GSA Strategic Plan Fiscal Years 2022 – 2026

GSA brings together a talented and diverse workforce — including leasing specialists, architects, contracting officers, project managers, policy analysts — as a data-driven, customer-focused team developing solutions to meet the needs of the Government today and into the future. GSA has four fundamental strategies for delivering its mission in the coming years: 1. Develop real estate solutions by acquiring, designing, constructing, managing, and preserving Government buildings and optimizing GSA's real estate portfolio. 2. Offer best value and an exceptional customer experience to Government organizations in acquiring professional services, equipment, supplies, telecommunications, and information technology. 3. Modernize technology across Government to protect against cyber threats and deliver a better digital experience for the American people. 4. Promote interagency collaboration, centralized services, and shared solutions to improve management practices and operations across Government.

Contents

General Services Administration (GSA)

Description:

The U.S. General Services Administration (GSA) was established to promote management best practices and efficient operations across the Government. For over seven decades, GSA has been honored to serve the American people by supporting other Federal agencies as they carry out their own critical missions. GSA accomplishes its mission by developing innovative, sustainable, cost-effective, and collaborative solutions in real estate, acquisition, and technology. GSA also improves Government operations by fostering interagency collaboration, shared services, and smart policies that allow agencies to focus on mission delivery.

Stakeholder(s):

Robin Carnahan :
 Administrator

Vision

Management best practices and efficient operations across the Government

Mission

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

Values

Efficiency

Sustainability

Accessibility

Responsiveness

1. Real Estate

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

Real Estate Solutions ~ GSA leverages real estate trends and customer mission needs to inform decision making. Two critical trends have created the opportunity to optimize the leased and federally owned real estate portfolio under GSA's jurisdiction, custody, and control (collectively, GSA-controlled facilities) to better serve the future needs of the Government and save money for the American taxpayers: 1. Workspace allocated per person is likely decreasing, a long-term trend accelerated by the COVID-19 pandemic. The pandemic demonstrated that telework is a viable option for most Federal agencies and that the future will include a mix of office-based work and telework. This presents a unique opportunity to restructure GSA's real estate portfolio and meet customers' workplace needs through a combination of space and technology services. 2. While office trends might change the composition and size of the GSA real estate portfolio in the future, GSA will continue to manage a significant asset base and must maintain its facilities in a state of good repair. For the past decade, funding shortfalls have hindered GSA's ability to address the growing backlog of deferred maintenance. GSA must address these deferred maintenance needs to provide safe, functional, and healthy workspaces for Federal employees at a good value for the American taxpayer, and to manage capital costs responsibly. This strategic goal positions GSA to lead the Federal Government's real estate optimization efforts as part of the "future of work". GSA seeks to offer agencies integrated and virtual workspace solutions, shift occupant agencies from leased to federally owned GSA-controlled facilities, reverse the growing backlog of repairs and alterations, and dispose of underutilized facilities that are surplus. GSA also seeks to invest in climate adaptation tools and strategies to minimize negative climate impacts on GSA-controlled facilities. To accomplish this strategic goal, GSA will need to secure the funding required to maintain Federal facilities to house nearly 1 million Federal employees safely.

1.1. Workspaces & Services

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

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

Stakeholder(s):
Public Buildings Service :
Lead Office

Performance Indicators

Key Performance Goal 1.1.1 Right-Sizing

Description	Type	Status	Start Date	End Date
Right-size GSA's real estate portfolio.	Target	Right-Sized		
	Actual			

1.1.1. Real Estate Model

Right-size the GSA portfolio and sustain a financially viable real estate model.

GSA aims to right-size the GSA portfolio and sustain a financially viable real estate model that supports the President's Management Agenda by partnering with customer agencies to optimize future space requirements. GSA is proactively collaborating with agencies to determine what the future of the workplace will look like, and the potential for cost savings derived from thoughtful practices and space design. GSA will continue to use a data-driven approach to gain insight into agencies' future operating postures and real estate needs, recognizing that each customer will have different requirements. These efforts will help GSA provide systematic, evidence-based leadership in this arena, resulting in an optimized and more efficiently used real estate portfolio.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.1.2. Workspaces

Evolve and expand workspace solutions for agencies.

Workplace 2030 is a GSA-led initiative involving multiple customer agencies that are collectively identifying the set of real estate, technology, and people solutions required and desired in the Federal workplace of the future. Based on efforts to date, GSA is simplifying the purchase of home office furnishings and technology for customers, creating a Workplace Innovation Lab that will allow customers to experiment with emerging workspace technologies, and actively offering flexible co-working space through a contract with multiple vendors. GSA will continue to work with agencies to validate and expand solutions that meet customer needs.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.2. Investments

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

GSA manages one of the Nation's largest and most diverse real estate portfolios, housing nearly 1 million Federal employees who perform, among other things, vital national security, law enforcement, commerce, and research and development missions. The COVID-19 pandemic created a unique opportunity for GSA and its 50

occupant agencies to rethink how they use space and reposition the portfolio to potentially reduce the overall Federal footprint and to save money. Investment in federally owned GSA-controlled facilities will not only modernize existing space and achieve higher performing buildings, but would also address the growing backlog of repairs and alterations to help properly maintain buildings in the future. For the past decade, funding shortfalls have hindered GSA's ability to make these critically needed investments. GSA will work with its customer agencies and Congress to secure the funding and approvals necessary to deliver a right-sized portfolio that is financially sustainable. GSA will strategically prioritize investments in owned assets to reduce the reliance on leased assets and maintain federally owned GSA-controlled facilities in good condition. Sufficiently investing in Federal buildings supports the President's Management Agenda and takes advantage of the unique opportunity created by the COVID-19 pandemic to reimagine the future of Federal workspaces and to optimize GSA's real estate portfolio.

Stakeholder(s):
Public Buildings Service :
 Lead Office

Performance Indicators

Key Performance Goal 1.2.1 Real Estate Portfolio

Description	Type	Status	Start Date	End Date
Optimize GSA's real estate portfolio.	Target	Optimized		
	Actual			

1.2.1. Leasing

Continued prioritization of Lease Cost Avoidance.

With approximately 60 percent of GSA leases expiring in the next five years, together with anticipated decreases in general office space demand due to increased telework across the Federal Government, GSA's Lease Cost Avoidance program continues to be an important tool for optimizing GSA's real estate portfolio and encouraging maximum use of federally owned GSA-controlled facilities in lieu of leasing.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.2.2. Real Estate Strategy

Develop and implement a real estate strategy with a financially-solvent asset mix.

While, in most cases, taxpayer benefits are best realized when the Federal Government owns an asset, GSA has not consistently had access to the entirety of the annual revenues it collects to reinvest in federally owned GSA-controlled facilities. The resulting backlog of reinvestment liabilities and the anticipated post-pandemic shift in real estate demand requires GSA to reevaluate its portfolio and, potentially, to redefine the asset mix between federally owned and leased facilities. The goal of this re-evaluation is to yield sufficient returns to support responsible operations and management of the portfolio and appropriate reinvestment levels to address repair and maintenance needs.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.2.3. Maintenance Funding

Seek to secure the funds needed to maintain GSA-controlled facilities in a state of good repair.

