

**U.S. GENERAL SERVICES
ADMINISTRATION**



**FY 2012
CONGRESSIONAL JUSTIFICATION**

FEBRUARY 14, 2011

U.S. General Services Administration

SUMMARY of the FY 2012 REQUEST

Fiscal Year 2012 Budget Request

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U.S. General Services Administration
Summary of the FY 2012 Request

Summary of the Request

The FY 2012 budget of the U.S. General Services Administration (GSA) requests \$617 million in discretionary budget authority. This is an increase of \$342 million from the FY 2010 enacted level. Within the aggregate request, \$285 million is requested as net budget authority for the Federal Buildings Fund and \$332 million is requested for GSA operating appropriations.

Summary of Discretionary Budget Authority

(Dollars in Thousands)

	FY 2010 Actual	FY 2011 Annualized CR level	FY 2012 Request
Discretionary Budget Authority (BA):			
<i>FBF Net Budget Authority</i>	\$ 9,402	-\$ 243,184	\$ 285,370
<i>Operating Appropriations</i>	265,817	265,817	332,024
GSA Discretionary BA, Regular Approps:	\$ 275,219	\$ 22,633	\$ 617,394

Federal Buildings Fund

GSA requests \$9,509 million in New Obligational Authority (NOA) for the Federal Buildings Fund, an increase of \$981 million over FY 2010 actual NOA. In FY 2012, GSA is not requesting an appropriation to the Fund. GSA will fund its NOA request within available resources, including anticipated revenues of \$9,303 million.

Federal Buildings Fund, Request for New Obligational Authority

(Dollars in Thousands)

	FY 2010 Actual	FY 2011 Annualized CR level	FY 2012 Request
Construction & Acquisition of Facilities	\$ 901,961	\$ 300,000	\$ 839,642
Repairs and Alterations	489,515	479,751	868,902
Installment Acquisition Payments	140,525	135,540	126,801
Rental of Space	4,729,871	5,316,946	5,285,198
Building Operations	2,265,376	2,311,348	2,387,968
New Obligational Authority	\$ 8,527,248	\$ 8,543,585	\$ 9,508,511
<i>Net Budget Authority</i>	9,402	-243,184	285,370
FBF Appropriation	\$ 537,900	\$ 537,900	\$ 0

GSA's request for the Federal Buildings Fund would support a capital investment program of \$1.7 billion, including \$840 million for New Construction and Acquisition and \$869 million for Repairs and Alterations.

FY 2012 Capital Investment Program

(Dollars in Thousands)

CONSTRUCTION AND ACQUISITION Program *(in priority order, dollars in thousands):*

Executive Agencies:

Washington, DC, St. Elizabeths Highway Interchange.....	\$ 55,400
Washington, DC, St. Elizabeths West Campus Infrastructure.....	41,906
Washington, DC, St. Elizabeths Activities.....	100,000
Washington, DC, St. Elizabeths East Campus Road Development.....	20,400
Lakewood, CO, Denver Federal Center Remediation.....	9,307
San Juan, PR, FBI Consolidation.....	145,506
Frederick County, VA, FBI Central Records Center.....	<u>97,060</u>

Subtotal, Executive Agencies..... **\$ 469,579**

Land Ports of Entry:

Columbus, NM, U.S. LPOE.....	\$ 59,598
Alexandria Bay, NY, U.S. LPOE.....	173,565
Laredo, TX, Convent Street U.S. LPOE	74,947
Dunseith, ND, U.S. LPOE.....	35,863
Brownsville, TX, Gateway U.S. LPOE.....	<u>26,090</u>

Subtotal, Land Ports of Entry..... **\$ 370,063**

New Obligational Authority, CONSTRUCTION AND ACQUISITION Program..... **\$ 839,642**

REPAIRS AND ALTERATIONS Program *(in priority order, dollars in thousands):*

Non-Prospectus (Basic) Repairs and Alterations Program..... **\$ 402,388**

Full Scope Repairs and Alterations:

Washington, DC, Main Interior Building.....	\$ 50,400
Washington, DC, Harry S. Truman Building.....	54,700
Honolulu, HI, Prince J. Kuhio Kalaniana'ole Federal Building and Courthouse.....	198,650
San Francisco, CA, Phillip Burton FBI Consolidation.....	49,900
Overland, MO, Prevedel Federal Building.....	24,386
Washington, DC, EEOB Pennsylvania Avenue Screening Facility.....	<u>17,000</u>

Subtotal, Full Scope Repairs and Alterations Projects..... **\$ 395,036**

Major Repairs and Alterations Design Program:

Los Angeles, CA, Federal Building (ICE).....	\$ 9,478
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Special Emphasis Programs:

Energy and Water Retrofit and Conservation Measures.....	\$ 40,000
Fire Prevention Program.....	15,000
Wellness and Fitness Program.....	<u>7,000</u>

Subtotal, Special Emphasis Programs..... **\$ 62,000**

New Obligational Authority, REPAIRS AND ALTERATIONS Program..... **\$ 868,902**

GSA Operating Appropriations

GSA requests \$332 million for seven operating appropriations, a net increase of \$66 million from the FY 2010 enacted level. The request includes \$55 million and 10 FTE to support government-wide efforts to improve Federal contracting through investments in information technology and the acquisition workforce. GSA requests \$5 million to support multi-agency efforts to improve cyber security and provide trusted identities in cyberspace, and \$13 million and 34 FTE to support workload increases in several programs. An additional \$1.7 million is requested for the annualization of FY 2010 Federal pay raise, cost increases for inflation, and benefits for Former Presidents.

Operating Appropriations, Request for New Budget Authority

(Dollars in Thousands)

	FY 2010 Enacted	FY 2011 Annualized CR level	FY 2012 Request
Government-wide Policy	\$ 59,665	\$ 59,665	\$ 105,140
Operating Expenses	72,881	72,881	70,022
Office of the Inspector General	59,000	59,000	62,358
Electronic Government Fund	34,000	34,000	34,000
Former Presidents	3,756	3,756	3,671
Federal Acquisition Workforce Initiatives	0	0	16,900
Federal Citizen Services Fund	36,515	36,515	39,933
Total Budget Authority	\$ 265,817	\$ 265,817	\$ 332,024

Program Increases:

- GSA requests increases of \$48 million and 14 FTE to the Government-wide Policy appropriation, including:
 - (1) *\$38 million for modernization and upgrades to the Integrated Acquisition Environment (IAE), a government-wide information system managed and supported by GSA. Timely investment in IAE is critical to fulfilling the Federal Funding Accountability and Transparency Act (FFATA) and will improve contract and grant award, management, and reporting.*
 - (2) *\$5 million for support of the National Strategy for Trusted Identities in Cyberspace (NSTIC). GSA will support NSTIC by creating a robust public-private governance effort to complement Federal Public Key Infrastructure (PKI) and establish security, privacy, and interoperability best practices.*
 - (3) *\$2.75 million and 9 FTE for salaries and expenses of the Office of Federal High-Performance Green Buildings. Funds requested for FY 2012 will allow GSA to continue to provide green Federal building standards and disseminate practices, technologies, and research results through outreach, education, and technical assistance government-wide.*

- (4) *\$900 thousand and 2 FTE to meet workload increases in GSA Federal Advisory Committee Act (FACA) programs and to redesign and expand the FACA.gov website.*
- (5) *\$737 thousand and 2 FTE for the E-Forms Catalog, also known as Forms.gov. The requested funds provide for the transfer of authority for Forms.gov from SBA to GSA and provide a permanent source of funding for the program with appropriated funds.*
- (6) *\$125 thousand and 1 FTE for the Central Contractor Registry (CCR) system. The requested funds will provide for a Deputy Project Manager to support CCR operations.*
- GSA requests an increase of \$3.4 million and 7 FTE to the Office of Inspector General appropriation, including:
 - (1) *\$2.2 million and 7 FTE to perform real-time and high-impact inspections and evaluations, including assessing GSA sustainability initiatives and identifying vulnerabilities in GSA infrastructure protection programs; and*
 - (2) *\$822 thousand to provide for relocation costs associated with an expiring lease in Philadelphia, PA and for minor improvements in locations across the country.*
- GSA requests an increase of \$16.9 million to establish a new appropriation for Federal Acquisition Workforce Initiatives. This initiative is a new funding request to improve the Federal acquisition workforce and includes:
 - (1) *\$7.9 million for salaries, curriculum development, competency management, certification management and career management;*
 - (2) *\$5 million for workforce development activities to assist in the recruitment, hiring, development, and retention of members of the acquisition workforce as defined by the Office of Federal Procurement Policy Act; and*
 - (3) *\$4 million for developing, operating, and maintaining data and knowledge capture and management capabilities for increasing the effectiveness and efficiency of the acquisition workforce.*
- GSA requests increases of \$4.7 million and 22 FTE for the Federal Citizen Services Fund appropriation, to improve citizen engagement with government through innovative technologies and to improve delivery of government services to the public.

Program Decreases:

- Requested increases are offset by -\$6.4 million in program and other decreases and an additional reduction of -\$2.7 million in Terminations, Reductions, and Administrative Savings (TRS) initiatives.

Terminations, Reductions, and Administrative Savings initiatives

The FY 2012 request includes reductions of -\$27 million from six Termination, Reduction, and Administrative Savings (TRS) initiatives, including -\$17.5 million from discretionary appropriations:

- -\$11 million from reduced business travel across all GSA accounts, including -\$8.5 million from discretionary appropriations. GSA will reduce Scope 3 Greenhouse Gas (GHG) emissions from employee business travel by 25% by FY 2020. GSA will meet this aggressive goal by seeking alternatives to travel, including deploying advanced video-conferencing systems, consolidating and co-locating training conferences, and reducing non-mission critical travel. Cost savings from travel reductions are partially offset by increased costs of new teleconferencing technologies.
- -\$6 million from agency-wide implementation of Voice-Over-Internet-Protocol (VOIP) technology, including -\$3.5 million from discretionary appropriations. VOIP carries telephone services over the internal data network and over the Internet. VOIP will reduce costs for phone service and – because VOIP uses the data network instead of the telephone network – reduces costs of maintaining the physical infrastructure of telecommunications equipment. Cost savings are partially offset by the cost of meeting increased demand on the data network resulting from VOIP implementation.
- -\$4.6 million from the Acquisition Services Fund, to decrease the resources dedicated to warehousing and delivering supplies and equipment. In FY 2012, GSA will reduce spending on three large distribution centers that stock goods, accept customer orders, and ship ordered items to customers. GSA expects reduced demand for this source of supply as it moves to providing more goods to customers directly from suppliers. Cost savings come from reduced spending on contract labor at distribution centers.
- -\$3.4 million from the Federal Buildings Fund, by reducing various centrally funded building support studies.
- -\$1.4 million from the Government-wide Policy appropriation, to non-recur funds in FY 2010 enacted level for a government-wide database on contractor integrity and performance. Section 872 of the Duncan Hunter National Defense Authorization Act for FY 2001 (Public Law 110-417) directed GSA and the Office of Management and Budget to establish this database. The FY 2010 Consolidated Appropriations Act (P.L. 111-117) provided \$2,000 thousand in the Government-wide Policy appropriation. The FY 2012 Request retains \$600 thousand to provide for operations and maintenance of the database.
- -\$708 thousand from the Federal Citizen Services Fund, for website consolidations and other efficiencies. GSA expects to realize savings in FY 2012 from consolidating multiple websites run by the Federal Citizen Information Center as a part of a broader strategy to ensure other agencies have a consistent experience when accessing and using GSA citizen engagement tools. GSA will also realize savings from in-sourcing software development activities previously conducted by contract employees.

The request does not provide for a Federal pay raise in FY 2011 or FY 2012. This two-year pay freeze results in additional cost savings of \$53 million in FY 2012, including \$31.5 million from discretionary appropriations.

GSA Vision, Mission, and Goals

GSA supports the mission of all Federal agencies by providing them with workspace, acquisition services, administrative policies, and citizen engagement tools, so that they can focus on achieving their respective missions. GSA meets the needs of Federal agencies by providing modern, efficient, and comprehensive solutions.

GSA Vision

GSA's vision is to achieve a Zero Environmental Footprint. GSA will eliminate its impact on the natural environment and use its government-wide influence to reduce the environmental impact of the Federal government. GSA will minimize its consumption of energy, water and other resources and will eliminate all waste and pollution in all GSA operations and activities. GSA will use its purchasing power to drive the market to produce a wider variety and greater number of products, services and workspaces that are more sustainable.

GSA Mission

GSA's mission is to use expertise to provide innovative solutions for our customers in support of their missions and by so doing foster an effective, sustainable, and transparent Government for the American people.

Strategic Goals

GSA must excel in each of its three strategic goals of Innovation, Customer Intimacy, and Operational Excellence to meet the needs of its Federal agency customers and fulfill its mission.

- *Innovation.*—GSA will be an innovation engine for the Government. GSA will use its government-wide perspective and expertise, centralized procurement and property management role, and unique statutory authorities to take chances that others are not positioned to take. GSA will test innovative ideas within its own operations and offer those solutions to other agencies through its government-wide contracting and policy-making authorities.
- *Customer Intimacy.*—GSA will seek an intimate understanding of and resonance with its customers in order to serve with integrity, creativity, and responsibility. GSA will develop strategic partnerships with industry and with other Federal agencies to develop new and innovative tools for a more effective Government.
- *Operational Excellence.*—GSA strives for performance excellence, continuous improvement, and the elimination of waste in all of its operations. GSA is committed to developing the acquisition workforce and deploying electronic tools to support the reform of Federal contracting, and originating and fine-tuning the government-wide policies necessary for a truly modern Federal government.

High-Priority Performance Goals

GSA has identified several near-term priorities and significant efforts in FY 2011 and FY 2012 that demonstrate the agency's commitment to improving its environmental performance and laying the ground work for a Zero Environmental Footprint. Each goal drives improvements in agency innovation, customer intimacy, and operational excellence.

1. **Environmental Sustainability.** GSA will take actions to directly reduce our consumption of resources and will provide our Federal agency customers with solutions that help them manage and reduce their consumption.
 - A. GSA will identify 12 Government-wide administrative policies where we can enhance Federal sustainability and will collaborate with Federal agency partners to change those policies by September 30, 2011.
 - B. On behalf of the Federal Government, and consistent with identified research needs in the Executive Order 13514 Section 13 Recommendations, GSA will identify benefits and challenges for Federal contractors choosing to complete a greenhouse gas (GHG) emissions inventory using the services of a GHG emissions registry. As a continuation of this analysis, GSA will facilitate the completion of GHG emissions inventories by 60 small businesses by September 30, 2011.
 - C. GSA will increase solid waste recycling across its inventory of Federal buildings by at least 10 percent by September 30, 2011.

2. **Open Government and Transparency.** GSA will drive greater transparency and Open Government through the adoption of agile technologies, processes, and expertise for citizen engagement and collaboration built around innovative solutions that provide a more effective, citizen-driven government.
 - A. GSA will create three additional widely adopted social media "readiness assessment" tools piloted in at least three Federal agencies by December 31, 2011.
 - B. GSA will assist in conducting six high value public dialogues with Federal agencies by September 30, 2011.
 - C. GSA will reach or surpass 157 million citizen "touch points" (citizen interactions) through Internet, phone, print and social media channels by September 30, 2011.
 - D. By September 30, 2011, GSA will educate 5,500 Government employees on citizen engagement methods and tools in forums, classes and / or webinars that are rated "highly successful" by participants and directly linked to agency capability building and successful engagement outcomes.

3. **Excellence in Real Estate Solutions Delivery.** As the government's expert in real estate, GSA will work with customer agencies to develop strategic portfolio plans that best meet mission workplace needs, manage customer real estate costs and maximize the performance of the GSA inventory. By September 30, 2011, GSA will complete strategic portfolio plans for at least three major customers.

U.S. General Services Administration
Summary of the FY 2012 Request

Summary of Requested Appropriations Action
(Dollars in Thousands)

	<u>FY 2010 Actual</u>	<u>FY 2011 Annualized CR level</u>	<u>FY 2012 Request</u>
<i><u>Federal Buildings Fund (FBF), New Obligational Authority:</u></i>			
Construction & Acquisition of Facilities	\$ 901,961	\$ 300,000	\$ 839,642
Repairs and Alterations	489,515	479,751	868,902
Installment Acquisition Payments	140,525	135,540	126,801
Rental of Space	4,729,871	5,316,946	5,285,198
Building Operations	2,265,376	2,311,348	2,387,968
Subtotal, New Obligational Authority	\$ 8,527,248	\$ 8,543,585	\$ 9,508,511
<i>FBF Net Budget Authority</i>	<i>9,402</i>	<i>-243,184</i>	<i>285,370</i>
FBF Appropriation	\$ 537,900	\$ 537,900	\$ 0
<i><u>Operating Appropriations, Budget Authority:</u></i>			
Governmentwide Policy	\$ 59,665	\$ 59,665	\$ 105,140
Operating Expenses	72,881	72,881	70,022
Office of the Inspector General	59,000	59,000	62,358
Electronic Government Fund	34,000	34,000	34,000
Former Presidents	3,756	3,756	3,671
Federal Acquisition Workforce Initiatives	0	0	16,900
Federal Citizen Services Fund	36,515	36,515	39,933
Subtotal, Operating Appropriations	\$ 265,817	\$ 265,817	\$ 332,024
TOTAL, BA and NOA	\$ 8,793,065	\$ 8,809,402	\$ 9,840,535
FULL-TIME EQUIVALENTS (FTE)	12,535.5	13,351.0	13,423.0

U.S. General Services Administration
 Summary of the FY 2012 Request

Total Obligations by Object Classification

(Dollars in Thousands)

	FY 2010 Actual	FY 2011 Current	FY 2012 Request
11.1 Full-time, permanent.....	\$ 1,128,055	\$ 1,184,846	\$ 1,184,079
11.3 Other than full-time permanent.....	5,361	4,992	5,049
11.5 Other personnel compensation.....	52,773	55,764	56,126
11.8 Special personal services payments..	2,033	1,166	1,096
12.1 Civilian personnel benefits.....	320,473	332,330	332,103
13.0 Benefits for former personnel.....	1,298	1,407	1,438
21.0 Travel and transportation of persons.	56,265	55,649	44,728
22.0 Transportation of things.....	53,659	41,976	39,128
23.1 Rental payments to GSA.....	75,585	78,625	77,958
23.2 Rental payments to others.....	5,281,189	5,146,133	5,491,734
23.3 Communications, utilities, and misc..	1,719,647	1,706,002	1,762,664
24.0 Printing and reproduction.....	12,690	13,913	13,960
25.1 Advisory and assistance services.....	2,122,470	2,210,341	2,301,273
25.2 Other services.....	4,800,411	4,726,070	4,749,148
25.3 Goods & services from Gov't accts....	588,402	566,836	572,085
25.4 Operation & maintenance of facilities.	646,161	439,882	446,040
25.7 Operation & maintenance of equip...	40,048	42,644	42,135
26.0 Supplies and materials.....	3,429,804	3,488,274	3,488,221
31.0 Equipment.....	1,142,653	1,153,040	1,192,313
32.0 Land and structures.....	4,966,916	2,487,088	1,644,915
33.0 Investments and loans.....	69	72	76
41.0 Grants, subsidies, and contributions..	1,336	212	213
42.0 Insurance claims and indemnities.....	-411	97	98
43.0 Interest and dividends.....	168,743	144,842	136,233
99.0 Total obligations.....	\$ 26,615,630	\$ 23,882,202	\$ 23,582,815
<i>Subtotal, PC&B.....</i>	<i>1,509,993</i>	<i>1,580,504</i>	<i>1,579,891</i>
<i>Subtotal, Non-labor.....</i>	<i>25,105,637</i>	<i>22,301,697</i>	<i>22,002,924</i>

Explanation of Changes, Federal Buildings Fund
(New Obligational Authority, Dollars in Thousands)

	Construction and Acquisition	Repairs and Alterations	Installation Acquisition Payments	Rental of Space	Building Operations	TOTAL
FY 2010 Actual New Obligational Authority	\$ 901,961	\$ 489,515	\$ 140,525	\$ 4,729,871	\$ 2,265,376	\$ 8,527,248
Change in Construction for Executive agencies	16,071					16,071
Change in Construction for Land Ports of Entry	215,010					215,010
Change in Construction for Judiciary	-293,400					-293,400
Change in Basic R&A program		117,188				117,188
Change in Line-Item R&A program		214,721				214,721
Increase in Line-Item R&A Design program		9,478				9,478
Change in Special Emphasis programs		38,000				38,000
Decrease in capitalized interest payments			-2,960			-2,960
Decrease in interest payments			-10,764			-10,764
Annualization of lease expansions and program changes				523,762		523,762
Unobligated balance used for FY 2012 requirements				-220,892		-220,892
Rental rate increases				207,113		207,113
Lump sum payments for real estate taxes and lease buyouts				201,449		201,449
Lease cancellations				-247,530		-247,530
Lease expansions (other than indefinite)				91,425		91,425
Annualization of the FY 2010 Pay Increase (2.0%)					3,298	3,298
Increase cost of supplies, materials, and service contracts					19,467	19,467
Contract labor rates for cleaning & maintenance					34,170	34,170
Building services in new space					48,060	48,060
Unobligated balances used to fund current operations					-20,000	-20,000
Decrease for reduced utilities					-9,935	-9,935
Administrative costs of Recovery Act projects					57,309	57,309
Wellness program					5,000	5,000
Cut Scope 3 Greenhouse Gas Emission by reducing travel					-8,212	-8,212
Reduce building studies					-3,400	-3,400
VoIP implementation					-3,165	-3,165
FY 2012 Budget Request	\$ 839,642	\$ 868,902	\$ 126,801	\$ 5,285,198	\$ 2,387,968	\$ 9,508,511

U.S. General Services Administration
Summary of the FY 2012 Request

Explanation of Changes, GSA Operating Appropriations
(Budget Authority, Dollars in Thousands)

	GP		OE		OIG		EG		FP		FAWI		FCS		TOTAL	
	FTE request	\$	FTE request	\$	FTE request	\$	request	\$	request	\$	FTE request	\$	FTE request	\$	FTE request	\$
FY 2010 Enacted Level	173.0	\$59,665	354.0	\$72,881	316.0	\$59,000	\$34,000	\$3,756	0.0	\$0	86.0	\$36,515	929.0	\$265,817		
Maintaining Current Levels																
Annualize FY 2010 Payraise (2.0%)	133		220		212						60		625			
Inflation (0.5%)	417		265		131						248		1,061			
Benefits & rent for Former Presidents								47					47			
Transfers and Realignments																
Transfer E-Gov staff to GSA WCF	-4.0	-1,008									-2.0	-488	-6.0	-1,496		
Transfer field Public Affairs Officers			11.0	2,331									11.0	2,331		
Savings from regional realignment			-11.0	-3,000									-11.0	-3,000		
Transfer OCSIT Front Office			-6.0	-1,304							6.0	1,304	0.0	0		
Increase FTE for in-sourcing											3.0	0	3.0	0		
Program Decreases																
Non-recur FY 2010 one-time increase				-1,000												-1,000
FPs Clinton & Carter savings								-169								-169
FP G W Bush personnel allowance								-38								-38
Program Increases																
Integrated Acquisition Environment		38,000														38,000
Trusted Identities in Cyberspace		5,000														5,000
Office of Fed. H-P Green Buildings	9.0	2,750												9.0	2,750	
FACA workload increases	2.0	900												2.0	900	
Foms.gov transfer from SBA	2.0	737												2.0	737	
CCR transfer from DoD	1.0	125												1.0	125	
OIG new and emerging issues					7.0	2,193								7.0	2,193	
OIG space relocation						822									822	
FPs Clinton and G W Bush increases								75							75	
Acquisition workforce initiatives									10.0	16,900				10.0	16,900	
Stand-up OCSIT organization											13.0	3,079	13.0	3,079		
Savings Initiatives																
Program-specific reductions		-1,400														-2,108
Reduce travel to cut GHG emissions		-92		-206												-321
VOIP implementation cost savings		-87		-165												-306
FY 2012 Budget Request	183.0	\$105,140	348.0	\$70,022	323.0	\$62,358	\$34,000	\$3,671	10.0	\$16,900	106.0	\$39,933	970.0	\$332,024		

GP: Government-wide Policy
EG: Electronic Government Fund
OE: Operating Expenses
FP: Former Presidents
OIG: Office of Inspector General
FAWI: Federal Acquisition Workforce Initiatives Fund
FCS: Federal Citizen Services Fund

U.S. General Services Administration

CARBON BUDGET

Fiscal Year 2012 Budget Request

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Overview

This section presents the GSA greenhouse gas (GHG) emissions inventory and reduction goals and targets. Executive Order 13514, *Federal Leadership in Environmental, Energy, and Economic Performance*, requires all Federal agencies to develop and annually report a comprehensive GHG emissions inventory, beginning in FY 2010. E.O. 13514 also requires agencies to establish and report targets for agency-wide reductions of GHG emissions against an FY 2008 baseline.

