GSA FY 2020 Annual Performance Report

Service ◆ *Accountability* ◆ *Innovation*

TABLE OF CONTENTS

EXECUTIVE SUMMARY

PURPOSE

The U.S. General Services Administration's (GSA) FY 2020 Annual Performance Report (APR) presents information on the agency's outcomes in achieving goals and objectives described in the GSA FYs 2018-2022 Strategic Plan and the FY 2020 Annual Performance Plan (APP). This report encompasses progress on strategic objectives, performance goals, and Agency Priority Goals (APGs).

Structured by strategic goals and objectives, the report:
- articulates how the work of the agency benefits the public,
- enables the public to understand the actions taken for progress,
- explains performance improvement strategies, and
- provides a summary of progress for each strategic objective, comparing results achieved against performance goals and associated indicators established in the FY 2020 APP.

The APR 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 (2020), *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. President Truman sought 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 had 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 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 own mission—*to deliver value and savings in real estate, acquisition, technology, and other mission-support services across Government*.

GSA provides the spaces, technical innovations, and goods and services essential to operate the Federal government. It provides workplaces by constructing, managing, and preserving government buildings and by leasing and managing commercial real estate. Its acquisition solutions offer private sector professional services, equipment, supplies, telecommunications, and information technology to government organizations and the military. Its technology leadership helps agencies buy, build, and use technology in ways that support their missions to better serve the public. GSA's implementation of government-wide policies promotes 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 — for 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 and continued to deliver on its mission and 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.
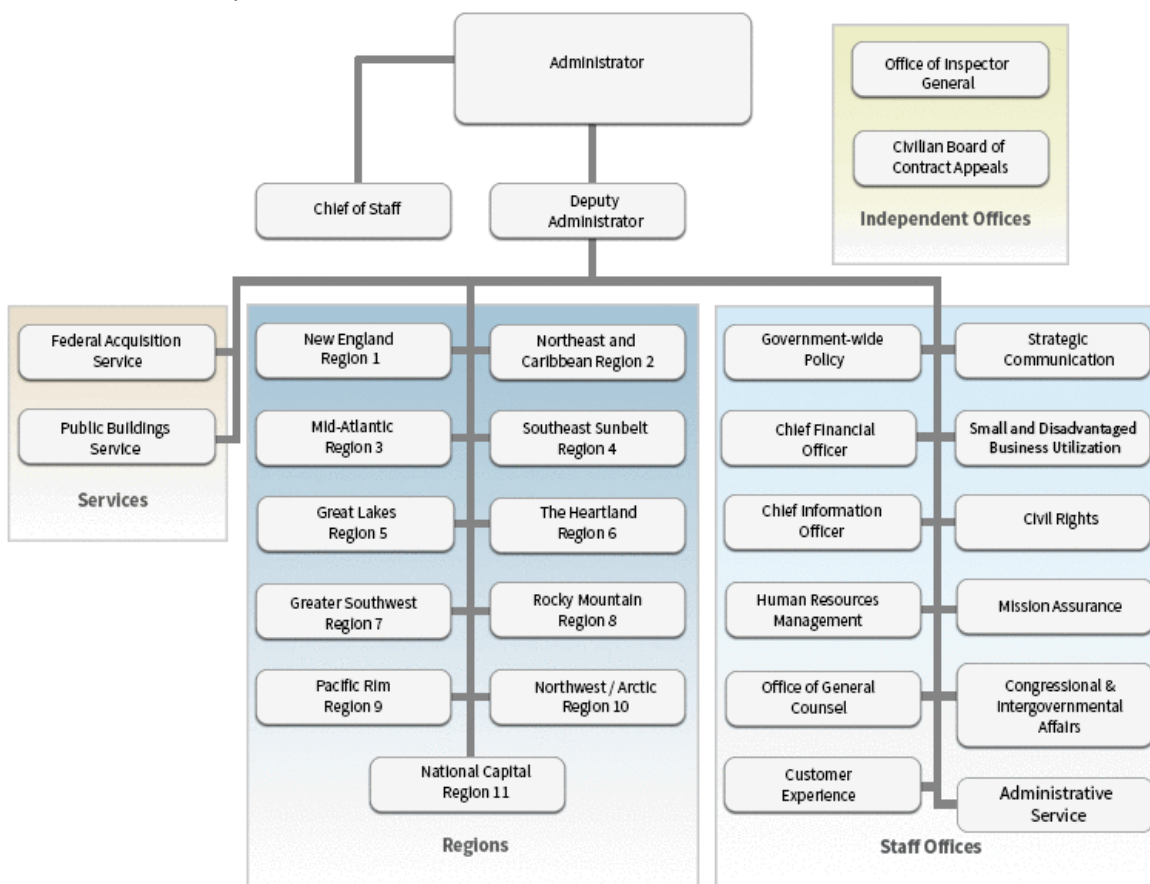
FY 2020 GSA LEADERSHIP

OFFICE OF THE ADMINISTRATOR

Emily W. Murphy
Administrator

Allison F. Brigati
Deputy Administrator

Robert Borden
Chief of Staff

Carla Sansalone
White House Liaison

NATIONAL SERVICES

OFFICE OF GOVERNMENT-WIDE POLICY

INDEPENDENT OFFICES

Julie Dunne
Federal Acquisition Service

Daniel W. Mathews
Public Buildings Service

Jessica Salmoiraghi
Office of Government-wide Policy

Carol F. Ochoa
Office of Inspector General

Jeri Somers
Civilian Board of Contract Appeals

REGIONAL ADMINISTRATORS

Chris Averill
Region 1
New England
Boston, MA

John A. Sarcone III
Region 2 Northeast & Caribbean
New York, NY

Joyce C. Haas
Region 3
Mid-Atlantic
Philadelphia, PA

Brian Stern
Region 4
Southeast Sunbelt
Atlanta, GA

Bradley Hansher
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

Katie Gates
Region 8
Rocky Mountain
Denver, CO

Thomas Scott
Region 9
Pacific Rim
San Francisco, CA

Roy Atwood
Region 10
Northwest/Arctic
Auburn, WA

Scott Anderson
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 GSA IT

Mary Gibert
Office of Civil Rights

Jeffrey A. Post
Office of Congressional and Intergovernmental Affairs

Edward W. Walters III
Office of Customer Experience

Jack St. John
Office of General Counsel

Traci DiMartini
Office of Human Resources Management

Robert J. Carter
Office of Mission Assurance

Brian F. Barnes
Office of Small and Disadvantaged Business Utilization

Mark M. McHale
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 28 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 225,000 leased vehicles, is responsible for the overall management and leadership of the Government-wide charge card program which encompasses 4.3 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 and IT portfolios to improve the public's experience with government, FAS developed and deployed *Centers of Excellence* by obtaining and sharing technology applications, platforms, and processes to make agencies' services more accessible, efficient, and effective.

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 nearly 370 million square feet of rentable workspace. Based on FY 2020 Real Estate Across the United States (REXUS) data, GSA has 504 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, 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

GSA's Staff Offices support the enterprise and ensure GSA is prepared to meet the needs of customers, whether on a day-to-day basis or in crisis situations. They are:

- **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 agency liaison 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 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.

STRATEGIC FRAMEWORK

GSA established long-term strategic goals for the major functions and operations of the agency — *real estate, acquisition, technology, and shared services* — that provide context for prior fiscal year progress made on strategic objectives, performance goals, agency priority goals, and key indicators. The strategic framework as outlined in the GSA FY 2018–2022 Strategic Plan is presented below:

STRATEGIC GOALS (G)			
(G1) REAL ESTATE Save taxpayer money through better management of Federal real estate.	**(G2) ACQUISITION** Establish GSA as the premier provider of efficient and effective acquisition solutions across the Federal Government.	**(G3) TECHNOLOGY** Improve the way Federal agencies buy, build, and use technology.	**(G4) SHARED SERVICES** 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** Generate savings by negotiating leases at or below market rates *(Agency Priority Goal (APG))* ● **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 GSA disposals	**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** Expansion of centralized service
	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** Consolidate Multiple Award Schedules *(APG)*	**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 ● **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 GSA delivers 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

FY 2020 - 2021 AGENCY PRIORITY GOALS (APGs)

APG 1	**Goal Leaders:** Daniel W. Mathews *PBS Commissioner* Allison Azevedo *PBS Deputy Commissioner*	**Leased Building Operations** GSA will achieve savings for the taxpayer by negotiating leases below average market rates by engaging in longer lease terms when they allow GSA to obtain more favorable rates and conditions; increasing the use of the force multiplier tools, both the Automated Advanced Acquisition Program (AAAP) and the GSA Leasing Support Services (GLS) contract; and timely replacement of expiring leases.
APG 2	**Goal Leaders:** Julie Dunne *FAS Commissioner* Tom Howder *FAS Deputy Commissioner*	**Multiple Award Schedule Reform - Schedules Consolidation** As part of GSA's Federal Marketplace strategy to make the Government buying and selling experience easy, efficient, and modern, GSA will consolidate the agency's 24 Multiple Award Schedules (MAS) into one single Schedule for products, services, and solutions for more than 12,000 contractors. [This is a multiphase effort with the third and final phase beginning in August 2020 to address approximately 14 percent of those contractors holding multiple contracts.] In fiscal year 2021, FAS will focus on the final phase of consolidation, working with the vendor community to establish plans for contractors with multiple contracts on how and when they will achieve the goal of one contract per contractor.