GSA strives to maintain GSA-controlled facilities in a state of good repair to (i) provide Federal Government employees and contractors with safe, healthy, and productive workspace, and (ii) manage taxpayer dollars responsibly. Achieving a state of good repair requires a three-pronged approach:

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.2.3.1. Database

Develop a highly accurate database of facility liabilities

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.2.3.2. Funding

Secure consistent and full annual access to the Federal Buildings Fund to address a backlog of unfunded repair and alterations projects and to maintain buildings properly going forward

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.2.3.3. Climate & Sustainability

Achieve the Administration's climate and sustainability goals, which directly result in cost savings, smart buildings, and climate resilient buildings

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.3. Climate Risks

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

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

Stakeholder(s):

Public Buildings Service :
Lead Office

Office of Government-wide Policy :
Lead Office

Performance Indicators

Key Performance Goal 1.3.1 GHG Emissions

Description	Type	Status	Start Date	End Date
Reduce GHG emissions from the GSA-controlled real estate portfolio.	Target	Reduced		
	Actual			

Key Performance Goal 1.3.2 Energy Intensity

Description	Type	Status	Start Date	End Date
Continue reducing energy intensity of GSA-controlled facilities.	Target	Reduced		
	Actual			

1.3.1. Electricity Sources

Achieve 100% renewable electricity sources by 2025 and 100% carbon pollution-free electricity by 2030, including 50 percent 24/7 carbon pollution-free electricity.

GSA will develop and implement a Renewable Energy Strategic Plan that will outline steps to achieve its 2025 goal for 100% renewable electricity in federally owned GSA-controlled facilities on the way to the Administration's 2030 100% carbon pollution-free electricity goal, including 50 percent 24/7 carbon pollution-free electricity. The plan will be based on findings from a comprehensive analysis of the GSA portfolio, life-cycle analysis, industry best practices, market conditions, available options, and contract mechanisms.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.3.2. Buildings

Target 50% of eligible buildings to comply with the Guiding Principles for Sustainable Federal Buildings by 2025.

GSA will undertake efforts to identify opportunities to improve or streamline performance evaluation required by the Guiding Principle (GP) for Sustainable Federal Buildings. This evaluation capability would help target sustainability performance challenges and building improvements over time, and better support the business case for operational improvements and renovations. GSA will develop a portfolio-wide plan to expand its review and qualification of sustainable buildings to at least 50% (of gross square feet (GSF)) of all 968 eligible federally owned GSA-controlled facilities (>10,000 GSF) by 2025. GSA will continue to support the interagency effort to develop a Federal Buildings Performance Standard and evaluate opportunities to integrate with other agencies' GP programs, maximizing value for the taxpayer.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.3.3. Construction & Modernization

Target net-zero designs for new construction and major modernization by 2030.

GSA will build on existing standards and requirements to advance the Administration's climate sustainability priority. GSA, in partnership with relevant Federal agencies, will enhance its project sustainability requirements by: ● Updating the Facilities Standards for the Public Buildings Service (PBS-P100) to require new construction designs to be, at least, net zero energy-ready . ● Eliminating usage of fossil fuel-generated energy in new and modernized buildings. ● Exploring ways to reduce the embodied carbon of materials used in construction and modernization projects.

By FY 2025, GSA plans for 40% of its new construction building designs to include on-site renewable energy-generation systems sufficient to achieve net zero energy performance.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.3.4. Climate Change

Develop a robust and resilient capacity to manage climate change risks and secure Federal real property investments by 2025.

GSA will establish a climate risk management process and resilience program that will formulate criteria and metrics to inform real property decisions and to monitor risk reduction investments (e.g., building flood protection, resilient power, wildfire damage prevention). GSA will analyze portfolio data and use climate science to identify and manage the portfolio's climate risks, engage with customers on requirements, and integrate climate risk considerations into formal agency decision-making processes. GSA will develop and institutionalize these processes and programs in a way that reduces GSA real estate portfolio risks.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.4. Programs

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

GSA is the Nation's largest landlord, managing more than 8,800 federally owned and leased assets located in approximately 2,000 communities throughout the 50 States, five territories, and the District of Columbia. GSA's vast reach presents a unique opportunity to support State, local, and Tribal governments' economic goals, along with the well-being of communities that host GSA-controlled facilities. GSA has the responsibility to leverage its real estate actions in ways that support community development and local planning goals, while meeting customer agency needs. This derives from legal mandate as well as sound business practice. GSA's Good Neighbor Program (GNP) provides the technical expertise and planning tools to help leverage its projects in support of community planning goals – to create multiple returns for communities and customer agencies. GSA, while balancing customer agency mission requirements, security criteria, and the interests of the American taxpayer, will use the GNP to identify and align projects that may support local community priorities. GSA will design and locate Federal facilities with local economic development and planning goals in mind; design facilities to maximize sustainability and to reflect the local community; coordinate with Federal agencies and State, local and Tribal governments to advance environmental justice where GSA-controlled facilities are having disproportionate negative impact on local communities; and coordinate with State, local, and Tribal governments on uses for and disposition of Federal surplus real property.

Stakeholder(s):

Public Buildings Service :
Lead Office

Local Communities

Underserved Populations

Performance Indicators

Key Performance Goal 1.4.1 Good Neighbor Program

Description	Type	Status	Start Date	End Date
Expand and deploy the "Good Neighbor Program" nationwide.	Target	Expanded		
	Actual			

1.4.1. Development Projects

Coordinate major GSA development projects with State, local, and Tribal stakeholders to generate positive and long-lasting community impacts for those communities that host GSA-controlled facilities.

GSA will execute its major capital projects in ways that support local economic development and community planning goals through early and in-depth engagement with local officials and other stakeholders. GSA will expand and enhance the use of pre-design collaborative techniques on new construction and other projects that impact the public realm to maximize community benefits. GSA will build upon previously successful outreach techniques, such as its Planning Outreach and Partnership meetings, public meetings, and other engagement strategies, including with partner Federal agencies. Where best practices are developed — such as in economic impact analysis, urban design, and public use concepts — we will incorporate them into GSA's facility design standards and business processes.

Stakeholder(s):

State Stakeholders   **Tribal Stakeholders**

Local Stakeholders

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.4.2. Economy, Sustainability & Environment

Collaborate with Federal agencies to accelerate economic recovery, sustainability, and environmental justice.