This section presents GSA's GHG emissions inventory for FY 2010 and provides estimated annual GHG emissions for FY 2011 and FY 2012. This section provides GSA's actual GHG emissions inventory and allows comparison of GSA's GHG emissions with agency policy and expenditures. It also reports the estimated impact that GSA's policy and budget initiatives will have on GHG emissions for future years.

Greenhouse Gas Reduction Goals

By FY 2020, GSA will reduce its annual greenhouse gas (GHG) emissions by 30 percent from its FY 2008 levels. GSA will reduce its GHG emissions from sources it owns or controls, including fuel consumed on-site to heat or power Federal buildings and fuel consumed by motor vehicles ("Scope 1" emissions) and GHG emissions resulting from the generation of electricity, heat, or steam that is purchased by GSA ("Scope 2" emissions) by 28.7 percent by FY 2020. GSA will also reduce its GHG emissions from indirect sources ("Scope 3 emissions"), including employee commuting and business travel, contracted waste disposal, and transmission losses from purchased electricity, by 44 percent by FY 2020 from FY 2008 levels.

In FY 2008, GSA generated an estimated 2.4 million metric tons of carbon dioxide equivalents. By FY 2020, GSA will shrink its GHG emissions to just 1.7 million tons. Today, 97 percent of GSA's GHG emissions come from energy consumption in Federal buildings and leased space; GSA's overall strategy to minimize its GHG emissions and achieve a Zero Environmental Footprint focuses on increasing the energy efficiency of its Federal buildings and leases through the following actions:

- GSA will design all new Federal buildings to: (1) deliver energy performance that exceeds industry standards by at least 30 percent for energy efficiency in non-residential buildings, (2) achieve the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) Gold certification, and (3) meet Energy Star standards.
- GSA will introduce new education initiatives to motivate tenants, GSA contractors and employees to make behavioral changes that reduce energy and water consumption.

Greenhouse Gas Emissions Reductions

(Emissions in Metric Tons of Carbon Dioxide Equivalents (MTCO₂e))

	FY 2008 Baseline	FY 2010 Actual	FY 2011 Target	FY 2012 Target
Scope 1 & 2:				
GSA Federal Buildings				
Cumulative Percentage Reduction Goal.....	base	7%	10%	13%
Cumulative Reduction Goal.....		158,653	226,647	294,641
Target Annual Emissions.....	2,266,472	2,107,819	2,039,825	1,971,831
Estimated Annual Emissions.....	2,266,472	1,978,080	2,039,825	1,971,831
GSA Internal-Use Motor Vehicles				
Cumulative Percentage Reduction Goal.....	base	3%	3%	3%
Cumulative Reduction Goal.....		137	137	137
Target Annual Emissions.....	4,172	4,035	4,035	4,035
Estimated Annual Emissions.....	4,172	4,035	4,035	4,035
Scope 3:				
Electricity Lost from Transmission and Distribution				
Cumulative Percentage Reduction Goal.....	base	5%	10%	15%
Cumulative Reduction Goal.....		5,578	11,156	16,734
Target Annual Emissions.....	111,558	105,980	100,402	94,824
Estimated Annual Emissions.....	111,558	111,068	100,402	94,824
Employee Commuting				
Cumulative Percentage Reduction Goal.....	base	10%	15%	17%
Cumulative Reduction Goal.....		3,398	5,097	5,776
Target Annual Emissions.....	33,977	30,579	28,880	28,201
Estimated Annual Emissions.....	33,977	35,945	28,880	28,201
Business Travel				
Cumulative Percentage Reduction Goal.....	base	2%	6%	10%
Cumulative Reduction Goal.....		197	590	983
Target Annual Emissions.....	9,829	9,632	9,239	8,846
Estimated Annual Emissions.....	9,829	11,879	9,239	8,846
Solid Waste Disposal & Wastewater Treatment				
Cumulative Percentage Reduction Goal.....	base	base	10%	20%
Cumulative Reduction Goal.....			138	275
Target Annual Emissions.....	1,432	1,432	1,294	1,157
Estimated Annual Emissions.....	1,432	1,552	1,294	1,157
Total Actual Percentage Reduction, All Scopes....		12%		
Total Actual Reduction, All Scopes.....		284,881		
Total Target Annual Emissions, All Scopes.....	2,427,440	2,259,478	2,183,675	2,108,894
Total Estimated Annual Emissions, All Scopes.....	2,427,440	2,142,559	2,183,675	2,108,894

All GHG emissions figures are in metric tons of carbon dioxide equivalents (MT CO₂e) and include three greenhouse gases: carbon dioxide (CO₂), methane (CS₄), and nitrous oxide (N₂O).

Summary of Performance

In FY 2010, GSA demonstrated progress towards its GHG reduction goals, achieving a 12 percent reduction in emissions across all scopes. The primary driver of GSA emissions reductions was reductions in emissions from Federal buildings. Increased use of alternative fuels in GSA's internal motor vehicles also contributed to lower overall emissions.

Emissions reductions in Federal buildings primarily result from the inclusion of renewable energy purchased from energy providers (Renewable Energy Credits, or RECs). Without RECs, GSA energy consumption in Federal buildings in FY 2010 would not have been significantly different from the FY 2010 baseline. Maintaining consistent energy consumption in FY 2010 is a notable accomplishment, given the unusual weather. FY 2010 included the snowiest winter on record for Washington DC, Baltimore, and Philadelphia, an area that includes almost one third of GSA-owned office space and over 280 GSA Federal buildings. Despite extraordinarily cold weather at the start of the year, overall 2010 tied 2005 as the warmest year on record. The extreme weather experienced in FY 2010 should have increased demand for air conditioning and heating in GSA Federal buildings, which would have substantially increased energy consumption and GHG emissions. Instead, GSA energy consumption in Federal buildings remained relatively constant, as a result of management efforts to increase energy efficiency and reduce energy consumption in Federal buildings.

In addition to reducing Scope 1 and 2 emissions from Federal buildings, GSA also reduced Scope 1 emissions from motor vehicles and Scope 3 emissions from electricity transmission and distribution losses. Reductions in motor vehicle emissions resulted from increased consumption of alternative fuels. GSA consumption of ethanol fuel (E85) increased by 500 percent over FY 2008 levels. GSA consumption of diesel fuel registered a similar increase, although this growth is likely due to systemic billing errors at fuel pumps that cause E85 purchases to be invoiced as diesel fuel. GSA did not increase the number of diesel-fueled vehicles in the fleet and believes that most of this increase is misidentified increases in E85 purchases.

Emissions from all other sources increased relative to FY 2008 levels. GSA will use this data to identify actions and develop plans to meet future year targets. GSA has incorporated GHG emissions as a key performance metric in agency management and policy decisions and will take action to improve its environmental performance and achieve a Zero Environmental Footprint.

Greenhouse Gas Emissions by Source

(Emissions in Metric Tons of Carbon Dioxide Equivalents (MTCO₂e))

	FY 2008 Baseline	FY 2010 Actual	FY 2011 Target	FY 2012 Target
Scope 1:				
Federal Buildings:				
Natural Gas.....	361,434	370,755		
Oil.....	<u>9,973</u>	<u>8,991</u>		
Subtotal, Federal Buildings.....	371,407	379,746		
Internal Fleet:				
Gasoline.....	4,088	3,769		
Diesel.....	73	217		
E-85.....	10	48		
Compressed Natural Gas.....	<u>2</u>	<u>1</u>		
Subtotal, Internal Fleet.....	4,172	4,035		
Scope 2:				
Electricity.....	1,693,578	1,687,788		
Purchased Steam.....	181,244	167,042		
Chilled Water.....	20,243	19,483		
Purchased Renewable Energy Biomass.....		889		
Renewable Electricity.....	<u> </u>	<u>-276,867</u>		
Subtotal, Scope 2 emissions.....	1,895,065	1,598,334		
Total, Scope 1 & 2 Emissions.....	2,270,644	1,982,115	2,043,860	1,975,866
Scope 3:				
Transmission and Distribution Losses.....	111,558	111,068	100,402	94,824
Federal Employee Commuting.....	33,977	35,945	28,880	28,201
Business Travel.....	9,829	11,879	9,239	8,846
Solid Waste Disposal & Wastewater Treatment..	<u>1,432</u>	<u>1,552</u>	<u>1,294</u>	<u>1,157</u>
Total, Scope 3 emissions.....	156,796	160,444	139,815	133,028
Total GHG Emissions, all Scopes.....	2,427,440	2,142,559	2,183,675	2,108,894

All GHG emissions figures are in metric tons of carbon dioxide equivalents (MT CO₂e) and include three greenhouse gases: carbon dioxide (CO₂), methane (CS₄), and nitrous oxide (N₂O).

Note: GSA does not set GHG reduction targets based on fuel type. GHG emissions reduction goals by source of emissions are provided on page CB-3.

Boundaries and Sources

Operational boundaries identify emissions sources and categorize them by scope. “Scope 1” GHG emissions include fuel consumed on-site to heat or power buildings and fuel consumed by motor vehicles. “Scope 2” GHG emissions result from the generation of purchased electricity, heat, or steam. “Scope 3” GHG emissions are generated by sources not owned or controlled by GSA, but related to GSA activities, including employee commuting and business travel, contracted waste disposal, and transmission losses from purchased electricity.

Organizational boundaries define the activities or sources of GHG emissions that fall within GSA accounting and reporting responsibilities.

GSA FY 2008 baseline and estimated GHG emissions for FY 2010 through FY 2012 include the following activities within its operational and organizational boundaries:

Scopes 1 & 2

Federal buildings emissions.—GSA reports estimated emissions from owned buildings and leases where it directly pays for utilities. GSA does not report emissions from leased space where utilities are included in the lease payment.

Motor vehicle emissions.—GSA reports emissions from owned or leased vehicles used internally by GSA employees. GSA excludes emissions from non-road vehicles and motor vehicles it leases to other Federal agencies.

Scope 3

Transmission and distribution (T&D) losses from purchased electricity.—GSA’s estimated emissions from T&D losses are based on purchased electricity in owned buildings and in leases where GSA directly pays for utilities.

Contracted solid waste disposal.—GSA reports estimated landfill emissions produced by solid waste from GSA employees only.

Wastewater treatment.—GSA reports estimated emissions from wastewater treatment and discharge from treatment facilities for GSA employees only.

Business travel.—GSA reports estimated emissions from air travel and rental vehicles for GSA employees engaged in official business. GSA does not report emissions from travel by train or bus and also excludes local business travel not occurring in rental vehicles.

Employee commuting.—GSA uses commuter surveys to report estimated employee commuting emissions. Emissions estimates are adjusted based on responses to questions on modes of transportation and participation in alternative workplace arrangements, including telework and alternative work schedules (AWS).

Greenhouse Gas Emissions in Native Units

	FY 2008 Baseline	FY 2010 Actual
Scope 1:		
Federal Buildings:		
Natural Gas (Thousand cubic ft.).....	6,624,760	6,795,602
Oil (Thousand gallons).....	974	878
Internal Fleet (Gasoline gallon equivalents):		
Gasoline.....	461,284	425,360
Diesel.....	7,875	23,468
E-85.....	7,549	35,819
Compressed Natural Gas.....	309	143
Liquefied Natural Gas.....	14	0
Scope 2:		
Electricity (MWh).....	2,906,957	2,885,354
Renewable Portion of Electricity (MWh).....	194,658	356,750
Purchased Steam (Billion BTUs).....	1,539	1,453
Chilled Water (Billion BTUs).....	364	350
Scope 3:		
Business Air Travel (Air miles traveled).....	46,021,674	55,826,157
Transmission and Distribution Losses (MWh).....	191,484	190,484
Federal Employee Commuting (MT CO ₂ e).....	33,759	35,945
Wastewater Treatment (Number of employees).....	11,792	12,536
Business Car Travel (Number of rentals).....	7,224	8,062
Solid Waste Disposal (Short Tons MSW).....	1,881	2,040

Note: GHG emissions reductions from renewable electricity consumption are not included in the FY 2008 baseline, but GSA did purchase renewable electricity in that year.

Conversion Factors

The GHG emissions reported for GSA Scope 1 and 2 activities and Scope 3 transmission and distribution losses are based on measured or estimated energy and fuel consumption. Scope 2 emissions from steam and chilled water production are based on data gathered directly from vendors, regarding the fuel source used to generate steam and chilled water. Scope 3 emissions for contracted solid waste disposal are based on solid waste audits conducted in selected GSA-operated Federal buildings in FY 2010. Scope 3 emissions for wastewater treatment were calculated based on number of GSA employees, provided from GSA's Comprehensive Human Resources System (CHRIS).

Emissions reported for these activities were determined by multiplying native units by conversion factors provided by the Department of Energy's Federal Energy Management Program (FEMP), for use in Federal agency GHG emissions reporting.

Scope 3 emissions from employee business air travel are reported directly from GSA's Travel Management Information System. Emissions from business rental car were estimated using the number of rentals in each fiscal year as reported by GSA's E-Gov Travel Service travel management system. Scope 3 emissions from employee commuting were estimated using a survey administered through GSA's Carbon Footprint and Green Procurement Tool (<https://www.carbonfootprint.gsa.gov/>).

Additional Assumptions

Federal buildings.—Energy usage values used to calculate Scope 1 and 2 emissions for FY 2008 and FY 2010 were extracted from consumption data reported on utility invoices.

Renewable energy.—Renewable electricity purchased in FY 2008 is not factored into the FY 2008 baseline. This is consistent with DOE / FEMP guidance and provides incentives to agencies (including GSA) that purchased renewable energy before E.O. 13514 required GHG emissions reductions goals. Emissions reductions from renewable energy are included in the FY 2010 Scope 2 emissions inventory.

Motor vehicles.—Fuel consumption data for FY 2008 and FY 2010 were taken from the Federal Automotive Statistical Tool (FAST), which tracks annual fuel purchases for Federal motor vehicles. Current data reporting systems inhibit the accurate inventory of fuel types purchased because they frequently invoice bio-fuels as other fossil fuels, primarily diesel.

Renewable Electricity.—Renewable electricity usage is based on actual invoiced Renewable Energy Credits (REC) and renewable energy purchases as well as renewable energy generated on-site. GSA calculated emissions avoided from purchased renewable electricity using conversion factors from DOE / FEMP.

Municipal Solid Waste.—Waste production was calculated using data from waste audits and ongoing tracking of solid waste and recycling at 18 GSA sites. Those audits yielded estimates of 0.159 short tons of waste per employee in FY 2008, and 0.163 short tons per employee in FY 2010. GSA applied these ratios to the total number of employees at GSA in each respective fiscal year to compute annual waste values for FY 2008 and FY 2010, which were then converted into emissions using the DOE / FEMP methodology.

U.S. General Services Administration

FEDERAL BUILDINGS FUND

Fiscal Year 2012 Budget Request

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Summary of the Request

The Federal Buildings Fund (FBF) is an intra-governmental revolving fund that finances real property management and related activities of the GSA Public Buildings Service (PBS). Principal activities include the operation, maintenance, and repair of GSA-owned and leased buildings, and the construction of Federal buildings, courthouses, and land ports of entry.

The FBF is financed by income from rent charged to occupants of GSA-controlled space. The charges are required by law to approximate commercial rates for comparable space and services. In addition, Congress may appropriate monies from the general funds of the Treasury to the FBF, as it deems necessary. The FBF is subject to annual Congressional enactment of New Obligational Authority (NOA), a limitation on the use of revenue.

The FY 2012 budget request provides a **total NOA of \$9,508,511 thousand** for this account, to be financed by revenues collected. The funds requested would finance a \$1,708,544 thousand capital investment program, including **(1) \$839,642 thousand for New Construction and Acquisition** and **(2) \$868,902 thousand for Repairs and Alterations**, to provide for the following projects:

CONSTRUCTION AND ACQUISITION Program *(in priority order, dollars in thousands):*

Executive Agencies:

Washington, DC, St. Elizabeths Highway Interchange.....	\$ 55,400
Washington, DC, St. Elizabeths West Campus Infrastructure.....	41,906
Washington, DC, St. Elizabeths Activities.....	100,000
Washington, DC, St. Elizabeths East Campus Road Development.....	20,400
Lakewood, CO, Denver Federal Center Remediation.....	9,307
San Juan, PR, FBI Consolidation.....	145,506
Frederick County, VA, FBI Central Records Center.....	<u>97,060</u>
Subtotal, Executive Agencies.....	\$ 469,579

Land Ports of Entry:

Columbus, NM, U.S. LPOE.....	\$ 59,598
Alexandria Bay, NY, U.S. LPOE.....	173,565
Laredo, TX, Convent Street U.S. LPOE	74,947
Dunseith, ND, U.S. LPOE.....	35,863
Brownsville, TX, Gateway U.S. LPOE.....	<u>26,090</u>
Subtotal, Land Ports of Entry.....	\$ 370,063

New Obligational Authority, CONSTRUCTION AND ACQUISITION Program..... \$ 839,642

REPAIRS AND ALTERATIONS Program *(in priority order, dollars in thousands):*

Non-Prospectus (Basic) Repairs and Alterations Program.....	\$ 402,388
Full Scope Repairs and Alterations:	
Washington, DC, Main Interior Building.....	\$ 50,400
Washington, DC, Harry S. Truman Building.....	54,700
Honolulu, HI, Prince J. Kuhio Kalaniana'ole Federal Building and Courthouse...	198,650
San Francisco, CA, Phillip Burton FBI Consolidation.....	49,900
Overland, MO, Prevedel Federal Building.....	24,386
Washington, DC, EEOB Pennsylvania Avenue Screening Facility.....	<u>17,000</u>
Subtotal, Full Scope Repairs and Alterations Projects.....	\$ 395,036
 Major Repairs and Alterations Design Program:	
Los Angeles, CA, Federal Building (ICE).....	\$ 9,478
 Special Emphasis Programs:	
Energy and Water Retrofit and Conservation Measures.....	\$ 40,000
Fire Prevention Program.....	15,000
Wellness and Fitness Program.....	<u>7,000</u>
Subtotal, Special Emphasis Programs.....	\$ 62,000
New Obligational Authority, REPAIRS AND ALTERATIONS Program.....	\$ 868,902

In addition, GSA requests:

(3) \$126,801 thousand for Installment Acquisition Payments, which provides for payments of interest for facilities constructed under borrowing authority;

(4) \$5,285,198 thousand for Rental of Space activities, which involve acquiring and administering leasehold interests in privately owned buildings where Federally owned space is not available; and

(5) \$2,387,968 thousand for the Building Operations program, which provides services for both Federally owned and leased facilities including cleaning, utilities and fuels, maintenance, administration and management of all PBS real property programs, and provides for the salaries and expenses of **6,691 FTE**.

Schedule of Resources, New Obligational Authority, and Fund Balance

(Dollars in Thousands, excludes Indefinite Authority)

	FY 2010 Actual	FY 2011 Annualized CR Level	FY 2012 Request
Resources:			
Available from prior year for reauthorization	\$ 603,686	\$ 1,032,184	\$ 1,813,268
Redemption of Debt	-66,076	-71,270	-79,620
Reprogramming Authority	83,663	0	0
Appropriation	537,900	537,900	0
Transfer	0	0	0
Rescission/Lapsed	-100,000	0	0
Revenue from operations:			
Rent	8,456,793	8,813,063	9,261,831
Miscellaneous	-250	3,110	3,166
Outleasing	4,420	6,091	5,892
Retention of Proceeds (Sale of Real Property)	23,581	19,948	15,680
SSA/CDC/CMS Payments	15,715	15,827	16,192
Subtotal, Revenue	\$ 8,500,259	\$ 8,858,039	\$ 9,302,761
Total Resources Available	\$ 9,559,432	\$10,356,853	\$11,036,409
New Obligational Authority:			
Construction and Acquisition	\$ 901,961	\$ 300,000	\$ 839,642
Repairs and Alterations	489,515	479,751	868,902
Installment Acquisition Payments	140,525	135,540	126,801
Rental of Space	4,729,871	5,316,946	5,285,198
Building Operations	2,265,376	2,311,348	2,387,968
Total New Obligational Authority	\$ 8,527,248	\$ 8,543,585	\$ 9,508,511
Fund Balance:			
Total Resources Available	\$ 9,559,432	\$10,356,853	\$11,036,409
Total New Obligational Authority	-8,527,248	-8,543,585	-9,508,511
Prior Year Recoveries	0	0	0
Fund Balance (Available for Reauthorization)	\$ 1,032,184	\$ 1,813,268	\$ 1,527,898
Net Budget Authority	\$ 9,402	-\$ 243,184	\$ 285,370

Net Budget Authority is only that portion of New Obligational Authority financed by the Fund Balance, Appropriations, or Transfers in. Revenues collected from funds appropriated to other Federal agencies are excluded, to be scored against those other agencies. Net BA is calculated as the Appropriation, *plus* the net change in the Fund Balance ["Available from prior year for reauthorization" *minus* end-of-year "Fund Balance (Available for Reauthorization)"], plus any Transfers or Rescissions.

Note: FY 2010 New Obligational Authority includes reprogrammings of \$75,739 thousand to Repairs and Alterations and \$7,924 thousand to Construction and Acquisition.

Crosswalk of FY 2010 New Obligational Authority

(Dollars in Thousands, excludes Indefinite Authority)

	P.L. 111-117 Enacted 12/16/2009	Approved Reprogramming	P.L. 111-226 Rescission 08/10/2010	FY2010 Enacted Legislation
New Obligational Authority:				
Construction and Acquisition	\$ 894,037	\$ 7,924	\$ 0	\$ 901,961
Repairs and Alterations	413,776	75,739	0	489,515
Installment Acquisition Pymts	140,525	0	0	140,525
Rental of Space	4,804,871	0	-75,000	4,729,871
Building Operations	2,290,376		-25,000	2,265,376
Total, New Obligational Authority	\$ 8,543,585	\$ 83,663	-\$ 100,000	\$ 8,527,248

1. Reprogramming in New Construction provided funding for the Buffalo, NY Courthouse (\$4,000 thousand) and the Portal, ND Land Port of Entry (\$3,924 thousand).
2. Reprogramming to Repairs and Alterations provided funding for the Washington, DC East Wing Utility Plant Replacement (\$36,500 thousand), Washington, DC Federal Office Building 10A (\$1,400 thousand), Washington, DC Eisenhower Executive Office Building Phase II (\$11,360 thousand), Reno, NV Clifton Young Federal Building-Courthouse (\$1,279 thousand), and Basic Repairs and Alterations (\$25,200 thousand).