FY 2020 PERFORMANCE RESULTS

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Targets
SO 1.1 Reduce the cost of the Federal inventory					
PI 1.1.1 Vacant space in inventory ↓	PBS	3.3%	3.3%	3.1%	3.0%
PI 1.1.2 Lease cost relative to average market rate ↓ ◉ FY 2020 - 2021 Agency Priority Goal	PBS	-5.2%	-17%	-12.6%	≦ -7.0%
PI 1.1.3 Percent of leased revenue available after administering leasing program ↔	PBS	-0.40%	-0.56%	-0.8%	-1.1% to 1%
PI 1.1.4 Percent of non-competitive sales and donations awarded within 220 days ↑	PBS	97.5%	98%	95.5%	93%
PI 1.1.5 Percent of public sale properties awarded within 135 days ↑	PBS	98%	99%	100%	98%
PI 1.1.6 Gross sales revenue from GSA disposals (in millions) ↑	PBS	$76.4	$61.7	$38.2	$15.0
SO 1.2 Establish GSA as a more effective provider of real estate services for all agencies					
PI 1.2.1 Energy intensity reduction (cumulative % reduction from baseline year) ↑ *	PBS	5.41%	5.06%	11.78%	5.31%
PI 1.2.2 Percent of capital construction projects on schedule and on budget ↑	PBS	90%	99%	93%	90%
PI 1.2.3 Tenant satisfaction with Government-owned and -leased space (Facilities Management Index) ↑	PBS	69%	70%	N/A**	71%
PI 1.2.4 Percent of cleaning and maintenance costs within market range ↑	PBS	73.6%	72%	74%	80%
SO 2.1 Design and deliver GSA products and services that yield measurable savings while aligning with customer mission objectives and changing market demand					
PI 2.1.1 Customer loyalty score (10-point scale) ↑	FAS	7.5	7.6	7.9	7.6
PI 2.1.2 Acquisition program savings (in billions) ↑	FAS	$5.86	$6.51	$5.31	$6.6

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

 ** Tenant Satisfaction Survey was not executed in FY 2020 due to maximum telework and building vacancy in PBS spaces, an effect of the COVID-19 pandemic.

(continued) **Performance Indicators** (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Targets
SO 2.2 Make it easier to do business with the Government by simplifying processes and streamlining access for our customers and suppliers					
PI 2.2.1 Supplier satisfaction score (5-point scale) ↑	FAS	3.69	3.65	3.81	3.70
PI 2.2.2(a) Percent of vendors transitioned to new consolidated Multiple Award Schedules (MAS) ↑ ◉ FY 2020 - 2021 Agency Priority Goal	FAS	N/A	N/A	99%	50%
PI 2.2.2(b) Multiple Award Schedule (MAS) Sales (in billions) ↑ ◉ FY 2020 - 2021 Agency Priority Goal	FAS	$31.2	$32.0	$36.6	$32.3
SO 2.3 Enhance customer agency access to qualified socio-economic entities					
PI 2.3.1(a) Percent of GSA contract dollars awarded to small business through prime contracting ↑	OSDBU	38.82%	42.69%	49.16%*	29.0%**
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%	22.16% 10.49% 8.90% 4.41%	5% 5% 3% 3%
PI 2.3.1(c) Percent of GSA contract dollars awarded to small business through subcontracting ↑	OSDBU	24.1%	22.10%	TBD*	24.0%**
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%	4.0% 4.5% 1.60% 0.70%	TBD*	5% 5% 3% 3%
PI 2.3.1(e) Agency peer review score of Small Business Act compliance ↑ (SBA scorecard composite score)	OSDBU	20.5	21	TBD*	20**
PI 2.3.1(f) Small business diversification across industries ↑ (SBA scorecard composite score)	OSDBU	11.8%	8.8%	TBD*	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%
SO 3.1 Lead Government-wide technology modernization initiatives					
PI 3.1.1 Number of customer agency systems with FedRAMP authorizations (cumulative) ↑	FAS	121	159	203	183
PI 3.1.2 Percent of Major IT Project spend with GSA involvement ↑	FAS	22%	23%	28.9%	24%

 * The Small Business Administration (SBA) will report final fiscal year results in FY 2021 Q3 or preliminary FY 2020 result shown.
 ** Target set by SBA.
*** SDB = Small Disadvantaged Business
     WOSB = Women-Owned Small Business
     SDVOSB = Service-Disabled Veteran-Owned Small Business
     HUBZone = Historically Underutilized Business Zone

(continued) **Performance Indicators** (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Targets
SO 3.2 Drive more efficient and innovative Government procurement of technology services					
PI 3.2.1(a) Centers of Excellence (# of Interagency Agreements (IAAs) signed) (cumulative) ↑	FAS	2	5	16	7
PI 3.2.1(b) Centers of Excellence (#) (cumulative) ↑	FAS	5	14	35	19
SO 3.3 Lead implementation of technical standards, policies, and strategies					
PI 3.3.1(a) Percent increase of Government-wide tiered data center closures (cumulative) ↑	OGP	8.95%	13.09%	15.83%	14.0%
PI 3.3.1(b) Percent of Government employees and contractors that log onto Government networks with a standardized, secure credential ↑	OGP	96%	N/A*	TBD**	98%
PI 3.3.1(c) 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
PI 3.3.1(d) 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
SO 4.1 Develop new organizational capabilities to understand customer demand and deliver integrated offerings to support common business processes Government-wide					
PI 4.1.1 Number of agency-owned (non-GSA) vehicles consolidated by GSA ↑	FAS	1,790	1,805	1,597	1,500
SO 4.2 Promote adoption of shared services by agencies through policy, guidance, and benchmarking					
PI 4.2.1(a) Number of business lines that go through a readiness assessment ↑	OGP	5	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

For FY 2019, the annual OMB Federal Information Security Management Act (FISMA) report did not address this metric.
**Results will be available after the annual OMB FISMA Report is released.*

(continued) **Performance Indicators** (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Targets
SO 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					
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%
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
PI 4.3.1(c) Percent of GSA IT portfolio utilizing cloud technologies ↑	GSA IT	47%	50%	53%	52%
PI 4.3.1(d) Competition rate for GSA acquisitions ↑	OGP	82.6%	85.4%	84.2%	80.0%
PI 4.3.1(e) Competitive One-Bid rate for GSA acquisitions↓	OGP	18.0%	15.4%	14.8%	15.0%
PI 4.3.2 Federal Employee Viewpoint Survey - Connection to GSA's Mission (% positive) ↑	GSA Service & Staff	77%	79.6%	*Not Reportable	79%

*FY 2020 Federal Employee Viewpoint Survey was condensed to allow for COVID-19 pandemic questions. Not all Mission Index
 questions were included in the survey. Thus, results are not reportable for 2020.

FY 2020 PERFORMANCE REPORTS

STRATEGIC GOAL 1

Save taxpayer money through better management of Federal real estate.

GSA achieved significant cost savings for the Federal Government by optimizing the use of the GSA real estate portfolio. Effective asset management, integrated delivery of workspace solutions, and consistent application of project management principles provided customers the opportunity to enhance their work environments, reduce real estate costs, and effectively deliver on their missions. Reduced real estate costs provided opportunities for customers to shift spending to mission-related activities.

Portfolio planning with customers at the national and local levels enabled 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 continued increasing the sales of underutilized 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 has a portfolio cost structure that is not sustainable in the long term given current funding levels. As a result, PBS initiated steps to create a portfolio that is solvent by reducing the cost of the real property inventory. Strategic and targeted investments in buildings that can generate a return, increase both utilization and quality, and create an affordable cost structure are at the center of GSA's Real Estate Investment Strategy.

To achieve the benefits in managing lease expirations, PBS realigned internal resources to critical positions and allotted additional resources to increase productivity and accelerate the lease replacement rate. Reducing lease costs for agencies allowed them to dedicate more resources to their missions. The Real Estate Investment and Savings Strategic initiative created an opportunity for reducing the Federal footprint, saving taxpayer dollars, and fulfilling GSA's mission.

Goal Leader	Daniel W. Mathews, Commissioner Public Buildings Service
Contributing Programs	● Portfolio Management and Customer Engagement ● Leasing ● Real Property Utilization and Disposal ● Construction ● Acquisition

Strategic Objective 1.1 – FY 2020 Progress Update

GSA is on a trajectory to realize major cost avoidance for the taxpayer. By improving lease execution practices and partnering with customer agencies to shape the demand for leased space, GSA avoided approximately $3.5 billion in full-term lease costs from FY 2018 through FY 2020, and is on track to exceed its $4.7 billion lease cost avoidance target by FY 2023. As of the end of FY 2020, the aggregated GSA lease costs are 12.6 percent below market lease costs for the year. Additional milestone achievement throughout FY 2020 is available in the APG Action Plan.

GSA recently developed a 5-year capital improvement plan that will prioritize repair and alterations (R&A) projects in Federally owned assets, and takes into consideration potential savings in reducing liabilities, consolidating agency footprints, and reducing lease costs. Consolidating tenants and improving utilization will reduce the size and cost of the overall Federal inventory.

While GSA is slightly above its target, GSA's vacant space rate still compares favorably to the private sector. GSA continued its efforts to optimize its real estate footprint, including efforts to balance its leased and owned portfolios. In FY 2020, GSA realized an increase of 1.6 million rentable square feet (RSF), which included 1.9 million RSF of temporary leased space to support the 2020 Census. In addition, the Federally owned inventory increased from the addition of the Department of Transportation headquarters in Washington DC (1.5 million RSF), the transfer of 11 assets totaling 600,000 RSF from the Department of State for their National Foreign Affairs Training Center, and the activation of building modernization projects. GSA will continue to partner with departments and agencies to improve space utilization and lower their real estate costs.

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.
Progress Update	In FY 2020, GSA had 3.1 percent vacant space in owned and leased buildings, missing the target by 0.1 percent. GSA's vacant space is well below the private sector vacancy rate of 12 percent (based on the CBRE US Vacant Office Rate). GSA's goal remains at 3.0 percent vacancy and improvement efforts continue. In FY 2021 and beyond, GSA will continue to develop cost-effective housing strategies to reduce space, including vacant space, to save agencies and taxpayer money.