GSA will work with other Federal agencies to explore and implement policies and procedures for funding community-focused projects that target economic recovery and environmental improvement, especially in neighborhoods that have historically suffered from disinvestment and environmental harm. GSA will coordinate with agencies to review and revise existing policies to reflect current legislation and executive orders. GSA also will partner with grantmaking agencies to identify opportunities to enable local governments to build on the impact of GSA projects in their communities.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.4.3. Mapping & Spatial Data

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

GSA will expand its use of available environmental justice and sustainability mapping tools to better understand how its real estate investments impact local communities, including communities with environmental justice concerns and other vulnerable populations. Relevant data will enable GSA to evaluate projects holistically and prioritize projects that would also benefit local communities.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2. Acquisition

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

As the Federal Government's primary provider of acquisition services, GSA is committed to delivering value, innovation, and an exceptional customer experience. Every day, we help our customers make smart purchasing decisions to get the goods and services they need. GSA uses the collective buying power of the Government to negotiate better prices, while using efficient operations, market expertise, and proactive partnerships with customer agencies and private sector vendors. GSA plays an important role in advancing the Administration's priorities through leadership in Government-wide acquisition, including economic growth, climate resiliency, and strengthening diversity, equity, inclusion, and accessibility. The acquisition policies GSA establishes and implements have a significant and lasting impact on communities and stakeholders. Over the five-year horizon of this strategic plan, GSA intends to: ● Deliver best-value products and services to enable our customers' missions. ● Modernize acquisition through technology to improve the overall experience for our buyers and suppliers. ● Use our strategic position in the market, our expertise, and our relationships with customers and suppliers to drive equitable markets, sustainable practices, and continued economic recovery.

2.1. Products, Services & Solutions

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

The Federal Government relies on GSA to meet its evolving acquisition needs. GSA products, services, and solutions offerings help agencies accomplish their core missions and serve the public. GSA needs the right acquisition approaches to drive targeted outcomes, cost savings, faster responses, and broader socioeconomic access. In addition, GSA offerings need the right market intelligence, including the data and resulting insights, to navigate complex and changing market dynamics. Over the next five years, GSA will help reshape the Federal marketplace by refining and adapting its offerings, acquisition approaches, and market intelligence. GSA envisions a highly efficient market that brings customers and suppliers together with solutions that are purposefully designed to support each acquisition's unique needs. Using the strategies listed in this section, GSA will align its solutions with customers' changing needs while adding value throughout the acquisition process.

Stakeholder(s):

Federal Acquisition Service :
  Lead Offices

Public Buildings Service :
  Lead Office

Performance Indicators

Key Performance Goal 2.2.1 Solutions & Savings

Description	Type	Status	Start Date	End Date	U.S. Dollars
Expand the use of GSA acquisition solutions, and associated savings, across the Government.	Target	Expanded			
	Actual				

Key Performance Goal 2.2.2 MAS Sales

Description	Type	Status	Start Date	End Date	U.S. Dollars
Increase Multiple Award Schedule (MAS) sales.	Target	Increased			
	Actual				

2.1.1. Capabilities & Offerings

Evolve GSA's capabilities by tailoring offerings to the markets they serve.

GSA is rethinking and reshaping both the Services Marketplace and the Products Marketplace. Each market connects buyers with suppliers through tailored solutions to improve the value to those stakeholders. Within the Services Marketplace, GSA aims to improve the services contracting experience for customers, suppliers, and the acquisition workforce. A new Services Multiple Award Contract, built for the unique needs of services contracts, will: ● Make all contract types available, including hybrid and cost-type contracts. ● Provide flexible pricing models aligned to commercial practices. ● Deliver access to exceptionally qualified and highly capable industry partners.

On the products side, GSA will refine and clarify its online Products Marketplace offerings to improve customer experience and the selection process. It will: ● Consolidate and simplify multiple self-service buying platforms. ● Improve catalog management capabilities. ● Upgrade the post-award experience for suppliers via enhancements to catalog data and self-service interfaces.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.1.2. Acquisition

Help the Federal Government approach acquisition as a single, connected enterprise.

Category Management is a Government-wide effort to better understand and manage Federal spending as a single enterprise. Leading six of the ten categories and managing the majority of the Best-in-Class contract solutions, GSA is uniquely positioned to deliver benefits to customers and suppliers through Category Management. GSA will improve data access and analytics to gain insights about spend patterns, build policies to reinforce category management principles, increase transparency, foster public policy objectives, and reduce duplication of solutions.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.1.3. Innovation & Quality

Ensure GSA is at the forefront of acquisition innovation while maintaining exceptional contract quality.

GSA will continue to deliver best-value solutions to customers, particularly on reducing customer risk, enhancing end-user capabilities, and leveraging GSA's Government-wide acquisition expertise. These best-value determinations include considerations of price and speed for individual transactions, while encompassing a broader analysis of how GSA's solutions support agencies' strategic positions.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.1.4. Telecommunications

Fully transition the Federal Government to the next generation of telecommunications contracts.

Enterprise Infrastructure Solutions (EIS) is the Government-wide joint voice, video, data, and security service acquisition vehicle targeted for full adoption by FY 2024. These contracts efficiently leverage the scale of Government buying power while standardizing and optimizing major portions of the Federal technological infrastructure.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.1.5. Workspaces & Telework

Provide purchasing solutions to support evolving workspaces and telework trends.

GSA will use market insights from the Workplace 2030 project to provide new service offerings to Federal customers. One area of focus will include offerings that could enable agencies to acquire home office equipment (i.e., furniture and IT equipment). The "Home Office in a Box" would support agencies by providing a suite of options to provision an increasingly hybrid workforce.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.2. Stakeholder Satisfaction

Improve stakeholder satisfaction by delivering simplified customer and supplier experiences.

Strong partnerships with other agencies and suppliers are critical to the success of GSA and to support decisions that create value and savings for customers and the American people. Doing business with GSA should be an easy and transparent experience; GSA must continuously simplify and streamline its processes and systems. To accomplish this, GSA will focus on: ● Improving the supplier onboarding process for the MAS program. ● Streamlining the buyer experience. ● Modernizing acquisition through technology. ● Striving for excellence in contract administration.

Stakeholder(s):

Federal Acquisition Service :
  Lead Office

Office of Government-wide Policy :
  Lead Office

Public Buildings Service :
  Lead Office

Performance Indicators

Key Performance Goal 2.2.1 Customer Satisfaction

Description	Type	Status	Start Date	End Date
Increase customer satisfaction.	Target	Increased		
	Actual			

Key Performance Goal 2.2.2 Supplier Satisfaction

Description	Type	Status	Start Date	End Date
Increase satisfaction of supplier base.	Target	Increased		
	Actual			

Key Performance Goal 2.2.3 Tenant Satisfaction

Description	Type	Status	Start Date	End Date
Improve tenant satisfaction in Government-owned and -leased space.	Target			
	Actual			

Key Performance Goal 2.2.4 Contract Administration

Description	Type	Quality	Start Date	End Date
Improve the quality of contract administration in GSA contracting activities.	Target	Improved		
	Actual			

2.2.1. Suppliers

Improve the supplier onboarding process for GSA's MAS program.

