization and Disposal • Construction and Acquisition

Performance Goal 1.1.1 - Reduce vacant space in inventory

Benefit to the Public	Better utilization of Federal workspace reduces the Government's operational costs.
Performance Indicator Definition	Vacant space in inventory: Reflects the vacant space in GSA's owned and leased space, without a customer agency paying rent. Specifically, it reports the total square feet of unoccupied space as a percentage of total square feet in GSA's owned and leased workspace inventory. GSA excludes space currently undergoing major renovation. Data source is *Real Estate Across the United States* (REXUS) inventory data set.

PI 1.1.1 Vacant space in inventory
Lead Office: Public Buildings Service

Fiscal Year	Target	Results
2017	3.2%	2.9%
2018	3.0%	3.3%
2019	3.0%	3.3%
2020	3.0%	3.1%
2021	3.0%	N/A
2022	3.0%	N/A

Performance Goal 1.1.2 - Generate savings by negotiating leases at or below market rates

Benefit to the Public	Negotiating leases at or below comparable market costs ensures GSA acquires Federal office space at the best value for the taxpayer.
Performance Indicator Definition	Lease cost relative to the average market rate: Compares the aggregate net present value (NPV) of the costs of the GSA deals to the aggregate NPV of the market deals for equivalent office space.

PI 1.1.2 Lease cost relative to the average market rate
Lead Office: Public Buildings Service

Fiscal Year	Target	Results
2017	Baseline	-3.7%
2018	Baseline	-5.2%
2019	Baseline	-17.0%
2020	$\leq$ -7.0%	-12.6%
2021	$\leq$ -7.0%	N/A
2022	$\leq$ -11.0%	N/A

Performance Goal 1.1.3 - Generate sufficient funds from operations to effectively operate GSA leased buildings	
Benefit to the Public	Achieving break-even status in lease revenue available after program administration costs demonstrates that the leasing program can efficiently operate within the fees collected from customer agencies. Efficient delivery of leased workspace provides agencies greater flexibility in housing their workforce and operations and managing their resources.
Performance Indicator Definition	Percent of leased revenue available after administering the leasing program: This performance indicator measures the leasing program's revenue available after program administration costs and is calculated by taking the leased inventory revenue minus all expenses (excluding depreciation) associated with the inventory. If the measure is negative, costs were greater than revenues.

PI 1.1.3 Percent of leased revenue available after administering leasing program
Lead Office: Public Buildings Service

Fiscal Year	Target	Results
2017	0% to 2%	-0.59%
2018	0% to 2%	-0.40%
2019	0% to 2%	-0.56%
2020	-1.1% to 1%	-0.8%
2021	-1.1% to 1%	N/A
2022	-1.1% to 1%	N/A

Performance Goal 1.1.4 - Timely award of non-competitive sales and donations	
Benefit to the Public	Decreasing cycle times for non-competitive sales and donations increases the speed of disposing surplus Federal property and supports the management of a financially self-sustaining portfolio. Maintaining a viable, self-sustaining inventory of real properties ensures Federal agencies have the appropriate facilities at the best cost.
Performance Indicator Definition	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, historical building reviews, or litigation. Non-competitive sales and donations include negotiated sales, public benefit conveyances, and Federal transfers. The time of award refers to the date the property is transferred to another agency, assigned to a sponsoring agency, or deeded to a public body.

PI 1.1.4 Percent of non-competitive sales and donations awarded within 220 days

Lead Office: Public Buildings Service

Fiscal Year	Target	Results
2017	90%	90%
2018	93%	97.5%
2019	93%	98%
2020	93%	95.5%
2021	93%	N/A
2022	93%	N/A

Performance Goal 1.1.5 - Timely award of public sale properties	
Benefit to the Public	Decreasing the cycle time for public sales accelerates the disposal of surplus Federal properties and supports the management of a financially self-sustaining portfolio of Federal real property assets. Maintaining a viable, self-sustaining inventory of real property ensures Federal agencies have the appropriate facilities at the best cost.
Performance Indicator Definition	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, historical building reviews, or litigation. The time of award refers to the date the offer to purchase is completed by GSA and the purchaser.

PI 1.1.5 Percent of public sale properties awarded within 135 days

Lead Office: Public Buildings Service

Fiscal Year	Target	Results
2017	90%	98%
2018	98%	98%
2019	98%	99%
2020	98%	100%
2021	98%	N/A
2022	98%	N/A

Performance Goal 1.1.6 - **Generate revenue from GSA disposals**	
Benefit to the Public	Executing disposals in an accelerated and effective manner reduces the Government's inventory of civilian real property, returns underutilized and highly valuable real property to productive use, and ensures effective monetary value returned on the public's investments.
Performance Indicator Definition	Gross sales revenue from GSA disposals ($): This measure will track the total gross revenue of all GSA Federal real properties brought to successful sale in fiscal years 2020 and 2021. This will include all sales and those done under any other disposal method. It will also include any revenue from Federal transfers.

PI 1.1.6 Gross sales revenue from GSA disposals (in millions)
Lead Office: Public Buildings Service

Fiscal Year	Target	Results
2017	N/A	$50.2
2018	N/A	$76.4
2019	$15.0	$61.7
2020	$15.0	$38.2
2021	$13.5	N/A
2022	$15.0	N/A

Strategic Objective 1.2: **Establish GSA as a more effective provider of real estate services for all agencies.**

GSA continues to support Federal agencies in fulfilling their mission by offering integrated turn-key services, providing high-quality facility and workspace solutions, and improving responsiveness and value to customers. Adding to ongoing efforts, GSA will focus on reducing costs without reducing service levels through increased use of standardized contracts and GSA procurement tools for building operations and maintenance contracting. To more fully assess customer experience, GSA will use an improved methodology to gauge the Federal customer's experience and satisfaction with services. GSA will provide staff with the tools to ensure delivery of high-quality services.

Goal Leader	Allison Azevedo, Acting Commissioner Public Buildings Service
Contributing Programs	• Portfolio Management • Real Property Disposal • Construction and Acquisition • Building Operations • Repairs and Alterations • GSA Customer Experience

Performance Goal 1.2.1 - Reduce total energy intensity	
Benefit to the Public	Energy conservation and efficient operations in Federal workspaces lowers costs to the American people, provides greater availability of domestic energy resources for other purposes, and contributes to better air quality, energy independence, and mission assurance.
Performance Indicator Definition	Energy intensity reduction (cumulative percent reduction in British thermal units of energy per gross square foot (BTU/GSF), from baseline year of FY 2015): This measure assesses PBS' progress towards improving energy intensity in its facilities over time. Energy intensity (sometimes called energy usage index) is a common metric for describing energy efficiency in buildings, and it is measured in BTU/GSF.