PI 1.1.1 Vacant space in inventory		
Fiscal Year	**Target**	**Results**
2017	3.2%	2.9%
2018	3.0%	3.3%
2019	3.0%	3.3%
2020	3.0%	3.1%
Lead Office: Public Buildings Service		

Performance Goal 1.1.2 - Generate savings by negotiating leases at or below market rates ◉ FY 2020 - 2021 Agency Priority Goal	
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 ◉ FY 2020–2021 Agency Priority Goal: ● 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.
Progress Update	In FY 2020, the total aggregated GSA lease costs were 12.6 percent below market lease rates. This exceeded the GSA goal of negotiating leases 7 percent below market rates.

PI 1.1.2 Lease cost relative to the average market rate ◉ FY 2020–2021 Agency Priority Goal		
Fiscal Year	**Target**	**Results**
2017	Baseline	-3.7%
2018	Baseline	-5.2%
2019	Baseline	-17.0%
2020	≦ -7.0%	-12.6%
Lead Office: Public Buildings Service		

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: ● Measures the leasing program's revenue available after program administration costs. ● 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.
Progress Update	In FY 2020, GSA had -0.8 percent of lease revenue available after administering the lease program, achieving its target. GSA will strive to improve this performance goal by working collaboratively across the organization. Specifically, GSA will focus on timely and accurate customer billing and lessor payments, vacant space and related security expenses, lease formulation and buyout costs, and general and administrative expenses in excess of PBS fee revenue for small dollar value leases. GSA is also working to capture efficiencies by automating certain processes. GSA's goal is to balance expenses with revenue in FY 2021.

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

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.

	● 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.
Progress Update	Real Property Utilization and Disposal saw 95.5 percent of non-competitive sales and donations awarded within 220 days, exceeding the goal. PBS is optimistic that the organization can continue to maintain this level of performance in the long-term.

PI 1.1.4 Percent of non-competitive sales and donations awarded within 220 days		
Fiscal Year	**Target**	**Results**
2017	90%	90%
2018	93%	97.5%
2019	93%	98%
2020	93%	95.5%
Lead Office: Public Buildings Service		

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. ● Time of award refers to the date the offer to purchase is completed by GSA and the purchaser.
Progress Update	Real Property Utilization and Disposal achieved 100 percent of total public sales on time in FY 2020, an improvement from FY 2019. Although issues beyond PBS' control can negatively affect the cycle-time for public sales (e.g., weak real estate markets, poor property condition, public resistance to the Government property sale, etc.), PBS is optimistic that this high level of performance can be sustained.

PI 1.1.5 Percent of public sale properties awarded within 135 days		
Fiscal Year	**Target**	**Results**
2017	90%	98%
2018	98%	98%
2019	98%	99%
2020	98%	100%
Lead Office: Public Buildings Service		

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 taxpayer's investments.
Performance Indicator Definition	Gross sales revenue from GSA disposals ($): ● Measure tracks the total gross revenue of all GSA Federal real properties brought to successful sale in fiscal year 2020 and 2021. ● Will include all sales and those done under any other disposal method, and will include any revenue from Federal transfers.
Progress Update	Real Property Utilization and Disposal has several reports of excess for GSA properties in the pipeline that will contribute toward this measure. GSA continues to evaluate their portfolio and conduct due diligence to identify additional under and unutilized properties that will be reported excess with anticipated sales dates in FY 2021.

PI 1.1.6 Gross sales revenue from GSA disposals (in millions)		
Fiscal Year	**Target**	**Results**
2017	N/A	$50.2
2018	N/A	$76.4
2019	$15.0	$61.7
2020	$15.0	$38.2
Lead Office: Public Buildings Service		

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

GSA will 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. Finally, GSA will provide staff with the tools to ensure delivery of high-quality services.

Goal Leader	Daniel W. Mathews, Commissioner Public Buildings Service
Contributing Programs	● Portfolio Management ● Real Property Disposal ● Construction and Acquisition ● Building Operations ● Repairs and Alterations ● GSA Customer Experience

Strategic Objective 1.2 – FY 2020 Progress Update

With the implementation of the PBS Productivity Plan, GSA strives to improve the efficiency with which it delivers real estate service programs. Standardizing core processes, using shared tools, and better aligning human capital resources to core mission needs ensures that the agency can deliver the highest quality services in the most efficient and effective ways, significantly lowering costs to the American taxpayer.

In support of lower energy costs and a sustainable environment, GSA continues to focus on reducing energy consumption in Federal buildings. Over the past 5 years, GSA achieved more than a 10-percent decrease in British thermal units of energy per gross square foot (BTU/GSF), and over a 20-percent decrease in the last decade. GSA will continue to undertake cost-effective retrofit and Energy Savings Performance Contract (ESPC) projects in support of this goal.

PBS is undertaking a nationwide effort to examine the methods and tools used to procure building maintenance and custodial services, lowering operating costs without affecting service levels to GSA's Federal tenants. In FY 2020, GSA continued to surpass expectations for delivering capital projects, with 93 percent of projects currently on schedule and on budget. PBS completed 53 projects valued at $2.7 billion in construction in FY 2020, despite the pandemic through risk mitigation. FY 2020 project highlights include:

- **FBI Central Records Complex** (Winchester, VA): substantially completed in January 2020 under budget and ahead of schedule. The project consolidated physical records from nearly 300 locations into one secure, climate-controlled facility. The Design-Build Institute of America recognized GSA's innovative solutions with numerous awards.
- **San Ysidro Land Port of Entry, Phase 3** (San Diego, CA): substantially completed in November 2019 and attained LEED Platinum certification. Built to address increased traffic at the busiest land border crossing in the Western Hemisphere, the project tripled northbound pedestrian processing capacity and doubled the number of vehicular lanes entering inspection facilities with minimal disruption to Port operations.
- **John A. Campbell Courthouse** (Mobile, AL): substantially completed renovation on schedule in April 2020 and attained LEED certification. GSA built a new courthouse, refurbished the historic building, and back-filled the space with tenants from privately owned offices, resulting in lease-cost reduction to U.S. taxpayers.
- **Theodore Levin U.S. Courthouse** (Detroit, MI): substantially completed renovation in May 2020 on budget and on schedule using a streamlined Construction Manager as Constructor approach. Upgrades are expected to save $160,000 annually while improving building safety and efficiency.
- **John Weld Peck Federal Building** (Cincinnati, OH): substantially completed renovation in October 2019. Through better space utilization, the project consolidated IRS offices, resulting in $1.27 million of annual rent reduction for the agency. Other Federal tenants were relocated from private rentals to the newly available space, creating an additional $2.3 million lease-cost avoidance for taxpayers.

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): ● Represents the cumulative percentage change in British thermal units of energy per gross square foot (BTU/GSF*) relative to FY 2015.** * BTU/GSF is sometimes called "energy intensity" or the "energy usage index." It is a common metric for describing energy efficiency in buildings. ** Energy reduction mandates and specific percentage targets were featured in several past laws and Executive orders; however, the current Executive order does not contain a specific reduction target or energy usage goal.
Progress Update	FY 2020 resulted in one of the fastest energy usage reductions in the past several decades; however, most of that reduction was attributed to the mild winter temperatures on the East Coast and the expanded telework policies and significant building closures in response to the COVID-19 pandemic. As these temporary factors subside, PBS expects energy usage to increase to close to previous average usage levels.

PI 1.2.1 Energy intensity reduction (cumulative percent reduction from FY 2015 baseline)		
Fiscal Year	**Target**	**Results**
2017	5.00%	6.41%
2018	7.50%	5.41%
2019	5.66%	5.06%
2020	5.31%	11.78%
Lead Office: Public Buildings Service		

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.
Progress Update	PBS finished FY 2020 with 53 projects valued at $2.7 billion in construction. Of these, 22 projects valued at $958 million reached substantial completion in FY 2020. The high level of performance in the midst of the pandemic can be attributed to key risk mitigation and best practices implementation, to include: ● Requiring contractors to be responsible for site-specific pandemic plans ● Adapting how projects are delivered versus stopping them outright ● Addressing effects on a contract by contract basis ● Using social distancing and advance scheduling for pre-bid walk throughs ● Accelerating work in unoccupied facilities ● Employing technology to assist in virtual inspections ● Promoting engagement with industry

PI 1.2.2 Percent of capital construction projects on schedule and on budget		
Fiscal Year	**Target**	**Results**
2017	90%	99%
2018	90%	90%
2019	85%	99%
2020	90%	93%
Lead Office: Public Buildings Service		

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 the "4" and "5" responses for the nine questions are added then divided by the total number of responses.
Progress Update	The Tenant Satisfaction Survey was not executed in FY 2020 due to maximum telework and building vacancy in PBS spaces, an effect of the COVID-19 pandemic.

PI 1.2.3 Tenant satisfaction with Government-owned and -leased space Facilities Management (FM) Index

Fiscal Year	Target	Results
2017	Baseline	70%
2018	69%	69%
2019	70%	70%
2020	71%	N/A*
Lead Office: Public Buildings Service		

Tenant Satisfaction Survey was not executed in FY 2020 due to maximum telework and building vacancy in PBS spaces, an effect of 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.
Progress Update	Cleaning and maintenance costs fell short of the 80-percent target for staying within market range. GSA is undertaking a nationwide effort to examine the methods and tools used to procure building maintenance and custodial services in order to lower operating costs without affecting service levels to GSA's Federal tenants.

PI 1.2.4 Percent of cleaning and maintenance costs within market range		
Fiscal Year	**Target**	**Results**
2017	80%	73.2%
2018	78%	73.6%
2019	80%	72%
2020	80%	74%
Lead Office: Public Buildings Service		

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 use 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.