Indefinite Authority

(Dollars in Thousands)

	FY 2010 Actual	FY 2011 Annualized CR Level	FY 2012 Request
Repairs and Alterations (Line-Item):			
Historical Outleasing	\$ 5,736	\$ 4,777	\$ 4,944
Energy Rebates	895	1,500	1,500
International Trade Center	1,000	1,000	1,000
Recycling	898	400	400
Total, Repairs and Alterations	\$ 8,529	\$ 7,677	\$ 7,844
Rental of Space: Leased Expansion Space	\$ 507,805	\$ 554,851	\$ 582,283
Building Operations:			
International Trade Center	\$ 31,441	\$ 27,500	\$ 28,000
Cooperative Use Act - Outleasing	5,942	6,549	6,549
National Antenna Program	2,056	2,278	2,278
Telework Centers	1,674	1,424	100
Total, Building Operations	\$ 41,113	\$ 37,751	\$ 36,927
Total Indefinite Authority	\$ 557,447	\$ 600,279	\$ 627,054

Appropriations Language

[For an additional amount to be deposited in the Federal Buildings Fund, \$291,900,000.] Amounts in the Fund, including revenues and collections deposited into the Fund shall be available for necessary expenses of real property management and related activities not otherwise provided for, including operation, maintenance, and protection of federally owned and leased buildings; rental of buildings in the District of Columbia; restoration of leased premises; moving governmental agencies (including space adjustments and telecommunications relocation expenses) in connection with the assignment, allocation and transfer of space; contractual services incident to cleaning or servicing buildings, and moving; repair and alteration of federally owned buildings including grounds, approaches and appurtenances; care and safeguarding of sites; maintenance, preservation, demolition, and equipment; acquisition of buildings and sites by purchase, condemnation, or as otherwise authorized by law; acquisition of options to purchase buildings and sites; conversion and extension of federally owned buildings; preliminary planning and design of projects by contract or otherwise; construction of new buildings (including equipment for such buildings); and payment of principal, interest, and any other obligations for public buildings acquired by installment purchase and purchase contract; in the aggregate amount of **\$9,508,511,000**, of which: (1) **\$839,642,000** shall remain available until expended for construction and acquisition (including funds for sites and expenses and associated design and construction services) of additional projects at the following locations:

New Construction:

Colorado:

Lakewood, Denver Federal Center Remediation, \$9,307,000.

District of Columbia:

Washington, St. Elizabeths Activities, \$100,000,000.

Washington, St. Elizabeths East Campus Road Development, \$20,400,000.

Washington, St. Elizabeths Highway Interchange, \$55,400,000.

Washington, St. Elizabeths West Campus Infrastructure, \$41,906,000.

North Dakota:

Dunseith, United States Land Port of Entry. \$35,863,000.

New Mexico:

Columbus, United States Land Port of Entry, \$59,598,000.

New York:

Alexandria Bay, United States Land Port of Entry, \$173,565,000.

Puerto Rico:

San Juan, FBI Consolidation, \$145,506,000.

Texas:

Brownsville, Gateway United States Land Port of Entry, \$26,090,000.

Laredo, Convent Street United States Land Port of Entry, \$74,947,000.

Virginia:

Frederick County, FBI Central Records Center, \$97,060,000:

Provided, That each of the foregoing limits of costs on new construction projects may be exceeded to the extent that savings are affected in other such projects, but not to exceed 10 percent of the amounts included in an approved prospectus, if required, unless advance notice is transmitted to the Committees on Appropriations of a greater amount: *Provided further*, That all funds for direct construction projects shall expire on September 30, [2012] **2013** and remain in the Federal Buildings Fund except for funds for projects as to which funds for design or other funds have been obligated in whole or in part prior to such date. (2) **\$868,902,000** shall remain available until expended for repairs and alterations, which includes associated design and construction services:

Repairs and Alterations:

California:

Los Angeles, Federal Building (ICE), \$9,478,000.

San Francisco, Phillip Burton FBI Consolidation, \$49,900,000.

District of Columbia:

Washington, Eisenhower Executive Office Building Pennsylvania Avenue
Screening Facility, \$17,000,000.

Washington, Harry S. Truman Building, \$54,700,000.

Washington, Main Interior Building, \$50,400,000.

Hawaii:

Honolulu, Prince J. Kuhio Kalaniana'ole Federal Building and Courthouse,
\$198,650,000.

Missouri:

Overland, Prevedel Federal Building, \$24,386,000.

Special Emphasis Programs:

Energy and Water Retrofit and Conservation Measures, \$40,000,000.

Fire Prevention Program, \$15,000,000.

Wellness and Fitness Program, \$7,000,000.

Basic Repairs and Alterations, \$402,388,000:

Provided further, That funds made available in this or any previous Act in the Federal Buildings Fund for Repairs and Alterations shall, for prospectus projects, be limited to the amount identified for each project, except each project in this or any previous Act may be increased by an amount not to exceed 10 percent unless advance notice is transmitted to the Committees on Appropriations of a greater amount: *Provided further*, That additional projects for which prospectuses have been fully approved may be funded under this category only if advance notice is transmitted to the Committees on Appropriations: *Provided further*, That the amounts provided in this or any prior Act for "Repairs and Alterations" may be used to fund costs associated with implementing security improvements to buildings necessary to meet the minimum standards for security in accordance with current law and in compliance with the reprogramming guidelines of the appropriate Committees of the House and Senate: *Provided further*, That the difference between the funds appropriated and expended on any projects in this or any prior Act, under the heading "Repairs and Alterations", may be transferred to Basic Repairs and Alterations or used to fund authorized increases in prospectus projects: *Provided further*, That all funds for repairs and alterations prospectus projects shall expire on September 30, [2012] **2013** and remain in the Federal Buildings Fund except funds for projects as to which funds for design or other funds have been obligated in whole or in part prior to such date: *Provided further*, That the amount provided in this or any prior Act for Basic Repairs and Alterations may be used to pay claims against the Government arising from any projects under the heading "Repairs

and Alterations” or used to fund authorized increases in prospectus projects; (3) **\$126,801,000** for installment acquisition payments including payments on purchase contracts which shall remain available until expended; (4) **\$5,285,198,000** for rental of space which shall remain available until expended; and (5) **\$2,387,968,000** for building operations which shall remain available until expended: *Provided further*, That funds available to the General Services Administration shall not be available for expenses of any construction, repair, alteration and acquisition project for which a prospectus, if required by 40 U.S.C 3307(a), has not been submitted, except that necessary funds may be expended for each project for required expenses for the development of a proposed prospectus: *Provided further*, That funds available in the Federal Buildings Fund may be expended for emergency repairs when advance notice is transmitted to the Committees on Appropriations: *Provided further*, That amounts necessary to provide reimbursable special services to other agencies under 40 U.S.C 592(b)(2) and amounts to provide such reimbursable fencing, lighting, guard booths, and other facilities on private or other property not in Government ownership or control as may be appropriate to enable the United States Secret Service to perform its protective functions pursuant to 18 U.S.C. 3056, shall be available from such revenues and collections: *Provided further*, That revenues and collections and any other sums accruing to this Fund during fiscal year [2011] **2012**, excluding reimbursements under 40 U.S.C. 592(b)(2) in excess of the aggregate new obligational authority authorized for Real Property Activities of the Federal Buildings Fund in this Act shall remain in the Fund and shall not be available for expenditure except as authorized in appropriations Acts.

Analysis of Language Provisions and Changes

Language Provision [delete] <u>insert</u>	Explanation
[For an additional amount to be deposited in the Federal Buildings Fund, \$291,900,000.]	This clause is deleted in the FY 2012 appropriations language because GSA is not requesting an appropriation to the Federal Buildings Fund.
<i>Provided further,</i> That all funds for direct construction projects shall expire on September 30, [2012] 2013 and remain in the Federal Buildings Fund except for funds for projects as to which funds for design or other funds have been obligated in whole or in part prior to such date;	This proposed change updates the provision providing a two-year window of opportunity for GSA to obligate some or all of the funds provided for a project; after which all funds provided for that project remain available until expended for that project. If no obligation were to occur within the two-year window, all affected funds lapse into the Federal Buildings Fund and may be re-authorized for a different purpose under future appropriations Acts. A similar change is requested later in the Appropriations language, in provisions providing similar authority for Repairs and Alterations projects.
<i>Provided further,</i> That revenues and collections and any other sums accruing to this Fund during fiscal year [2011] 2012 , excluding reimbursements under 40 U.S.C. 592(b)(2) in excess of the aggregate new obligational authority authorized for Real Property Activities of the Federal Buildings Fund in this Act shall remain in the Fund and shall not be available for expenditure except as authorized in appropriations Acts.	The requested change updates language intended to provide GSA with authority to retain all receipts collected in the year of the appropriation; although amounts in excess of aggregate annual new obligational authority are not available for obligation until authorized under future Appropriations Acts.

Obligations by Object Classification
(Dollars in Thousands)

	FY 2010 Actual	FY 2011 Annualized CR Level	FY 2012 Request
11.1 Full-time permanent.....	\$574,600	\$568,653	\$570,313
11.5 Other personnel compensation.....	30,195	30,191	30,191
11.8 Special personnel service payments.....	1,158	294	294
12.1 Civilian personnel benefits.....	159,893	159,010	159,505
13.0 Benefits for former personnel.....	31	31	31
21.0 Travel and transportation of persons.....	29,904	30,062	21,873
22.0 Transportation of things.....	1,828	1,741	1,767
23.2 Rental payments to others.....	5,241,922	5,143,485	5,491,129
23.3 Communications, utilities, and misc. charges..	462,305	486,892	504,494
24.0 Printing and reproduction.....	7,306	7,534	7,874
25.1 Advisory and assistance services.....	1,810,795	1,893,813	1,968,136
25.2 Other services.....	472	11,548	66
25.3 Goods and services from Gov't accounts.....	291,167	256,762	252,484
25.4 Operation and maintenance of facilities.....	621,095	439,882	446,040
25.7 Operation and maintenance of equipment.....	7,650	6,818	6,913
26.0 Supplies and materials.....	34,445	41,860	44,500
31.0 Equipment.....	258,088	263,677	275,109
32.0 Land and structures.....	1,378,334	2,177,946	1,644,915
33.0 Investments and loans.....	69	72	76
41.0 Grants, subsidies, and contributions.....	116	62	63
42.0 Insurance claims and indemnities.....	(411)	97	98
43.0 Interest and dividends.....	167,870	144,842	136,233
99.9 Total Obligations.....	\$11,078,832	\$11,665,272	\$11,562,104
<i>Subtotal, PC&B.....</i>	<i>765,877</i>	<i>758,179</i>	<i>760,334</i>
<i>Subtotal, Non-labor.....</i>	<i>10,312,955</i>	<i>10,907,093</i>	<i>10,801,770</i>

U.S. General Services Administration
Federal Buildings Fund

Obligations by Program

(Dollars in Thousands)

	FY 2010 Actual		FY 2011 Annualized CR Level		FY 2012 Request		Change for FY 2012	
	FTE	obligations	FTE	obligations	FTE	obligations	FTE	obligations
1. Construction and Acquisition		\$ 812,791		\$ 1,487,002		\$ 820,752	\$ 0	-\$ 666,250
2. Repairs and Alterations		657,011		681,100		816,269	0.0	135,169
3. Design and Construction Services		0		0		0	0.0	0
4. Installment Acquisition Payments		138,390		135,540		126,801	0.0	-8,739
5. Construction of Lease Purchase Facilities		1,172		11,492		0	0.0	-11,492
6. Pennsylvania Avenue Activities								
a) Repairs and Alterations		0		2,200		18,708	0.0	16,508
b) Building Operations		658		200		55	0.0	-145
7. International Trade Center								
a) Repairs and Alterations		746		2,114		0	0.0	-2,114
b) Building Operations		28,816		2,888		0	0.0	-2,888
8. Rental of Space		5,222,649		5,143,420		5,491,063	0.0	347,643
9. Building Operations								
a) Cleaning	36.0	314,710	39.7	334,582	41.1	339,413	1.4	4,831
b) Utilities and Fuels	0.0	342,321	0.0	363,882	0.0	370,808	0.0	6,926
c) Maintenance	143.0	307,892	152.1	351,513	157.6	352,546	5.5	1,033
d) Other Building Services	1,055.0	156,694	1,005.4	156,694	1,189.4	184,983	184.0	28,289
e) Space Acquisition	1,791.0	233,887	1,613.7	200,650	1,642.9	196,445	29.2	-4,205
f) Staff Support	3,117.0	693,116	3,533.4	592,247	3,542.9	616,810	9.5	24,563
g) IT Services	70.0	202,032	113.3	179,364	117.4	174,340	4.1	-5,024
h) Centralized Services	0.0	152,810	0.0	152,416	0.0	152,623	0.0	207
Subtotal, Building Operations	6,212.0	\$ 2,403,462	6,457.6	\$ 2,331,348	6,691.4	\$ 2,387,968	233.8	\$ 56,620
10. Reimbursable	363.0	1,813,137	317.4	1,867,968	203.6	1,900,488	-113.8	32,520
Total, FTE and Obligations.....	6,575.0	\$11,078,832	6,775.0	\$11,665,272	6,895.0	\$11,562,104	120.0	-\$ 103,168
<i>Net Outlays:</i>		-\$ 75,036		\$ 412,096		\$ 162,043		

Summary of Total Inventory
(Rentable Square Feet in Thousands)

		FY 2010 Actual	FY 2011 Annualized CR Level	FY 2012 Request
Department of Justice	Total	47,684	48,066	51,046
	<i>Owned</i>	18,781	18,944	18,934
	<i>Leased</i>	28,903	29,122	32,112
Department of Homeland Security	Total	40,838	41,581	42,164
	<i>Owned</i>	34,443	35,182	35,922
	<i>Leased</i>	6,395	6,399	6,242
U.S. Courts	Total	39,389	40,000	44,739
	<i>Owned</i>	13,738	14,066	13,792
	<i>Leased</i>	25,651	25,934	30,947
Department of Treasury	Total	30,966	30,878	31,905
	<i>Owned</i>	13,717	13,508	14,333
	<i>Leased</i>	17,249	17,370	17,572
Social Security Administration	Total	29,530	29,873	30,262
	<i>Owned</i>	9,472	9,355	9,411
	<i>Leased</i>	20,058	20,518	20,851
Department of Defense	Total	28,576	29,816	28,117
	<i>Owned</i>	10,657	10,070	9,191
	<i>Leased</i>	17,919	19,746	18,926
Health and Human Services	Total	15,922	16,387	16,005
	<i>Owned</i>	5,951	5,889	5,782
	<i>Leased</i>	9,971	10,498	10,223
Department of the Interior	Total	14,081	14,161	14,971
	<i>Owned</i>	6,376	6,285	6,408
	<i>Leased</i>	7,705	7,876	8,563
Department of Agriculture	Total	9,312	9,905	12,224
	<i>Owned</i>	3,328	3,406	5,834
	<i>Leased</i>	5,984	6,499	6,390
Department of State	Total	7,338	7,460	7,308
	<i>Owned</i>	2,688	2,530	2,526
	<i>Leased</i>	4,650	4,930	4,782
All others	Total	91,709	90,907	81,346
	<i>Owned</i>	47,040	44,842	40,275
	<i>Leased</i>	44,669	46,065	41,071
Total, All Assigned	Total	355,345	359,034	360,087
	<i>Owned</i>	166,191	164,077	162,408
	<i>Leased</i>	189,154	194,957	197,679
Vacant Space (vacancy rate)	Total	13,537 (3.7%)	11,868 (3.2%)	11,801 (3.2%)
	<i>Owned</i>	11,804 (6.6%)	8,891 (5.1%)	8,782 (5.1%)
	<i>Leased</i>	1,733 (0.9%)	2,977 (1.5%)	3,019 (1.5%)
Total, Assigned and Vacant	Total	368,882	370,902	371,888
	<i>Owned</i>	177,995	172,968	171,190
	<i>Leased</i>	190,887	197,934	200,698

U.S. General Services Administration
Federal Buildings Fund

FY 2012 Capital Program

Construction and Acquisition of Facilities

(Dollars in Thousands)

	Funded To Date	<u>Estimated Total Project Cost</u>				<u>FY 2012 Request</u>					
		Site	Design	Construction	M&I	Total	Site	Design	Construction	M&I	Total
Washington, DC St Elizabeths Highway Interchange	41,500	0	6,525	151,516	9,202	167,243	0	225	45,973	9,202	55,400
Washington, DC St Elizabeths West Campus Infrastructure	209,859	0	32,816	279,072	36,262	348,150	0	0	38,435	3,471	41,906
Washington, DC St Elizabeths Activities	0	0	5,625	78,281	16,094	100,000	0	5,625	78,281	16,094	100,000
Washington, DC St Elizabeths East Campus Road Development	0	0	1,455	16,985	1,960	20,400	0	1,455	16,985	1,960	20,400
Lakewood, CO, Denver Federal Center Remediation	28,076	0	0	45,340	0	45,340	0	0	9,307	0	9,307
San Juan, PR FBI Consolidation	11,875	0	11,875	138,609	6,897	157,381	0	0	138,609	6,897	145,506
Frederick County, VA FBI Central Records Center	0	7,500	0	84,094	5,466	97,060	7,500	0	84,094	5,466	97,060
Subtotal, Executive Agencies	291,310	7,500	58,296	793,897	75,881	935,574	7,500	7,305	411,684	43,090	469,579
Columbus, NM U.S. LPOE	6,570	0	6,570	54,698	4,900	66,168	0	0	54,698	4,900	59,598
Alexandria Bay, NY U.S. LPOE	20,560	2,965	17,595	160,990	12,575	194,125	0	0	160,990	12,575	173,565
Laredo, TX Convent Street U.S. LPOE	0	0	8,038	61,342	5,567	74,947	0	8,038	61,342	5,567	74,947
Dunseith, ND U.S. LPOE	0	343	3,066	30,753	1,701	35,863	343	3,066	30,753	1,701	35,863
Brownsville, TX Gateway U.S. LPOE	0	17,000	9,090	81,817	7,085	114,992	17,000	9,090	0	0	26,090
Subtotal, Land Ports of Entry	27,130	20,308	44,359	389,600	31,828	486,095	17,343	20,194	307,783	24,743	370,063
Total, Construction & Acquisition	318,440	27,808	102,655	1,183,497	107,709	1,421,669	24,843	27,499	719,467	67,833	839,642

FY 2012 Capital Program – Construction and Acquisition of Facilities

COLORADO

Lakewood – Denver Federal Center Remediation.....\$9,307,000

GSA proposes remediation work to multiple sites that are located at the Denver Federal Center (DFC). The State of Colorado requires cleanup of these sites under the Resources Conservation and Recovery Act (RCRA) Consent Orders Program. RCRA is Federal legislation enacted in 1976 that is aimed at protecting the environment. RCRA addresses the treatment, storage, disposal, and cleanup of hazardous waste.

GSA is required by the State of Colorado to complete this remediation in order to satisfy three State consent orders. Exposure to current contamination levels poses unacceptable safety/health risks to the current and future tenants of the DFC. This remediation will ensure that future land development will be unrestricted and that future tenants and visitors of the DFC are safe from exposure to contaminated soil and water.

GSA is seeking funding to undertake additional environmental remediation necessary to satisfy the consent order and prepare the land for future development.

Funding was provided for remediation (\$6,000 thousand) in FY 2004. Additional funding was provided through reprogramming action (\$1,642 thousand) in FY 2008. GSA was provided funding for continued remediation activities in FY 2009 (\$10,472 thousand) and FY 2010 (\$9,962 thousand). The FY 2011 President's Budget request includes an additional amount for remediation (\$7,957 thousand). This request (\$9,307 thousand) is for continued Construction remediation. The estimated total project cost is \$45,340 thousand.

DISTRICT OF COLUMBIA

Washington, St Elizabeths Activities.....\$100,000,000

GSA is continuing ongoing efforts to consolidate the Department of Homeland Security in the National Capital Region. In accordance with the final master plan approved by the Commission of Fine Arts on November 20, 2008 and by the National Capital Planning Commission on January 7, 2009, GSA proposes to develop a secure facility for DHS at St Elizabeths, a National Historic Landmark. DHS will be housed on both the West and East Campus but will function as one unified campus.

GSA proposes investments in St. Elizabeths to prepare the campus for redevelopment and therefore serve the needs of tenants for many years into the future. GSA is proposing to continue ongoing activities in the consolidation of DHS including infrastructure investments and investment to meet repair needs for existing facilities.

This request is for Design (\$5,625 thousand), Construction (\$78,281 thousand) and Management and Inspection (\$16,094 thousand). The estimated total project cost is \$100,000 thousand.

Washington, St Elizabeths East Campus Road Development.....\$20,400,000

GSA proposes development of roads on the East Campus of St Elizabeths to facilitate access to the Federal Emergency Management Agency (FEMA) Headquarters, to be located on the East Campus. The proposed road development will support both design and construction of three separate road areas. Design and construction is proposed for a road necessary to provide access from existing roads to the garage associated with the FEMA Headquarters facility. Design and construction is proposed for expansion and extension of Pecan Street on the East Campus to facilitate travel from existing roadways to the proposed FEMA Headquarters. Design and construction is proposed for extension of the existing 13th Street facilitating travel from the Congress Heights metro station to the East campus. Both the Pecan Street and 13th Street road development are critical to development of the East Campus and facilitation of employee movement from transit locations to both the East and West Campus entrances.

This request is for Design (\$1,455 thousand), Construction (\$16,985 thousand) and Management and Inspection (\$1,960 thousand). The estimated total project cost is \$20,400 thousand.

Washington, St Elizabeths Highway Interchange.....\$55,400,000

GSA proposes a reconfiguration of the Interstate 295 highway interchange to facilitate access to the St. Elizabeths Campus. A Transportation Management Program (TMP) was developed as part of the campus Master Plan. The TMP proposes an access road to the St. Elizabeths West Campus that extends between Firth Sterling Avenue to the north and Malcolm X Avenue to the south, parallel to Interstate 295. Highway interchange reconfiguration is necessary to direct St. Elizabeths traffic onto the access road mitigating the impact of additional traffic anticipated as the result of the redevelopment of St. Elizabeths. GSA will continue to work closely with FHWA and the DC Department of Transportation to prepare an Interchange Justification Report (IJR) to facilitate required modifications to the Malcolm X Interchange.

Design was partly funded by the American Recovery and Reinvestment Act of 2009 (\$3,500 thousand) and was included in FY 2011 President's Budget request (\$2,800 thousand). Construction was partly funded by the Recovery Act (\$38,000 thousand) and was included in FY 2011 President's Budget request (\$5,550 thousand). This request is for additional Design (\$225 thousand), Construction (\$45,973 thousand) and Management and Inspection (\$9,202 thousand). Additional Construction and Management and Inspection will be requested in a future fiscal year. The estimated total project cost is \$167,243 thousand.

Washington, St Elizabeths West Campus Infrastructure\$41,906,000

GSA proposes infrastructure investments that will support the overall development of St Elizabeths West Campus and will be phased in with the development phases. Its overall scope includes planning, repairs, security and historic preservation mitigations included in the St. Elizabeths programmatic agreement on historic preservation.

The planned alterations are necessary to preserve, maintain, and reuse this historic site. Existing infrastructure and the landscape have suffered from aging and deferred maintenance. The utility distribution systems are antiquated and deteriorated. Building repairs include repair

and improvement of structural and life safety systems while maintaining historic integrity. The landscape will be maintained, protected, and preserved to the extent feasible.

Infrastructure repair / replacement costs include: demolition of specific buildings identified by the Master Plan; replacement of site utilities including electricity substations and local utility requirements; distribution systems for electricity, natural gas, domestic water, storm water, waste water, data systems and telecommunications; roadways, surface parking and sidewalks; refurbishment of historical ornamental landscape and creation of new landscape features as needed including flora; cleanup / repair of existing tunnels on site to improve safety and for potential use as systems distribution pathways; and site security fencing, entry gates, guard stations, and other site security features.