PI 1.2.1 Energy intensity reduction
(cumulative percent reduction from FY 2015 baseline)
Lead Office: Public Buildings Service

Fiscal Year	Target	Results
2017	5.00%	6.41%
2018	7.50%	5.41%
2019	5.66%	5.06%
2020	5.31%	11.78%*
2021	12.03%	N/A
2022	0.25% increase over FY 2021 results	N/A

* Low occupancy in buildings due to COVID-19 was a major factor for FY 2020 results.

Performance Goal 1.2.2 - **Complete capital projects on schedule and on budget**	
Benefit to the Public	Delivering space when needed enables customer agencies to most effectively carry out their missions. GSA's efficient delivery of new and renovated facilities reduces resource demands on customer agencies and translates into higher operational effectiveness and lower operational costs.
Performance Indicator Definition	Percent of capital construction projects on schedule and on budget: Reports the percentage of prospectus-level construction projects completed on schedule and budget, weighted by the contract value. Using an earned value technique, this measure assesses project performance on all prospectus-level projects. The project weighting criteria is based on total current contract value, which places more emphasis on large, important projects that are critical to the GSA real estate portfolio. NOTE: Results for this measure will not be available in FY 2021 and FY 2022 as a result of a methodological change. This decision was made by GSA at the end of FY 2020 to increase visibility on project impacts (COVID-19, for example) and reduce the significant administrative burden associated with the current project-specific adjudication process. As a result, GSA is no longer adjudicating projects for factors outside of GSA's control. GSA is in the process of developing a new measure that will more accurately assess the performance of capital construction projects with current year and outyear targets set as part of that process.

PI 1.2.2 Percent of capital construction projects on schedule and on budget
Lead Office: Public Buildings Service

Fiscal Year	Target	Results
2017	90%	99%
2018	90%	90%
2019	85%	98%
2020	90%	93%
2021	TBD	N/A
2022	TBD	N/A

Performance Goal 1.2.3 - **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 the business of the Federal Government at the best value to the taxpayer.
Performance Indicator Definition	Tenant satisfaction with Government-owned and -leased space – Facilities Management (FM) Index: The 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 of the "4" and "5" responses for those nine questions are added up and divided by the total number of responses.

PI 1.2.3 Tenant satisfaction with Government-owned and -leased space Facilities Management (FM) Index
Lead Office: Public Buildings Service

Fiscal Year	Target	Results
2017	Baseline	70%
2018	69%	69%
2019	70%	70%
2020	71%	N/A*
2021	N/A*	N/A*
2022	70%	N/A

*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.

Performance Goal 1.2.4 - **Provide building cleaning and maintenance at competitive costs**	
Benefit to the Public	This goal ensures customer agencies are paying competitive market rates for building services. When costs are competitive, agencies can put more of their resources towards meeting mission requirements.
Performance Indicator Definition	Percent of cleaning and maintenance costs within market range: GSA tracks the percentage of cleaning and maintenance costs against the market. Eighty percent of Federal buildings are tracked in the measure. The Building Owners and Managers Association International's (BOMA) Experience Exchange Report data and RS Means city cost data are used to benchmark PBS against private sector operations for office and office-like buildings.

PI 1.2.4 Percent of cleaning and maintenance costs within market range

Lead Office: Public Buildings Service

Fiscal Year	Target	Results
2017	80%	73.2%
2018	78%	73.6%
2019	80%	72%
2020	80%	74%
2021	80%	N/A
2022	80%	N/A

STRATEGIC GOAL 2

Establish GSA as the premier provider of efficient and effective acquisition solutions across the Federal Government.

GSA is committed to delivering service, innovation, and value through efficient operations, market expertise, and proactive partnerships with customer agencies and private sector vendors. Generating economies of scale is the cornerstone of GSA's acquisition solutions, enabling the agency to negotiate better prices. Every day, GSA helps customers make smart purchasing decisions to acquire the goods and services they need.

GSA is dedicated to improving the contract vehicles, services, and products provided to Federal agencies, military, and State and local entities. GSA makes access to the Government marketplace easier, faster, and less costly to small and socio-economic businesses. GSA is achieving this by designing and delivering solutions that meet current needs and anticipate future requirements.

Strategic Objective 2.1: **Design and deliver GSA products and services that yield measurable savings while aligning with customer mission objectives and changing market demand.**

Using the purchasing power of the Federal Government, GSA reduces Federal agencies' operating costs, enabling them to focus on their core missions to serve the public at the best value. GSA is always looking for new ways to help these agencies make their purchases smarter and more efficient. This ability to achieve savings or avoid costs depends largely on standardizing requirements across Federal agencies that collectively leverage the Government's purchasing power. Throughout GSA's acquisition operations, the goal is to place customers at the center of operations, develop common requirements across the Government, and increase the adoption of solutions for agencies' common needs. With these goals in mind, GSA has developed robust strategies to meet the current and future demands of its customers.

In order to fully maximize the purchasing power of the Federal Government, GSA will provide market intelligence and acquisition expertise to the Federal Marketplace. Efforts to improve the Federal Marketplace include optimizing the buying experience by enhancing FAS' acquisition vehicles, focusing on human-centered processes and systems, and emphasizing workforce readiness. GSA is committed to bringing Government-wide contract spend into common categories to further capture economies of scale. This approach also creates economies of skill for the Government as a whole when agencies can rely on GSA to deliver the right goods and services for their mission needs.

GSA will continue to expand the use of data and business intelligence capabilities to better understand, anticipate, and deliver customer requirements relative to specific markets and industries.

Goal Leader	Sonny Hashmi, Commissioner Federal Acquisition Service
Contributing Programs	• Customer and Stakeholder Engagement • Assisted Acquisition Services • Information Technology Category • General Supplies and Services • Travel, Transportation, and Logistics • Office of Enterprise Strategy Management

Performance Goal 2.1.1 - Increase customer satisfaction

Within its acquisition offerings, GSA knows that loyal customers see value in the agency's offerings and are likely to recommend GSA's goods and services to others. The model GSA uses to evaluate loyalty is built on decades of empirical research around factors that consistently influence loyalty intentions (e.g., likelihood to recommend) as well as behaviors (e.g., repurchase).