Goal Leader	Julie Dunne, Commissioner Federal Acquisition Service
Contributing Programs	● Customer and Stakeholder Engagement ● Assisted Acquisition Services (AAS) ● Information Technology Category ● General Supplies and Services ● Travel, Transportation, and Logistics ● Office of Enterprise Strategy Management

Strategic Objective 2.1 – FY 2020 Progress Update

GSA continued to design and deliver high quality products and services that support customer agencies. Overall, FY 2020 customer loyalty scores increased by 0.3 points to 7.9 (out of 10), measured by the annual Customer Loyalty Survey (CLS). The Voice of the Customer application, initiated in FY 2018, has increased visibility and accountability of progress on action plans addressing customer and supplier feedback.

In FY 2020, GSA achieved greater than $5 billion in customer savings through acquisition solutions:
(1) Travel, Transportation, and Logistics Category,
(2) Information Technology Category,
(3) AAS,
(4) GSA SmartPay® Refunds, and
(5) Federal Strategic Sourcing Initiatives.

COVID-19 had an especially dramatic effect on this metric as GSA travel programs represent approximately 41 percent of the overall savings target and experienced a nearly 50-percent reduction in utilization compared to normal operating years. 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.

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 uses 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 Federal Acquisition Service 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.
	 • 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]?
	 • Responses are rated on a 10-point scale where "1" equals "not at all likely" and "10" equals "very likely."

Progress Update	FY 2020, FAS-wide Customer Loyalty scores increased by 0.3 to 7.9 (out of 10), as measured by the annual Customer Loyalty Survey (CLS). All eight measures improved from FY 2019 to FY 2020, including key measures such as *Satisfaction* (up from 3.8 to 4.0 out of 5) and *Loyalty Intentions* (up from 7.5 to 7.9). FAS's Net Promoter Score, the likelihood that customers would recommend FAS to others, increased from 14.2 in FY 2019 to 32.0 in FY 2020. The FAS Voice of the Customer module, initiated in FY 2018, increased visibility into the progress and efficacy of action plan initiatives that address customer feedback.

PI 2.1.1 Customer loyalty score (10-point scale)		
Fiscal Year	**Target**	**Results**
2017	7.3	7.4
2018	7.4	7.5
2019	7.5	7.6
2020	7.6	7.9
Lead Office: Federal Acquisition Service		

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.

Progress Update	In FY 2020, GSA achieved more than $5.3 billion in customer savings through its acquisition solutions. While short of the ambitious target of $6.6 billion, the difference was entirely driven by decreased Government travel due to the COVID-19 pandemic. GSA travel programs experienced a decrease of approximately 50 percent of projected use. Some decreases were offset by growth in other acquisition programs including GSA SmartPay® Refunds and AAS, which combined contributed over $1.5 billion in savings.

PI 2.1.2 Acquisition program savings (in billions)		
Fiscal Year	**Target**	**Results**
2017	$5.24	$5.17
2018	$5.22	$5.86
2019	$5.90	$6.51
2020	$6.60	$5.31
Lead Office: Federal Acquisition Service		

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

Every day, 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.

FY 2021 improvements under the Federal Marketplace (FMP) 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	Julie Dunne, 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

Strategic Objective 2.2 – FY 2020 Progress Update

The agency's progress in making it easier to do business with the Government was significant in FY 2020, due to implementation of the FMP Strategy. This FMP Strategy is designed to create a seamless, people-centric buying and selling experience. In support of FMP, GSA consolidated the 24 schedules that comprised the MAS into a single schedule for products, services, and solutions. The single schedule provides consistent terms and conditions to simplify the procurement process for buyers (agencies) and sellers (industry). FMP initiatives also include the implementation of commercial e-commerce portals that allow the Government to better track expenditures for open-market items outside of existing targets (estimated to be an addressable market of $6 billion); and simplifying catalog management to make it easy for suppliers to integrate their catalogs with GSA systems and processes.

Substantial progress has been realized around the Agency Priority Goal (APG) of consolidating MAS to a single schedule. Since the consolidation began, 99 percent of vendors have transitioned to the consolidated MAS. A strong partnership between Government and the private sector helps ensure that customer agencies have access to a robust market of qualified vendors. Through this effort, overall MAS sales have remained strong at $36.6 billion in FY 2020, which exceeded the year-end target of $32.3 billion. Additional milestone achievement throughout FY 2020 is available in the APG Action Plan.

Performance Goal 2.2.1 - Increase supplier satisfaction

The network of suppliers that GSA uses 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, 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.
Progress Update	FY 2020 FAS-wide Supplier Satisfaction, as measured by the Supplier Relationship Management Survey (SRMS), increased by 0.16 to 3.81 (out of 5). This change in satisfaction was a statistically significant increase, while all seven other measures in the SRMS remained relatively flat. Each of FAS's portfolios achieved independent increases in their own Supplier Satisfaction scores, and Supplier Satisfaction increased with both Small Businesses and Other Than Small Businesses. The FAS Voice of the Supplier module, initiated in FY 2020, increased visibility into the progress and efficacy of action plan initiatives that address supplier feedback.

PI 2.2.1 Supplier satisfaction score (5-point scale)*		
Fiscal Year	**Target**	**Results**
2017	N/A	3.61
2018	3.80	3.69
2019	3.73	3.65
2020	3.70	3.81
Lead Office: Federal Acquisition Service		

*Metric methodology was revised in FY 2018. FY 2016 - FY 2019 results reflect the new methodology. FY 2019 target was based on the new methodology. The FY 2018 target was not recalculated and is based on the discontinued methodology.

Performance Goal 2.2.2 - **Consolidate Multiple Award Schedules**
◉ FY 2020 - 2021 Agency Priority Goal

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

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

Performance Indicator Definitions	(a) Percent of vendors transitioned to new consolidated Multiple Award Schedule, ◉ FY 2020 - 2021 Agency Priority Goal: ● Measured by the percentage of existing vendors that accept the mass modification on the new schedule. (b) Multiple Award Schedule Sales, ◉ FY 2020 - 2021 Agency Priority Goal: ● Measured by increase in business volume.
Progress Update	FAS made substantial progress toward consolidating MAS into a single Schedule. Ninety-nine percent of existing vendors have signed the mass modification, effectively transitioning to the new consolidated Schedule. Through this effort, overall MAS sales continue to grow, with $36.6 billion achieved in FY 2020.

PI 2.2.2(a) Percent of vendors transitioned to new consolidated Multiple Award Schedule ◉ FY 2020 - 2021 Agency Priority Goal:

Fiscal Year	Target	Results
2019	N/A	N/A
2020	50%	99%
Lead Office: Federal Acquisition Service		

PI 2.2.2(b) Multiple Award Schedule Sales (in billions) ◉ FY 2020 - 2021 Agency Priority Goal

Fiscal Year	Target	Results
2019	N/A	N/A
2020	$32.3	$36.6
Lead Office: Federal Acquisition Service		

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, women-owned small businesses, service-disabled veteran-owned small businesses, and businesses located in Historically Underutilized Business Zones.

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.

GSA uses data analysis and strategic processes to actively influence acquisition strategies, assisting internal customers, as well as customer agencies, in meeting small business goals.

Goal Leaders	Brian F. Barnes, Associate Administrator Office of Small and Disadvantaged Business Utilization Julie Dunne, Commissioner Federal Acquisition Service Daniel W. Mathews, 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

Strategic Objective 2.3 – FY 2020 Progress Update

GSA strives to provide customers with widespread access to small business, including economically disadvantaged and women-owned small businesses. GSA's MAS customers continue to work with small businesses at a rate substantially higher than GSA's target of 33 percent. GSA also met its acquisition goals for contract dollars awarded to small businesses and socio-economic businesses through prime contracting. In August 2020, it was announced GSA received an "A+" from the Small Business Administration (SBA) for the FY 2019 Small Business Procurement Scorecard, making it 10 consecutive years that GSA has earned an "A" or "A+" rating. FY 2020, SBA ratings will be published in mid-FY 2021.

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. ● 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: ○ Small Disadvantaged Business (SDB),

○ Women-Owned Small Business (WOSB),
○ Service-Disabled Veteran Owned Small Business (SDVOSB), and
○ Historically Underutilized Business Zone (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 • Calculated by the MAS total business volume in dollars attributed to small businesses divided by the total business volume
Progress Update	Final FY 2020 results for the small business performance indicators will be reported by SBA in mid-FY 2021. Based on preliminary results, GSA will exceed its performance target for prime contracting dollars awarded to small business and socio-economic small business. The MAS program is one of many methods GSA provides small and disadvantaged businesses access to the Federal Marketplace. In FY 2020, 37.2 percent of the business conducted through MAS was awarded to small and disadvantaged businesses, exceeding the target of 33 percent.

PI 2.3.1(a) Percent of GSA contract dollars awarded to small business through prime contracting		
Fiscal Year	**Target***	**Results**
2017	36.5%	42.68%
2018	35.0%	38.82%
2019	30.0%	42.69%
2020	29.0%	49.16%
Lead Office: Office of Small and Disadvantaged Business Utilization		

* 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)		
Fiscal Year	**Targets***	**Results**
2017		SDB 22.60% WOSB 8.85% SDVOSB 6.45% HUBZone 4.95%
2018	SDB 5% WOSB 5% SDVOSB 3% HUBZone 3%	SDB 19.94% WOSB 8.55% SDVOSB 5.63% HUBZone 3.98%
2019		SDB 19.31% WOSB 10.00% SDVOSB 5.06% HUBZone 3.90%
2020		SDB 22.16% WOSB 10.49% SDVOSB 8.90% HUBZone 4.41%
Lead Office: Office of Small and Disadvantaged Business Utilization		

* Targets reflect statutory requirements for fiscal year performance and are determined by SBA.
** Results will be provided by SBA in FY 2021 Q3.