Design for Phase 1, Phase 2, and part of Phase 3 was funded in FY 2006 (\$7,645 thousand), FY 2009 (\$3,000 thousand), and by the Recovery Act (\$16,546 thousand). Additional amounts for Design were included in the FY 2011 President's Budget request (\$5,625 thousand). Phase 1 Construction was funded in FY 2006 (\$5,080 thousand), FY 2007 (\$5,912 thousand), FY 2009 (\$5,249 thousand) and the Recovery Act (\$127,525 thousand). Phase 2a Construction was included in FY 2011 President's Budget request (\$77,562 thousand). This request (\$38,435 thousand) is for Phase 2b Construction. Funding for Phase 3 Construction (\$19,309 thousand) will be requested in a future fiscal year. Phase I Management and Inspection was funded in FY 2006 (\$370 thousand), FY 2007 (\$532 thousand), and by the Recovery Act (\$5,382 thousand). Phase 2a Management and Inspection was included in the FY 2011 President's Budget request (\$16,094 thousand). This request (\$3,471 thousand) is for Phase 2b Management and Inspection. Phase 3 Management and Inspection (\$10,413 thousand) will be requested in a future fiscal year. The estimated total project cost is \$348,150 thousand.

NEW MEXICO

Columbus, United States Land Port of Entry\$59,598,000

GSA proposes construction of new replacement land port of entry (LPOE) facilities in Columbus, NM. The Columbus LPOE is a border inspection facility built to screen visitors entering the United States. Existing building workspace, inspection facilities and parking capacity do not meet operational needs. The project will expand the port to accommodate current and future traffic volumes and improve the site to control storm water flow.

The project construction components include, but are not limited to: a new main building, primary and secondary inspection space expansions, non-commercial primary and secondary inspection facilities, pedestrian processing, outside vehicle parking expansion, seized vehicle processing area, a kennel, a cargo building and dock, export cargo and exit booths, Non Intrusive Inspection (NII) systems, bulk cargo area, hazardous materials containment area, new earthen berm and drainage basin, and enlargement of an existing culvert. Additionally, the relocation of an existing canopy structure and building and new paving for the Federal Motor Carrier Safety Administration is included in the project.

Design was funded in FY 2007 (\$2,629 thousand) and by the American Recovery and Reinvestment Act of 2009 (\$3,941 thousand). This request is for Construction (\$54,698 thousand) and Management and Inspection (\$4,900 thousand). The estimated total project cost is \$66,168 thousand.

NEW YORK

Alexandria Bay, United States Land Port of Entry.....\$173,565,000

GSA proposes replacement of existing Land Port of Entry (LPOE) facilities at Alexandria Bay, NY. The project will address traffic issues by expanding the queuing area, increasing the number of primary inspection lanes, increasing the area for secondary inspection, providing secure vehicle parking, and providing safe, well-defined truck queuing and maneuvering areas.

Project construction components include: a commercial inspection warehouse with eight inspection bays, seven lanes of commercial inspection (split-level booths for either commercial or non-commercial), new veterinary services building, impound lot, main administration building, eight non-commercial inspection lanes, new non-commercial secondary inspection plaza, two new non-intrusive inspection (NII) buildings, and employee and visitor parking areas. The project will meet the current and future operational requirements of the tenant agencies and be flexible to adapt to future changes.

Site acquisition was funded in FY 2005 (\$200 thousand) and FY 2008 (\$2,765 thousand). Design was funded in FY 2005 (\$8,684 thousand) and FY 2008 (\$8,911 thousand). This request is for Construction (\$160,990 thousand) and Management and Inspection (\$12,575 thousand). The estimated total project cost is \$194,125 thousand.

NORTH DAKOTA

Dunseith, United States Land Port of Entry.....\$35,863,000

GSA proposes the acquisition of 9 acres of land, design, and construction of a replacement Land Port of Entry (LPOE) facility at Dunseith, ND. The project will address traffic issues and deficiencies associated with the layout of the existing LPOE facility.

The project proposes to situate the main port facilities on approximately nine acres and will include a main administration building, non-commercial primary and secondary inspection areas, outbound inspection commercial primary inspection areas, enclosed non-intrusive inspection (NII) operations, storage and other support facilities, a veterinary service area, and site improvements. The veterinary services facility will be located approximately one half mile south of the main port on eight acres. In addition, this area will include parking for tenant agency POVs and commercial on and off load inspection spaces.

This request is for Site acquisition (\$343 thousand), Design (\$3,066 thousand), Construction (\$30,753 thousand), Management and Inspection (\$1,701 thousand). The estimated total project cost is \$35,863 thousand.

PUERTO RICO

San Juan, FBI Consolidation.....\$145,506,000

GSA proposes constructing a new Federal building at 150 Carlos Chardon Avenue, San Juan, PR, to consolidate the Federal Bureau of Investigation (FBI). The project will satisfy all of FBI's

security and long-term space requirements and provide the FBI with a modern state of the art facility. New construction on this Federally-owned site maximizes use of existing Federal land.

The FBI is currently housed in the Federico Degetau Federal Building (Degetau FB) in San Juan, PR and the GSA Center in Guaynabo, PR. The project will consolidate the FBI onto existing Federal property through construction of a new Federal complex, including a new FBI field office, annex building, and visitor screening facility totaling 241,168 gross square feet (GSF). This complex includes construction of a secure parking garage which was funded under the American Recovery and Reinvestment Act of 2009. Once the FBI has moved into the new facility, a number of Federal agencies, currently housed in leased space in the vicinity of Degetau FB, will back-fill the space vacated by the FBI.

The FBI complex will share the 27 acre Federal site with the existing Degetau FB, Clemente Ruiz Nazario U.S. Courthouse (FB-CT), and Rainforest Kids Child Development Center. The FB-CT will remain undisturbed during the construction of the project. The Rainforest Kids Child Development Center will be relocated to a newly constructed center, also funded under the Recovery Act and located on the same site.

Funding was provided for Design (\$11,875 thousand) by the Recovery Act. This request is for construction (\$138,609 thousand) and management and inspection (\$6,897 thousand). The estimated total project cost is \$157,381 thousand.

TEXAS

Brownsville, Gateway United States Land Port of Entry.....\$26,090,000

GSA proposes construction of replacement land port of entry (LPOE) facilities in Brownsville, TX. The Gateway LPOE is located at the International Bridge between downtown Brownsville, Texas and downtown Matamoros, Mexico. The port is open 24 hours, seven days a week. It is the headquarters for the five inspection facilities that are part of the Brownsville Port of Entry. The Gateway LPOE was originally placed into operation in the 1920's. The facility took its current shape with a revised design in 1957 and the site was expanded and modified in the early 1990's. The LPOE comprises 8 buildings and 279 parking spaces on a 7.2 acre site, and contains 79,138 gross square feet of building space.

Project construction components include: main building space expansion, construction of primary and secondary inbound non-commercial inspection, primary and secondary outbound non-commercial inspection, non-invasive inspection (NII), storage and other mission support facilities, parking, and upgraded and expanded utilities with future expansion provisions.

This request is for Site acquisition (\$17,000 thousand) and Design (\$9,090 thousand). Construction (\$81,817 thousand), and Management and Inspection (\$7,085 thousand) will be requested in a future fiscal year. The estimated total project cost is \$114,992 thousand.

Laredo, Convent Street United States Land Port of Entry\$74,947,000

GSA proposes expansion and modernization of Land Port of Entry (LPOE) facilities in Laredo, TX. The proposed project will provide for the modernization of some existing facilities, as well

as expansion of the primary and secondary inspection areas. Current facilities are outdated and no longer meet operational needs. The proposed project will provide a total interior renovation of the historic Main Building, which is currently under-sized and out-dated and provide new space for activities such as pedestrian processing, permit processing, and administration. The project will correct code and fire safety violations and replace building systems.

Project construction components include: new vehicle processing, enlarged lanes and head house, expanded pedestrian lanes – including a turnstile and one inspection station per lane – redirected outbound lanes to a newly constructed outbound facility, and an area for bus inspections and passenger processing.

This request is for Design (\$8,038 thousand), Construction (\$61,342 thousand), and Management and Inspection (\$5,567 thousand). The estimated total project cost is \$74,947 thousand.

VIRGINIA

Frederick County, FBI Central Records Center.....\$97,060,000

GSA proposes the site acquisition and construction of a new 256,425 gross square foot (GSF) facility in Frederick County, Virginia for the Federal Bureau of Investigation (FBI). This facility will support the FBI's current and future critical record management space needs.

GSA proposes the construction of a new Records Management Facility on an approximately 108 acre site, to be acquired by GSA in Frederick County, Virginia. The facility will consolidate FBI's paper records currently housed within the Washington, DC metropolitan area, and nationally at field offices and several information technology centers. The facility will also provide for National Archives and Records Administration (NARA) compliant records storage for environmentally conditioned, fire-protected space in a secured facility. The proposed facility includes a record management building with office support, visitor screening center, secured service center, guard booth, and surface parking lot.

Records management is crucial to the operations of the FBI. Many of the FBI records, which are an integral part of investigations, prosecutions and intelligence analyses the agency conducts, are currently primarily in paper form and dispersed throughout hundreds of locations nationwide. The centralized facility will: promote timely access to FBI records by agents and analysts around the world;; reduce records space requirements at FBI Field Offices and focus more Field Office resources on the FBI's core mission; and enable greater consistency with NARA's Archive Standards.

Design is to be funded by the FBI. This request is for Site Acquisition (\$7,500 thousand), Construction (\$84,094 thousand), and Management and Inspection (\$5,466 thousand). The estimated total project cost is \$97,060 thousand.

FY 2012 Capital Program

Repairs and Alterations

(Dollars in Thousands)

	Funding To Date	Estimated Total Project Cost			FY 2012 Request		
		Design	Construction	M&I Total	Design	Construction	M&I Total
Nonprospectus (Basic) Repairs and Alterations Program	0	0	402,388	0	402,388	0	402,388
Washington, DC Main Interior Building	225,348	12,167	240,776	22,805	0	45,500	50,400
Washington, DC Harry S. Truman Building	125,703	15,166	155,916	9,321	0	52,451	54,700
Honolulu, HI Prince J. Kuhio Kalaniana'ole Federal Building and U.S. Courthouse	13,500	13,500	185,050	13,600	0	185,050	198,650
San Francisco, CA Phillip Burton FBI Consolidation	0	5,400	40,900	3,600	5,400	40,900	49,900
Overland, MO Prevedel Federal Building	0	2,068	20,664	1,654	2,068	20,664	24,386
Washington, DC EEOB Pennsylvania Avenue Screening Facility	180,726	12,439	162,717	22,570	0	16,380	17,000
Subtotal, Major Repairs & Alterations	545,277	60,740	806,023	73,550	7,468	360,945	395,036
Los Angeles, CA Federal Building (ICE)	0	9,478	95,163	7,626	9,478	0	9,478
Subtotal, Major R&A Design Program	0	9,478	95,163	7,626	9,478	0	9,478
Energy and Water Retrofit and Conservation Measures	0	0	40,000	0	0	40,000	40,000
Fire Prevention Program	0	0	15,000	0	0	15,000	15,000
Wellness and Fitness Program	0	0	7,000	0	0	7,000	7,000
Subtotal, Special Emphasis Programs	0	0	62,000	0	0	62,000	62,000
Total, Repairs and Alterations	545,277	70,218	1,365,574	81,176	16,946	825,333	868,902

FY 2012 Capital Program – Repairs and Alterations

CALIFORNIA

Los Angeles, Federal Building\$9,478,000

GSA proposes repair and alterations to the Federal Building located at 300 North Los Angeles Street, Los Angeles, CA. The proposed alterations are needed in order to accommodate the consolidation of Department of Homeland Security, Immigration and Customs Enforcement (ICE).

The Federal Building is currently occupied by various Federal agencies, including ICE, the Internal Revenue Service, U.S. Bankruptcy Court, and U.S. Attorneys. The building, constructed in 1965, is an eight-story structure with two below-grade basement levels, including an underground parking facility. The Federal Building is located on approximately half of an eight acre shared parcel with the Edward Roybal Federal Building and Courthouse and shares a common mechanical plant.

The project, as proposed, relocates tenants and undertakes modernization work to meet both GSA and agency requirements. Upon completion, this project will consolidate ICE’s operations and support the operational efficiency of many other federal agencies.

This request is for Design (\$9,478 thousand). Construction (\$95,163 thousand) and Management and Inspection (\$7,626 thousand) will be requested in a future fiscal year. The estimated total project cost is \$112,267 thousand.

San Francisco, Phillip Burton FBI Consolidation.....\$49,900,000

GSA proposes repairs and alterations to portions of the Phillip Burton Federal Building and United States Courthouse (FB-CT) to accommodate the expansion and relocation of the FBI field office to three lower floors within the Federal building. The building, constructed in 1964, is located at 450 Golden Gate Avenue in the Civic Center area of downtown San Francisco, and consists of 20 stories with two underground levels of parking totaling 1,427,968 gross square feet.

The proposed project to renovate existing Federal space to house the FBI is more cost effective than the previously proposed and authorized solution to lease space. The project proposes alterations for 201,482 rentable square feet. The FBI field office is currently located on three upper floors (8, 12, and 13) at the FB-CT. FBI will remain on the 8th floor and relocate to floors 3, 4, and 5. FBI’s expansion and relocation to these lower floors allows for ease of access between floors 3, 4, 5 which all access one low-rise elevator bank directly from the lobby and will allow for the conversion of an existing escalator to an internal stairwell. The project includes space realignment and security improvements, including extended air intakes and replacement/new perimeter bollards.

GSA plans to vacate the GSA offices currently located on floors 3, 4, and 5 at Phillip Burton FB-CT. GSA will relocate to 50 United Nations Plaza Federal Building. The Department of Education and other agencies to be identified will backfill the space vacated by FBI’s relocation from floors 12 and 13.

This request is for Design (\$5,400 thousand), Construction (\$40,900 thousand) and Management and Inspection (\$3,600 thousand). The estimated total project cost is \$49,900 thousand.

WASHINGTON, DC

Main Interior Building.....\$50,400,000

GSA is currently undertaking a modernization of the Main Interior Building at 1849 C Street NW, Washington, DC to extend and improve its utility as a Federal office building. The Department of Interior is continuing to occupy the building during construction both to maintain continuity of operations and to minimize the amount of swing space needed to support the project. The completed building will meet current building code, operational, and workspace standards.

Project construction components include: demolition, build-out, and refurbishment of interior space; hazardous material abatement; replacement of mechanical, electrical, plumbing, and fire and life safety systems; elevator upgrades; and security improvements, including blast mitigation installation. New stairways will be constructed to provide additional exits in event of an emergency. Historic preservation includes restoration of original window frames and finishes.

<u>Prior Authority</u>	<u>Prior Funding</u>
Fiscal Year 1994	\$ 5,764,000
Fiscal Year 2000	29,214,000
Fiscal Year 2002	22,739,000
Fiscal Year 2004	15,603,000
Fiscal Year 2006	41,399,000
Fiscal Year 2007	47,179,000
Fiscal Year 2009 (Recovery Act)	63,450,000
<u>Escalation (internal GSA authority)</u>	<u>9,708,000</u>
Total	\$ 225,348,000

This request is for Construction (\$45,500 thousand) and Management and Inspection (\$4,900 thousand). The estimated total project cost is \$275,748 thousand.

Harry S. Truman Federal Building.....\$54,700,000

GSA proposes construction to complete Phase V, the final phase of a multi-phased modernization project encompassing approximately one-half of the Harry S. Truman Building.

The Harry S. Truman Building is located at 2201 C Street, NW, Washington, DC. The original portion of the building was completed in 1938 and is listed on the National Register of Historic Places. An addition to the original structure was constructed in 1960, completing the building as it stands today. The building, which serves as headquarters for the Department of State, provides approximately 2.6 million gross square feet of spaces for Department of State personnel and associated functions and has 905 inside parking spaces on site.

This proposal is for phase five of a multi-phase effort to modernize approximately half of the Main State Building. This phase includes: demolition and build-out of the west section of the

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North Court area; plumbing upgrades; replacing the HVAC, electrical systems, and elevators; installing an automatic fire sprinkler system with fire pumps; and providing all new office and support spaces. In addition, HVAC and electrical systems that were modified in previous phases will be further upgraded.

<u>Prior Authority</u>	<u>Prior Funding</u>
Fiscal Year 1988	\$3,650,000
Fiscal Year 1991	2,216,000
Fiscal Year 1995	980,000
Fiscal Year 1996	985,000
Fiscal Year 1999	29,779,000
Fiscal Year 2000	10,511,000
Fiscal Year 2001	28,775,000
Fiscal Year 2003	29,443,000
Fiscal Year 2007	4,629,000
<u>Fiscal Year 2009 (ARRA)</u>	<u>14,735,000</u>
Total	\$ 125,703,000

This request is for Construction of Phase V (\$52,451 thousand) and Management and Inspection (\$2,249 thousand). The estimated total project cost (including all project phases) is \$180,403 thousand.

Eisenhower Executive Office Building Pennsylvania Ave Screening Facility....\$17,000,000

GSA proposes repair and alterations to the Eisenhower Executive Office Building (EEOB) located at Pennsylvania Avenue and 17th Street, NW, Washington, DC. This project is the third phase of the multi-phase modernization of the Pennsylvania Avenue Wing (Northeast Quadrant-approximately 237,000 gross square feet) which will complete the modernization of the entire building (691,783 gross square feet). This project will deliver a restored building that meets current standards for power, telecommunications, comfort, and safety. Construction will start after tenants vacate the Northeast Quadrant and backfill the newly modernized Southeast Quadrant of the building (State Place Wing).

Previously authorized work included creating an ADA-compliant entrance; however, the existing entrance cannot accommodate retrofit to accessible access without extensive damage and destruction to the historic building. This project will allow for a solution which addresses both an ADA-compliant entrance and a more robust security. This project includes extensive reconfiguration of exterior plaza substructure; finishes accommodating the project; and an ADA-compliant access into the underground structure.

This request is for Construction of Phase III (\$16,380 thousand) and Management and Inspection (\$620 thousand). The estimated total project cost (including all project phases) is \$197,726 thousand.

HAWAII

Honolulu, Prince Jonah Kuhio Kalaniana'ole Federal Building & Courthouse..\$198,650,000

GSA proposes the second of a two-phase modernization project for the Prince Jonah Kuhio Kalaniana'ole (PJKK) Federal Building and U.S. Courthouse located at 300 Ala Moana Blvd., Honolulu. The PJKK Federal complex was constructed in 1977 and consists of a nine-story Federal Building connected by an enclosed bridge to a five-story courthouse. The complex houses approximately 70 agencies in 862,269 gross square feet (GSF) and serves as the main Federal center in the Hawaii and Southern Pacific areas.

Phase I was funded under the American Recovery and Reinvestment Act of 2009. Phase I includes design services for the entire two-phased project (each phase was designed as independent projects) and multiple construction components including: repair/replacement of HVAC, fire and life safety, plumbing, and electrical systems in the courthouse; renovation of the courthouse and Federal Building second floor including public lobbies, common area corridors, and restrooms.

Phase II construction components include: additional repair/replacement HVAC, electrical, communication, fire protection, plumbing, and conveyance systems; sealing the building envelope and replacing the windows with energy efficient, blast protective glazing; realignment of the building layout to allow for the expansion and consolidation of multiple tenant agencies' space; conversion of portions of occupied and vacant space into mechanical rooms and an atrium for day lighting and air return; improvements to the interior tenant space; plaza repairs; and site security improvements.

Phase II Design (\$13,500 thousand) was funded by the American Recovery and Reinvestment Act of 2009. This request is for Phase II Construction (\$185,050 thousand) and Management and Inspection (\$13,600 thousand). The estimated total project cost for Phase I and Phase II is \$319,650 thousand.

MISSOURI

Overland, Prevedel Federal Building.....\$24,386,000

GSA proposes to renovate the Charles F. Prevedel Federal Building to meet the housing needs of the Veterans Benefits Administration (VBA). The Prevedel Building is located at 9700 Page Boulevard, in Overland, MO. Initial building construction was completed in 1990 to house the U.S. Army Human Resources Command Center.

The building's gross area is 436,154 square feet, this project would recapture over 150,000 rentable square feet of vacant space resulting from the realignment of U.S. Army components departing due to Base Realignment and Closure (BRAC) realignments. Recaptured space will satisfy the long term housing requirement in of the VBA and improve utilization of this Federal asset. VBA is currently largely housed in leased space and in the Young Federal Building in St. Louis, MO. Consolidation in the Federally-owned Prevedel building will decrease long term costs associated leasing.

Project construction components include: seismic upgrades; replacement of obsolete HVAC, including relocation and replacement of outdoor air intakes on the roof to meet current security requirements; and installation of an energy management control system (EMCS). The EMCS will automate and monitor building mechanical and lighting systems and provide new utility-metering functionality, ultimately reducing energy usage. The building systems upgrades will meet High Performance Green Building standards.

This request is for Design (\$2,068 thousand), Construction (\$20,664 thousand), and Management and Inspection (\$1,654 thousand). The estimated total project cost is \$24,386 thousand.

SPECIAL EMPHASIS PROGRAMS

Energy and Water Retrofit and Conservation Measures\$40,000,000

GSA proposes the implementation of energy and water retrofit and conservation measures in GSA-owned buildings during FY 2012. The Energy and Water Retrofit and Conservation Measures program provides for a diverse set of design and retrofit projects with engineering solutions to reduce energy or water consumption. Projects will be identified through surveys and studies and selected based on: (1) positive return-on-investment ratios; (2) payback periods that reflect GSA's priority of being a proving ground for next-generation green technologies; and/or (3) the highest values for tons of carbon saved per dollar invested. Projects will vary in size, by location, and by delivery method.

The Energy and Water Retrofit and Conservation Measures program provides for the capital investments necessary to modify building systems which consume energy and water, and to implement high-performance green building retrofit work. Executive Order 13514, *Strengthening Federal Environmental, Energy, and Transportation Management*, and the Energy Independence and Security Act of 2007 (EISA) both require a three percent reduction in energy consumption in each year from 2006 through 2015. E.O. 13514 also mandates an annual water consumption reduction of two percent per year.

This request (\$40,000 thousand) is for Design, Construction, and Management and Inspection. The estimated total project cost is \$40,000 thousand.

Fire Protection and Life Safety Program\$15,000,000

GSA proposes alterations in Government-owned buildings to upgrade, replace, and improve life safety features and fire protection systems during FY 2012. Projects will be identified through surveys and studies and will vary in size, location, and delivery method.

GSA periodically assesses all facilities to identify and correct hazards and to implement risk-reduction protection strategies to assure that no aspect of building design or operation presents a risk to occupants or the public. Typical projects include replacing fire alarm and detection systems that are antiquated or for which parts are no longer available; installing emergency voice communication systems to facilitate occupant notification and evacuation; installing or expanding fire sprinkler coverage to protect Federal property; and constructing new or enclosing existing exit stairs to ensure timely evacuation of buildings in the event of an emergency.

This request (\$15,000 thousand) is for Design, Construction, and Management and Inspection. The estimated total project cost is \$15,000 thousand.

Wellness and Fitness Program.....\$7,000,000

GSA proposes alterations to GSA buildings, to upgrade, replace, and improve space in support of employee wellness during FY 2012. These improvements, to Government owned space, will enhance tenant experience by offering model wellness facilities. Projects will vary in size, location, and delivery method.

GSA is developing a model for the Federal wellness campus concept in designated locations around the country, to support government-wide efforts to improve employee health and fitness. This funding would provide fitness center upgrades to include design and construction of layouts conducive to wellness focus, and expansion needed to accommodate increased use; cafeteria and snack bar upgrades and alterations to include new equipment, changes in layout to allow for changes in menu and food preparation, and product placement opportunities; health unit upgrades and alterations required for expansion of services and support; lactation room build-outs; and bicycle commuting amenities including bike share programs, sheltered bicycle racks, showers and locker facilities.

This request (\$7,000 thousand) is for Design, Construction, and Management and Inspection. The estimated total project cost is \$7,000 thousand.

BASIC REPAIRS AND ALTERATIONS PROJECTS UNDER \$2,790,000.....\$402,388,000

GSA requests \$402,388 thousand for all non-recurring repairs and alterations projects where obligations at a single location within a fiscal year are above \$10 thousand, but under the prospectus threshold (currently \$2,790 thousand). Projects included in this category are short-term in nature, and funds can normally be obligated within a one-year period. This category also includes projects that are recurring in nature, such as cyclic painting and the minor repair of defective building systems (e.g. mechanical, plumbing, electrical, and elevator system components). After initial build-out, any post-government occupancy alterations in leased space require a prospectus when the estimated cost of the project exceeds the prospectus threshold of \$1,395 thousand for alterations in leased space.