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 score: 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 represents 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: • How likely are you to recommend [program office] to others? • How likely are you to continue to use [program office] in the future? • How likely are you to consider [program office] as your first choice for [product/service]?

PI 2.1.1 Customer loyalty score (10-point scale)
Lead Office: Federal Acquisition Service

Fiscal Year	Target	Results
2017	7.3	7.4
2018	7.4	7.5
2019	7.5	7.6
2020	7.6	7.9
2021	7.9	N/A
2022	8.0	N/A

Performance Goal 2.1.2 - Expand the use of GSA acquisition solutions across the Government

Federal agencies operate in a constrained budget environment and seek to maximize every dollar. When agency customers utilize FAS solutions, they are able to purchase the goods and services needed to execute their mission at reduced cost, enabling them to focus resources on mission-critical activities. GSA generates additional savings for agencies by expanding the use of strategic buying practices using market intelligence and Government-wide collaboration.

Benefit to the Public	Achieving this goal will result in greater savings, enabling customer agencies to meet mission-critical needs at a lower cost.
Performance Indicator Definition:	Acquisition program savings: 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: • Savings realized by utilizing FAS procurement vehicles compared to commercial alternatives; • Savings realized through FAS offerings compared to other Government offerings; and • Savings returned to customers via bank refunds for using a FAS purchase, travel, or fleet card.

PI 2.1.2 Acquisition program savings (in billions)
Lead Office: Federal Acquisition Service

Fiscal Year	Target	Results
2017	$5.24	$5.17
2018	$5.22	$5.86
2019	$5.90	$6.51
2020	$6.60	$5.31
2021	$5.00	N/A
2022	$5.10	N/A

Strategic Objective 2.2: **Make it easier to do business with the Government by simplifying processes and streamlining access for our customers and suppliers.**

The work that GSA does allows its customer agencies to better focus on their missions. Partnership on all levels is critical to the success of GSA. Strong partnerships with other agencies and suppliers are essential, supporting decisions that create value and savings for GSA's customers and the American public. Doing business with GSA must be an easy and reliable experience. GSA must continuously improve its processes and systems to make them as simple and streamlined as possible.

The Federal Marketplace Strategy is designed to create a seamless, people-centric buying and selling experience. FY 2021 improvements under the Federal Marketplace Strategy focus on consolidating the schedules program, improving the data underlying the product and service search capabilities, assessing the proof of concept on commercial buying, and expanding implementation of the FAS-wide Acquisition Life Cycle Management System.

Goal Leader	Sonny Hashmi, Commissioner Federal Acquisition Service
Contributing Programs	● FAS Systems Management ● GSA IT ● MAS Program Management Office (PMO) ● FAS Commissioner's Office ● Policy and Compliance ● Customer and Stakeholder Engagement ● Office of Enterprise Strategy Management

Performance Goal 2.2.1 - Increase supplier satisfaction

The network of suppliers that GSA leverages to provide products and services are critical to its success in meeting the day-to-day needs of customer agencies and providing complex, innovative, and customized solutions. Creating a mutually beneficial operating environment between the Government and the supplier community allows GSA to offer a diverse set of products and services to customer agencies at best value.

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	Supplier satisfaction score: The Supplier Relationship Management Survey is distributed annually to over 13,000 unique industry partners with contracts covering a diverse portfolio of GSA contract vehicles. The sources for the vendors are e-Library, Federal Procurement Data System - Next Generation (FPDS-NG), and GSA's Salesforce database. Respondents are asked "Please consider all of your experiences interacting with [GSA program]. How satisfied are you?" Responses are rated on a 5-

	point scale where "1" equals "Very Dissatisfied" and "5" equals "Highly Satisfied." The overall score represents the average of each portfolio's average score.

PI 2.2.1 Supplier satisfaction score (5-point scale)

Lead Office: Federal Acquisition Service

Fiscal Year	Target	Results
2017	N/A	3.61
2018	3.80	3.69
2019	3.73*	3.65
2020	3.70	3.81
2021	3.85	N/A
2022	3.90	N/A

Metric methodology was revised in FY 2018. FY 2019 target forward based on new methodology.

Performance Goal 2.2.2 - Multiple Award Schedule (MAS) Sales

As part of GSA's Federal Marketplace Strategy to make the Government buying and selling experience easy, efficient, and modern, GSA consolidated 24 schedules into 1 single schedule for products, services, and solutions for more than 12,000 vendors. The single schedule provides the opportunity for industry to come to market the way the agencies buy.

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.
Performance Indicator Definitions	Multiple Award Schedule Sales (in 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 2.2.2 Multiple Award Schedule Sales (in billions)

Lead Office: Federal Acquisition Service

Fiscal Year	Target	Results
2019	N/A	$32.0
2020	$32.3	$36.6
2021	$32.5	N/A
2022	$33	N/A

Strategic Objective 2.3: **Enhance customer agency access to qualified small and socio-economic businesses.**

GSA will collaborate with GSA leadership and the acquisition workforce on Federal acquisition requirements and best practices to promote opportunities for small and socio-economic small businesses. This encompasses all small businesses, including Small Disadvantaged Businesses (SDB), Women-Owned Small Businesses (WOSB), Service-Disabled Veteran Owned Small Businesses (SDVOSB), and Historically Underutilized Business Zones (HUBZone).

GSA ensures that small business and socio-economic small business participation is maximized in Federal procurement, which encourages the achievement of GSA's prime and subcontracting goals. GSA's Office of Small and Disadvantaged Business Utilization (OSDBU) actively participates as a member of the acquisition team during forecasting of opportunities and the acquisition planning phase. By drawing on a wider group of vendors, GSA is able to enhance diversity, equity, access, and inclusiveness in Government-wide acquisitions.

Goal Leaders	Exodie C. Roe, III, Associate Administrator Office of Small and Disadvantaged Business Utilization Sonny Hashmi, Commissioner Federal Acquisition Service Allison Azevedo, Acting Commissioner Public Buildings Service
Contributing Programs	● Office of Small and Disadvantaged Business Utilization ● Federal Acquisition Service ○ Multiple Award Schedule PMO ○ Customer and Stakeholder Engagement ● Public Buildings Service

Performance Goal 2.3.1 - **Create more opportunities for small and socio-economic businesses**

By increasing access to small and socio-economic businesses for GSA contract requirements and GSA-managed Government-wide acquisition vehicles, GSA spurs job growth and drives the economy forward.