Under GSA's MAS program, GSA plans to build and deploy journey maps to identify inconsistencies throughout the program. GSA will review all entry points to the program and determine what can be consolidated or removed to streamline the supplier experience. GSA will use the journey maps to help suppliers understand how they can improve the information they provide and to identify systems requirements. GSA will also create training for new suppliers to strengthen their business marketing, leading to more connections with customer agencies and increased supplier retention under the MAS program.

Stakeholder(s):
Suppliers

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.2.2. Buyers

Streamline the buyer experience.

Improving the buyer experience is a new area of focus under GSA's Federal Marketplace Strategy, centered on establishing a user-centered digital presence for buyers. This initiative aims to streamline access to acquisition tools; simplify market research; and provide commonly used documents, templates, and pricing resources for

services that help with acquisition planning. Over the next five years, the new experience will evolve to incorporate both product and service offerings. GSA envisions it as the premier self-service buying site for customer agencies. GSA will also identify opportunities to improve the buyer experience and usability of the Products Marketplace and GSA Advantage!®, focusing on search functionality, shipping notifications, product photos, and inventory status.

Stakeholder(s):

Buyers

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.2.3. Modernization

Modernize acquisition through technology.

GSA must ensure that the systems used to facilitate acquisitions are up-to-date, effective, and efficient. GSA is working to modernize and automate a variety of these systems, including:

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.2.3.1. Contracts

Delivering a modern, enterprise-wide Contract Acquisition Life-cycle Management

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.2.3.2. Legacy Applications

Merge legacy applications under the Assisted Services Shared Information System (ASSIST) to provide users with a single experience for all GSA Assisted Acquisitions

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.2.3.3. Bots

Automate bots to produce time savings and/or increase quality through error detection

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.2.3.4. Data Management

Streamline and improve data management for the more than 50 million products and services offered to the Federal marketplace through Catalog Management

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.2.4. Contract Administration

Improve GSA contract administration to ensure effective mission execution.

Sound contract administration is essential so that customers receive the goods and services for which GSA contracts on schedule and on budget. Contract administration is a shared responsibility among all stakeholders on the acquisition team. By increasing the focus on strategic improvements in this area, GSA can monitor the effectiveness of its internal contracting functions, verify that appropriate internal controls are in place, and deliver first-class acquisition services to its customers.

Stakeholder(s):

GSA Senior Procurement Executive :
GSA's Senior Procurement Executive will continue to assess contracting activity and program offices' performance of contract administration to achieve acquisition excellence. GSA will conduct both cyclical and targeted reviews of contracting activities' acquisition performance. Based on results, GSA will assign agency-wide corrective action plans as necessary. The results will be shared with GSA senior leadership and key acquisition professionals to monitor continual performance improvements.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.3. Supply Chain

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

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

Stakeholder(s):

Federal Acquisition Service :
  Lead Office

Office of Government-wide Policy :
  Lead Office

Public Buildings Service :
  Lead Office

Office of GSA IT :
  Lead Office

Office of Small and Disadvantaged Business Utilization :
  Lead Office

Performance Indicators

Key Performance Goal 2.3.1 Awareness & Capabilities

Description	Type	Status	Start Date	End Date
Increase awareness and capabilities within GSA's acquisition workforce to better manage supply chain risks.	Target	Increased		
	Actual			

2.3.1. Cyber Threats

Leverage acquisition to identify, deter, and respond to cyber threats.

GSA will support the Administration's goal of preventing, detecting, assessing, and remediating cyber incidents to protect national and economic security. GSA will achieve this goal through interagency collaboration; policy and regulation guidance; moving towards a Zero Trust Architecture; developing and implementing vendor, customer, and acquisition workforce communications of new cyber requirements; and monitoring vendor offerings on GSA acquisition vehicles. Also, GSA will continue addressing C-SCRM priorities to address enterprise-level supply chain risks, increase awareness and capabilities within GSA's acquisition workforce to better manage supply chain risks, standardize and expand GSA's operational management of supply chain risks, and build depth on pre- and post-award vendor risk assessment.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.3.2. Purchasing

Support the American economy and businesses with strategic purchasing practices.

GSA will support the Administration's goal of maximizing the purchase and use of goods, products, and materials produced in, and services offered in, the United States. GSA will play a crucial role in increasing reporting capabilities and developing reporting protocols of Made in America waivers. GSA will use policy-based approaches to advance this objective, including the Federal Acquisition Regulation rulemaking process and the expanding domestic requirements under the Buy American Act.

Stakeholder(s):
American Businesses

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.3.3. Industrial Base

Strengthen the Industrial Base.

GSA will promote the Administration's priorities to strengthen the acquisition industrial base by fostering a supply chain that can achieve new public policy objectives and meet customer requirements. The Federal Marketplace requires a broad, vibrant industrial base to meet customer agency mission requirements and fulfill a wide range of policy objectives. GSA will conduct supplier data analysis, conduct vendor outreach, and develop policies and acquisition strategies that aim to strengthen the diversity of the supplier base doing business through the GSA acquisitions program or directly through the award of GSA contracts. One area of focus will be building small business capacity in underrepresented markets, such as facilities maintenance and personal protective equipment, to support key agency objectives while reducing risk of supply shortages.

Stakeholder(s):
Industrial Base

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.3.4. Acquisition

Promote sustainable acquisition.

GSA acquisition is committed to using the power of Federal procurement to support the Administration's sustainability, climate, and environmental justice objectives. GSA will establish internal guidance to incorporate sustainable best practices throughout the acquisition life cycle. This policy will encourage GSA's program managers and contracting officers to consider sustainability early during acquisition planning. In the construction sector, GSA will partner with other agencies to require new construction designs to be, at minimum, net zero energy-ready and to stop using fossil fuel-generated energy in new and modernized buildings. GSA will also explore ways to reduce the embodied carbon of materials used in construction and facilities modernization projects.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.3.5. Smart Buildings

Develop and implement GSA Smart Buildings technology.

GSA will enhance processes in the Supply Chain Risk Management and Smart Building programs to quickly deploy smart devices, such as occupancy sensors, while preparing against cyberattacks. GSA has developed standard processes and procedures to evaluate the IT security of Building Monitoring and Control Systems components. In FY22, GSA issued ADM 7002.1, GSA Smart Buildings, a new Smart Building directive to uphold consistency in applying, evaluating, and implementing Smart Buildings system technology. Moreover, GSA will update the 2011 technology policy, revise the Smart Buildings program guide, and issue a new Smart Building Implementation Guide to serve as a roadmap for Smart Buildings Systems for GSA real estate projects.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.4. Economic Growth

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

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

Stakeholder(s):

Federal Acquisition Service :
Lead Office

Public Buildings Service :
Lead Office

Office of Government-wide Policy :
Lead Office

Office of Small and Disadvantaged Business Utilization :
Lead Office

Small Businesses

Underserved Businesses

Performance Indicators

Key Performance Goal 2.4.1 Personal Opportunities

Description	Type	Status	Start Date	End Date
Increase opportunities for persons with disabilities through GSA procurement.	Target	Increased		
	Actual			

Key Performance Goal 2.4.2 Spending

Description	Type	Status	Start Date	End Date	Percentage
Maintain and improve the percent of spend that goes to small business from the MAS.	Target	Improved			
	Actual				

Key Performance Goal 2.4.3 Business Opportunities

Description	Type	Status	Start Date	End Date
Create more opportunities for small and socio-economic businesses.	Target	Increased		
	Actual			

2.4.1. New Contractors

Design post-award support strategy for new Government-wide contractors.