PI 2.3.1(c) Percent of GSA contract dollars awarded to small business through subcontracting		
Fiscal Year	**Targets***	**Results**
2017	29.0%	42.4%
2018	29.0%	24.1%
2019	25.5%	22.10%
2020	24.0%	TBD**
Lead Office: Office of Small and Disadvantaged Business Utilization		

* Targets reflect goals established by SBA for fiscal year performance.
** Results to be provided by SBA in FY 2021 Q3.

PI 2.3.1(d) Percent of GSA contract dollars awarded through subcontracting to each socio-economic small business category (SDB/WOSB/SDVOSB/HUBZone)		
Fiscal Year	**Targets***	**Results**
2018	SDB 5% WOSB 5% SDVOSB 3% HUBZone 3%	SDB 5.50% WOSB 4.40% SDVOSB 1.62% HUBZone 0.94%
2019		SDB 4.00% WOSB 4.50% SDVOSB 1.60% HUBZone 0.70%
2020		TBD**
Lead Office: Office of Small and Disadvantaged Business Utilization		

* Targets reflect statutory requirements for fiscal year performance.
** Results to be provided by SBA in Q3 of FY 2021.

PI 2.3.1(e) Agency peer review score of Small Business Act compliance (SBA scorecard composite score)		
Fiscal Year	**Target***	**Results**
2017	20	19.87
2018	20	20.5
2019	20	21
2020	20	TBD**
Lead Office: Office of Small and Disadvantaged Business Utilization		

* Targets set by SBA.
** Results to be provided by SBA in FY 2021 Q3.

PI 2.3.1(f) Small business diversification across industries (SBA scorecard composite score)		
Fiscal Year	**Target***	**Results**
2017	10%	10.6%
2018	10%	11.8%
2019	10%	8.8%
2020	10%	TBD**
Lead Office: Office of Small and Disadvantaged Business Utilization		

* Targets set by SBA.
** Results to be provided by SBA in FY 2021 Q3.

PI 2.3.1(g) Percent of Multiple Award Schedule (MAS) business volume from small businesses		
Fiscal Year	**Target**	**Results**
2017	33.0%	39.7%
2018	33.0%	38.4%
2019	33.0%	38.8%
2020	33.0%	37.2%
Lead Office: Federal Acquisition Service		

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 administration has seen these weaknesses as growth opportunities by establishing multiple Cross-Agency Priority (CAP) goals focused on IT modernization, as outlined in the *President's Management Agenda: Modernizing Government for the 21st Century* (PMA).

The challenge of supporting, managing, and securing legacy systems significantly hinders the ability of Federal agencies to meet current and evolving mission requirements. GSA is supporting the PMA by leading 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 are well known by leaders across Government and the private sector, leading to a heightened focus area for improvement by the administration. GSA is supporting the PMA goal to improve the customer experience by providing Federal agencies with technologies and professional services that make customer interactions with public services simple, fast, and secure.

In FY 2017, the administration created the Office of American Innovation and the American Technology Council to focus attention and resources on this challenge. Today and in the future, GSA will be an essential partner with the administration to deliver innovative solutions through IT Centers of Excellence, 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.

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

The *Report to the President on Federal IT Modernization (2017)* and the PMA tasks agencies with achieving an array of critical goals involving enhanced IT security, greater use of cloud-based services, and the overall consolidation and modernization of IT networks. GSA is well positioned to help agencies meet these goals. 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; adopting authentication and authorization services that seamlessly integrate with an agency's public-facing systems; modernizing IT infrastructure; offering 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	Julie Dunne, Commissioner Federal Acquisition Service
Contributing Programs	● Technology Transformation Services (TTS) ● Information Technology Category ● TMF Program Management Office

Strategic Objective 3.1 – FY 2020 Progress Update

GSA made noteworthy progress in leading Government-wide technology modernization initiatives. The Federal Risk and Authorization Management Program (FedRAMP) is one of GSA's critical technology offerings. FedRAMP-authorized vendors offer cloud services that allow Federal agencies to securely and quickly meet their mission needs. GSA exceeded its cumulative performance goal by authorizing 203 vendors for FedRAMP through FY 2020.

GSA also saw an increase in the percent of Major IT project spend across Government with GSA involvement. In FY 2020, the overall percent increased to 29 percent, primarily driven by GSA gaining

involvement in $2.6 billion of the existing Major IT projects, where the agency was not previously involved. By using a cloud analytics approach, GSA's Information Technology Category is integrating this ITDashboard.gov data into its opportunity identification processes. This will enable GSA to optimize its IT contract vehicles to best meet the increasing IT modernization needs across Government.

GSA continues to spearhead other key initiatives including EIS, CoEs, and cloud.gov. EIS is the $50 billion, 15-year, best-in-class acquisition vehicle that serves as a one-stop shop for infrastructure modernization for telecommunications and IT. All EIS vendors have successfully obtained an authority to operate (ATO). Over $13 billion in task orders were awarded in FY 2020 for next-generation technologies that form the foundation for Government IT and deliver better pricing and savings for customers.

GSA is also developing an emerging technology strategy, which seeks to position the agency as a leader in enabling other agencies to more readily learn about and access emerging technologies. As part of this strategy, Information Technology Category (ITC) is extracting leading-edge technology data from proposals submitted during the solicitation period. Additionally, ITC is reviewing utilization of Other Transactional Authority across agencies to identify opportunities within this growing sub-market.

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 customer agency systems with FedRAMP authorizations: ● Measures the efficiency and effectiveness of the FedRAMP program to balance security and speed of operationalizing cloud solutions for agency use. ● Captures the cumulative volume of authorizations processed through the FedRAMP program.
Progress Update	FedRAMP ended FY 2020 with 203 cloud service offerings with vendor authorizations surpassing the target of 183. FedRAMP has active interest from other sectors (State and local governments, energy, and banking) to use FedRAMP standards and authorizations to increase the value proposition for vendors participating in the program. Based on the FY 2020 results, outyear targets were revised upwards.

PI 3.1.1 Number of customer agency systems with FedRAMP authorizations (cumulative)		
Fiscal Year	**Target**	**Results**
2017	N/A	88
2018	110	121
2019	145	159
2020	183	203
Lead Office: Federal Acquisition Service		

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 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: ● Measured by use of GSA IT Category contract vehicles to support modernization efforts when compared to total dollars used to support modernization. ● Major IT Spend as identified in *ITdashboard.gov* is 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.
Progress Update	Total Major IT spend increased Government-wide over the last several years and the percent of spend where GSA is involved in those projects has also increased. In FY 2020, the overall percent increased to 29 percent, primarily driven by GSA gaining involvement in $2.6 billion of existing Major IT projects, where the agency was not previously involved. This represents a meaningful increase from prior years and GSA aims to continue this trend through continued enhancement and utilization of GSA IT Category acquisition solutions.

PI 3.1.2 Percent of Major IT Project spend with GSA involvement		
Fiscal Year	**Target**	**Results**
2018	N/A	22%
2019	N/A	23%
2020	24%	28.9%
Lead Office: Federal Acquisition Service		

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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 prowess 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.

The Government Accountability Office (GAO) and industry leaders have repeatedly recommended that the Government "buy more and develop less" to improve technology outcomes. This requires the Government to expand the training and use of IT acquisition cadres as outlined in the Federal Information Technology Acquisition Reform Act and remove barriers to agile acquisition of new technologies. 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	Julie Dunne, Commissioner Federal Acquisition Service
Contributing Programs	• ITC • Technology Transformation Services (TTS) • Assisted Acquisition Services (AAS)

Strategic Objective 3.2 – FY 2020 Progress Update

GSA made significant progress driving efficient and innovative Government procurement for technology services in FY 2020 by surpassing the annual targets for Agencies engaged in Centers of Excellence (CoEs) as well as the total number of CoEs established. CoEs help partner agencies to accelerate IT modernization, improve the public experience, and increase operational efficiencies. To accomplish these objectives, the IT CoE centralizes top Government technology talent, uses private-sector best practices, and operates with a teaming mindset to collaborate across Government departments and agencies. The CoEs continue to be at the forefront of helping agencies initiate programs into enterprise data analytics and artificial intelligence prototypes. In FY 2020, GSA established 16 new CoEs in partnership with organizations including the Department of Labor, Government Accountability Office, National Institutes of Health, Food and Drug Administration, Federal Law Enforcement Training Center, Joint Artificial Intelligence Center, NewPay Program Management Office, GSA Information Technology Category, and the Surface Transportation Board. The CoEs continue to be on the forefront of helping agencies initiate programs into enterprise data analytics and artificial intelligence prototypes. Cloud.gov provides agencies with rapid deployment and ATO assessment for modern web applications.

GSA continues to work with agencies to transition their telecommunications and information technology infrastructure to the new EIS contract. EIS allows participating agencies to meet IT Modernization objectives through services and solutions such as carrier Ethernet, Voice over Internet Protocol (VoIP),

unified communications, cloud services and software-defined networking, and Internet Protocol version 6 (IPv6). Additionally, GSA launched the Cloud Information Center to support expanding agency use of cloud solutions and to provide agencies with acquisition guidance, templates, and policy documents to simplify procurement of cloud products and services.

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 augment 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 GSA 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, use 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.
Progress Update	The CoE program accelerates the modernization of IT applications and infrastructure across the Federal Government. In FY 2020, CoEs were established in several partnerships, including the Department of Labor, Government Accountability Office, National Institutes of Health, Food and Drug Administration, Federal Law Enforcement Training Center, Joint Artificial Intelligence Center, NewPay Program Management Office, GSA Information Technology Category, and the Surface Transportation Board.