The basic (non-line item) repairs and alterations program is the source of funds to ensure the operational continuity in over 1,500 Government-owned buildings. These buildings provide approximately 178 million rentable square feet of space to support tenant agency mission requirements. GSA buildings are an average of 46 years old and require constant attention and significant funding to maintain and operate. Without necessary reinvestment in the building, its condition will deteriorate and service delivery to customer Federal agencies will degrade. In addition, taxpayer investments in these properties will not be adequately protected, resulting in more costly renovations in the future. The amount provided for the basic program may also be used to pay claims against the government arising from any projects under the heading "Repairs and Alterations."

This request (\$402,388 thousand) is for Design, Construction, and Management and Inspection. The estimated total project cost is \$402,388 thousand.

Program Description

The mission of GSA's Public Buildings Service (PBS) is to provide superior workplace solutions for Federal workers and superior value to the American taxpayer. The internationally recognized PBS Design and Construction Excellence programs engage the best private sector architects, construction managers, and engineers to design and build award-winning courthouses, land ports of entry, Federal office buildings, laboratories, and data processing centers. PBS also repairs, alters, and renovates existing facilities. PBS is a leader in energy conservation, sustainability, and historic preservation.

The Federal Buildings Fund (FBF) finances the activities of PBS, which provides space and services for Federal agencies in a relationship similar to that of landlord and tenant. PBS meets the workspace requirements of Federal agencies and over a million Federal employees with an inventory of approximately 369 million square feet of workspace in thousands of communities across the country.

The FBF replaces direct appropriations by using income derived from rent assessments, which approximate commercial rates for comparable space and services. Funds are made available through a process of placing limitations on obligations from the FBF and allocating funds for various FBF activities. Congress may also appropriate funds into the FBF to provide for any differences between the total revenues coming into the FBF and the total limitation on expenditures from the FBF.

The FBF program consists of the following activities:

Construction and Acquisition of Facilities.—This activity provides for the construction or purchase of facilities and prospectus-level additions to existing buildings. All costs directly attributable to site acquisition, construction, and the full range of design and construction services, and management and inspection of construction projects are funded under this activity.

Repairs and Alterations.—This activity provides for repairs and alterations of existing buildings as well as associated design and construction services. Protection of the Government's investment, health and safety of building occupants, transfer of agencies from leased space, and cost effectiveness are the principal criteria used in establishing priorities. Repairs to prevent deterioration and damage to buildings, their support systems, and operating equipment are given priority.

Installment Acquisition Payments.— This activity provides for payments for liabilities incurred under purchase contract authority and lease purchase arrangements. GSA makes periodic payments to cover principal, interest, and other requirements on the debt incurred for construction of Federal buildings.

Rental of Space.—This activity provides for the leasing of privately-owned buildings. GSA provided 191 million square feet of rental space in FY 2010, including space occupied by Federal agencies in U.S. Postal Service facilities. GSA expects to provide 198 million square feet of rental space in FY 2011 and 201 million in FY 2012.

Building Operations.—This activity provides services for Government-owned and leased facilities, including cleaning, utilities and fuel, maintenance, miscellaneous services (such as moving, evaluation of new materials and equipment, and field supervision), and general management and administration of all real property related programs including salaries and benefits paid from the Federal Buildings Fund.

Other Reimbursable Programs.—When requested by other Federal agencies, the Public Buildings Service provides building services, such as tenant alterations, cleaning and other operations, and protection services which are in excess of those services provided under the commercial rental charges.

Public Buildings Service

PBS supports the three GSA strategic goals of Innovation, Customer Intimacy, and Operational Excellence. PBS has developed organization goals that align with GSA strategic goals and supports those goals with the strategies and planned actions described below.

Innovation

PBS will demonstrate cost-effective, innovative building strategies to minimize consumption of energy, water and material.

PBS will reduce its impact on the natural environment and use its influence to help reduce the Federal government's environmental impact. PBS will minimize its consumption of energy, water, and other resources. PBS will lead collaborative development of innovative solutions across the Federal and commercial real estate communities to influence government-wide sustainability activities.

1. PBS will establish a metrics-based testing and evaluation program to systematically identify and evaluate the most promising sustainable technologies and practices. PBS will generate the knowledge and expertise needed to create and operate **sustainable, high-performance green buildings**. PBS will test new, sustainable technologies and practices in the areas of design, construction, and facilities management. This strategy will foster the effective deployment of emerging technologies and practices across the building inventory.
2. PBS will increase **solid waste recycling** across GSA owned facilities. PBS will perform solid waste audits on 250 Federal buildings to collect data on recycling and solid waste management practices. PBS will continuously adjust solid waste and recycling programs to incorporate new audit findings. The resulting improvements in PBS solid waste management will further GSA's sustainability goals by increasing recycling rates, reducing landfill disposal, and reducing Scope 3 greenhouse gases. Increased recycling also provides cost savings to tenant agencies and taxpayers by lowering building operating costs.
3. PBS will enhance capabilities to measure and integrate data for **reductions in potable water consumption**. Advanced water metering and new technology will generate water use data at the building, community, and regional levels. GSA building managers will be trained to use this data to make operational decisions.

Customer Intimacy

Strategic customer portfolio plans are completed for the 20 largest PBS customers by the end of FY 2014.

PBS will complete strategic portfolio plans to understand the strategic needs of customers and to achieve common vision, goals, and plans for workspace. PBS will use portfolio plans, combined with data on real estate markets and available inventory, to identify the best solution for meeting changing customer workplace needs and new sustainability requirements. Portfolio plans will allow PBS to adjust resources to match workloads and prevent capacity limits from

forcing sub-optimal, short-term solutions. In FY 2011, GSA will complete three strategic portfolio plans.

Operational Excellence

Improve PBS real estate processes and services from requirements development to occupancy through operational improvement.

In FY 2010, PBS adopted an ambitious goal to streamline, standardize, and simplify the lease acquisition process, improve responsiveness to customers, and partner more effectively with the private sector.

PBS will strengthen project management practices to improve timelines and quality standards and will assure cradle-to-grave project management and a single point-of-contact for each customer. PBS will use cycle time data to actively manage each project, and will place increased emphasis on building consensus at project initiation, to minimize expensive requirements changes later in the project. PBS will also incorporate best practices from Recovery Act projects improve project delivery methods.

PBS will integrate real property disposal into the end-to-end real-estate process. PBS will include the identification and efficient disposal of unneeded real property in strategic portfolio plans. PBS will also continue to collaborate with State and local governments and other entities to reallocate Federal properties when it makes good economic sense.

New Construction

(Dollars in Thousands)

FY 2010 Actual	FY 2011 Annualized CR Level	FY 2012 Request
\$ 901,961	\$ 300,000	\$ 839,642

GSA's FY 2012 request for New Construction includes:

- \$ 342,566 thousand for three Executive agency construction and acquisition projects;
- \$ 127,013 thousand for infrastructure, transportation and remediation; and
- \$ 370,063 thousand for five land port of entry projects.

New Construction Strategic Direction

PBS is responsible for the successful, cost-effective, and efficient delivery of new, architecturally significant buildings, including land ports of entry, courthouses, Federal buildings, laboratories, data centers, and law enforcement facilities. PBS strives to maintain a portfolio of sustainable assets while advancing GSA's commitment to fiscal responsibility, environmental stewardship, and the specific goals of PBS customers.

Management challenges and opportunities for FY 2012 and future years:

- PBS is a national leader in developing world-class facilities to support Federal activities. PBS must maintain its national prominence in architecture while focusing efforts on continuous improvement of on-time and on-budget capital construction program delivery, while achieving sustainability objectives. PBS must be adaptable to external forces that influence critical aspects of project delivery, including: changing customer requirements, global energy demands, new legislation, and emerging technologies.
- PBS will be a proving ground for green technologies in design and construction projects. PBS has integrated sustainability requirements into contract language so sustainability goals are part of early project planning. These requirements will also be integrated into design and construction service contracts. PBS will also develop and use a greenhouse gas measurement tool for the planning and design phases of new projects.
- PBS is implementing a portfolio development strategy that will achieve excellence in design and construction, project delivery, art in architecture, arts conservation, sustainability, and security while providing value to the American taxpayer. PBS Design & Construction program centers are aligned geographically into three zones to promote consistent project management across the country.
- PBS will continue to improve delivery time of capital construction projects by streamlining project reviews; increasing focus on early project planning; improving communications with customers; streamlining and optimizing internal guidance; improving access to key documents and templates; and increasing training of program and project managers.
- PBS will reduce cost and time impacts on capital construction projects by: analyzing project cost impacts and contractor claims; identifying risk management and cost avoidance strategies; and improving business processes. PBS will increase its use of contractor past performance data in contract awards and will improve current practices for capturing performance feedback on contractors.

Leasing

(Dollars in Thousands)

FY 2010 Actual	FY 2011 Annualized CR Level	FY 2012 Request
\$ 4,729,871	\$ 5,316,946	\$ 5,285,198

Note: Figures do not include indefinite authority for leased space.

GSA's FY 2012 request for Rental of Space includes the following changes from the FY 2010 enacted levels:

- \$ 5,253,633 thousand for annual rent for leases already in the inventory;
- \$ 207,113 thousand for rent increases, usually associated with replacement leases;
- \$ 201,449 thousand for tax and one-time payments, such as claims and buyouts;
- \$ - 247,530 thousand for cancellations, the amount of space leaving the inventory;

- \$ 91,425 thousand for expansion space, the amount of space entering the inventory for temporary leases in support of major repair and alteration projects and relocations due to forced moves or health and safety conditions; and
- \$ -220,892 thousand reduction to the request that will be funded from unobligated balances from prior years.

FY 2012 estimated Rentable Square Feet (RSF) in thousands: 200,698

FY 2010 estimated RSF in thousands: 190,887

Projected average annual increase in RSF from FY 2010 to FY 2012: 2.5%

21,404 RSF Expansion Space
<u>-11,593 RSF Cancellations</u>
9,811 RSF Net increase

Leasing Strategic Direction

Leased space represents slightly more than half of the PBS space inventory. This emphasizes the importance of delivering leased space within an agreed upon schedule and at the best value to the government. Over the next five years, PBS will concentrate on improving account planning, client relationships, and acquisition planning with client agencies. PBS will use the Account Management Playbook (AMP), Transaction Management Playbook (TMP) and Requirements Development processes to understand client business needs and develop workspace requirements.

Management challenges and opportunities for FY 2012 and future years:

- PBS has recurring contacts with nearly all Federal agencies, which provide frequent opportunities to convey the value and benefits of all of GSA's offerings, including furniture, facilities management, and technology. PBS and the Federal Acquisition Service must clearly define roles and responsibilities at each stage of the transaction management process in order to gain the trust of customer Federal agencies.
- The current market for commercial real estate has created new opportunities to meet the business needs of customer agencies. PBS will gather data regarding specific acquisition needs, options available, and possible solutions – including opportunities to consolidate or co-locate – to develop strategies that take advantage of changing market conditions.
- PBS must balance agency budgetary pressures with increased building security requirements. PBS will work to include the latest security and accessibility standards in new leases. In many cases, current security equipment and guard requirements were not known when original project budgets were developed for the client agency.

Rental of Space, Explanation of Changes

(Dollars in Thousands)

	New Obligational Authority (NOA)
Fiscal Year 2010 Enacted	\$ 4,729,871
Full year cost of Lease Expansions acquired through IA in FY 2009	315,476
Full year cost of Lease Expansions acquired through IA in FY 2010	291,936
Annualization of remaining FY 2010 program changes	-83,650
Fiscal Year 2012 Base	\$ 5,253,633
Unobligated balance from prior years used for FY 2012 requirements	-220,892
Rental Rate Increases	207,113
Lump Sum Payments for real estate taxes and lease buyouts	201,449
Lease Cancellations	-247,530
Lease Expansions	91,425
Fiscal Year 2012 Request	\$ 5,285,198

Notes: (1) The FY 2012 request excludes expansions acquired through Indefinite Authority (IA) in FY 2011 or FY 2012.

(2) This table includes increases/decreases requested in the FY 2011 President's Budget and new increases/decreases requested for FY 2012.

Rental of Space, Delegation Obligations

(Dollars in Thousands)

	FY 2010 Actual	FY 2011 Annualized CR level	FY 2012 Request
Department of Commerce.....	\$ 38,394	\$ 39,142	\$ 39,924

Obligations reported here reflect activities of the Administrative Contracting Officer (ACO) Delegation Program. Currently, only the Department of Commerce has this authority and it is not anticipated that any additional lease administration delegations will be granted. Delegated agencies bear the primary responsibility for making rental payments to lessors in accordance with the provisions of the delegation agreements.

Asset Management

(Dollars in Thousands)

	FY 2010 Actual	FY 2011 Annualized CR Level	FY 2012 Request
Repairs and Alterations	\$ 489,515	\$ 479,751	\$ 868,902
Building Operations	2,265,376	2,311,348	2,387,968
Total	\$ 2,754,891	\$ 2,791,299	\$ 3,256,870

Note: Figures do not include indefinite authority.

GSA's FY 2012 request for *Repairs and Alterations* includes:

- \$ 402,388 thousand for non-prospectus projects ("Basic Program");
- \$ 395,036 thousand for six major modernizations;
- \$ 62,000 thousand for Special Emphasis Programs; and
- \$ 9,478 thousand for one design project.

GSA's FY 2012 request for *Building Operations* includes the following changes from the FY 2010 enacted levels:

Maintaining Current Levels of Service:

- \$ 3,298 thousand for pay increases;
- \$ 19,467 thousand for inflation on supplies, materials, and service contracts;
- \$ 34,170 thousand for increased contract labor rates on cleaning and maintenance contracts;
- \$ 48,060 thousand for building services in new space; and
- -\$ 20,000 thousand for unobligated balances used to fund current operations.

Program Changes:

- \$ 57,309 thousand for administrative costs of Recovery Act projects;
- \$ 5,000 thousand for costs associated with the wellness program; and
- -\$ 14,777 thousand for Terminations, Reductions and Savings

The Asset Management program includes both Repairs and Alterations and Building Operations activities. PBS exercises responsible asset management by promoting business and strategy decisions which improve the health of the PBS portfolio; managing programs that concentrate on customer needs from multiple perspectives (prospectus planning and development, space measurement, pricing); and promoting government-wide best practices. PBS manages facilities through a national program office and regional Property Management Offices that provide safe, healthy, sustainable, productive, effective and efficient work environments for the Federal workforce.

PBS long-term goals for real property asset management focus on providing quality workplaces and enhancing the value of its real estate portfolio for the benefit of the American taxpayer. The core asset initiative has resulted in a reduction in vacant space, a reduction in repair and alterations liabilities, and improved financial performance.

Management challenges and opportunities in FY 2012 and future years:

- Requirements for high-performance green buildings and sustainable design continue to grow and evolve. The Recovery Act provided substantial funding to convert existing GSA facilities to high-performance green buildings, reflecting the importance of reducing energy and water consumption of the Federal government through repairs and alterations to Federal buildings. PBS will continue to be a leader in sustainable design.
- The reinvestment liability of the portfolio is a significant challenge to the achievement of PBS asset management goals. The Recovery Act has helped to reduce a portion of the reinvestment liability of the portfolio; however, it will not eliminate all repair needs or reverse the factors causing the liability in the first place. PBS will need to improve the performance of its leased portfolio and reduce its reliance on leasing to ensure the sustainability of the Federal Buildings Fund.

Building Operations, Explanation of Changes
(Dollars in Thousands, excludes reimbursable FTE)

	<u>FTE</u>	<u>New Obligational Authority (NOA)</u>
FY 2010 Actual.....	6,212.0	\$ 2,265,376
FY 2012 Request.....	<u>6,691.4</u>	<u>2,387,968</u>
Net Change.....	479.4	\$ 122,592

	<u>FTE</u>	<u>New Obligational Authority (NOA)</u>
Maintaining Current Levels:		
Annualization of the FY 2010 Pay Increase (2.0%)		\$ 3,298
Increased Cost of Supplies, Materials, and Service Contracts		19,467
Increased Contract Labor Rates for Cleaning & Maintenance		34,170
Building Services In New Space		48,060
Unobligated Balances Used to Fund Current Operations	—	<u>-20,000</u>
Subtotal, Maintaining Current Levels.....	0.0	\$ 84,995
Program Decrease:		
Decrease for Reduced Utilities		-\$ 9,935
Program Increases:		
Increase FTE within Base NOA	309.4	\$ 0
Administrative Costs of Recovery Act Projects	170.0	57,309
Wellness Program	—	<u>5,000</u>
Subtotal, Program Increases.....	479.4	\$ 62,309
Terminations, Reductions and Savings:		
Cut Scope 3 GHG emissions by reducing travel		-\$ 8,212
Reduce building studies		-3,400
Cost savings from VOIP Implementation	—	<u>-3,165</u>
Subtotal, Terminations, Reductions and Savings.....	0.0	-\$ 14,777
Net Change.....	479.4	\$ 122,592

Note: This table includes increases/decreases requested in the FY 2011 President's Budget and new increases/decreases requested for FY 2012.

Maintaining Current Levels.....\$84,995,000

The funds requested will provide for inflation in supplies, materials, and contracts for cleaning, maintenance and other services. A small increase over the FY 2010 level is requested for the calendar year 2010 pay increase that did not apply to the first quarter of FY 2010. Also requested is an increase for building services in new space. PBS projects a net increase of 3,129 thousand assigned RSF to the inventory from FY 2010 to FY 2012, resulting in building service costs above the inflationary increases to services in existing space.

Increase for Administrative Costs of Recovery Act Projects.....\$57,309,000

Recovery Act appropriations to the Federal Buildings Fund provided funding for administrative costs; however, Recovery Act funds will expire in FY 2011. Many of the large construction and alterations projects funded by the Recovery Act will continue for several additional years after . The Buildings Operations activity must continue to provide for the administrative costs related to on-going Recovery Act projects. These costs include salaries and benefits for employees paid from Recovery Act funds in FY 2011, who will be paid from the Federal Buildings Fund in FY 2012 and a variety of support contracts.

Increase for Wellness Program.....\$5,000,000

The funds requested would provide for studies, contract services, and building amenities where single obligations do not exceed \$10,000, to meet the President's objectives for employee wellness. This program will upgrade fitness centers, health centers, cafeterias, snack shops, or other building areas to encourage greater usage and support healthier lifestyles. PBS will also provide educational and promotional programs to encourage tenants to take the stairs, use the new facilities, and bicycle to work.

Funds requested for the Building Operations activity complement wellness funding requested in the capital program by providing for aspects of improved wellness other than repairs and alterations of Federal buildings. Building Operations funding is needed to determine what buildings need alterations and what additional steps PBS should take to promote wellness.

Terminations, Reductions, and Administrative Savings.....-\$14,777,000

GSA has identified three reduction and saving initiatives in the Federal Buildings Fund:

- *Reduce business travel, -\$8,212 thousand.*—GSA will reduce Scope 3 Greenhouse Gas (GHG) emissions from employee business travel by 25% by FY 2020. GSA will meet this aggressive goal by seeking alternatives to travel, including deploying advanced videoconferencing systems, consolidating and co-locating training conferences, and reducing non-mission critical travel. Cost savings from travel reductions are partially offset by increased costs of new teleconferencing technologies.
- *Reduce building studies, -\$3,400 thousand.*—The PBS Office of Design and Construction will reduce various centrally funded support studies.
- *Cost savings from VoIP Implementation, -\$3,165 thousand.*—Voice-Over-Internet-Protocol (VOIP) technology carries telephone services over the internal data network and over the Internet. VOIP will reduce costs for phone service and – because VOIP uses the data network instead of the telephone network – reduces costs of maintaining the physical

infrastructure of telecommunications equipment. Cost savings are partially offset by the cost of meeting increased demand on the data network resulting from VOIP implementation.

The request does not provide for a Federal pay raise in FY 2011 or FY 2012. This two-year pay freeze results in additional cost savings of \$27,528 thousand in FY 2012.

Explanation of Carryover Balances. — Because the Federal Building Fund is structured as a revolving fund, funds authorized during one year are available until expended. GSA PBS is projecting to carryover a balance of previously authorized funds from FY 2011 to FY 2012. This unobligated balance of \$20,000 thousand will be used to fund FY 2012 requirements.

Building Operations, Explanation of Changes by Program

(Dollars in Thousands)

	Cleaning	Utilities and Fuels	Maint- enance	Other Building Services	Space Acquisition	Staff Support	IT Services	TOTAL
FY 2010 New Obligational Authority	\$310,828	\$355,093	\$331,613	\$175,035	\$196,043	\$722,622	\$174,142	\$2,265,376
Annualize the FY 2010 Pay Increase	18		92	711	834	1,626	17	3,298
Increased Costs of Supplies, Materials, and Service Contracts	3,191	5,203	2,982	1,318	361	3,066	3,346	19,467
Increased Contract Labor Rates for Cleaning and Maintenance	13,154	9,740	8,202	3,074				34,170
Building Services in New Space	15,074	19,863	12,654	469				48,060
Unobligated Balances Used to Fund Current Requirements	-2,852	-9,157	-2,996	-3,627	-793	-575		-20,000
Decrease for Reduced Utilities		-9,935						-9,935
Admin Costs of Recovery Projects				6,404		50,905		57,309
Wellness Program				5,000				5,000
Reduce Travel						-8,212		-8,212
Reduce building studies				-3,400				-3,400
VoIP implementation							-3,165	-3,165
FY 2012 Request	\$339,413	\$370,807	\$352,547	\$184,984	\$196,445	\$769,432	\$174,340	\$2,387,968

Installment Acquisition Payments

(Dollars in Thousands)

	New Obligational Authority (NOA)
FY 2010 Actual	\$ 140,525
Decrease in Capitalized Interest Payments	-2,960
Decrease in Interest Payments	<u>-10,764</u>
FY 2012 Request	\$ 126,801

The Public Buildings Amendments of 1972 authorized GSA to contract for the construction of a backlog of authorized but unfunded new construction projects. GSA was granted borrowing authority for a selected number of these projects. Congress has also provided authority on occasions to borrow funds to construct specific Federal facilities. This program funds payments for interest, including capitalized interest, for facilities constructed under borrowing authority.

Reimbursable Program

(Dollars in Thousands)

	FTE	New Obligational Authority (NOA)
FY 2010 Actual	363.0	\$1,813,137
Inflation		11,297
Workload Changes		685,861
Workload Decreases	<u>-159.4</u>	<u>-609,807</u>
FY 2012 Request	203.6	\$1,900,488

PBS provides tenant agencies with space and building services (including cleaning, maintenance, utilities, and protection) commensurate with those offered in the private sector. PBS also provides building services which exceed commercially equivalent levels on a reimbursable basis, when requested by the tenant. Reimbursable services include space adjustments, facility security, utilities, large projects, and janitorial services required for above-standard levels of operations, as well as administrative support costs associated with providing the service.

Schedule of Indefinite Authorities

Program	Source	Explanation
Recycling Rebates	PL 102-141 Sec. 11, PL 105-61 Sec. 608	This authority allows PBS to use funds earned through recycling rebates, refunds, or other incentives. These funds are available for recycling or other environmental projects.
Historic Properties	16 USC 470h-3(b)	This authority allows PBS to outlease historic properties and use the revenues to administer, maintain and repair those properties. All revenues earned using this authority must be obligated within two years or returned to the US Treasury.
Energy Rebates	PL 102-141 Sec. 11	This authority allows PBS to use funds earned through energy rebates, refunds, or other incentives. These funds are available for Federal energy management improvement or related programs.
Pennsylvania Avenue Activities (PAA)	PL 104-134, PL 104-208	This authority allows PBS to retain revenue earned using Pennsylvania Avenue Development Corporation (PADC) authorities. These funds are available for use on PAA projects including Building Operations and Repairs & Alterations.
International Trade Center (ITC)	PL 104-208	This authority allows PBS to retain revenue earned from ITC activities. These funds are available for use on ITC Building Operations activities.
Cooperative Use Act and National Antenna Program	40 USC 581(h)	This authority allows PBS to lease space in Federal buildings to private individuals and organizations. Revenue from this activity is available for Building Operations activities.
Telework	PL 104-52	This authority allows PBS to charge agencies for use of telecommuting centers and use those funds to offset the costs of performing telecommuting services.
Rental of Space	PL 102-393 Sec. 5	This authority allows PBS to enter into lease agreements and obligate funds when an agency requires additional space that was not anticipated in the normal budget process.