GSA believes that the Federal Supply Schedules are the best entry point for new contractors to Federal procurement. As GSA works to streamline onboarding of new contractors — many of which are expected to be in various Small Disadvantaged Business (SDB) categories — it will lead a companion effort to help these new entrants succeed.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.4.2. Industry Partners

Expand GSA's industry partner base through development of the Polaris Governmentwide Acquisition Contract (GWAC).

GSA Small Business GWACs provide customer agencies an efficient way to access highly qualified small business IT service providers. With Polaris, GSA is looking to expand the industry partner base, provide greater access to emerging technologies, simplify proposal submission requirements, and improve the overall customer experience.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.4.3. Supplier Diversity

Develop supplier diversity plan.

As part of GSA's commitment to equity in procurement, it will develop a supplier diversity plan focused on key issues and actions GSA will take to increase opportunity for suppliers in SDB categories. One approach will include plans for regular on-ramping of key acquisition vehicles.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.4.4. AbilityOne

Advance AbilityOne program.

GSA's position as a premier acquisition agency influences the buying patterns of the Federal Government. GSA will work with the AbilityOne Commission and authorized Central Nonprofit Agencies to develop strategies that increase employment opportunities for persons with disabilities.

Stakeholder(s):

Persons with Disabilities

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3. Digital Government

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

GSA is positioned to create transformative change across Government as agencies modernize and secure Federal IT and Federal networks. Driven to make an impact, GSA's technology offices — Technology Transformation Services (TTS) and the Office of Information Technology Category (ITC), supported by the Office of Government-wide Policy — are leading the digital ecosystem in the Federal Government. They are committed to deepening Government-wide capabilities and services to yield a trusted, accessible, and user-centered digital experience. Technology is at the foundation of all of the Administration's priorities: addressing the COVID-19 pandemic; promoting economic recovery; advancing diversity, equity, inclusion, and accessibility; and tackling the climate crisis. More specifically, the pandemic has revealed and underscored the need for improvements in how the Government must use technology to improve service delivery. The nation's response to the pandemic was hindered by legacy systems and compounded by clear digital inequalities. Agencies have an obligation to rebuild public trust and to improve mission delivery through digital services. The pace of change in technology is rapid and affects all aspects of our lives. Transforming how the Government uses technology and developing more effective digital services can improve the lives of the American people. GSA is well positioned to deliver meaningful advancements by supporting agencies in their journeys and prioritizing the development of common digital services and standards, platforms, and products. Programs such as the United States Web Design System, Login.gov and USAGov are examples of GSA's ability to deliver increased efficiency, integration, and improved service delivery for human life experiences – "the moments that matter most in people's lives." By adapting and aligning its work to anticipate change, GSA can support technology development and deployment at other agencies. Finally, GSA can model effective digital Government by improving its own websites, products, and services, showcasing its shared offerings available to partner agencies.

3.1. Design Practices

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

To best serve the wide-ranging needs of our Government and the American people, GSA must insist on diversity, equity, inclusion, and accessibility in our teams and in our services. This is particularly critical for developing, implementing, and responsibly scaling adoption of technology that works for everyone. GSA recognizes that the most effective teams are cross-functional and have diverse backgrounds, experiences, and skills — with high levels of cultural competency and inclusivity. By prioritizing an equity-focused, people-centered approach to our design practices, we can proactively reduce negative impacts and improve usability and accessibility of our products and for the American people. There is a significant opportunity to improve how the Federal Government designs and delivers services and experiences for the public. Federal agencies have expressed robust demand for support in this area. With its strong organizational culture, technology, and customer experience (CX) capabilities, GSA can further develop CX and equity-centered design capacity at partner agencies through the Technology Transformation Services. These services support the Federal Government as it works to implement solutions that are simple, effective, equitable, and accessible to the public. For example, GSA will focus on broadening the public's access to voting by improving vote.gov, with an emphasis on providing Federal voting requirements and documents in many needed languages and media formats. GSA will explore opportunities to provide similar information about State and local voting. For our partners and customers, GSA's solutions must represent the public it serves. Recognizing that equitable approaches lead to better outcomes for everyone, GSA must deliver with equity at the forefront of its services and solutions. This includes advising and leading inclusive design strategy; providing training, support, and best practices to delivery teams; and ensuring GSA's workforce has the skills to design, develop, and deliver equitable projects and products. In implementation, GSA will: ● Advocate for an inclusive design mindset with

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

Stakeholder(s):

Technology Transformation Services :
Lead Office

Office of Government-wide Policy :
Lead Office

Office of Customer Experience :
Lead Office

Office of GSA IT :
Lead Office

Performance Indicators

Key Performance Goal 3.1.1 Technology & Websites

Description	Type	Status	Start Date	End Date
Evaluate, rationalize, and modernize GSA technology and solutions to advance standardization among websites across Government.	Target	Rationalized, Modernized & Standardized		
	Actual			

Key Performance Goal 3.1.2 Resource Access

Description	Type	Status	Start Date	End Date
Improve the public's ability to access resources by increasing usability, utility, and data integrity of public-facing Government websites.	Target	Improved		
	Actual			

3.1.1. Websites & Digital Products

Increase user satisfaction with GSA websites and digital products, as well as agency partner websites, by focusing on accessibility, navigation, data integrity, and standardization.

The Government must effectively design and deliver websites and digital services to the public that promote accessibility, optimal experience, trust, and security. GSA will act to increase the adoption of GSA digital products and services that promote the 21st Century Integrated Digital Experience Act (IDEA) principles by increasing standardization among Government websites. GSA will champion efforts that focus on customer experience while requesting amendments to the Federal Citizen Services Fund (FCSF) appropriation language. These requests include reimbursable services and raising the spending cap to provide more services to Government partners so that GSA can serve the public and deliver high-impact projects. Additionally, GSA will reimagine the USAGov program to increase Government information sharing and accessibility to the public. This will include incorporating multiple language translation services and modern call center technology. The first step will be to develop a roadmap for the redesigned USA.gov website that will improve customers' ability to navigate to all Government benefits, services, and programs. The website will feature streamlined content, processes, and technologies that use human-centered design to meet customer needs, including consolidating content currently appearing on Benefits.gov, Grants.gov, and other appropriate websites. Within GSA, the Office of Customer Experience and internal Digital Executive Board will enhance the digital literacy of GSA website managers. "Digital literacy" refers to the managers' and their associated teams' abilities to navigate both the business and technical requirements of website management, collaborating across those specialty areas to accomplish strategic tasks to serve GSA's customers and achieve and maintain compliance with 21st Century IDEA.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.1.2. Digital Analytics

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

Across the Federal Government, latent data is underutilized. This data could provide more insight to agencies as they deliver on their missions. Government websites and services are the primary means by which the public interacts with and receives information from the Government. As a data analytics solution that reveals the American public's usage patterns on Government websites, the DAP provides a clear picture of the information the public is seeking on a daily basis. With upgraded technologies and tools, DAP can expand on its capabilities for helping agencies understand how people find, access, and use Government services online.