PI 3.2.1(a) Centers of Excellence (number of IAAs signed, cumulative)		
Fiscal Year	**Target**	**Results**
2018	N/A	2
2019	N/A	5
2020	7	16
Lead Office: Federal Acquisition Service		

PI 3.2.1(b) Centers of Excellence (cumulative)		
Fiscal Year	**Target**	**Results**
2018	N/A	5
2019	N/A	14
2020	19	35
Lead Office: Federal Acquisition Service		

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.

GSA's core principles:

- *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;
- *Harness 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	Jessica Salmoiraghi, Associate Administrator Office of Government-wide Policy
Contributing Program	Office of Information Integrity and Access

Strategic Objective 3.3 – FY 2020 Progress Update

GSA continued to accomplish the performance goals under this objective by providing agencies with information, guidance, and tools that facilitated successful implementation of Federal policies on IT optimization. GSA's Data Center and Cloud Optimization Initiative (DCCOI) Program Management Office (PMO) supported agencies with migration to cloud by providing robust toolkits and templates as well as engaging with agencies directly to provide feedback on their strategic planning documents and technical milestones. GSA, along with agencies from across the executive branch, joined to create a Digital Identity Risk Assessment companion guide to assist agencies with updating their own digital IT framework.

GSA rapidly supported agencies during the transition to mandatory telework due to the COVID-19 pandemic. GSA's Identity and Trusted Access division provided assistance to Federal agencies to work through the challenges associated with onboarding and expiring Personal Identity Verification (PIV) credentials during the time of maximized telework. This assistance included educating executives in technically feasible solutions, making recommendations to OMB, and coordinating with FAS on onboarding language recommendations and coordinated information sessions with service providers to respond appropriately. During this early response period, OMB issued M-20-19 (*Harnessing Technology to Support Mission Continuity*), requiring GSA to support agencies as they explored alternative authenticators for remote work when in-person issuance and renewal were not possible.

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) Percent increase of Government-wide tiered data center closures (cumulative): ● Captures the optimization of Federal data centers by including existing data centers that are consolidated or closed in the following priority order: 1. Transitioning to cloud services; 2. Migrating to inter-agency shared services or co-located data centers; and 3. Migrating to more optimized data centers within an agency's data center inventory. ● The cumulative percentage represents the overall improvement in effectively managing data centers Government-wide. (b) Percent of Government employees and contractors that log onto Government networks with a standardized, secure credential: ● Mitigates risk of network breach by eliminating weak passwords and enforcing multi-factor authentication. ● The measure is based on the FY 2018 Federal Information Security Management Act (FISMA) PROTECT metric 2.4.1 and aligns with the

National Institute of Standards and Technology (NIST) Cybersecurity Framework.

(c) 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 (TCO) assessment;
- A scoring of application business value; and
- Application placement determinations (Review, Reward, Remove, Refresh).

(d) Number of agencies with updated risk assessments 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, *Enabling Mission Delivery through Improved Identity, Credential, and Access Management*):
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 -- *Policy for a Common Identification Standard for Federal Employees and Contractors*);
4. Shifting the operating model beyond the perimeter;
5. Improving digital interactions with the American public; and
6. Enumerating Government-wide responsibilities.

Progress Update	DCCOI and FICAM have achieved the desired targets of the current metrics and new metrics are under consideration.
	
	(a) Percent increase of Government-wide tiered data center closures (cumulative):
	  • The DCCOI PMO surpassed its FY 2020 closure target for tiered data centers by helping agencies identify key mission facilities (exempt from closure).
	  • The second Data Center Optimization Initiative (DCOI) memo refined the metrics to measure the efficiency of data centers, making it easier to identify and close the least efficient and non-mission critical data centers. In FY20 the DCCOI PMO offered agencies guidance on understanding and interpreting these metrics and developing agency-specific targets.
	
	(b) Percent of Government employees and contractors that log onto Government networks with a standardized, secure credential:

- Agencies report data at varying intervals throughout the fiscal year via FISMA metric reporting.
- Final numbers will be reported through OMB's annual FISMA report to Congress.

(c) Number of cloud strategies and actions plans developed in accordance with update to Data Center Optimization Initiative (DCOI) (cumulative):

The PMO continues to provide on-demand technical cloud subject matter expertise to agencies in support of their cloud strategy and action plan development. The PMO achieved its target of working with five Federal agencies to help draft, review, and/or provide substantive feedback on their cloud strategies. The PMO will continue offering this support throughout FY 2021 and will further assist agencies by developing resources that address common agency challenges specific to cloud strategy development.

(d) Number of agencies with updated risk assessments completed utilizing Federal Government Identity, Credential, and Access Management (FICAM) playbooks and tools:

In FY 2020, achieved its objective by ensuring that six outcomes outlined in M-19-17 that agencies will achieve through in-depth risk assessments facilitated by the FICAM team. The FICAM team will continue to use tools and best practices outlined in FICAM playbooks to achieve these outcomes.

PI 3.3.1(a) Percent increase of Government-wide tiered data center closures (cumulative):		
Fiscal Year	**Target**	**Results**
2016	N/A	N/A
2017	N/A	3.55%
2018	6.0%	8.95%
2019	10.0%	13.09%
2020	14.0%	15.83%
Lead Office: Office of Government-wide Policy		

PI 3.3.1 (b) Percent of Government employees and contractors that log onto Government networks with a standardized, secure credential		
Fiscal Year	**Target**	**Results**
2016	N/A	72%
2017	N/A	81%
2018	83%	96%
2019	95%	N/A*
2020	98%	TBD*
Lead Office: Office of Government-wide Policy		

*For FY 2019, the annual OMB Federal Information Security Management Act (FISMA) report did not address this metric.
**Results will be available after the annual OMB FISMA Report is released.

PI 3.3.1(c) Number of cloud strategies and action plans developed in accordance with update to DCOI		
Fiscal Year	**Target**	**Results**
2019	N/A	N/A
2020	5	5
Lead Office: Office of Government-wide Policy		

PI 3.3.1(d) Number of CFO Act agencies with updated risk assessments completed utilizing FICAM playbooks and tool (cumulative)		
Fiscal Year	**Target**	**Results**
2019	N/A	N/A
2020	6	6
Lead Office: Office of Government-wide Policy		

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. For example, Government-wide benchmarking data show some agencies are entering nearly all their vendor invoices manually and paying nearly 100 times more per processed invoice than the standard for electronic invoicing. Similar examples can be cited in each of the

key support functions at Federal agencies: human capital, finance, acquisition, IT support, cybersecurity, travel and expense, real property management, electronic records management, and regulation management. Inefficiencies take valuable time and resources away from agency missions, impeding the Government's ability to deliver on public priorities. GSA is able to fundamentally change the way the Government conducts mission-support services by designing and delivering expanded shared 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 taxpayers, and a Government that is leaner and better equipped. GAO has stated that "moving to shared services can save the Federal Government billions of dollars as well as reduce duplicative efforts, decrease systems upgrades, and free up resources for mission-critical activities." But the Federal Government's efforts to establish and scale up shared services have yielded mixed results.

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 life-cycle 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 expand its core capabilities and adapt to market demands. Scaling and adaptability are critical to addressing evolving customer needs. Strategic partnership with industry will help create an agile, responsive delivery model. GSA will also establish a specific business analysis function to conduct a variety of analyses to benefit customers, such as developing business cases, determining optimal bundles of products and services, and researching innovative methods to reduce costs and strengthen service quality.

GSA will 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.

Further, GSA will provide leadership for and support of the PMA by assisting with the establishment of a strategic Government-wide framework for improving the effectiveness and efficiency of administrative services. To support implementation of this goal, the administration established GSA as a co-lead for the *Sharing Quality Services* Cross-Agency Priority (CAP) goal. Among other responsibilities, GSA is expected

to help expand the number and use of common solutions across Government to reduce duplication and costs. This approach will also rely on standardized administrative operations and core performance metrics to improve the quality and delivery of shared services.

Goal Leaders	Julie Dunne, Commissioner Federal Acquisition Service Daniel W. Mathews, Commissioner Public Buildings Service Edward W. Walters III, Chief Customer Officer Office of Customer Experience

Strategic Objective 4.1 – FY 2020 Progress Update

Designing and delivering shared services remains a challenge for GSA and a focus area for improvement. GSA continues to look for opportunities to drive shared services adoption where anticipated benefits to partner agencies or the public are greatest.

Fleet management represents an opportunity for growth as a GSA-provided shared service. Government-wide motor vehicle management tends to be disaggregated, often leading to redundancies and operational inefficiencies. As part of the Agency Reform Plan, and with a strong commitment to fleet efficiency, GSA completed 11 fleet studies and determined whether leasing vehicles from GSA was more cost-effective for participating agencies. These studies were conducted during FY 2018 and FY 2019 and covered fleets totaling more than 190,000 vehicles owned by other agencies. In some of the own vs. lease studies conducted for GSA by third-party researchers, poor or insufficient data hindered a clear analysis on whether agencies should consolidate owned vehicles into GSA's leased fleet. However, leasing vehicles with GSA ensures that agencies can access reliable and comprehensive data on vehicle usage and maintenance in order to make sound decisions to support their missions.

In FY 2020, GSA consolidated an additional 1,597 vehicles, exceeding the annual target — even in light of mandatory telework orders in response to the COVID-19 pandemic. This builds off the more than 3,500 agency-owned vehicles consolidated into its leased fleet in FY 2018 and FY 2019. Moving forward, efforts to design and deliver shared services for Government fleet are dependent upon other agencies implementing actions consistent with study findings and consolidating their vehicles if it is indicated as the most cost-effective course of action. GSA will continue to work with OMB and interested agencies to remove administrative barriers that may impede progress toward fleet vehicle consolidation.