Benefit to the Public	Small businesses power the economy and contracting with them is a win-win for the Government and the small business community. The Government receives great service at a great value, while small businesses are provided opportunities to grow and create jobs. GSA offers opportunities to small businesses and socio-economic small businesses across the country through contract vehicles, contracts GSA awards for other agencies, and subcontracting opportunities.
Performance Indicator Definitions	(a) Percent of GSA contract dollars awarded to small business through prime contracting: Tracks the percent of dollars awarded from GSA contracts to small business through prime contracting. GSA measures the overall percentage of eligible procurement dollars awarded to small business for prime contracting.

(b) Percent of GSA contract dollars awarded through prime contracting to each socio-economic small business category (SDB/WOSB/SDVOSB/HUBZone):
Tracks the percent of dollars awarded from GSA prime contracting by measuring the overall percentage of eligible procurement dollars awarded to each socio-economic category:
- SDB,
- WOSB,
- SDVOSB, and
- HUBZone contracting, respectively.

(c) Percent of GSA contract dollars awarded to small business through subcontracting:
Tracks the percent of GSA prime contract dollars awarded to small business through subcontracting. Subcontracting results also exclude mandatory sources, contracts not governed by the Federal Acquisition Regulation, and product service codes for leasing.

(d) Percent of GSA contract dollars awarded through subcontracting to each socio-economic small business category (SDB/WOSB/SDVOSB/HUBZone):
Tracks the percent of GSA prime contract dollars awarded through subcontracting by measuring the overall percentage of eligible procurement dollars awarded to each socio-economic category:
- SDB,
- WOSB,
- SDVOSB, and
- HUBZone subcontracting, respectively.

(e) Agency peer review score of Small Business Act compliance (U.S. Small Business Administration (SBA) scorecard composite score):
Represents the achieved score for compliance with section 15(k) of the Small Business Act. The scoring is weighted as 20 percent of the overall agency scorecard score, and is based on an annual peer review conducted across agencies in accordance with SBA's standards. Twenty percent on the peer review represents a perfect score on SBA's Small Business Scorecard. The result represents GSA's achievement in relation to the 20-percent target. Agencies can achieve scores above the target level if they show extraordinary performance.

(f) Small business diversification across industries (SBA scorecard composite score):
Measures the diversification of small business contractors in each of the 5 small business categories within GSA's top 100 North American Industry Classification System (NAICS) codes. Scoring is based on SBA's annual methodology, encompassing 10 percent of the overall agency score. The result represents GSA's achievement in relation to the 10-percent goal. Agencies can achieve scores above the target level if they show extraordinary performance.

(g) Percent of Multiple Award Schedule (MAS) business volume from small businesses:

	Reports the percentage of MAS business volume attributed to small businesses each year by calculating the GSA MAS total business volume in dollars attributed to small businesses and dividing by the total business volume.

PI 2.3.1(a) Percent of GSA contract dollars awarded to small business through prime contracting

Lead Office: Office of Small and Disadvantaged Business Utilization

Fiscal Year	Target*	Results
2017	36.5%	42.68%
2018	35.0%	38.82%
2019	30.0%	42.69%
2020	29.0%	49.43%
2021	30.0%	N/A
2022	TBD	N/A

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

PI 2.3.1(b) Percent of GSA contract dollars awarded through prime contracting to each socio-economic small business category (SDB/WOSB/SDVOSB/HUBZone)

Lead Office: Office of Small and Disadvantaged Business Utilization

Fiscal Year	Targets*	Results
2017		SDB 22.60% WOSB 8.85% SDVOSB 6.45% HUBZone 4.95%
2018		SDB 19.94% WOSB 8.55% SDVOSB 5.63% HUBZone 3.98%
2019	SDB 5% WOSB 5% SDVOSB 3% HUBZone 3%	SDB 19.31% WOSB 10.00% SDVOSB 5.06% HUBZone 3.90%
2020		SDB 22.18% WOSB 10.41% SDVOSB 8.91% HUBZone 4.39%
2021		N/A
2022		N/A

* Targets reflect statutory requirements for fiscal year performance and are determined by SBA.

PI 2.3.1(c) Percent of GSA contract dollars awarded to small business through subcontracting
Lead Office: Office of Small and Disadvantaged Business Utilization

Fiscal Year	Target*	Results
2017	29.0%	42.4%
2018	29.0%	24.1%
2019	25.5%	22.1%
2020	24.0%	29.3%
2021	20.0%	N/A
2022	TBD	N/A

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

PI 2.3.1(d) Percent of GSA contract dollars awarded through subcontracting to each socio-economic small business category (SDB/WOSB/SDVOSB/HUBZone)
Lead Office: Office of Small and Disadvantaged Business Utilization

Fiscal Year	Targets*	Results
2018		SDB 5.50% WOSB 4.40% SDVOSB 1.62% HUBZone 0.94%
2019	SDB 5% WOSB 5% SDVOSB 3% HUBZone 3%	SDB 4.00% WOSB 4.50% SDVOSB 1.60% HUBZone 0.70%
2020		SDB 4.35% WOSB 4.82% SDVOSB 2.93% HUBZone 1.21%
2021		N/A
2022		N/A

* Targets reflect statutory requirements for fiscal year performance.

PI 2.3.1(e) Agency peer review score of Small Business Act compliance (SBA scorecard composite score)
Lead Office: Office of Small and Disadvantaged Business Utilization

Fiscal Year	Target*	Results
2017	20%	19.9%
2018	20%	20.5%
2019	20%	21%
2020	20%	TBD**
2021	20%	N/A
2022	20%	N/A

* Targets are set by SBA.
** Results to be provided by SBA.

PI 2.3.1(f) Small business diversification across industries (SBA scorecard composite score)
Lead Office: Office of Small and Disadvantaged Business Utilization

Fiscal Year	Target*	Results
2017	10%	10.6%
2018	10%	11.8%
2019	10%	8.8%
2020	10%	TBD**
2021	10%	N/A
2022	10%	N/A

Targets are set by SBA.
*** Results to be provided by SBA.*

PI 2.3.1(g) Percent of Multiple Award Schedule (MAS) business volume from small businesses
Lead Office: Federal Acquisition Service

Fiscal Year	Target	Results
2017	33.0%	39.7%
2018	33.0%	38.4%
2019	33.0%	38.8%
2020	33.0%	37.2%
2021	35.0%	N/A
2022	36.0%	N/A

STRATEGIC GOAL 3

Improve the way Federal agencies buy, build, and use technology.