Stakeholder(s):
Digital Analytics Program (DAP)

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.2. Shared Solutions

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

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

Stakeholder(s):
Technology Transformation Services :
  Lead Office

Performance Indicators

Key Performance Goal 3.2.1 Digital Threats

Description	Type	Status	Start Date	End Date
Target the growth of shared security products to reduce digital threats.	Target	Reduced		
	Actual			

Key Performance Goal 3.2.2 ID Solution Adoption

Description	Type	Status	Start Date	End Date
Increase adoption of GSA-sponsored identity solutions.	Target	Increased		
	Actual			

3.2.1. Shared Services

Continue to grow and streamline targeted shared services that enable the public to easily and safely engage with Government.

The public expects seamless and secure tools and information to effectively interact with Government agencies. GSA is leading by developing a robust set of shared services to improve the way that people access and share information with the Government. GSA will focus on two shared services in particular:

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.2.1.1. Identity Verification

Improve the equity and security of identity verification for users of Government websites.

GSA will expand the Login.gov platform, enhancing Login.gov's current operational environment to further scale across Government and increase equitable access to websites and digital services.

Stakeholder(s):

Government Website Users   **Login.gov**

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.2.1.2. Rulemaking

Modernize Federal rulemaking management systems to encourage constructive public engagement while reducing operating costs.

GSA will more effectively facilitate public access to Federal rulemaking and guidance information, streamline workflows for Federal rulemakers, and support data tools to improve analysis of rulemaking data by Government and the public.

Stakeholder(s):

Federal Rulemakers   **The Public**

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.2.2. FedRAMP

Reduce public sector digital threats by expanding the Federal Risk and Authorization Management Program (FedRAMP).

FedRAMP empowers agencies to use modern cloud technologies, with an emphasis on securing and protecting Federal information. The Government uses FedRAMP-authorized cloud systems to provide Government services and information to the public. FedRAMP will continue to expand, focusing on increasing reuse of authorized cloud products. This reuse will lead to economies of scale, Government-wide standardization, faster delivery time, and increased security.

Stakeholder(s):

**Federal Risk and Authorization
Management Program (FedRAMP)**

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.2.3. Intergovernmental Procurement

Be a partner and leader in facilitating the procurement of and access to services and products to State, local, territorial, and Tribal governments.

Many of the Federal Government's digital challenges and strategic goals are similar to those of State, local, territorial, and Tribal governments, and many of these challenges could be addressed by better coordination and greater economies of scale at the State and local level. This is currently accomplished by leveraging authorities such as the Intergovernmental Cooperation Act and GSA's Cooperative Purchasing program. By exploring ways to scale GSA's technology programs, products, and expertise to non-Federal governments, many of these challenges could be addressed to provide better public experiences and greater economies of scale at the State and local level. In addition, GSA has extensive knowledge around improving digital services that could help State and local governments reduce duplication of services and more efficiently allocate IT funds from the Federal Government.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.3. Knowledge & Tools

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

GSA provides technical services and an array of digital products and programs that are available on a Government-wide scale. The current Administration has invested significantly in technology and positioned GSA as the "tip of the spear" to expand technology modernization and digital transformation across the Federal Government. This is an opportune moment to be ambitious and aggressive in driving transformational change on behalf of the American people. Yet few Federal agencies are adequately positioned to invest in technology solutions to address cross-agency or broad public challenges. New technology offerings in the Government tend to struggle to consistently scale and become sustainable. However, GSA has a track record of seeding new products and capabilities for the Government. GSA is well positioned to provide modern products and services and enable capabilities on a cross-agency basis. GSA is exploring the opportunity to utilize a venture studio-like model within TTS to scale reimagined Government-wide products, services, and capabilities. This approach would help to launch innovative offerings and sustain them by providing resources and creating a clear, repeatable model for growing new ventures. It would focus on high-impact digital transformation projects spanning multiple agencies and/or the public.

Stakeholder(s):

Technology Transformation Services :
Lead Office

Office of Government-wide Policy :
Lead Office

Performance Indicators

Key Performance Goal 3.3.1 Technology Acumen & Adoption

Description	Type	Status	Start Date	End Date
Increase Government technology acumen and adoption.	Target	Increased		
	Actual			

Key Performance Goal 3.3.2 Usage & Satisfaction

Description	Type	Status	Start Date	End Date
Increase usage and satisfaction with GSA's shared digital services and solutions.	Target	Increased		
	Actual			

Key Performance Goal 3.3.3 IT Modernization

Description	Type	Status	Start Date	End Date
Increase Federal IT modernization.	Target	Increased		
	Actual			

Key Performance Goal 3.3.4 Digital Workforce Diversity

Description	Type	Status	Start Date	End Date
Expand the diversity of the digital workforce.	Target	Expanded		
	Actual			

3.3.1. Shared Services

Be the premier provider of shared digital services and solutions for Government.

To transform the methods used by Government agencies to build, buy, and share technology, GSA will position TTS more prominently in the Federal market. Prioritizing shared digital services that provide a better experience for the public, the TTS brand will emphasize innovative technology expertise in people, services, and solutions to accelerate IT modernization in Government. Additionally, GSA will continue to seek more flexible Federal Citizen Services Fund (FCSF) authorities to better serve the public and accomplish more impactful projects. These actions will enable GSA to continue to scale TTS programs, products, and technical acumen across Government.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.3.2. Innovative Accelerators

Drive technology modernization and increase technology acumen across Government by expanding innovative accelerators.

Innovative accelerators within GSA are changing the way digital services are developed and delivered. By using accelerators such as 18F, Centers of Excellence, Presidential Innovation Fellows, and 10X, agency partners are reinventing processes, approaches, and platforms, while actively learning from one another. This environment

of growth, development, and mentorship allows people to share learnings, best practices, and open-source software. GSA will expand the use of innovative accelerators and communities of practice to drive technology modernization with our agency partners and deepen the pool of technology acumen across Government.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.3.3. Digital Products & Services

Leverage the American Rescue Plan (ARP) funds and GSA expertise to support agencies recovering, rebuilding, and reimagining the delivery of digital products and services to meet the needs of the public and other stakeholders.