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 2,000 vehicles in FY 2022, pending agencies' commitments to implement study recommendations and the agencies having the required funds.

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: • Captures the number of vehicles GSA consolidates annually from multiple customer agencies. • Vehicle consolidations allow agencies to convert their agency-owned vehicles into GSA's full life-cycle fleet leasing service. • In many cases, consolidating agency-managed vehicles into the GSA Fleet eliminates redundancies and reduces costs to manage motor vehicle operations.
Progress Update	GSA completed the fleet management studies of 11 Federal agencies which account for 85 percent of the agency-owned vehicles in the Federal fleet. Savings between $166 million and $184 million were identified for the 188,732 agency-owned, domestic vehicles studied. It was determined in all studies that agencies would benefit from consolidating their vehicles with GSA Fleet. GSA and OMB requested the development of action plans by the study agencies that outline their implementation of the recommendations in the completed fleet management studies. The GSA Fleet program exceeded the FY 2020 target of 1,500 by consolidating 1,597 vehicles.

PI 4.1.1 Number of agency-owned (non-GSA) vehicles consolidated by GSA		
Fiscal Year	**Target**	**Results**
2017	N/A	911
2018	N/A	1,790
2019	N/A	1,805
2020	1,500	1,597
Lead Office: Federal Acquisition Service		

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 provides overall program management for the "Sharing Quality Services" 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, Business Standards Council (BSC), Quality Service Management Office (QSMO) Roundtable, and Senior Accountable Point of Contact body, GSA 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. GSA 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 Framework.

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

Strategic Objective 4.2 – FY 2020 Progress Update

GSA continues to make progress toward establishing Government-wide standards for mission-support functions, following the Federal Integrated Business Framework (FIBF). Business standards are critical to establishing shared solutions and services. Once there is agency-wide consensus on standards, then the Government can converge on a common solution. In FY 2020, GSA moved 21 components to the next stage of the FIBF standards development process. With multiple functional areas achieving initial baselines in FY 2020, the BSC focused on agreement on cross-functional end-to-end business process touchpoints. These touchpoints are essential to ensuring that agencies have well-defined and well-understood agreement on the connections and hand-offs between functional areas. BSC members will continue their work in obtaining agreement on these touchpoints in FY 2021. GSA finished the analysis of the Grants Management readiness assessment in the second quarter of FY 2020 and completed the Real Property Management readiness assessment in the fourth quarter of FY 2020.

Through effective coordination and program management, GSA supported the formal designation of the Department of Homeland Security as the QSMO for designated cybersecurity services, the Department of Treasury as the QSMO for Core Financial Management, and GSA as the QSMO for compensation, work schedule, and leave management.

GSA completed the Business Architecture Project Phase 1, establishing the essential elements of a value chain for shared services based on seven key areas: customer experience, marketplace management, acquisition support, data strategy and management, workforce development, performance management, and financial management. This value chain will serve as a framework for coordinating activities of the QSMOs in efforts to ensure a consistent agency experience.

GSA engaged agency leaders and existing shared services leads to develop and implement plans for CFO Act agency adoption of existing shared services. As a result, there were measurable increases in adoption of these services.

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 part of the Federal Integrated Business Framework (FIBF): ● Designated standards leads must complete five components of the FIBF to complete 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.
Progress Update	In support of the foundational work of establishing end-to-end Government-wide mission-support standards, GSA continued to work with the standards leads on the Business Standards Council to address cross-functional touchpoints and to help new mission support areas begin to develop their Government-wide standards. To truly address and gain agreement on common touch points can take time, but it is an important step before any standards are finalized. Once standards are agreed upon, a readiness assessment is conducted to ensure agencies are in agreement with the final set. In FY 2020, GSA moved 21 components to the next stage of the FIBF standards development process. GSA completed the Real Property Management readiness assessment in FY 2020 Q4 and is in the process of analyzing the results.

PI 4.2.1(a) Number of business lines that go through a readiness assessment		
Fiscal Year	**Target**	**Results**
2018	N/A	5
2019	N/A	1
2020	1	1
Lead Office: Office of Government-wide Policy		

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		
Fiscal Year	**Target**	**Results**
2018	N/A	5
2019	N/A	15
2020	12	21
Lead Office: Office of Government-wide Policy		

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, and 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.

Finally, 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, life-cycle 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.

Goal Leaders	Gerard Badorrek, CFO Office of the Chief Financial Officer Bob Stafford, Chief Administrative Services Officer Office of Administrative Services Traci DiMartini, CHCO Office of Human Resources Management David Shive, CIO GSA IT Jessica Salmoiraghi, Associate Administrator Office of Government-wide Policy

Strategic Objective 4.3 – FY 2020 Progress Update

GSA continues to make noteworthy progress in achieving this strategic objective. Costs remain streamlined, with operating expenses accounting for just 8 percent of the value of goods and services GSA provides to Government customers. Key factors contributing to lower cost include the increased use of RPA, greater adoption of cloud services and technology, and using competitive bidding for acquisitions. At the midpoint of 2020, GSA deployed 53 automations, up from 29 in September 2019. Reflecting a 3-percent increase from FY 2019, 53 percent (46 of 87) of GSA's IT investments now use cloud technologies. Although the current public health COVID-19 emergency will affect GSA's overall competition metrics, GSA used existing Government-wide contracts to ensure robust competition when acquiring goods and services.

The quality of GSA's internal shared services remains strong. In 2020, GSA strengthened cybersecurity with umbrella software to stop phishing, malware, and ransomware attacks on Government furnished equipment when not connected to the GSA network. GSA received an "A+" on the Federal Information Technology Acquisition Reform Act (FITARA) scorecard. Of the Federal agencies reviewed, GSA was the only agency to earn an "A+" and one of just two agencies that received an "A." GSA is also the only agency to receive back-to-back "A" scores in the history of the FITARA scorecard, a notable acknowledgement to the continuous diligent work of GSA IT.

GSA investments in technology and people allowed for a smooth and effective transition into a telework-ready workforce to meet organizational challenges presented during the COVID-19 pandemic. To ensure an efficient and effective workforce, GSA became the first Federal agency to establish mandatory telework, calling on agency experts within human resources, information technology and mission assurance to successfully navigate technical and policy challenges facing virtual onboarding. Since mandatory GSA telework was implemented, GSA successfully onboarded 572 new employees using a 100 percent virtual process and conducted 73 onboarding sessions nationwide from March 29, 2020, to September 30, 2020. In addition, the new Telework Agreement module in HR Links, GSA's human resources and time and leave application, was implemented to combine regular and full-time telework agreements into a single streamlined common agreement process, saving time and improving internal controls.

To deliver a workforce able to support the GSA mission, in FY 2020, 14 of 14 (100 percent) GSA organizations progressed at least one level, and 11 of the 14 (79 percent) GSA organizations progressed two levels on the *Workforce Planning Maturity Model*, a model that aims to address workforce gaps, staffing plan management, recruitment, succession planning, and training. GSA maintains its position as a resourceful incubator of innovative solutions for shared mission-support services.

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:

	● Total operating costs (direct and indirect) divided by total revenues for all of GSA's major products or services. (b) Effectiveness of GSA CXO functions, as measured by customer satisfaction: ● Computed from the PMA Benchmarking Initiative's Customer Satisfaction Survey. ● Consists of an equally weighted composite customer satisfaction score for GSA's CXO functions — acquisition, financial management, human capital, IT, and shared 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 Federal Procurement Data System (FPDS) source data. ● Calculated by the 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. ● Calculated by the 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.
Progress Update	(a) Total GSA operating cost as a percent of goods and services provided: ● GSA far exceeded the target of 8.60 percent with an actual of 7.64 percent for total GSA operating cost as a percentage of goods and services provided. This positive result shows that GSA is efficiently managing costs relative to the demand for its goods and services. (b) Effectiveness of GSA CXO functions, as measured by customer satisfaction: ● Employee satisfaction improved for the third consecutive year (from 5.16 in FY 2018 to 5.49 in FY 2020). GSA's employee satisfaction with the services provided by the agency's administrative functions (IT, human resources, finance, and acquisition management) is among the highest for CFO Act agencies and continues to improve each year. (c) Percent of GSA IT portfolio utilizing cloud technologies: ● In FY 2020, 53 percent (46 of 87) of GSA's IT investments use cloud technologies, as reported on GSA's IT Portfolio Summary to the Office of Management and Budget (OMB). ● The 3 percent increase from FY 2019 is due to additional investments utilizing cloud technologies.

(d) Competition rate for GSA acquisitions and (e) Competitive One-Bid rate for GSA acquisitions:
  - GSA developed a dashboard that allows managers across the agency to regularly track competition metrics and identify areas for improvement, and communicates performance monthly. GSA met both the competition and the Competitive One-Bid targets.

PI 4.3.1(a) Total GSA operating cost as a percent of goods and services provided

Fiscal Year	Target	Results
2017	9.61%	9.25%
2018	9.20%	8.45%
2019	9.00%	8.01%
2020	8.60%	7.64%
Lead Office: Office of the Chief Financial Officer		

PI 4.3.1(b) Effectiveness of GSA CXO functions, as measured by customer satisfaction (7-point scale)

Fiscal Year	Target	Results
2017	N/A	5.07
2018	5.15	5.16
2019	5.23	5.42
2020	5.27	5.49
Lead Offices: OCFO, OAS, OHRM, and GSA IT		

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

Fiscal Year	Target	Results
2017	N/A	42%
2018	44%	47%
2019	50%	50%
2020	52%	53%
Lead Office: GSA IT		

PI 4.3.1(d) Competition rate for GSA acquisitions

Fiscal Year	Target	Results
2017	N/A	81.4%
2018	80.0%	82.6%
2019	80.0%	85.4%
2020	80.0%	84.2%
Lead Office: Office of Government-wide Policy		

PI 4.3.1(e) Competitive One-Bid rate for GSA acquisitions		
Fiscal Year	**Target**	**Results**
2017	N/A	14.9%
2018	15.0%	18.0%
2019	15.0%	15.4%
2020	15.0%	14.8%
Lead Office: Office of Government-wide Policy		

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 is able to deliver on current needs and provide solutions that meet future requirements. Developing a proactive workforce of this caliber enables successful delivery of new and expanded offerings.