U.S. General Services Administration

GOVERNMENT-WIDE POLICY

Fiscal Year 2012 Budget Request

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Appropriations Language

For expenses authorized by law, not otherwise provided for, for Government-wide policy and evaluation activities associated with the management of real and personal property assets and certain administrative services; Government-wide policy support responsibilities relating to acquisition, telecommunications, information technology management, and related technology activities; [and] services as authorized by 5 U.S.C. 3109; *and the Office of Federal High Performance Green Buildings*; **\$105,140,000** [, of which \$4,000,000, to be available until expended, is provided for the Office of Federal High Performance Green Buildings] .

Program Description

This appropriation provides for the activities of the Office of Government-wide Policy (OGP). OGP works cooperatively with other agencies to provide the leadership needed to develop and evaluate policies associated with high-performing green buildings and real property, acquisition policy, personal property, travel and transportation management, vehicles and aircraft, committee and regulations management, and management of Federal spending data. OGP collaborates with partner agencies and other stakeholders to improve public access to policy information and support data, and improve transparency in Government.

Amounts Available for Obligation
(Dollars in Thousands)

	FY 2010 Actual	FY 2011 Annualized CR level	FY 2012 Request
Unobligated balance, start of year.....	\$ 4,000	\$ 0	\$ 0
Discretionary authority:			
Appropriation	\$ 59,665	\$ 59,665	\$ 105,140
Reimbursable authority:			
New authority.....	\$ 68	\$ 5,500	\$ 5,500
Transfers in for Inter-Agency Councils.....	16,996	17,000	17,000
Change in uncollected payments.....	1,071	0	0
Subtotal, reimbursable authority.....	\$ 18,135	\$ 22,500	\$ 22,500
Unobligated balance, expiring.....	-\$ 1,397	\$ 0	\$ 0
Unobligated balance of multi-year funds.....	-\$172	\$ 0	\$ 0
Total, obligations.....	\$ 80,231	\$ 82,165	\$ 127,640
Obligations, Appropriated	\$ 59,342	\$ 59,665	\$ 105,140
Obligations, Recovery Act.....	3,828	0	0
Obligations, reimbursable.....	17,061	22,500	22,500
<i>Net Outlays</i>	<i>\$ 53,387</i>	<i>\$ 81,316</i>	<i>\$ 99,032</i>

Explanation of Changes, Appropriated Dollars and FTE

(Dollars in Thousands)

	<u>FTE</u>	<u>Budget Authority</u>
FY 2010 Enacted level.....	173.0	\$ 59,665
FY 2012 Request.....	<u>183.0</u>	<u>\$105,140</u>
Net Change.....	10.0	\$ 45,475
<hr/>		
	<u>FTE</u>	<u>Budget Authority</u>
Maintaining Current Levels:		
Annualization of the FY 2010 Pay Increase (2.0%)		\$ 133
Inflation	—	<u>417</u>
Subtotal, Maintaining Current Levels.....	0.0	\$ 550
Transfer and Realignments:		
Transfer for E-Gov support staff to the Working Capital Fund	-4.0	-\$ 1,008
Program Increases:		
Integrated Acquisition Environment (IAE) modernization		38,000
Support for the National Strategy for Trusted Identities in Cyberspace		5,000
Office of Federal High Performance Green Buildings activities to develop government-wide standards & policy for green Federal buildings	9.0	2,750
Federal Advisory Committee Act (FACA) Transparency and Open Government workload increases	2.0	900
E-Forms Catalog Forms.gov transfer of authority from the U.S. Small Business Administration	2.0	737
Central Contractor Registration (CCR) transfer of authority from the Department of Defense	<u>1.0</u>	<u>125</u>
Subtotal, Program Increases.....	14.0	\$ 47,512
Terminations, Reductions, and Savings Initiatives:		
Non-Recur FY 2010 increase for contractor performance database		-1,400
Cut Scope 3 GHG emissions by reducing travel by 25%		-92
Cost savings from VOIP implementation	—	<u>-87</u>
Subtotal, Terminations, Reductions, and Savings.....	0.0	-\$ 1,579
Net Change.....	10.0	\$ 45,475

Summary of the Request

The FY 2012 budget requests a total of **\$105,140 thousand** and **183 FTE** for the Office of Government-wide Policy (OGP). This represents a net increase of **\$45,475 thousand** and **10 FTE** from the FY 2010 enacted level, including the following initiatives:

- **\$550 thousand** for annualization of the FY 2010 pay raise and inflation.
- A reduction of **-\$1,008 thousand** and **4 FTE** for the transfer out of staff supporting electronic government initiatives to the GSA Working Capital Fund.
- **\$38,000 thousand** for modernization, upgrades, and continued operation of the Integrated Acquisition Environment (IAE), a government-wide information system managed and supported by OGP. Timely investment in IAE is critical to fulfilling the Federal Funding Accountability and Transparency Act (FFATA) and will improve contract and grant award, management, and reporting.
- **\$5,000 thousand** for support of the National Strategy for Trusted Identities in Cyberspace (NSTIC). GSA will support NSTIC by creating a robust public-private governance effort to complement Federal Public Key Infrastructure (PKI) and establish security, privacy, and interoperability best practices.
- **\$2,750 thousand** and **9 FTE** for salaries and expenses of the Office of Federal High-Performance Green Buildings. Funds requested for FY 2012 will allow GSA to continue to provide green building standards and disseminate practices, technologies and research results through outreach, education, and technical assistance government-wide.
- **\$900 thousand** and **2 FTE** to meet workload increases in OGP Federal Advisory Committee Act (FACA) programs and to redesign and expand the FACA.gov website.
- **\$737 thousand** and **2 FTE** for the E-Forms Catalog, also known as Forms.gov. The requested funds provide for the transfer of authority for Forms.gov from SBA to GSA and provide a permanent source of funding for the program with appropriated funds.
- **\$125 thousand** and **1 FTE** for the Central Contractor Registry (CCR) system. The requested funds will provide for a Deputy Project Manager to support CCR operations.
- Reductions of **-\$1,579 thousand** for three Terminations, Reductions, and administrative Savings (TRS) initiatives:
 - **-\$1,400 thousand** to non-recur funds provided in the FY 2010 enacted level for a government-wide database on contractor integrity and performance. Section 872 of the Duncan Hunter National Defense Authorization Act for FY 2001 (Public Law 110-417) directed GSA and the Office of Management and Budget to establish this database. The FY 2010 Consolidated Appropriations Act (P.L. 111-117) provided \$2,000 thousand in the Government-wide Policy appropriation. The FY 2012 Request retains \$600 thousand to provide for operations and maintenance of the database, once completed.
 - **-\$92 thousand** from reduced business travel. GSA will reduce Scope 3 Greenhouse Gas (GHG) emissions from employee business travel by 25% by FY 2020. GSA will

meet this aggressive goal by seeking alternatives to travel, including deploying advanced video-conferencing systems, consolidating and co-locating training conferences, and reducing non-mission critical travel. Cost savings from travel reductions are partially offset by increased costs of new teleconferencing technologies.

- **-\$87 thousand** from agency-wide implementation of Voice-Over-Internet-Protocol (VOIP) technology. VOIP carries telephone services over the internal data network and over the Internet. VOIP will reduce costs for phone service and – because VOIP uses the data network instead of the telephone network – reduces costs of maintaining the physical infrastructure of telecommunications equipment. Cost savings are partially offset by the cost of meeting increased demand on the data network resulting from VOIP implementation.

The request does not provide for a Federal pay raise in FY 2011 or FY 2012. This two-year pay freeze results in additional cost savings of \$1,177 thousand in FY 2012.

Reimbursable Programs: In FY 2012, OGP anticipates providing reimbursable services to other Federal agencies in the amount of **\$22,500 thousand** and **19 FTE**, comprised of \$5,500 thousand and 4 FTE for government-wide policy activities and \$17,000 thousand and 15 FTE to support Inter-Agency Management Councils. Section 723 of Division D of Public Law 111-117 permits the head of each Executive department and agency to transfer funds to the Government-wide Policy account, to support government-wide financial, information technology, procurement, and other management innovations, initiatives, and activities.

Obligations by Object Classification

(Dollars in Thousands)

	FY 2010 Actual	FY 2011 Annualized CR level	FY 2012 Request
11.1 Full-time, permanent.....	\$ 19,841	\$ 24,122	\$ 24,019
11.3 Other than full-time permanent.....	\$ 16	12	0
11.5 Other personnel compensation.....	\$ 826	1,045	1,042
11.8 Special personnel services payments.....	\$ 32	33	0
12.1 Civilian personnel benefits.....	\$ 4,349	5,474	5,455
21.0 Travel and transportation of persons.....	\$ 344	348	244
23.1 Rental payments to GSA.....	\$ 2,048	2,290	2,318
23.3 Communications and utilities.....	\$ 112	118	48
Subtotal, Rent, communications & utilities..	\$ 2,160	\$ 2,408	\$ 2,366
24.0 Printing and reproduction.....	533	578	534
25.1 Advisory and assistance services.....	20,520	15,561	61,283
25.2 Other services.....	1	3	0
25.3 Goods & services from Gov't accounts.....	10,195	9,811	10,094
25.7 Operation and maintenance of equipment.....	17	0	0
Subtotal, Contractual services.....	\$ 30,733	\$ 25,375	\$ 71,377
26.0 Supplies and materials.....	39	42	103
31.0 Equipment.....	469	228	0
99.0 Obligations, appropriated.....	\$ 59,342	\$ 59,665	\$ 105,140
<i>Subtotal, PC&B.....</i>	25,064	30,686	30,516
<i>Subtotal, Non-labor.....</i>	34,278	28,979	74,624
99.1 Obligations, Recovery Act.....	3,828	0	0
99.2 Obligations, reimbursable.....	17,061	22,500	22,500
99.9 Total obligations.....	\$ 80,231	\$ 82,165	\$ 127,640
<i>Full-Time Equivalent (FTE)</i>	165.0	182.0	183.0

Office of Government-wide Policy

The Office of Government-wide Policy (OGP) develops administrative policies for the Federal government in multiple functional areas, including acquisition and Federal contracting policy and the Federal Acquisition Regulations; real and personal property asset management and the Federal Management Regulations; Federal high-performance green buildings; travel and transportation management and the Federal Travel Regulations; regulatory information; and the use of Federal advisory committees. OGP also supports Interagency Management Councils to encourage collaboration and efficiency.

OGP has identified the following long-term goals and supporting actions to deliver GSA's strategic goals of Innovation, Customer Intimacy, and Operational Excellence.

Innovation

OGP will foster innovative policy processes, practices, and technology to achieve performance results with a Zero Environmental Footprint (ZEF).

OGP will integrate its program expertise in acquisition, asset management, and information technology to facilitate cross-sector analysis; develop performance measures to assess whether policies achieve strategic intent; and develop plans to drive transparency and accountability of Federal spending information and resulting outcomes.

Customer Intimacy

OGP will strive to understand how its policies affect the accomplishment of agency missions in support of the Administration's goals.

OGP will introduce collaborative networking tools; drive outreach and develop an OGP brand and communications plan; and evaluate its effectiveness by surveying customers, conducting focus groups, and soliciting feedback from interagency councils.

Operational Excellence

OGP will help GSA to achieve a Zero Environmental Footprint within OGP's management and administration of people, processes and technology.

OGP will implement full life-cycle asset management for both real and personal property; use asset management information to enhance asset performance by predicting and planning for future needs; use innovative technologies to drive cultural changes; and research private sector use of innovative technologies.

Management challenges and opportunities in FY 2012 and future years:

- OGP faces an increasing need to move towards sustainability in economic, environmental and social terms. The impact of climate change, coupled with rising energy costs, requires

new strategies and technologies to reduce reliance on fossil fuels, conserve water, support sustainable communities, and create green jobs.

- The Administration's focus on transparent and open government provides an opportunity to highlight OGP's collaborative policy development process. This process allows OGP to develop a better understanding of its customers and serve them with integrity, creativity, and responsibility. OGP will use all available tools to create opportunities for intergovernmental and public-private collaboration to develop better policies.

OGP will meet these challenges by establishing a results-oriented policy framework that provides the following "cradle-to-cradle" life cycle approach:

- OGP will facilitate government-wide efficiency and effectiveness by providing Federal managers with business-like incentives and tools and flexibility to prudently manage their assets;
- OGP will identify, evaluate, and promote best practices to improve efficiency of management policy processes;
- OGP will incorporate the requirements of Federal laws, Executive Orders, and other regulatory material into policies, bulletins and guidelines; and
- OGP will continue to develop and manage government-wide policy in partnership with key stakeholders including the Office of Management and Budget (OMB), agency policy offices, program managers, and related interagency councils and organizations.

FY 2012 Budget Request

The FY 2012 budget request provides **\$105,140 thousand** and **183 FTE** for the Government-wide Policy appropriation, a net increase of \$45,475 thousand and 10 FTE from the FY 2010 enacted level. The funds requested will allow OGP to deliver the policy necessary to drive change in Federal agencies resulting in a more effective, efficient, and sustainable Federal Government.

The FY 2012 request includes the following key initiatives:

1. *Re-architect and modernize the Integrated Acquisition Environment.*—OGP requests \$38,000 thousand for modernization of the Integrated Acquisition Environment (IAE). IAE is a collection of eight procurement and procurement-related systems that were developed independently, use different software, and operate on different platforms, run by different contractors. Funds would be used to consolidate the separate systems onto a single, integrated platform for Federal procurement. A single platform for IAE will improve transparency and support open Government objectives by improving data quality, simplifying access to Federal acquisition data, and improving usability of procurement systems for Federal acquisition professionals and citizens.

IAE includes the following systems: the Central Contractor Registry (CCR), the Excluded Parties List System (EPLS), the electronic Subcontracting Reporting System (eSRS), Federal Business Opportunities (FBO), the Federal Procurement Data System (FPDS), the On-Line Representation and Certifications Application (ORCA), Past Performance Information Retrieval System (PPIRS), and Wage Determinations On-Line (WDOL). Each of the eight IAE systems uses different software, unique data elements, separate user accounts, different reporting capabilities, and operates on different hardware platforms run by different contractors. This complex and stove-piped environment reinforces operating inefficiencies, confounds transparency, and makes it difficult to respond to policy or technology changes in a timely manner.

GSA will work with the OMB Offices of E-Government and Information Technology and Federal Procurement Policy to develop a modernization plan that will re-architect and consolidate IAE into the integrated procurement platform of the future. The new integrated platform will focus on both business services and data. The functions performed by the current IAE applications will be migrated to a set of acquisition business services based on cutting-edge architecture, concepts, and technology. The next generation of IAE services will consolidate and share services currently duplicated across the enterprise in each application, such as authentication, help desk, hosting, and web services.

Contracting personnel will be able to access IAE data from within their agency contract writing systems, and each agency will have one acquisition system that allows them to create new solicitations, review solicitations and review references. These and other advances in acquisition service delivery will reduce the administrative costs of Federal contracting, increase competition by making it easier for vendors to do business with the government, and increase transparency by improving speed, volume, and quality of Federal procurement data that is available to the public.

The requested funds will also provide for improved grants management and reporting through IAE. GSA will enhance IAE systems to provide increased support to the grants community, such as the Central Contractor Registration System, where grantees are required to register, and the Excluded Party List System, which grant-making officials check before awarding grants. The request supports the development of a Federal Opportunities Website which will consolidate the current Federal Business Opportunities system (an IAE system which publicizes contract opportunities) and Grants.gov (a non-IAE that publicizes grant opportunities) into a single website, which advertises both grant and contract opportunities. The request includes support and enhancements for the Federal Sub-award Reporting System for grants, which was implemented in October 2010 and is the source of grant sub-award data for USASpending.gov.

2. *Support the President's National Strategy for Trusted Identities in Cyberspace (NSTIC).*— OGP requests \$5,000 thousand to support NSTIC, which is a key building block in the Administration's priority to secure cyberspace. NSTIC will enhance online trust through increased security and privacy by improving the ability to authenticate users and infrastructure, such as servers and routers, involved in sensitive, online transactions. Full implementation of NSTIC would allow users to obtain secure, interoperable credentials from a range of service providers that would authenticate their identity for transactions such as banking, accessing electronic health records and ordering products. This would simplify these transactions for users and reduce the amount of private information users must reveal

to the many organizations they deal with online, resulting in increased convenience, security and privacy for citizens and corporations.

GSA will support NSTIC by establishing a robust public-private governance effort to establish security, privacy, and interoperability best practices in partnership with private-sector Public Key Infrastructure (PKI) bridges. GSA will develop standards for use in Federal acquisition of NSTIC-compliant technology and will identify strategies to incentivize adoption of the NSTIC. GSA will develop guidance and policies (as required) for Federal agencies and State and local partners for increased interoperability with private-sector credentials. This includes ensuring government-wide alignment of policies and guidance with the Federal Identity, Credential, and Access Management (FICAM) Roadmap, and possibly modifying the Roadmap in collaboration with the private sector. GSA will develop model contracts that define roles and responsibilities, including liability, among organizations for use by both Federal and private-sector organizations that implement the NSTIC.

3. *Improve environmental and energy performance of Federal buildings.*—OGP requests \$2,750 thousand and 9 FTE for the Office of Federal High-Performance Green Buildings. The Office will review and analyze the latest green building standards in areas including energy efficiency, water conservation, and indoor environmental quality, and will begin benchmarking commercial green building performance (in cooperation with the Department of Energy). The Office will begin research to identify effective green building technologies and systems for Federal buildings, while coordinating with other agencies to establish research agendas for design, construction, operation, and maintenance of high-performance green buildings. The Office will issue guidance and tools for inventorying and tracking greenhouse gas emissions; publish case studies, best practices, user guides, and web-based resources; and will develop and deliver workshops to brief Federal building managers on practices and technologies to meet new the green building agenda.
4. *Modernize Federal administrative policies and upgrade government-wide systems to create open Government.*—OGP requests \$900 thousand and 2 FTE to meet workload increases in OGP Federal Advisory Committee Act (FACA) programs. Presidential initiatives to increase transparency and create an open Government have increased demands on FACA information systems beyond their current capacity. OGP requires additional staffing and IT investments to increase accessibility to the nearly 7,000 FACA meetings held each year (including webcasts), enhance usability of the FACA website and improve its design, provide training to other agencies, and establish an audit function to ensure Executive Branch compliance with transparency requirements. Requested funding would also support development of FACA 2.0, an initiative to revise OGP regulations, and to redesign and expand the FACA Shared Management System and the FACA.gov website.

OGP delivers on its goals and responsibilities through the following functional areas:

Acquisition Policy develops acquisition policies and regulations, develops the GSA acquisition workforce, and ensures accountability for acquisition decision making. This office also provides GSA acquisition policies and oversight programs to ensure compliance with applicable laws and regulations, and to foster full and open competition for all contract opportunities.

Federal Acquisition Institute (FAI) manages the training and development of the civilian acquisition workforce for the entire Executive Branch.

Travel, Transportation and Asset Management Policy develops government-wide policies and guidelines for the administrative management of personal property, aircraft, motor vehicles, mail, relocation, travel and transportation. OGP produces a number of high-profile policies in this arena, including annual per diem rates for the Federal government and mileage reimbursement rates for privately-owned vehicles.

Federal High Performance Green Buildings and Real Property Policy provides leadership in sustainable acquisition, construction and management of Federal facilities and structures. OGP advances Federal green building performance in key areas such as energy use, water use, indoor environmental quality, and greenhouse gas (GHG) emissions reduction. OGP also provides government-wide real property asset management and disposal guidance to Federal agencies through regulations and policy documents.

Committee Management Secretariat has government-wide responsibilities for the management of the Federal Advisory Committee Act (FACA) program. The Secretariat improves Government management by developing guidelines and maximizing public participation that result in better decisions by Federal agencies.

Regulation Management through the management of the Regulatory Information Service Center (RISC) manages and publishes information about Federal regulatory and deregulatory activities. RISC publications, databases and computer system enable OMB's Office of Information and Regulatory Affairs (OIRA) to carry out its responsibilities for coordination and review of Federal regulations under EO 12866, "Regulatory Planning and Review", and its information collection review function under the Paperwork Reduction Act.

Technology Strategy for government-wide policy management purposes includes investing in and maintaining key data bases for acquisition, grants, loans and payments. These applications include USASpending.gov and the FFATA portals, and the Integrated Acquisition Environment including the Federal Procurement Data System.

Regulatory and Federal Assistance, OGP disseminates a wide variety of Federal regulations, including: the Federal Acquisition Regulations (FAR), Federal Travel Regulation (FTR), Federal Management Regulation (FMR), and the Federal Property Management Regulation (FPMR). OGP also provides the Catalog of Federal Domestic Assistance (CFDA), a compendium of all domestic assistance programs managed by Federal agencies.

U.S. General Services Administration

OPERATING EXPENSES

Fiscal Year 2012 Budget Request

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Appropriations Language

For expenses authorized by law, not otherwise provided for, for Government-wide activities associated with utilization and donation of surplus personal property; disposal of real property; agency-wide policy direction, management, and communications; the Civilian Board of Contract Appeals; services as authorized by 5 U.S.C. 3109; and not to exceed \$7,500 for official reception and representation expenses, **\$70,022,000**.

Program Description

This appropriation supports a variety of operational activities which are not feasible or appropriate for a user fee arrangement. Major programs include the personal property utilization and donation activities of the Federal Acquisition Service; the real property utilization and disposal activities of the Public Buildings Service; the activities of the Civilian Board of Contract Appeals; and the Management and Administration activities, including support of Government-wide emergency response and recovery activities, and top-level agency-wide management, administration, and communications activities.

Amounts Available for Obligation
(Dollars in Thousands)

	FY 2010 Actual	FY 2011 Annualized CR Level	FY 2012 Request
Unobligated balance, start of year.....	\$ 2,453	\$ 5,135	\$ 5,135
Discretionary authority:			
Annual appropriation	\$ 72,881	\$ 72,881	\$ 70,022
Reimbursable authority:			
New authority.....	\$ 2,329	\$ 14,635	\$ 14,665
Change in uncollected payments.....	1,403	0	0
Subtotal, reimbursable authority.....	\$ 3,732	\$ 14,635	\$ 14,665
Recovery of prior-year obligations.....	\$ 3,154	\$ 0	\$ 0
Unobligated balance, expiring.....	-\$ 8,712	\$ 0	\$ 0
Unobligated balance, reimbursable.....	-\$ 135	\$ 0	\$ 0
Unobligated balance, end of year.....	-5,135	-5,135	-5,135
Total, obligations.....	\$ 68,238	\$ 87,516	\$ 84,687
Obligations, appropriated (annual)	\$ 64,169	\$ 72,881	\$ 70,022
Obligations, appropriated (no-year).....	472	0	0
Obligations, reimbursable.....	3,597	14,635	14,665
<i>Net Outlays</i>	<i>\$ 66,483</i>	<i>\$ 67,491</i>	<i>\$ 72,357</i>

Note: Unobligated balances are from multiple no-year appropriations enacted in FY 1999 through FY 2003 for specific purposes that have since been completed. Most balances are for the disposal of Federal real property at Governor's Island, NY and Lorton, VA. These projects are complete and no new obligations are expected in future fiscal years.