Technology is critical to how every agency accomplishes its mission and serves the public. It is at the core of running mission-support operations, safeguarding critical information, and analyzing program data for agency decision making. However, the Federal Government continues to struggle with legacy IT systems, IT modernization hurdles, and procurement challenges, as well as keeping pace with the public's expectations for digital services.

The challenge of supporting, managing, and securing legacy systems significantly hinders the ability of Federal agencies to meet current and evolving mission requirements. GSA continues to lead modernization initiatives across the Government that provide agencies with modern IT solutions and advisory services that can transform business operations, reduce costs, improve agility, and increase security. An overarching goal of these initiatives is to shift more Federal IT spending from operations and maintenance of legacy systems to investment in modern platforms.

The Federal IT procurement process includes requirements development and acquisition practices that can be burdensome and time consuming. GSA is helping agencies adopt new approaches for buying commercial off-the-shelf and as-a-service solutions. GSA is leading the development of modular contracting approaches to enable agile and efficient development of complex new requirements. GSA's goal is to assist agencies through the entire life cycle of procurement and system development.

Keeping up with the public's expectations for high-quality digital services has been challenging for the Government. The technology challenges facing Federal agencies and the direct effect on the public have only grown with the COVID-19 pandemic. GSA will prioritize working across Government to improve the customer experience by providing Federal agencies with digital products and professional services that make customer interactions with public services simple, fast, and secure.

GSA will continue to deliver innovative solutions through IT Centers of Excellence (CoE), administration of the Technology Modernization Fund (TMF), IT Category products and services, and Technology Business Management program management services. GSA's mix of talent and expertise in acquisition, technology, and service delivery — combined with the agency's Government-wide scope and scale — makes it an agent of transformation in how Federal agencies buy, build, and use technology.

Strategic Objective 3.1: Lead Government-wide technology modernization initiatives.

GSA is well positioned to help agencies meet goals to modernize Government IT networks. GSA offers the full spectrum of technology assistance, including experts who assess system design, apply user-centered research and design techniques common in the private sector, and ensure fit with agency needs.

GSA also offers platforms, services, and vehicles to assist agencies in acquiring and utilizing modern IT tools and practices. These include supporting agency transitions to cloud-based services; authentication and authorization services that seamlessly integrate with an agency's public-facing systems; IT infrastructure modernization; cost-efficient and well-designed tools to communicate digitally with the public; and reducing reliance on legacy IT through administration of the TMF. These partnerships with industry and customer agencies foster trust and confidence in the goal of delivering modern and essential Government services.

Goal Leader	Sonny Hashmi, Commissioner Federal Acquisition Service
Contributing Programs	● Technology Transformation Services (TTS) ● Information Technology Category ● TMF Program Management Office (PMO)

Performance Goal 3.1.1 - Provide agencies with cloud authorizations to modernize IT portfolios	
Benefit to the Public	Modernized IT portfolios across the Government maximize taxpayer dollars by facilitating service delivery to the public that is more robust, secure, user friendly, and less burdensome to manage. When IT portfolios are modernized, taxpayer dollars are maximized as modernization becomes the priority over maintenance of costly legacy alternatives with limited capabilities.
Performance Indicator Definition	Number of times FedRAMP authorized products have been reused by agencies (cumulative): Measures the efficiency and effectiveness of the FedRAMP program to balance security and speed of operationalizing cloud solutions for agency

use. The indicator captures the cumulative number of times FedRAMP authorized products have been reused by agencies.

PI 3.1.1 Number of times FedRAMP authorized products have been reused by agencies (cumulative)

Lead Office: Federal Acquisition Service

Fiscal Year	Target	Results
2017	N/A	637
2018	N/A	904
2019	N/A	1,273
2020	N/A	1,847
2021	2,397	N/A
2022	3,002	N/A

Performance Goal 3.1.2 - Expand agencies' use of GSA technology solutions	
Benefit to the Public	The IT modernization metric identifies the degree to which Information Technology Category (ITC) vehicles are meeting agency mission needs for best value contracts to support major IT modernization initiatives, and is reflective of GSA's role in improving the way Federal agencies buy, build, and use technology.
Performance Indicator Definition	Percent of Major IT Project spend with GSA involvement: Use of GSA ITC contract vehicles to support modernization efforts when compared to total dollars used to support modernization. Major IT Spend as identified in the ITdashboard.gov is being used as a proxy for IT Modernization. "GSA Major IT Spend" includes all spend associated with a major IT project when a GSA contract was used for any portion of that contract.

PI 3.1.2 Percent of Major IT Project spend with GSA involvement

Lead Office: Federal Acquisition Service

Fiscal Year	Target	Results
2018	N/A	22%
2019	N/A	23%
2020	24%	28.9%
2021	29%	N/A
2022	31%	N/A

Strategic Objective 3.2: **Drive more efficient and innovative Government procurement of technology services.**

The United States is a global leader in software and technology. Government must harness this national leadership in technology to not only drive economic growth, but to also improve internal business practices and better serve the public. The acquisition process is a key success factor in Government technology practices. GSA is committed to developing and sharing the talent, best practices, and policy improvements needed to bring about these changes. Multiple components of GSA play a role in driving this strategic objective.

GSA's staff is identifying and incorporating best practices in technology acquisition and offering hands-on assistance to agencies at every stage of the process, including research and scoping, user research and prototype development, solicitation drafting and technical evaluation, post-award support, and technical assistance during implementation. The skills and knowledge developed in the organization will be intentionally shared and disseminated across the Federal workforce to improve overall management of IT acquisition and operations.

Goal Leader	Sonny Hashmi, Commissioner Federal Acquisition Service
Contributing Programs	• ITC • TTS • Assisted Acquisition Services (AAS)

Performance Goal 3.2.1 - **Improve agency technology procurement capabilities through acquisition consulting**

GSA provides value to agencies through assisted acquisition solutions that address the full life cycle of complex IT build and delivery. This includes acquisition consulting services to agencies to complement their support staff and obtain high-quality procurement and vendor management. This goal measures GSA's ability to be a go-to partner for complex technology procurements across the Government.

Benefit to the Public	GSA works with agencies to ensure IT systems have the best possible system design and user-centered development techniques. GSA collaborates with agency IT staff, business programs, and acquisition shops to ensure exceptional financial, contracting, and legal counsel for its acquisitions. Taking these steps reduces risk and provides best value solutions to agency customers and the taxpayers. The CoEs were established to accelerate IT modernization across Government to improve the public experience and increase operational efficiency. To accomplish these objectives, the CoEs centralize top Government tech talent, leverage private-sector best practices, and operate with a teaming mindset to collaborate across Government departments and agencies.