GSA will actively support the American Rescue Plan (ARP) in providing Government-wide public-facing services to help recover from the COVID-19 pandemic and rebuild for more secure and effective public digital experiences. GSA will also reimagine the delivery of digital services to improve transparency, interoperability, security, and efficiency to bolster public confidence in Government. GSA will allocate ARP funding to digital projects and initiatives aligned with these guiding objectives. In addition, GSA will collaborate with the Federal community on ARP-related initiatives to develop a consistent, repeatable, and equitable process for evaluating and monitoring funded projects.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.3.4. Technology Modernization

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

The ARP provided $1 billion to the Technology Modernization Fund (TMF) to focus on the most urgent modernization and cybersecurity projects. The TMF enables agencies to reimagine and transform the way they use technology to deliver their services to the American public. The TMF's innovative financing model means that many IT modernization projects are funded and sustained that otherwise would not have gotten off the ground. The incremental funding, tied to delivery of milestones, allows for more agile and dynamic project implementation while promoting efficient, effective use of taxpayer dollars. GSA is working with agencies pre- and post-award to ensure that projects are well-designed and set up for success. In general, TMF-financed projects support modernization of cybersecurity, public-facing digital services, high-value assets, and Government-wide collaboration and shared services. Additionally, GSA has been working to overhaul and upgrade the Federal IT Dashboard to support greater transparency into IT investments and better inform funding allocation decisions.

Stakeholder(s):
Technology Modernization Fund (TMF)

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.3.5. Technology & Workforce

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

New talent and best practices are key to increasing the technological capabilities of the Federal Government. GSA will attract talent by creating new pathways for early career and diverse technologists to enter Government through programs such as the U.S. Digital Corps. This will allow recruitment and hiring of more early career technologists from underrepresented groups and non-traditional pathways, diversifying the Federal IT work-force. GSA will be using skillsbased assessments and subject matter experts in the hiring process. This approach can minimize reliance on purely credential-based approaches (education, experience) and give technologists from non-traditional backgrounds a clearer pathway into Government. GSA will continue to champion diversity, equity, inclusion, and accessibility best practices within GSA and will share learnings across Government. Overall, GSA will actively hire diverse technology talent and create a culture for diverse talent to thrive.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4. Government Operations

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

Government agencies are best able to execute their mission when they have well-informed decision-making capabilities, affordable and readily accessible solutions to operate key functions, and strong policy development and implementation practices. Yet agencies face a daunting task to develop and periodically upgrade these "building blocks" on their own. Common sense dictates that agencies benefit when they are able to use the practices, processes, and expertise of other agencies and the broader ecosystem of stakeholders that work with the Government. GSA plays a unique role in bringing together Federal agencies, industry, academia, and subject matter experts to make Government more effective, efficient, and responsive to the American people. The "Government Operations" Strategic Goal emphasizes the communication channels, processes, tools, and services that collectively serve as an accelerator for sharing and applying knowledge across the Executive branch enterprise.

4.1. Evidence & Collaboration

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

Analysis and evaluation are critical to assess operational effectiveness and inform decision making for Government agencies. However, many agencies lack adequate mechanisms for rigorous evaluations. GSA is leading Government-wide efforts to develop evidence-building and evaluation to enhance strategic analysis and build organizational capacity. GSA can use its experience in growing these capabilities internally to assist other agencies with their efforts to establish robust evidence and evaluation activities. Government agencies also face common management challenges that can lead to inefficiencies and drain resources. Agencies benefit from interagency collaboration to effectively and holistically address these challenges. GSA convenes interagency forums to tackle significant issues to benefit the whole of Government. Among these, the Federal Executive Councils and communities of practice bring together a wide variety of capabilities and expertise to address common challenges and create effective policy across Government.

Stakeholder(s):

Office of Government-wide Policy :
 Lead Office

Performance Indicators

Key Performance Goal 4.1.1 Evaluation Designs & Methods

Description	Type	Status	Start Date	End Date
Develop and implement evaluation designs and methods on high-priority, high-impact Government-wide programs	Target	Developed & Implemented		
	Actual			

4.1.1. Evidence & Evaluation

Expand Government-wide evidence and evaluation capacity.

GSA will conduct robust evaluations to examine and improve program effectiveness to support agencies' priorities and to build Government-wide knowledge. Building evidence on key Government-wide priority topics will help to drive, inform, and improve decision making in priority areas such as the President's Management Agenda, Administration priorities, agency priorities, and other cross-cutting challenges. GSA will build portfolios of evidence, tackling priority topics with multiple agencies to accumulate a robust body of evidence.

To do so, GSA will expand capacity-building efforts through the established Evaluation Fellowship program, pairing external academic talent with pressing agency challenges. Through this work, GSA will also support agencies using existing administrative data to drive, inform, and improve decision making in priority areas.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4.1.2. CoPs

Foster and manage Government-wide communities of practices to enable innovation.

GSA will build on the progress of the active and robust communities of practice (CoPs) it administers to strengthen the Federal workforce, spur innovation, enable adoption of emerging technologies, and create opportunities to improve the effectiveness and efficiency of Government. GSA currently manages over 30 CoPs that have unique goals and objectives tailored to the needs of the community members they serve. For FY 2022, GSA has identified six CoPs to achieve key milestones or quantitative performance outcomes.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4.1.3. Interagency Forums

Leverage interagency forums to tackle key management challenges.

GSA will provide support to drive collaboration among the Federal Executive Councils (Councils). The Councils coordinate engagement and policy development across the Federal Government's CXO ecosystem to identify shared challenges, foster innovation, and spread best practices. GSA is moving beyond its traditional support activities by working to convene cross-Council events to improve collaboration among the Councils on key policy and management challenges. This focus supports a cross-functional approach and increases the diversity of perspectives, helping to more holistically address long-term or emerging challenges.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4.2. Services & Solutions

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

Despite annual Federal spending of roughly $25 billion on mission-support services, 38% of agency leaders still report low satisfaction with services such as hiring, financial management, grants management, procurement,

and travel. With many agencies managing these services in-house, the Federal Government has missed opportunities to leverage economies of scale and expertise. In addition, redundant IT solutions across agencies are costly and difficult to secure against cybersecurity threats. Shared Services is an industry best practice to improve the quality and performance of missionsupport services in a manner that enables agencies to focus on their missions and better serve the American public. GSA plays a central role in developing policy, best practices, and strategic planning for mission-support shared services across Government. GSA has led in educating and helping Government agencies understand the cost and operational benefits of shared solutions and centralized services. GSA regularly assesses agency progress at standardizing and consolidating work processes. That, in turn, facilitates opportunities to consolidate specific services and drive increased adoption across the Federal enterprise. GSA's Fleet services is an excellent example of a centralized service provided for the benefit of all agencies. The Fleet program works to efficiently acquire and deploy vehicles in support of agency missions, increasingly through the procurement of zero-emission vehicles (ZEVs) and electric charging infrastructure. These efforts promote adoption of ZEVs across Government. This will reduce greenhouse gas emissions and lower the cost of operating motor vehicle fleets in the future. Using this best-in-class shared services model, agencies can focus on their core mission delivery while decreasing fleet emissions. Through the increased adoption of high-performing centralized services and shared solutions, the focus of the Government's workforce, technology, and funding resources will be better aligned to delivering on mission to the American people.