U.S. General Services Administration
 Operating Expenses

Explanation of Changes, Appropriated Dollars and FTE

(Dollars in Thousands)

	<u>FTE</u>	<u>Budget Authority</u>
FY 2010 Enacted level.....	354.0	\$ 72,881
FY 2012 Request.....	<u>348.0</u>	<u>70,022</u>
Net Change.....	-6.0	-\$ 2,859
Maintaining Current Levels:		
Annualization of the FY 2010 Pay Increase (2.0%)		\$ 220
Inflation	—	<u>265</u>
Subtotal, Maintaining Current Levels.....	0.0	\$ 485
Transfers and Realignments:		
Transfer of regional Public Affairs Officers to Office of Communications and Marketing	11.0	\$ 2,331
Resource savings from realignment of regional management and administration functions	-11.0	-3,000
Transfer OCSIT Front Office to Federal Citizen Services Fund	<u>-6.0</u>	<u>-1,304</u>
Subtotal, Transfers and Realignments.....	-6.0	-\$ 1,973
Program Decrease:		
Non-recur FY 2010 increase for the Oklahoma City National Memorial Foundation	0.0	-\$ 1,000
Terminations, Reduction, and Savings Initiatives:		
Cut Scope 3 GHG emissions by reducing travel by 25%		-\$ 206
Cost savings from VOIP implementation	—	<u>-165</u>
Subtotal, Terminations, Reductions, and Savings.....	0.0	-\$ 371
Net Change.....	-6.0	-\$ 2,859

Note: This table includes resources requested in the FY 2011 President's Budget and new resource requested for FY 2012.

Summary of the Request

The FY 2012 budget request provides a total of **\$70,022 thousand** and **348 FTE** for the programs in this account. This represents a net decrease of **-\$2,859 thousand** and **-6 FTE** from the FY 2010 enacted level, including:

- An increase of **\$485 thousand** for annualization of the FY 2010 pay raise and inflation;
- A net reduction of **-\$669 thousand** for the transfer in of resources for the Office of Communications and Marketing (\$2,331 thousand and 11 FTE), offset by savings in the Management and Administration activity (-\$3,000 thousand and -11 FTE);
- An additional reduction of **-\$1,304 thousand** and **-6 FTE** for the transfer of Office of Citizen Services and Innovative Technology (OCSIT) management functions to the Federal Citizen Services Fund;
- A reduction of **-\$1,000 thousand** to non-recur a one-time Federal payment to the Oklahoma City National Memorial Foundation;
- Reductions of **-\$371 thousand** for two Terminations, Reductions, and administrative Savings (TRS) initiatives:
 - **-\$206 thousand** from reduced business travel. GSA will reduce Scope 3 Greenhouse Gas (GHG) emissions from employee business travel by 25% by FY 2020. GSA will meet this aggressive goal by seeking alternatives to travel, including deploying advanced video-conferencing systems, consolidating and co-locating training conferences, and reducing non-mission critical travel. Cost savings from travel reductions are partially offset by increased costs of new teleconferencing technologies.
 - **-\$165 thousand** from agency-wide implementation of Voice-Over-Internet-Protocol (VOIP) technology. VOIP carries telephone services over the internal data network and over the Internet. VOIP will reduce costs for phone service and – because VOIP uses the data network instead of the telephone network – reduces costs of maintaining the physical infrastructure of telecommunications equipment. Cost savings are partially offset by the cost of meeting increased demand on the data network resulting from VOIP implementation.

The request does not provide for a Federal pay raise in FY 2011 or FY 2012. This two-year pay freeze results in additional cost savings of \$1,368 thousand in FY 2012.

U.S. General Services Administration
 Operating Expenses

Obligations by Object Classification

(Dollars in Thousands)

	FY 2010 Actual	FY 2011 Annualized CR Level	FY 2012 Request
11.1 Full-time, permanent.....	\$ 28,789	\$ 34,190	\$ 35,351
11.3 Other than full-time permanent.....	145	114	114
11.5 Other personnel compensation.....	959	1,041	976
11.8 Special personnel services payments.....	85	0	0
12.1 Civilian personnel benefits.....	6,999	8,048	8,172
21.0 Travel and transportation of persons.....	1,647	1,660	1,465
22.0 Transportation of things.....	7	19	19
23.1 Rental payments to GSA.....	4,144	3,898	4,097
23.2 Rental payments to others.....	10	228	229
23.3 Communications and utilities.....	374	421	254
Subtotal, Rent, communications & utilities..	\$ 4,528	\$ 4,547	\$ 4,580
24.0 Printing and reproduction.....	25	85	85
25.1 Advisory and assistance services.....	3,907	3,334	3,395
25.2 Other services.....	5	5,115	5,311
25.3 Goods & services from Gov't accounts.....	14,987	13,861	9,670
25.7 Operation and maintenance of equipment.....	40	77	77
Subtotal, Contractual services.....	\$ 18,939	\$ 22,387	\$ 18,453
26.0 Supplies and materials.....	278	396	405
31.0 Equipment.....	548	244	252
41.0 Grants, subsidies, and contributions.....	1,220	150	150
99.0 Obligations, Appropriated (annual).....	\$ 64,169	\$ 72,881	\$ 70,022
Subtotal, PC&B.....	36,977	43,393	44,613
Subtotal, Non-labor.....	27,192	29,488	25,409
99.0 Obligations, appropriated (no-year).....	472	0	0
99.0 Obligations, reimbursable.....	3,597	14,635	14,665
99.0 Total obligations.....	\$ 68,238	\$ 87,516	\$ 84,687

Obligations by Program
(Dollars in Thousands)

	FY 2010		FY 2011		FY 2012	
	Actual		Annualized		Request	
	FTE	obligations	FTE	authority	FTE	authority
1. Personal Property Management:						
Annual appropriation	78.0	\$11,365	80.0	\$12,814	80.0	\$12,824
Reimbursable authority	<u>4.0</u>	<u>1,779</u>	<u>10.0</u>	<u>3,135</u>	<u>10.0</u>	<u>3,165</u>
Subtotal, PPM.....	82.0	\$13,144	90.0	\$15,949	90.0	\$15,989
2. Real Property Disposal:						
Annual appropriation	93.0	\$16,550	101.0	\$17,240	101.0	\$17,261
No-year appropriation	0.0	0	0.0	0	0.0	0
Reimbursable authority	<u>0.0</u>	<u>1,818</u>	<u>7.0</u>	<u>11,500</u>	<u>7.0</u>	<u>11,500</u>
Subtotal, RPD.....	93.0	\$18,368	108.0	\$28,740	108.0	\$28,761
3. Office of Communications & Marketing:						
Annual appropriation	<u>32.0</u>	<u>6,981</u>	<u>37.0</u>	<u>7,103</u>	<u>42.0</u>	<u>8,119</u>
Subtotal, OCM.....	32.0	\$6,981	37.0	\$7,103	42.0	\$8,119
4. Management and Administration:						
Annual appropriation						
a. Management & Administration:	61.0	\$19,989	95.0	\$26,025	84.0	\$22,128
b. Congressional Initiatives:	<u>0.0</u>	<u>1,220</u>	<u>0.0</u>	<u>150</u>	<u>0.0</u>	<u>150</u>
Subtotal, M&A.....	61.0	\$21,209	95.0	\$26,175	84.0	\$22,278
5. Civilian Board of Contract Appeals:						
Annual appropriation	34.0	\$8,064	41.0	\$9,549	41.0	\$9,540
No-year appropriation	<u>0.0</u>	<u>472</u>	<u>0.0</u>	<u>0</u>	<u>0.0</u>	<u>0</u>
Subtotal, CBCA.....	34.0	\$8,536	41.0	\$9,549	41.0	\$9,540
Total, Annual appropriated.....	298.0	\$64,169	354.0	\$72,881	348.0	\$70,022
Total, No-year appropriation	0.0	472	0.0	0	0.0	0
Total, Reimbursable	<u>4.0</u>	<u>3,597</u>	<u>17.0</u>	<u>14,635</u>	<u>17.0</u>	<u>14,665</u>
Total, Budget Authority	302.0	\$68,238	371.0	\$87,516	365.0	\$84,687

Explanation of Changes by Program
 (Dollars in Thousands)

	Personal Property	Real Property Disposal	Office of Communications & Marketing	Management & Admin.	Civ. Board of Contract App.	TOTAL
	FTE authority	FTE authority	FTE authority	FTE authority	FTE authority	FTE authority
FY 2010 Enacted level	80.0 \$12,814	101.0 \$17,240	37.0 \$7,103	95.0 \$26,175	41.0 \$9,549	354.0 \$72,881
Maintaining Current Levels:						
Annualize FY 2010 Pay Increase	50	61	23	59	27	220
Inflation	<u>36</u>	<u>51</u>	<u>22</u>	<u>118</u>	<u>38</u>	<u>265</u>
Subtotal, MCLs.....	86	112	45	177	65	485
Transfers and Realignments:						
Transfer in Regional PAOs			11.0	2,331		11.0 2,331
M&A Realignment Savings				-11.0 -3,000		-11.0 -3,000
Transfer out OCSIT Front Office			<u>-6.0</u>	<u>0.0</u>		<u>-6.0</u> <u>-1,304</u>
Subtotal, Transfers.....			5.0 \$1,027	-11.0 -\$3,000		-6.0 -\$1,973
Program Decrease:						
Non-Recur FY 2010 Increase				-1,000		-1,000
TRS Initiatives:						
Reduce business travel by 25%	-30	-50	-41	-41	-44	-206
VOIP implementation savings	<u>-46</u>	<u>-41</u>	<u>-15</u>	<u>-33</u>	<u>-30</u>	<u>-165</u>
Subtotal, TRS initiatives.....	-76	-91	-56	-74	-74	-371
FY 2012 Request	80.0 \$12,824	101.0 \$17,261	42.0 \$8,119	84.0 \$22,278	41.0 \$9,540	348.0 \$70,022

The Operating Expenses appropriation supports the following programs:

- The Personal Property Utilization and Donation program, which transfers personal property no longer needed by a Federal agency to other Federal agencies, State and local governments, and nonprofit organizations;
- The Office of Real Property Utilization and Disposal, which transfers or sells unneeded property assets to benefit the Federal government and surrounding communities;
- The Office of Communications, which provides a full array of marketing products and services and represents GSA externally via the national and international media;
- Management and Administration, which provides top-level, agency-wide direction and support activities and supports government-wide emergency response and recovery activities; and
- The Civilian Board of Contract Appeals, which adjudicates contract claims between government contractors and most civilian Federal agencies.

Reimbursable Program: In FY 2012, the programs of the Operating Expenses appropriation anticipate to provide reimbursable services to other Federal agencies in the amount of \$14,665 thousand and 17 FTE. This amount includes:

- (1) \$3,165 thousand and 10 FTE to store excess personal property during the required disposal screening process, when requested by the donating agency; and
- (2) \$11,500 thousand and 7 FTE for real estate disposal services for: (a) specialized properties outside the purview of the Federal Property and Administrative Services Act of 1949; and (b) real property seized, forfeited, or foreclosed on by other agencies.

Federal Acquisition Service, Personal Property Program

Program Description

The Federal Acquisition Service (FAS) Personal Property program facilitates the transfer and reutilization of excess Federal personal property. Personal property no longer needed by a Federal agency may be offered at no cost to other Federal agencies, State and local governments, and eligible nonprofit organizations. These functions are managed and operated by the Utilization and Donation program, which is funded through the Operating Expenses appropriation.

Utilization and Donation: All Federal agencies must use excess personal property as the first source of supply. When an item is determined to be “excess,” it is first offered to other Federal agencies and will be transferred at no cost, if it can be used. If the property is not needed by any Federal agency, it is declared “surplus” and is offered to non-Federal government organizations on an “as is, where is” basis, with no warranty. Agencies are encouraged to report excess personal property to GSA through the use of GSAXcess®, to expedite the disposal process.

The Utilization and Donation program saves money for recipient organizations and promotes the efficient use of government resources. The program includes the Computers for Learning (CFL) program, which transfers excess Federal computer equipment to eligible schools and non-profit educational organizations, giving special consideration to those with the greatest financial need. In FY 2010, an estimated \$59.9 million in CFL property was redistributed for continued use.

Sales: When excess personal property cannot be disposed of through re-utilization or donation, the FAS Personal Property Sales Program allows Federal agencies to sell property directly to the public. GSA sells agency surplus property through GSA Auctions® to ensure quick disposal of assets, reduced administrative costs, and maximum return on investment. Expenses incurred to operate this segment of the Personal Property program are financed by the Acquisition Services Fund through a portion of the proceeds realized from the sale of surplus personal property.

FY 2012 Budget Request

The FY 2012 budget request provides **\$12,824 thousand** for personal property utilization and donation activities, an increase of \$10 thousand over the FY 2010 enacted level. This includes funding for cost increases for inflation.

The key business strategy of the Personal Property Utilization and Donation program is to provide optimal property disposal solutions for Federal agencies that uphold Federal environmental requirements and make the most efficient and cost effective use of Federal personal property.

FAS is repositioning the program to emphasize not only the cost avoidance benefits of the program but the environmentally sound green aspects of reusing property to protect the environment by keeping it out of landfills.

In FY 2012, the Personal Property Utilization and Donation program will add value for customers by:

- Providing optimal personal property disposal solutions for Federal agencies to maximize cost avoidance through the reuse of property;
- Streamlining the Federal disposal process to increase efficiencies, reduce inventory holding time, and reduce the cost to the customer; and
- Maximizing and improving online tools and technology for a fully integrated disposal system.

In FY 2012, the Utilization and Donation program will continue to maximize tax dollars invested in Government-owned personal property by transferring one agency's excess property to another that can use it and by donating surplus Federal property to State and local governments. In FY 2010, Utilization and Donation avoided an estimated \$931 million in costs for Federal, State and local governments, and for eligible nonprofit organizations, by transferring and donating excess and surplus personal property. Cost avoidance estimates for FY 2011 and FY 2012 are \$725 million and \$735 million per annum, respectively. Cost avoidance in FY 2010 is higher than future year estimates because of one-time transfers of \$217 million.

The Utilization and Donation program will continue to make customer outreach and training an integral part of operations in FY 2012 and beyond. The Department of Defense is the largest generator of excess property and the Department of the Interior's U.S. Forest Service is the largest recipient of excess property. An aggressive nationwide schedule of customer outreach and training will promote the benefits of using utilization and donation programs to key and new customers at national events and during regional customer visits and training events.

In FY 2012, Utilization and Donation will continue to work to expand the selection of innovative services available to customers and improve its e-systems in ways that transform interaction with customers and taxpayers. The program will focus resources on training customers to use Utilization and Donation and sales services to the best of their advantage.

Public Buildings Service, Office of Real Property Disposal

Program Description

The Office of Real Property Utilization and Disposal (RPD) in GSA's Public Buildings Service (PBS) ensures cost-effective use of Federal real property holdings and efficient disposal of those assets that are underutilized or no longer meet the mission requirements of the agency. RPD provides a range of services and activities, including: real estate consulting assistance; surveys and analysis that examine asset utilization; tools to support redeployment decisions and brokering of transfers of excess properties for further Federal utilization; relocation services; environmental due diligence, appraisal services and property inspections; marketing and community outreach; and base closure assistance.

RPD also employs the following programs/tools:

Public Benefit Conveyances (PBC): When property is no longer needed by the Federal Government, GSA partners with other Federal sponsoring agencies to make surplus real estate available to communities for purposes that benefit the community as a whole.

Lighthouse Program: The National Historic Lighthouse Preservation Act of 2000 (NHLPA) authorizes the disposal of historic lighthouses and stations. NHLPA recognizes the cultural, recreational, and educational value associated with these historic resources by allowing lighthouse properties to be transferred at no cost to Federal agencies, state and local governments, nonprofit corporations and community development organizations for park and recreation, cultural and historic, and educational uses. GSA has transferred 36 historic light stations since 2000.

Early Transfer Authority: Early Transfer Authority (ETA) allows the Federal government to transfer property to non-Federal entities before the completion of environmental cleanup as long as safeguards are in place to protect human health and the environment.

Reimbursable Services: Several land-holding agencies have the authority to dispose of real property on their own, but choose GSA to perform realty services on their behalf. RPD executes these disposals through inter-agency agreements, on a cost-reimbursable basis. The Department of Defense (DoD) is the largest user of these services.

FY 2012 Budget Request

The FY 2012 total request level provides **\$17,261** thousand for the Office of Real Property Utilization and Disposal, an increase of \$21 thousand over the FY 2010 enacted level. This includes funding for cost increases for inflation related to procured services.

The key business strategy of the Office of Real Property Utilization and Disposal is to be the service provider of choice among its customers and maintain the highest level of customer satisfaction. In FY 2012, RPD will add value for customer agencies by:

- Providing the tools and services necessary to fulfill Administration objectives for disposal of excess real property and the directives of the Federal Real Property Council and Executive Order 13327, "Federal Real Property Asset Management."

- Building partnerships and alliances with customers, local communities and other stakeholders. A strategic focus on customer segments allows RPD to react quickly to emerging trends.

In FY 2012, RPD will continue to provide asset management and disposal services to support landholding agencies' effort to optimize their real estate portfolios and meet the Administration's goals of disposing of unneeded real property. RPD will continue to assist Federal landholding agencies in developing asset management plans and strategies to promote the efficient and economical use of Federal real property assets. RPD will improve and expand the services it provides to assist landholding Federal agencies in managing their real property assets, including:

- Understanding the role of each asset in supporting agency mission objectives;
- Examining current and future utilization alternatives;
- Collecting and organizing title, environmental, historical and cultural information; and
- Identifying real estate and community issues affecting the property.

RPD will continue to build partnerships with local communities to ensure that underutilized Federal properties are disposed of in a manner that enhances the quality of life of their citizens. Federal real property disposals benefit the public because new use of real property can serve as a catalyst for local revitalization and economic growth, contribute to the local tax base, or preserve open space.

RPD will continue to engage its customers through industry and customer forums. RPD will continue to work with Federal landholding agencies to targeted asset reviews of their real property holdings. A customer development team has been established to ensure that the organization presents a single face to its customers for the full range of services provided.

RPD will develop a Human Capital Strategy to enhance project and contract management skills. The strategy will focus on analytical, customer relationship management, community involvement, and consulting skills.

Office of Communications and Marketing

Program Description

The Office of Communications and Marketing elevates the profile of the agency, its products, and initiatives to GSA's stakeholders: customers, employees, and the American public.

- The Public Affairs Division is the agency's official contact point and coordination portal for all agency media relations about GSA. The Public Affairs Division fields all media inquiries regarding GSA programs, products, initiatives, people, policies, and success stories.
- The Enterprise Marketing Division plans and executes major communications and strategic events for the agency. The organization develops and implements enterprise-wide marketing strategies and information campaigns across technology platforms, including web, video, creative services and new media.
- The Electronic Communications Division works in concert with the Public Affairs and Enterprise Marketing Divisions to produce web, video, graphics, and related New Media representations of GSA programs, initiatives, and activities.

FY 2012 Budget Request

The FY 2012 budget request provides **\$8,119 thousand** for the Office of Communications and Marketing (OCM); an increase of \$1,016 thousand over the FY 2010 enacted level. This includes funding for cost increases for inflation.

The FY 2012 request includes an increase of \$2,331 thousand and 11 FTE to transfer regional Public Affairs Officers into OCM. These employees were previously funded from the Federal Buildings Fund.

The request also includes a transfer of -\$1,304 and -6 FTE to the Federal Citizen Services Fund. This transfer completes the reorganization of the legacy Office of Citizen Services and Communications (OCSC) into two separate organizations: the Office of Citizen Services and Innovative Technologies (OCSIT) and OCM.

In FY 2012, the Office of Communications and Marketing will:

- Develop and execute comprehensive internal and external communications plans to promote key GSA initiatives and accomplishments as part of a fully integrated communications and marketing effort;
- Provide top-line messaging for the agency, speeches, speaking materials, event support, and coordination of public appearances;
- Provide comprehensive internal and external web, video, graphics to strengthen the agency's profile; and
- Communicate critical information to employees via *InSite*, the agency's intranet platform.

Management and Administration

Program Description

This program area supports a variety of general management and administrative activities associated with GSA internal operations. These activities include: (1) the Office of the Administrator, (2) the Regional Administrators, (3) the Office of Congressional and Intergovernmental Affairs, and (4) the Office of Emergency Response and Recovery.

The Administrator and Regional Administrators are responsible for the execution of all functions assigned to GSA by law and regulation.

Office of Congressional and Intergovernmental Affairs (OCIA) is the GSA liaison with other Federal agencies and Congress. OCIA coordinates meetings and testimony before Congressional Committees, helps Congressional offices resolve issues related to GSA programs and services, and supports the GSA legislative program through Congress.

The Office of Emergency Response and Recovery (OERR) executes GSA's responsibilities during domestic and national security emergencies to aid Federal agencies and State and local governments, support client agency needs, and restore GSA operations. OERR plays an active role in the planning for all types of emergencies, ensures that Executive Branch departments and agencies have the tools needed to comply with Continuity of Operations (COOP) directives, and supports COOP training for Federal departments and agencies.

FY 2012 Budget Request

The FY 2012 budget request provides **\$22,278 thousand** for Management and Administration activities, a net decrease of -\$3,897 thousand from the FY 2010 enacted level. This includes funding for cost increases for inflation. This requested level includes reduction of a -\$3,000 thousand and 11 FTE to offset increases to the Office of Communications and Marketing. These savings reflect operating efficiencies gained by centralizing reporting relationships for regional management and administration functions.

Civilian Board of Contract Appeals

Program Description

The Civilian Board of Contract Appeals (CBCA) hears and decides contract disputes between Government contractors and all civilian Executive agencies (other than the National Aeronautics and Space Administration, the United States Postal Service, the Postal Rate Commission, and the Tennessee Valley Authority) under the provisions of the Contract Disputes Act of 1978 and associated regulations and rulings. The CBCA also provides alternative dispute resolution services to Executive agencies, both in contract disputes that are the subject of a contracting officer's decision and in other contract-related disputes.

The CBCA hears and decides other cases, including Contract Disputes Act appeals relating to Indian Self-Determination and Education Assistance Act contracts and appeals from disallowance by the Secretary of the Interior of costs payable under that Act; appeals of final administrative determinations of the Federal Crop Insurance Corporation pertaining to standard reinsurance agreements; claims involving transportation rate determinations; and travel and relocation expense claims by Federal civilian employees.

FY 2012 Budget Request

The FY 2012 budget request provides **\$9,540 thousand** for the Civilian Board of Contract Appeals, an increase of \$9 thousand over the FY 2010 enacted level. This includes funding for the cost increases for inflation.

U.S. General Services Administration

OFFICE OF INSPECTOR GENERAL

Fiscal Year 2012 Budget Request

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Summary of Request

The General Services Administration (GSA) Office of Inspector General (OIG) is a results-driven organization that consistently demonstrates its commitment to ensuring that its performance results in tremendous net returns for the American taxpayer. During FY 2010, the OIG issued 122 audit reports that contained recommendations that could result in over \$520 million in savings and recoveries if GSA put certain funds to better use or questioned costs. Total potential savings and recoveries, including civil settlements and investigative recoveries, exceeded \$1.1 billion. The OIG made a total of 513 referrals, including criminal and civil referrals to the Department of Justice and administrative referrals to GSA officials, to disclose wrongdoing on the part of GSA employees, contractors, or private individuals doing business with the government.

The OIG, in addition to returning substantially more money to the United States than it receives, also provides oversight to GSA in non-monetary areas such as information technology, financial reporting, and integrity. As the hub of logistic support for the United States Government, GSA leverages overwhelming economies of scale to provide logistic support to the gamut of federal agencies through real estate management and acquisition support. Through its almost 13,000 employees, GSA has established itself as the largest real estate organization in the United States, overseeing more than 370 million square feet of office space spread out in thousands of communities in over 1,500 government owned buildings and over 8,600 leased properties. GSA's worldwide supply chain acquires approximately \$66 billion in goods and services annually. With obligations totaling near \$24 billion and its involvement in the execution of billions more, fleet management, credit cards and the oversight of government-wide policy, the opportunity for waste, fraud and abuse of precious government funds is both overwhelming and daunting.