Performance Indicator Definition	(a) Centers of Excellence (number of Interagency Agreements (IAAs) signed (cumulative): Cumulative number of agencies who have engaged GSA to stand up at least one CoE. (b) Centers of Excellence (cumulative): Cumulative number of individual CoEs stood up across the Government.

PI 3.2.1(a) Centers of Excellence (number of IAAs signed, cumulative)
Lead Office: Federal Acquisition Service

Fiscal Year	Target	Results
2018	N/A	2
2019	N/A	5
2020	7	16
2021	18	N/A
2022	28	N/A

PI 3.2.1(b) Centers of Excellence (cumulative)
Lead Office: Federal Acquisition Service

Fiscal Year	Target	Results
2018	N/A	5
2019	N/A	14
2020	19	35
2021	38	N/A
2022	50	N/A

Strategic Objective 3.3: Lead implementation of technical standards, policies, and strategies.

Modernizing Government IT will require the Federal Government to rethink how it builds and implements technical standards, policies, and strategies. Federal agencies, the private sector, and other stakeholders need to be actively involved throughout the entire policy development life cycle, to ensure the best outcomes.

When it comes to working with agencies on technical standards, policies, and strategies, GSA's core principles are:
- *Be a trusted Government partner* — Align GSA's mission with that of the agency's Government clients, to continuously improve the effectiveness of Federal IT;
- *Craft long-term solutions* — Foster a culture and history of finding smart IT solutions for complex and challenging cross-agency issues;
- *Leverage Federal scale* — Maximize the purchasing and processing power of the Federal Government to enable faster, cost-effective adoption of new technologies; and
- *Champion the Chief Information Officer (CIO)* — Work with agency CIOs to understand, support, and address their most challenging issues.

GSA supports CIOs, IT procurement personnel, and other decision makers with services, expertise, and solutions to address a broad spectrum of Federal IT challenges. GSA also serves as the hub for Government-wide communities of practice, supporting cross-agency collaboration to solve the

Government's most pressing IT challenges. These strategies improve the Federal IT ecosystem, create efficiencies, and reduce burden across Government.

Goal Leader	Krystal Brumfield, Associate Administrator Office of Government-wide Policy
Contributing Program	Office of Information Integrity and Access

Performance Goal 3.3.1 - Provide agencies with the tools and resources to implement IT standards and policies.

GSA is committed to helping agencies understand and comply with Federal IT policies and standards. This goal captures GSA's ability to help agencies optimize data centers, and ensure that cybersecurity threats related to identity management are mitigated.

Benefit to the Public	Clear IT standards and policies result in increased policy compliance, enabling agencies to deliver more effective and efficient services, resulting in Government-wide cost savings and better access to Government information and services for the public.
Performance Indicator Definition	(a) Number of cloud strategies and actions plans developed in accordance with update to Data Center Optimization Initiative (DCOI) (cumulative): As a result of working with the PMO, and based on agency needs and capabilities, agencies will have: ● An identification of needs and establishment of a governance model; ● An inventory of agency applications and matching of security boundaries; ● A business value and technical fit assessment; ● A total cost of ownership assessment; ● A scoring of application business value; and ● Application placement determinations (Review, Reward, Remove, Refresh). (b) Number of agencies with updated risk assessments that were completed utilizing Federal Government Identity, Credential, and Access Management (FICAM) playbooks and tools: These assessments will serve in reaching the following outcomes (as outlined in OMB M-19-17): 1. Contextualizing identity in the Federal Government; 2. Managing identities, credentials, and access in modern Government; 3. Adapting the Government's approach to Homeland Security Presidential Directive 12 (HSPD-12); 4. Shifting the operating model beyond the perimeter; 5. Improving digital interactions with the American public; and 6. Enumerating Government-wide responsibilities.

PI 3.3.1(a) Number of cloud strategies and action plans developed in accordance with update to DCOI
Lead Office: Office of Government-wide Policy

Fiscal Year	Target	Results
2019	N/A	N/A
2020	5	5
2021	5	N/A
2022	5	N/A

PI 3.3.1(b) Number of CFO Act agencies with updated risk assessments completed utilizing FICAM playbooks and tool (cumulative)
Lead Office: Office of Government-wide Policy

Fiscal Year	Target	Results
2019	N/A	N/A
2020	6	6
2021	12	N/A
2022	16	N/A

STRATEGIC GOAL 4

Design and deliver expanded shared services within GSA and across the Federal Government to improve performance and save taxpayer money.

Mission-support services across Government are challenged by inefficiencies and manual processes, duplicative investments in technology and capabilities, and an inability to consistently modernize technology and business practices. GSA is well placed to help change the way the Government conducts mission-support services by designing and delivering expanded shared services in key areas such as IT support, finance, acquisition, and building services.

Shared services is an industry-leading practice with proven success in consolidating processes, systems, and workforce to reduce costs and deliver common services in a standard way across complex enterprises. This practice also creates opportunities to share specialists and time-tested approaches across agencies. Helping agencies share common services and technology today will mean long-term cost savings for the public, and a Government that is leaner and better equipped.

At GSA, the mission is to provide services to agencies. The agency's robust supplier relationships and access to leading practices in industry for all support services allow GSA to bring innovative, proven solutions to the Federal Government. GSA's role in Government-wide policy implementation and data analysis is also a key factor in helping agencies overcome barriers to improving their own mission-support operations and adopting shared services. To coordinate these efforts and fully realize its potential, GSA continues to develop stronger organizational capabilities to understand customer demand, work with industry to provide efficient and effective supply, and incorporate services from across GSA to satisfy the needs of Federal agencies.

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

The first three goals in this strategic plan focus on advancing and improving GSA's capabilities in real estate, acquisition, and technology to better support agency missions Government-wide. However, GSA's ability to integrate those capabilities into comprehensive lifecycle solutions will create the greatest value for agencies and the American people. To accomplish this goal, GSA will collaborate with customers, improve how its components coordinate, and align operations to seamlessly meet customer needs.

GSA will continue to seek to improve its offerings by using performance evaluation and market competition to incentivize its industry partners to deliver high-quality service. GSA's service processes and pricing will be transparent so customers can hold the agency accountable for delivering services that achieve both quality and cost expectations.