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	Federal Employee Viewpoint Survey (FEVS) - Connection to GSA's Mission (percent positive): GSA measures a Mission Index, which focuses on how connected employees feel to the agency mission and how equipped they are (through training and development) to deliver on that mission. Questions from the U.S. Office of Personnel Management's FEVS are used to calculate the Mission Index. The index comprises FEVS questions in two subcategories: "Mission and Goals" and "Training and Development." Index is calculated by taking the average percent positive responses to each of the FEVS questions in the two subcategories.
Progress Update	GSA was unable to report on the Mission Index in FY 2020 due to a delayed FEVS that was condensed to allow for COVID-19 pandemic questions. The condensed version of FEVS omitted 5 of the 11 questions that comprise the GSA Mission Index.

PI 4.3.2 Federal Employee Viewpoint Survey — Connection to GSA's Mission (percent positive)		
Fiscal Year	**Target**	**Results**
2017	N/A	76.2%
2018	76.0%	77.0%
2019	78.0%	79.6%
2020	79.0%	Not Reportable*
Lead Offices: GSA Services and Staff Offices		

*FY 2020 FEVS was condensed to allow for COVID-19 pandemic questions. FY 2020 results are not reportable since not all Mission Index questions were included in the survey.

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MANAGEMENT AND PERFORMANCE CHALLENGES

The Reports Consolidation Act of 2000 requires Federal agencies to produce a report each year that includes a summary by the agency's Office of Inspector General (OIG) of the most serious management and performance challenges facing the Agency, as well as a brief assessment of the Agency's progress in addressing those challenges. Using an enterprise-wide perspective, GSA's senior leaders collaborate to identify and address these management and performance challenges, which often can include programmatic functions where effective performance is essential to GSA's mission execution.

Each year, GSA acknowledges the challenges identified by the OIG and implements a broad range of measures to address them. Throughout the year, GSA provides updates on these challenges to promote greater Government efficiency. In its *Assessment of GSA's Management and Performance Challenges for FY 2021*, the OIG identified nine management challenges in the areas of internal controls, contract administration, procurement, real property inventory, GSA's role in reorganizing the executive branch, cybersecurity, human capital management, safeguarding Federal facilities, and COVID-19 effects. GSA's response to this assessment is included in the management challenges section of the FY 2020 Agency Financial Report.

The U.S. Government Accountability Office (GAO) performs annual audits of GSA's major missions and routinely assesses the Agency's progress on management challenges identified on GAO's High Risk List. GAO's High Risk List, which includes agencies and program areas across the Government, is updated every 2 years and specifies corrective actions GAO believes necessary to improve critical operations and activities. GSA has a leading role in the management of Federal real property, a long-standing challenge on the High Risk List, and has equities in several other Government-wide areas. Based on insights from GAO, GSA continuously looks for opportunities to improve processes to enhance performance on behalf of the American public.

GSA's strategic and performance plans demonstrate its commitment to evaluating programmatic risks and prioritizing resource and oversight efforts. Senior leaders use key agency resources, such as GSA's Enterprise Risk Management Program, Management Control and Oversight Committee, and Enterprise Management Board to identify and mitigate management and performance challenges. GSA is committed to working across business units and alongside the OIG to exercise sound fiscal management, promote effective and efficient management of its programs, and maximize value to customer agencies and taxpayers.

EVIDENCE-BUILDING

GSA continued its commitment to improving the effectiveness (mission delivery) and efficiency (cost savings) of its operations and programs. GSA continues to identify opportunities to support the broader Federal community in implementing the requirements of the Evidence Based Policy Making Act of 2018 (Evidence Act), by providing training, resources, and direct technical assistance. In FY 2020, GSA focused internal efforts on meeting the requirements of the Evidence Act, drafting its first interim Learning Agenda, drafting a plan for an internal Capacity Assessment, developing an Annual Evaluation Plan (AEP), finalizing an Evaluation Policy and supporting guidance, and refining the institutional home for GSA's evaluation and evidence capabilities.

Some FY 2020 activities of note from the GSA Office of Evaluation Sciences include:
- Supporting evidence generation regarding reducing improper payments, as reflected in GSA's FY 2022 AEP. GSA worked with the Internal Revenue Service to design two rigorous evaluations

focused on reducing improper payments, and an associated playbook to support agencies identify common root causes of improper payments.

● Initiating rigorous evaluations in support of Government-wide small business priorities, to generate timely evidence on the barriers to and effect of COVID-19 small business grants and loans.

● Managing a small cohort of evaluation Fellows, loaned to agencies to support Evaluation Officers in meeting their pressing Evidence Act requirements, and sharing broader lessons learned Government-wide.

● Piloting an Evaluation Working Group model to develop the criteria for significant evaluations and content to be included in the first AEP, and sharing resources and lessons learned publicly.

In part due to COVID-19, GSA's Office of Evaluation Sciences did not complete evaluations as planned in FY 2020, and thus is not able to report on new results or evidence shared in FY 2020.

DATA VALIDATION AND VERIFICATION

The GSA Chief Financial Officer acknowledges the FY 2020 performance data contained in this report as accurate and reliable as required by the GPRA Modernization Act of 2010, in consideration of data limitations. GSA's established agency performance management policies outline verification and validation procedures that provide reasonable assurance of the completeness and reliability of performance data contained in this report.

Processes and procedures included:
● Expanded enterprise performance protocols — data dictionaries, data sources, computation methodologies, and an assessment of performance indicators;
● Completion of a verification and validation survey of externally reported performance measures and data, with the responding goal leaders; and
● Assessing the accuracy and completeness of performance measures based on fiscal year verification and validation cycles.

Data and performance assessment factors included: standards and procedures, data integrity, data quality, timeliness, and limitations. GSA conducted frequent and recurring performance briefings throughout the fiscal year in sessions with senior leadership, at the organizational level, and at Staff Office levels. GSA used data to inform insight-driven decision making that promoted efficient and effective performance.

APPENDIX: ACRONYM AND ABBREVIATION LIST

AAS	Assisted Acquisition Service
AAAP	Automated Advanced Acquisition Program
AEP	Annual Evaluation Plan
APG	Agency Priority Goal
APP	Annual Performance Plan
APR	Annual Performance Report
ATO	Authority to Operate
BOMA	Building Owners and Managers Association
BTU	British Thermal Units
CAP	Cross-Agency Priority
CBCA	Civilian Board of Contract Appeals
CFO	Chief Financial Officer
CIO	Chief Information Officer
CLS	Customer Loyalty Survey
CoE	Center of Excellence
CXO	C-Level Organizations
DCOI	Data Center Optimization Initiative
DCCOI	Data Center and Cloud Optimization Initiative
DOL	Department of Labor
EIS	Enterprise Infrastructure Solutions
EOA	Eliminate, Optimize, Automate
ESPC	Energy Savings Performance Contract
FAS	Federal Acquisition Service
FASTA	Federal Assets Sale Transfer Act
FedRAMP	Federal Risk and Authorization Management Program
FEVS	Federal Employee Viewpoint Survey
FIBF	Federal Integrated Business Framework
FICAM	Federal Identity, Credential, and Access Management
FITARA	Federal Information Technology Acquisition Reform Act

FM	Facilities Management
FMP	Federal Marketplace
FPDS	Federal Procurement Data System
FRPC	Federal Real Property Council
GAO	Government Accountability Office
GLS	GSA Leasing Support Services
GSA	General Services Administration
GSF	Gross Square Foot
GSA IT	Office of the Chief Information Officer
GWAC	Government-wide Acquisition Contract
HSPD-12	Homeland Security Presidential Directive 12
HUBZone	Historically Underutilized Business Zone
IPv6	Internet Protocol version 6
IT	Information Technology
ITC	Information Technology Category
LCAP	Lease Cost Avoidance Plan
LoB	Line of Business
MAS	Multiple Award Schedule
NAICS	North American Industry Classification System
NPV	Net Present Value
OAS	Office of Administrative Services
OCE	Office of Customer Experience
OCFO	Office of the Chief Financial Officer
OCIA	Office of Congressional and Intergovernmental Affairs
OCR	Office of Civil Rights
OGC	Office of General Counsel
OIG	Office of Inspector General
OMA	Office of Mission Assurance
OMB	Office of Management and Budget
OSC	Office of Strategic Communication

OSDBU	Office of Small and Disadvantaged Business Utilization
OSSPI	Office of Shared Solutions and Performance Improvement
PBS	Public Buildings Service
PG	Priority Goal
PMA	President's Management Agenda
PMO	Program Management Office
QSMO	Quality Service Management Office
R&A	Repair and Alterations
REXUS	Real Estate Across the United States
ROI	Return on Investment
RPA	Robotics Process Automation
RSF	Rentable Square Feet
SBA	Small Business Administration
SDB	Small Disadvantaged Business
SDVOSB	Service-Disabled Veteran-Owned Small Business
SO	Strategic Objective
TCO	Total Cost of Ownership
TMF	Technology Modernization Fund
TTS	Technology Transformation Services
VoIP	Voice over Internet Protocol
WOSB	Woman-Owned Small Business

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