Stakeholder(s):

Office of Government-wide Policy :   **Federal Acquisition Service** :
Lead Office   *Lead Office*

Performance Indicators

Key Performance Goal 4.2.1 Adoption & Optimization

Description	Type	Status	Start Date	End Date
Improve agency adoption and optimization of GSA services.	Target	Improved		
	Actual			

Key Performance Goal 4.2.2 Functional Standardization

Description	Type	Status	Start Date	End Date
Advance Government-wide agreement on the standardization of mission-support functions.	Target	Advanced		
	Actual			

Key Performance Goal 4.2.3 Zero-Emission Vehicles

Description	Type	Status	Start Date	End Date	Number
Address the climate crisis through zero-emission fleet vehicles.	Target				
	Actual				

4.2.1. Shared Services

Increase adoption of GSA's existing shared services by other agencies.

GSA will increase the use of its existing portfolio of solutions and services by large and small agencies as well as Presidential and Congressional commissions and boards. The shared services encompass GSA's technology modernization offerings, acquisition services, management of real property and other assets, and various other administrative and operational services. Improved use of these services will accelerate the Government's overall progress in leveraging economies of scale in buying and implementing commonly used products and services.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4.2.2. Business Requirements

Increase standardization of business requirements to inform and facilitate agency decisions on shared services adoption.

Business standards, established and agreed to by agencies using the Federal Integrated Business Framework (FIBF), enable the Government to better coordinate on the decision making needed to determine what can be adopted and commonly shared. Standards are an essential first step toward agreement on outcomes, data, and cross-functional end-to-end processes that will drive economies of scale and leverage the Government's buying power. GSA will continue to convene the interagency Business Standards Council (BSC), coordinating agreement among the BSC, relevant Executive Councils, and OMB on advancing common mission-support business standards. GSA will enroll new mission-support functions into the business standards community and provide the tools necessary to complete standards. GSA will promote using the business standards in readiness assessments, performance management frameworks, procurements, and investment planning.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4.2.3. Agency-Owned Vehicles

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

GSA will continue to work with customers to consolidate their agency-owned vehicles into the GSA Leased Fleet, to save approximately $0.10 per mile with GSA's services.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4.2.4. ZEVs

Reduce the carbon emissions of the Federal fleet by increasing offerings and acquisition of zero-emission vehicles (ZEVs).

GSA's fleet prioritizes having modern, safe, efficient, and cost-effective vehicles. These principles drive our strategy of acquiring zero-emission, low-GHG-emitting, hybrid, and other alternative fuel vehicles mirroring what the commercial market offers. GSA will continue to purchase cleaner vehicles to meet customer mission needs within the GSA Fleet. It will thus increase the efficiency of vehicles operated and ultimately reduce carbon emissions. To accomplish this, GSA will:

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4.2.4.1. Deployment

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

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4.2.4.2. Education

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

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

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4.2.5. EVSE

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

GSA will partner with agencies to deploy and install EVSE at Federal facilities to accommodate an expected increase in ZEVs within the Federal fleet. GSA currently provides access to EVSE through a blanket purchase agreement (BPA) allowing customers to purchase charging stations from vendors. GSA will expand its contract offerings and customer tools to provide a wide variety of EVSE hardware, software, and options Government-wide. This will make it easier for GSA and tenant agencies to install charging stations and related equipment. GSA is also establishing construction contracts to allow for installation of charging stations in Federal facilities when new construction or repair and alteration work is being done.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4.2.6. Carbon Emissions

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

GSA will continue to install telematics on all appropriate new vehicle acquisitions as well as support customer agencies requesting to retrofit their existing fleet with telematics. This long-term effort allows agencies to use data as a strategic asset to address climate change by accurately measuring their fleet's carbon emissions and tracking reductions over time.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4.2.7. Travel Services

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

GSA will deliver an end-to-end travel and expense service — E-Gov Travel Service Next — that results in a more efficient Government-wide travel and expense marketplace. The service will have a user-centric design that integrates all travel products for an improved customer experience. The solution will be centrally acquired and delivered as a shared service, allowing GSA to focus on prioritizing customer needs, cost efficiencies, and environmental benefits.

Stakeholder(s):
Civilian Agencies

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4.3. Policies, Regulations & Training

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

A streamlined Government enables mission success, improves citizen experience, and promotes savings. Key to improving Government operations is having accurate and reliable data that helps decision makers manage assets effectively, develop balanced operating policies and procedures, and provide the right skills-based training to the Federal workforce. This strategic objective focuses on three specific areas where improving data quality and access can have a meaningful impact on Government operations: asset management, policy formulation, and workforce skills.

Stakeholder(s):
Office of Government-wide Policy :
Lead Office

Performance Indicators

Key Performance Goal 4.3.1 Real Property Data

Description	Type	Status	Start Date	End Date
Improve Government-wide real property data.	Target	Improved		
	Actual			

Key Performance Goal 4.3.2 Policy Initiatives

Description	Type	Status	Start Date	End Date
Implement effective policy initiatives.	Target	Implemented		
	Actual			

Key Performance Goal 4.3.3 Training

Description	Type	Status	Start Date	End Date
Deliver quality policy compliance training to agencies regarding policies, regulations, and best practices.	Target	Delivered		
	Actual			

4.3.1. Real Property Data

Improve the accuracy of Government-wide real property data through consistent data standards and management.

GSA plans to use mission-support business standards and automated tools to improve the consistency and accuracy of Government-wide real property data. For the past 20 years, the U.S. Government Accountability Office has cited problems with real property data as a reason that Federal real property management is on the high-risk list of Federal programs. GSA will use business rules developed for the FIBF to establish real property data standards that should improve data consistency. GSA has developed a set of automated tools to identify potential errors in data that landholding agencies submit to the Federal Real Property Profile database. GSA will also leverage geospatial data tools to assist agencies validate and verify data to improve data accuracy and completeness.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4.3.2. Policy Initiatives

Assess Government-wide effectiveness of GSA's policy initiatives.

GSA will establish a method to regularly gather feedback on their policy initiatives from key policy stakeholders and agency users across Government. GSA's goal will be to implement policy initiatives that result in 75 percent of respondents rating those initiatives as effective. GSA will analyze survey responses to identify areas for improvement in creating, communicating, and implementing policy initiatives.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4.3.3. Training

Evaluate and adapt policy compliance training for agencies.

GSA has a strong track record of training agency partners on how best to comply with Government-wide policies and regulations. GSA uses a variety of formats and delivery channels, including live training, documentation (e.g., playbooks, checklists), and consultation with subject matter experts. GSA will use a suite of metrics to track the volume and effectiveness of compliance training, ensuring that it provides the necessary breadth and depth of education while remaining accountable for making training improvements.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

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