Goal Leaders	Sonny Hashmi, Commissioner Federal Acquisition Service Allison Azevedo, Acting Commissioner Public Buildings Service Ed Walters, Chief Customer Officer Office of Customer Experience

Performance Goal 4.1.1 – Expansion of centralized services

GSA will develop and expand common solutions and service offerings for mission-support services, to drive more efficient and effective processes that help agencies maximize mission delivery. To eliminate redundancies and reduce Government-wide fleet costs, GSA's Fleet program has partnered with agencies to study their vehicle inventories to identify savings and efficiency opportunities, and will continue to partner with stakeholders to implement study recommendations. GSA will consolidate 2,000 vehicles in FY 2021 and an additional 3,000 vehicles in FY 2022, pending agencies' commitments to implement study recommendations and the agencies having the required funds. As agencies begin to increase use of electric vehicles in alignment with the Administration's Zero Emission Vehicle goals, consolidating to GSA's leased fleet provides agencies a viable long-term solution for shifting from conventional fuel to electric by stabilizing costs, centralizing maintenance, and better managing data.

Benefit to the Public	Centralized fleet management functions provide agencies with savings and benefits of a shared fleet management service.
Performance Indicator Definition	Number of agency-owned (non-GSA) vehicles consolidated by GSA: Vehicle consolidations allow agencies to convert their agency-owned vehicles into GSA's full lifecycle fleet leasing service. In many cases, consolidating agency-managed vehicles into the GSA Fleet eliminates redundancies and reduces costs to manage motor vehicle operations. The metrics capture the number of vehicles that GSA plans to consolidate over the next 2 years from multiple customer agencies.

PI 4.1.1 Number of agency-owned (non-GSA) vehicles consolidated by GSA
Lead Office: Federal Acquisition Service

Fiscal Year	Target	Results
2017	N/A	911
2018	N/A	1,790
2019	N/A	1,805
2020	1,500	1,597
2021	2,000	N/A
2022	3,000	N/A

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Strategic Objective 4.2: Promote adoption of shared services by agencies through policy, guidance, and benchmarking.

GSA's Office of Shared Solutions and Performance Improvement (OSSPI) has been a leader in educating and helping Government agencies understand the benefits of shared services, playing a central role in the development of policy, best practices, and strategic planning for mission-support services across Government. GSA OSSPI provides overall program management for the "Sharing Quality Services" Cross Agency Priority (CAP) goal and serves as a shared services/solutions subject matter expert to the CAP goal strategy and implementation.

Through management of the governance of the Shared Services Governance Board (SSGB), Business Standards Council (BSC), Quality Service Management Office (QSMO) Roundtable, and Senior Accountable Point of Contact (SAPOC) body, OSSPI regularly engages providers and customers in the shared service community. Interactions with these bodies and a newly created Customer Community of Practice ensure the voice of the customer is incorporated into business standards and implementation strategies of QSMOs, which serve as Government-wide storefronts, offering multiple solutions for technology and services in their functional area. OSSPI also coordinates with service providers to increase use of existing shared services that have been proven to demonstrate value, and assists agencies with guidance to support planning, management, and monitoring of Federal-wide and agency specific modernization activities, per the Modernization and Migration Management (M3) Framework.

Goal Leader	Krystal Brumfield, Associate Administrator Office of Government-wide Policy
Contributing Programs	Office of Shared Solutions and Performance Improvement (OSSPI)

Performance Goal 4.2.1 - Reduce barriers to entry to facilitate easier adoption of shared services	
Benefit to the Public	Making it easier to move to shared services will help eliminate redundancy, mitigate risk, and consolidate buying power to reduce costs.
Performance Indicator Definition	(a) Number of business lines that go through a readiness assessment: As new and emerging functional areas are identified for service delivery optimization and standardization, an agency readiness assessment must be completed. The readiness assessment supports the development of a baseline analysis on the current state of services across the agency community in a mission-support functional area. This analysis informs decision making and the development of a strategic plan that targets improved Government-wide and agency efficiencies in policy, operating models, technology, and standards alignment within the functional area. The decisions and planning that result from the assessment provide clarity on next steps needed to improve the availability and value of mission-support resources and performance levels that are available Government-wide. (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): Designated standards leads must complete five components of the FIBF to establish a baseline for common Government-wide business standards within each functional area. These components are identified as: Federal Business Lifecycles, Business Capabilities, Business Use Cases, Standard Data Elements, and Performance Metrics. Ongoing reviews and an established governance process ensure components of the draft standards are ready to advance through each stage of the standards development process.

PI 4.2.1(a) Number of business lines that go through a readiness assessment
Lead Office: Office of Government-wide Policy

Fiscal Year	Target	Results
2018	N/A	5
2019	N/A	1
2020	1	1
2021	1	N/A
2022	1	N/A

PI 4.2.1(b) Number of components that have advanced to the next stage of the standards development process as part of the FIBF
Lead Office: Office of Government-wide Policy

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

Strategic Objective 4.3: **Support the overall mission of GSA by investing in our employees and modeling how GSA delivers internal support services, while providing policy guidance across Government.**

To strengthen GSA's ability to lead by example in Government management, it is important that GSA's support services be among the most efficient and effective in Government. GSA's C-Level Organizations (CXO) functions (acquisition, finance, human capital, IT) will seek to build on recent performance gains, accelerating reforms to streamline operations and align with customer needs. GSA prides itself on understanding how business operations benefit the Government. GSA will look to the very best business organization equivalents for performance comparisons and benchmarks, challenging itself to match or exceed their performance.

When GSA is advising other agencies on methods to improve their support operations — whether through organizational fixes or migrating to shared services — GSA should adopt a like-minded approach to pursuing efficiency gains and service quality. GSA's credibility across Government is enhanced when GSA demonstrates that the solutions it recommends externally are used inside of GSA as well. This is true for the traditional CXO functions and for non-CXO functions that also enable GSA to achieve its mission.

GSA recognizes the importance of engaging the entire workforce in this mission. For many, the agency's growing emphasis on providing customers with integrated solutions, lifecycle management, and shared services will present both a challenge and an opportunity. It is incumbent on GSA to invest in its workforce and develop the skills, tools, and inspiration for employees to excel at delivering core and emerging services to GSA's customers and suppliers.

Although the public health COVID-19 emergency continues to impact GSA's overall competition metrics, GSA will leverage Government-wide contracts to ensure robust competition when acquiring goods and services.

GSA investments in technology and people will continue to allow for a smooth and effective telework-ready workforce to meet organizational challenges presented during and after the COVID-19 pandemic. GSA will maintain its position as a resourceful incubator of innovative solutions for shared mission-support services.

Goal Leaders	All GSA Offices

Performance Goal 4.3.1 - **Efficient and effective mission-support services at GSA (CXO and non-CXO functions)**

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.

Benefit to the Public	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	(a) 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.
	(b) Effectiveness of GSA CXO functions, as measured by customer satisfaction: From the President's Management Agenda (PMA) Benchmarking Initiative's Customer Satisfaction Survey: Equally weighted composite customer satisfaction score for GSA's CXO functions (acquisition, financial management, human capital, IT, and services).
	(c) Percent of GSA IT portfolio utilizing cloud technologies: Divides the number of GSA IT investment line items (from IT portfolio summary) that are utilizing cloud technologies by the total number of eligible GSA IT investment line items that could adopt cloud services.
	(d) Competition rate for GSA acquisitions: Provided from the Federal Procurement Data System (FPDS) source data. Total dollar value of GSA-competed actions divided by the total dollar value of GSA-obligated actions; including contracts that GSA provisions through reimbursable agreements with other agencies.
	(e) Competitive One-Bid rate for GSA acquisitions: Provided from FPDS source data. Total dollar value of GSA-competed actions with only one bid divided by the total dollar value of GSA-competed actions; includes contracts that GSA provisions through reimbursable agreements with other agencies.

PI 4.3.1(a) Total GSA operating cost as a percent of goods and services provided
Lead Office: Office of the Chief Financial Officer

Fiscal Year	Target	Results
2017	9.61%	9.25%
2018	9.20%	8.45%
2019	9.00%	8.01%
2020	8.60%	7.64%
2021	8.25%	N/A
2022	8.25%	N/A

PI 4.3.1(b) Effectiveness of GSA CXO functions, as measured by customer satisfaction (7-point scale)
Lead Offices: OCFO, OAS, OHRM, and GSA IT

Fiscal Year	Target	Results
2017	N/A	5.07
2018	5.15	5.16
2019	5.23	5.42
2020	5.27	5.49
2021	5.40	N/A
2022	5.45	N/A

PI 4.3.1(c) Percent of GSA IT portfolio utilizing cloud technologies
Lead Office: GSA IT

Fiscal Year	Target	Results
2017	N/A	42%
2018	44%	47%
2019	50%	50%
2020	52%	52.9%
2021	53%	N/A
2022	55%	N/A

PI 4.3.1(d) Competition rate for GSA acquisitions
Lead Office: Office of Government-wide Policy

Fiscal Year	Target	Results
2017	N/A	81.4%
2018	80.0%	82.6%
2019	80.0%	85.4%
2020	80.0%	84.2%
2021	80.0%	N/A
2022	80.0%	N/A

PI 4.3.1(e) Competitive One-Bid rate for GSA acquisitions
Lead Office: Office of Government-wide Policy

Fiscal Year	Target	Results
2017	N/A	14.9%
2018	15.0%	18.0%
2019	15.0%	15.4%
2020	15.0%	14.8%
2021	15.0%	N/A
2022	15.0%	N/A

Performance Goal 4.3.2 - **Highly engaged GSA workforce that is prepared to support and deliver new and expanded offerings**

A workforce that places the customer at the center of daily operations can 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.

Benefit to the Public	When GSA reduces agency burdens and provides high-quality and low-cost services to customer agencies, it enables a more efficient and effective delivery of their missions to the public.

Performance Indicator Definition	GSA Overall Employee Engagement Index (EEI): The U.S. Office of Personnel Management (OPM) measures an EEI, which assesses critical conditions conducive for employee engagement. Questions from the OPM Federal Employee Viewpoint Survey (FEVS) are used to calculate EEI. 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.

PI 4.3.2 GSA Overall Employee Engagement Index (EEI)

Lead Offices: GSA Services and Staff Offices

Fiscal Year	Target	Results
2018	N/A	76%
2019	N/A	78%
2020	N/A	83%
2021	83%	N/A
2022	1% increase from FY21 result or target is the result score for previous year*	N/A

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.

APPENDIX: ACRONYM AND ABBREVIATION LIST

AAS	Assisted Acquisition Service		**HUBZone**	Historically Underutilized Business Zone
APP	Annual Performance Plan		**IFF**	Industrial Funding Fee
APR	Annual Performance Report		**IT**	Information Technology
BOMA	Building Owners and Managers Association		**ITC**	Information Technology Category
BSC	Business Standards Council		**M3**	Modernization and Migration Management
BTU	British Thermal Units		**MAS**	Multiple Award Schedule
CAP	Cross Agency Priority		**NAICS**	North American Industry Classification System
CBCA	Civilian Board of Contract Appeals		**NPV**	Net Present Value
CFO	Chief Financial Officer		**OAS**	Office of Administrative Services
CIO	Chief Information Officer		**OCE**	Office of Customer Experience
CoE	Center of Excellence		**OCFO**	Office of the Chief Financial Officer
CXO	C-Level Organizations		**OCIA**	Office of Congressional and Intergovernmental Affairs
DCOI	Data Center Optimization Initiative		**OCR**	Office of Civil Rights
EEI	Employee Engagement Index		**OGC**	Office of General Counsel
FAS	Federal Acquisition Service		**OGP**	Office of Government-wide Policy
FedRAMP	Federal Risk and Authorization Management Program		**OHRM**	Office of Human Resources Management
FEVS	Federal Employee Viewpoint Survey		**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
FITARA	Federal Information Technology Acquisition Reform Act		**OSC**	Office of Strategic Communication
FM	Facilities Management		**OSDBU**	Office of Small and Disadvantaged Business Utilization
FPDS	Federal Procurement Data System		**OSSPI**	Office of Shared Solutions and Performance Improvement
GSA	General Services Administration		**PBS**	Public Buildings Service
GSF	Gross Square Feet		**PG**	Performance Goal
HSPD-12	Homeland Security Presidential Directive 12			

PI	Performance Indicator
PMA	President's Management Agenda
PMO	Program Management Office
QSMO	Quality Service Management Office
REXUS	Real Estate Across the United States
RSF	Rentable Square Feet
SAPOC	Senior Accountable Point of Contact
SBA	Small Business Administration
SDB	Small Disadvantaged Business
SDVOSB	Service-Disabled Veteran-Owned Small Business
SO	Strategic Objective
SSGB	Shared Services Governance Board
TMF	Technology Modernization Fund
TTS	Technology Transformation Services
WOSB	Woman-Owned Small Business