The OIG was established by the Inspector General Act of 1978 as an independent unit responsible for promoting economy, efficiency, and effectiveness and detecting and preventing fraud, waste, and mismanagement in the programs and operations of government agencies. The OIG's mission is to help the GSA effectively carry out its responsibilities and to protect the public interest by bringing about positive change in the performance, accountability, and integrity of GSA programs and operations. This is accomplished primarily by performing independent financial, program, information technology, contract and compliance audits; criminal and civil investigations; and reviews of proposed legislation and regulations. In addition, the OIG provides other services to senior GSA, Congressional, and law enforcement officials.

The OIG is comprised of two primary business components-the Office of Audits and the Office of Investigations. The Office of Audits includes a multidisciplinary staff of analysts, financial, information systems, and performance auditors. The Office of Investigations provides nationwide investigative services. To prevent and detect illegal and improper activities involving GSA programs, operations, and personnel, it conducts criminal and other investigations into allegations of fraud, waste, and abuse. These business components receive leadership, direction, policy guidance, and support services from the Executive Office of the IG, the Office of Internal Evaluation and Analysis, the Office of Counsel, and the Office of Administration.

The OIG continues to direct its auditing and investigative resources toward what it has identified as the major management challenges facing GSA. The OIG conducts audits, reviews, and investigations to ensure the integrity of the Agency's financial statements, programs, and operations, and to ensure that the taxpayers' interests are protected. The OIG also continues to initiate actions to prevent fraud, waste, and abuse, and to promote economy and efficiency throughout GSA. Specifically, the OIG's resources have been directed toward conducting preaward procurement and contract reviews; financial and programmatic audits; management control assessments; information technology audits; and investigations on a myriad of fraud and abuse cases, and related actions by GSA employees and government contractors. The OIG also provides litigation support to the Department of Justice in civil fraud and enforcement actions, and criminal prosecutions, as well as support to the Agency's pursuit of contract claims and administrative actions in an effort to maintain the integrity of GSA programs and management.

During FY 2010, 97 case referrals were accepted by the Department of Justice for criminal prosecution or civil litigation. The OIG also received 2,543 Hotline complaints. Currently, the OIG has over 449 active fraud investigations that affect almost every GSA program. The OIG has increased coordination and strengthened partnerships with other Inspectors General, law enforcement and regulatory agencies, and the Department of Justice to more effectively fight procurement fraud through the President's Financial Fraud Enforcement Task Force, which includes the Recovery Act Fraud Working Group. The Inspector General chairs the Legislation Committee and co-chairs the Public Sector and Private Sector Outreach Committee for the Working Group.

Overview of Strategic Assessment

The OIG's mission provides a unique ability to independently evaluate GSA's operations and identify opportunities for cost savings and program improvements, as well as review and investigate improper activities. The OIG will focus its efforts on helping GSA meet its charter as the premier provider of acquisition and real property services in the Federal Government. It will assist GSA in adopting business-like practices, streamlining its organizations, cutting overhead and reducing costs, and modernizing its work processes to deliver quality goods and services to its customers. The OIG will also assist GSA by identifying and mitigating vulnerabilities, particularly those resulting from changes in its methods of doing business and from evolving legal and administrative requirements. The OIG's strategic performance goals are to: 1) enhance the performance of GSA and ensure optimum value for the taxpayer; 2) protect the integrity of GSA programs and operations; and 3) develop new and better ways of conducting business to enhance OIG's organizational performance and provide a healthy environment for the workforce.

Strategy and Action Plans

The OIG will accomplish these goals by:

- Conducting independent reviews of: 1) GSA's programs, systems, and internal operations to identify opportunities for improvement and 2) GSA's contractors to ensure GSA and Federal customers are getting the best value for the taxpayers' dollars;
- Conducting investigations related to GSA's programs and operations when circumstances indicate potential fraud, criminal activity, or mismanagement;
- Working with Congress, the Office of Management and Budget (OMB), and GSA management to identify and implement program improvements by leveraging our knowledge and expertise to evaluate and refine GSA-related legislative, regulatory, and other policy initiatives;
- Working with GSA management and employees to: 1) ensure that appropriate internal controls and performance measures are in place, thus helping to optimize the fulfillment of GSA's mission; and 2) increase their knowledge and awareness of potential fraud in order to help reduce and prevent its occurrence in GSA's programs and operations.

Overview of FY 2012 Budget Request

In FY 2012, the OIG will continue to provide audit and investigative services across the broad spectrum of GSA's activities. The OIG will continue to commit audit resources to promote the economy, efficiency, and effectiveness of GSA's major programs, information technology and related security systems, procurements, and financial and accountability processes. The OIG FY 2012 request is \$3,358 thousand over the FY 2010 enacted level and will allow the organization to support 323 full-time equivalents (FTEs) through its appropriated program. The net change over the FY2010 enacted level consists of several new initiatives and increases related to maintaining current service levels. The OIG requests new initiatives for: 1) \$753 thousand for contract support and one FTE to assist in the Agency's implementation and performance in environmental management and sustainability; 2) \$360 thousand and two FTEs to provide government infrastructure protection investigations; 3) \$822 thousand for office space needs; and 4) \$1,080 thousand and four FTEs to develop an Office of Inspections with the capability to perform a variety of real time and high impact inspections targeted at oversight activities that do not fit into the strict categorization of either an audit or an investigation. Increases for current service levels include: 1) \$212 thousand for annualization of the FY2010 pay raise, and 2) \$131 thousand to provide for minor cost of living adjustments for non-pay related costs.

Reimbursable Programs

The FY 2012 OIG reimbursable request includes \$450 thousand and three FTEs for the following reimbursable work: 1) \$350 thousand for the Fleet Card Program; and 2) \$100 thousand for on-going reimbursable work with other agencies and independent commissions.

The American Recovery and Reinvestment Act of 2009

The American Recovery and Reinvestment Act of 2009 (Recovery Act), provides the OIG with a total of \$7 million through the end of FY 2013 to promote economy and efficiency and prevent and detect fraud, waste, and abuse. The Recovery Act provides additional resources to perform oversight activities of the additional funds that were appropriated to GSA. The GSA's appropriation includes \$5.55 billion for the Federal Buildings Fund (FBF) and \$300 million for energy-efficient vehicle fleet procurement. The Recovery Act directs that at least \$5 billion of the FBF funds be obligated by September 30, 2010, with the remainder of the FBF funds and the funds for fleet purchases to be obligated by September 30, 2011. These funds represent a significant increase in the Agency's FBF and Fleet budgets.

Moreover, GSA anticipates that because of its government-wide procurement responsibilities, additional Recovery Act dollars will flow through the Agency. For example, the Public Buildings Service estimates that its reimbursable work for federal customers will increase by approximately one billion dollars and the Federal Acquisition Service anticipates that federal agencies, as well as state and local government agencies, will increase their usage of GSA's interagency contracting programs such as the Multiple Award Schedule (MAS) contracts. The significant increase in funds, through both appropriations and as a result of increased government spending by other agencies, along with short spending timeframes, greatly increases the risk for fraud, waste, and abuse.

Clearly, there is a need for vigorous oversight given the magnitude of the increase to the GSA operational portfolio. Upon passage of the Recovery Act, the OIG immediately developed a hiring and spending plan for the OIG portion of the appropriation and coordinated with the Agency's CFO to set up budgetary accounts and reporting mechanisms to control, track and report on Recovery Act allocations, obligations, and expenditures.

*U.S. General Services Administration
Office of Inspector General*

Appropriations Language

For necessary expenses of the Office of Inspector General and service authorized by 5 U.S.C. 3109, \$62,358,000: *Provided*, that not to exceed \$15,000 shall be available for payment for information and detection of fraud against the Government, including payment for recovery of stolen Government property: *Provided further*, that not to exceed \$2,500 shall be available for awards to employees of other Federal agencies and private citizens in recognition of efforts and initiatives resulting in enhanced Office of Inspector General effectiveness.

5-Year Appropriations History Table

	FY 2008	FY 2009	FY 2010	FY 2011 CR Level	FY 2012 Request
Estimate to Congress:	\$47,382,000	\$54,000,000	\$60,080,000 ¹	\$59,000,000	\$62,358,000
Appropriation:	\$48,382,000	\$54,000,000	\$59,000,000		
Rescissions/Reappropriations	<u>4,500,000</u>	<u>0</u>	<u>0</u>		
Subtotal.....	\$52,882,000	\$54,000,000	\$59,000,000		
<i>Recovery Act FY 2009/2013</i>		<i>\$7,000,000</i>			

¹ As discussed in the FY 2012 Performance Plan, *infra*, \$5 million in reimbursable funding for contract audits became part of our base by FY 2010.

U.S. General Services Administration
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Amounts Available for Obligation
(Dollars in Thousands)

	2010 Actual	FY 2011 CR Level	2012 Request
<i>Discretionary authority:</i>			
Unobligated balance ² , start of year.....	\$6,472	\$5,120	\$2,934
Annual appropriation.....	\$59,000	\$59,000	\$62,358
American Recovery and Reinvestment Act	0	0	0
<i>Reimbursable authority:</i>			
Offsetting collections.....	\$450	\$450	\$450
Subtotal amount available for obligation	\$65,922	\$64,570	\$65,742
<i>Discretionary authority:</i>			
Unobligated balance, expiring.....	\$0	\$0	\$0
Unobligated balance end of year.....	\$5,120	\$2,934	\$748
<i>Reimbursable authority:</i>			
Unobligated balance, expiring.....	0	0	0
Total obligations	\$60,802	\$61,636	\$64,994
Obligations, Appropriated (Direct).....	\$58,403	\$59,000	\$62,358
Obligations, Recovery Act.....	\$1,352	\$2,186	\$2,264
Obligations, Reimbursable.....	\$343	\$450	\$450

² FY 2009 and FY 2010 unobligated balance reflects Recovery Act Funds available through FY 2013.

U.S. General Services Administration
Office of Inspector General

Explanation of Changes, Appropriated Dollars, and FTE
(Dollars in Thousands)

	FTE	Budget Authority
2010 Enacted Level	316	\$59,000
2012 Request	<u>323</u>	<u>\$62,358</u>
Net Change	7	\$3,358
	FTE	Budget Authority
Maintaining Current Levels:		
Annualization of FY 2010 Pay Increase (2.0%), effective Jan. 2010		\$212
Inflation (0.5%)		\$131
Net Change Current Services		\$343
Program Initiatives:		
Green Initiative	1	\$753
Government Infrastructure Protection Investigations	2	\$360
OIG Space Relocation		\$822
Base Staff Increase to perform a variety of real time and high impact inspections and evaluations	4	\$1,080
Net Change Program		\$3,015
Net Change Total	7	\$3,358

Reimbursable Resources	3	\$450
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Notes:

1: This budget supports no more than a 2% increase to the overhead administrative costs (WCF) charged to the OIG by the GSA.

2: Amounts do not reflect American Recovery and Reinvestment Act funds or FTE associated with Recovery Act.

3: This table does not include \$2,050 thousand requested in the FY 2011 President's Budget for one-time purchases including \$800 thousand for relocation of the computer room, \$750 thousand for administrative systems development, and \$500 thousand to replace the Novell server system.

U.S. General Services Administration
Office of Inspector General

Budget Authority by Business Component
(Dollars in Thousands)

	FY 2010 Actual	FY 2011 CR Level	FY 2012 Request	FY 2010 Enacted Level – FY 2012 Change
Appropriated Program:				
Audit Programs	\$29,171	\$22,377	\$24,045	\$1,668
Investigative Programs	\$17,008	\$14,176	\$14,941	\$765
Executive Direction & Business Support programs	\$12,224	\$22,447	\$23,372	\$925
Total Appropriated Program	\$58,403	\$59,000	\$62,358	\$3,358
Net Outlays (Appropriated Accounts)	\$60,000	\$64,000	\$62,157	\$3,157
American Recovery and Reinvestment Act (ARRA)	\$7,000	\$0	\$0	\$0
ARRA Outlays	\$1,540	\$2,147	\$2,259	\$112
Reimbursable Program:				
FAS Program	\$0	\$0	\$0	\$0
Fleet Card Program	\$350	\$350	\$350	\$0
Other Agency Reimbursable	\$100	\$100	\$100	\$0
Total Reimbursable Program	\$450	\$450	\$450	\$0
Employment (FTE):				
Appropriated	307	316	323	7
Recovery Act	7	12	12	0
Reimbursable	2	3	3	0
Total FTE	326	331	338	7

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Direct Appropriation
Obligations by Object Classification
(Dollars in Thousands)

	Personnel Compensation:	FY 2010 Actual	FY 2011 CR Level	FY 2012 Request
11.1	Full-time permanent	\$30,253	\$30,023	\$31,050
11.3	Other than full-time permanent	\$221	\$1,032	\$1,042
11.5	Other personnel compensation	\$2,416	\$2,372	\$2,501
11.8	Special personal services payments	\$217	\$292	\$292
11.9	Total personnel compensation	\$33,107	\$33,718	\$34,885
12.1	Civilian personnel benefits	\$9,338	\$9,554	\$9,713
21.0	Travel and transportation of persons	\$2,261	\$1,959	\$2,211
22.0	Transportation of things	\$198	\$183	\$195
23.1	Rental payments to GSA	\$3,599	\$3,815	\$3,891
23.2	Rental payments to others	\$0	\$0	\$0
23.3	Communications, utilities and miscellaneous charges	\$290	\$314	\$324
24.0	Printing and reproduction	\$33	\$26	\$27
25.1	Advisory and assistance services	\$1,469	\$1,595	\$2,068
25.2	Other services	\$4	\$8	\$8
25.3	Purchases of goods and services from government accounts	\$6,880	\$6,682	\$7,756
25.7	Operation and maintenance of equipment	\$518	\$745	\$848
26.0	Supplies and materials	\$210	\$200	\$211
31.0	Equipment	\$495	\$200	\$221
42.0	Insurance claims and indemnities	\$1	\$0	\$0
99.0	Total	\$58,403	\$59,000	\$62,358
99.0	Reimbursable obligations	\$344	\$450	\$450
99.9	Total Appropriated & Reimbursable	\$58,747	\$59,450	\$62,808

The American Recovery and Reinvestment Act of 2009
Obligations by Object Classification³
(Dollars in Thousands)

	Personnel Compensation:	FY 2010 Actual	FY 2011 Current	FY 2012 Request
11.1	Full-time permanent	\$790	\$958	\$983
11.3	Other than full-time permanent	\$0	\$0	\$0
11.5	Other personnel compensation	\$41	\$68	\$68
11.8	Special personal services payments	\$0	\$105	\$106
11.9	Total personnel compensation	\$831	\$1,131	\$1,157
12.1	Civilian personnel benefits	\$184	\$308	\$312
21.0	Travel and transportation of persons	\$238	\$260	\$270
21.0	Motor pool	\$0	\$7	\$7
22.0	Transportation of things	\$0	\$0	\$0
23.1	Rental payments to GSA	\$0	\$0	\$0
23.2	Rental payments to others	\$0	\$0	\$0
23.3	Communications, utilities and miscellaneous charges	\$0	\$0	\$0
24.0	Printing and reproduction	\$2	\$0	\$0
25.1	Advisory and assistance services	\$63	\$395	\$435
25.2	Other services	\$0	\$0	\$0
25.3	Purchases of goods and services from government accounts	\$33	\$60	\$58
25.7	Operation and maintenance of equipment	\$1	\$0	\$0
26.0	Supplies and materials	\$0	\$10	\$10
31.0	Equipment	\$0	\$15	\$15
42.0	Insurance claims and indemnities	\$0	\$0	\$0
99.0	Total	\$1,352	\$2,186	\$2,264
99.0	Reimbursable obligations	\$0	\$0	\$0
99.9	Total Appropriated & Reimbursable	\$1,352	\$2,186	\$2,264

³ In accordance with Recovery Act provisions, no funds provided under this Act shall be used to pay for either space rent or working capital fund assessments.

Business Component Justification

Office of Audits

PROGRAM DESCRIPTION

The Office of Audits (Audits) is subject to mandated duties and responsibilities as prescribed in the Inspector General Act to provide policy direction for and to conduct, supervise, and coordinate audits relating to the programs and operations of such establishment. Our goals are to ensure program integrity and promote economy and efficiency in GSA.

To facilitate its goals, the Office of Audits will perform annual risk assessments of GSA operations and identify the challenges and high-risk areas within the operations. Once it identifies the most significant issues facing GSA, the Office of Audits will address them by planning and conducting audits related to those areas. The results are provided to GSA officials through audit reports and to Congress through the Semiannual Reports to the Congress.

The Office of Audits conducts national reviews of GSA programs, tests operations and security information systems, provides oversight of the financial statements audits, assesses management controls, performs reviews of contract proposals and contract performance, and completes other reviews as required by law, executive order, or regulation. In addition, the Office of Audits offers other services that are intended to further assist GSA management in improving operations. These services include ex-officio membership on Agency task forces; commenting on proposed or pending regulatory and legislative issues; participating in government-wide workgroups; and assessing system development and other information technology (IT) efforts. Attestation review services are also performed to assist GSA contracting officials in obtaining the best value for Federal customers and the American taxpayer.

In addition, the Office of Audits continues to perform oversight of GSA's spending of stimulus funds as mandated by the Recovery Act. The Recovery Act provides GSA with \$5.85 billion to renovate, repair, and improve the energy efficiency of Federal buildings, to construct land ports of entry, and to acquire fuel-efficient vehicles. The Recovery Act also provides funding to the GSA OIG for oversight activities. As part of its core oversight activities, the OIG performs internal audits that evaluate GSA functions and programs for economy, efficiency, and effectiveness. It also performs contract audits of proposals, as well as high value contract modifications and claims under PBS construction contracts.

The Office of Audits is organized into three centers of expertise for each of the core functions critical to GSA's success. Those core centers are IT and finance, real estate, and acquisition services. Additionally, we have a staff to oversee the work on the Department of Homeland Security's headquarters building, GSA's largest construction project. This structure allows the OIG to develop technical or specialized expertise in key areas of GSA, so the Office of Audits can better identify and address significant issues and vulnerabilities facing the Agency. By developing its own expertise in GSA's

business lines and complementing that with our audit and evaluation skills, the Office of Audits is able to understand complex issues and challenges faced by program officials, design evaluations in the context of specific programs, and facilitate resolution of audit recommendations.

The Office of Audits has assisted GSA in identifying opportunities for improvement through key programmatic reviews. Its application of team concepts, streamlined operating methods, and its use of advanced technology allows it to expedite the transmission of important information to managers for decisions. These efforts complement its traditional responsibilities of safeguarding integrity and ensuring accountability of Agency operations.

The Office of Audits understands the importance of building a coalition with all of its stakeholders, including Congressional oversight committees and OMB, and epitomizes that by working closely with GSA's managers and exchanging information with them to enhance our understanding of programs and initiatives. To improve its annual planning process, the Office of Audits maintains contact with agency officials in each of the major services and staff offices. In addition to the traditional services in the areas of management and systems control reviews and selected reviews of GSA's multi-billion dollar contract programs, Audits continues to focus its resources on large-scale, comprehensive program reviews, information technology and systems reviews, and financial and regulatory reviews.

Comprehensive Program Reviews. These reviews produce formal audit reports that provide GSA management with independent assessments of how well the Agency's programs are meeting their nationwide missions and identify specific areas where program outcomes can be improved. Program reviews have been a staple of the OIG for the past decade, and it constantly refines and improves its approaches. It focuses on program goals and results and how the program officials measure their successes. It also provides managers with input on potential solutions to issues when appropriate.

Information Technology and Systems Reviews. Information technology in GSA is expanding exponentially and influences all aspects of its business operations. GSA relies on its automated information systems to perform its mission and manage its operations. Many of these systems store sensitive information such as personal employee data and contractors' proprietary information. The OIG has a dedicated Information Technology audit staff. Its mission is to identify the IT risks and vulnerabilities in GSA, develop the technical expertise to perform these complex reviews, and perform IT and telecommunications systems review work. The OIG must continue to expand its capabilities in the IT arena. GSA has an extensive IT universe with approximately 100 major automated information systems, many smaller systems, and numerous local area networks. GSA's IT universe also dictates that the Office of Audits must apply more audit resources to security issues associated with operating GSA's systems and networks. In addition, the Federal Information Security Management Act of 2002 requires Inspectors General to conduct independent annual evaluations of their agencies' information security programs.

Financial and Regulatory Requirements. The passage of the Chief Financial Officers Act in 1990 has had a significant impact on Audits' operations. Even before passage of this Act, the OIG and GSA arranged for the audit of GSA's financial statements by an independent public accounting firm. However, the time, effort, and expertise required to administer the audit of the GSA's financial statements has grown substantially. New legislation and complex accounting and auditing policies must be analyzed, efforts to assist GSA management in working through associated issues have grown, and time needed to address audit issues related to the audit of the government-wide consolidated financial statements has increased. Moreover, the OIG needs to evaluate the more detailed workings of GSA's financial activities and perform analyses of its major accounts. While GSA's financial statements have consistently achieved clean opinions, there are opportunities to enhance the efficiencies of operations and accountability of assets. The Office of Audits wants to increase the number of evaluations of GSA's major individual financial accounts and major financial subsystems. These issues require sufficient staff with the appropriate financial background and expertise to perform the necessary reviews. The Office of Audits intends to dedicate more resources to its financial audit group over the next several years to keep up with the increasing workload demands. As in the IT area, this is a specialized discipline, and it must expand its financial and technical systems, training, and staffing to accomplish these goals.

The Office of Audits will continue to offer its traditional audit services in the following areas:

Management Control Reviews. It will continue to test management controls built into programs and systems to ensure they function as intended and provide reasonable safeguards over assets. Control systems are becoming more important in an evolving work environment which calls for fewer supervisors, more decentralization of authority, and more individual responsibility. The Office of Audits works closely with management to share its expertise in internal controls throughout GSA.

Contract Reviews. As the premier acquisition service provider within the Federal Government, GSA contracts for goods and services, the Office of Audits continues to maintain a contract review program to review selected vendors' records and develop financial information needed by GSA's contracting officers to negotiate favorable pricing arrangements on contract awards and to administer existing contracts. These audits have resulted in identifying \$520 million in cost recoveries and avoidances in FY 2010. The OIG will also increase its audit support level for reviews of claims.

FY 2012 BUDGET REQUEST

The FY 2012 Budget Request for the Office of Audits includes current service levels and requests the following enhancements.

Proposed Office of Inspections: The OIG is requesting \$1,080 million to establish a new office to perform evaluations, reviews and studies of Agency programs and activities through the inspection process. This inspection office will expand the organization's coverage of agency operations using a more flexible approach than traditional

investigations and audits. The inspections office will be used to provide factual and analytical data regarding GSA programs; perform quick turn-around reviews on limited subject matters; collect, analyze and make initial inquiries into allegations of fraud, waste, abuse and mismanagement; and monitor agency compliance in specific program areas. The OIG has identified a need for this type of flexible approach over the last few years stemming from the increase of requests for these types of reviews and the need to respond in a real time environment. The OIG is seeking to hire four staff members with expertise in program areas such as contracting, construction, information technology, and engineering. The anticipated benefits are that the OIG will be able to quickly spot problems involving technical aspects of agency operations (such as the greening of federal buildings) and stem the loss from government fraud, waste, abuse and mismanagement. Likewise, the inspections office will permit the OIG to be more agile in its efforts to monitor specific agency programs for compliance. Several OIGs have established such inspection capabilities, including the IGs of the Department of Energy, Department of Housing and Urban Development, Department of Justice, the Tennessee Valley Authority, the Farm Credit Administration, and Amtrak.

The Green Initiative: The OIG requests a permanent adjustment of \$753 thousand to its appropriated base budget for contract support and one FTE to enhance its ability for assessing the Agency's implementation and performance in environmental management and sustainability.

Recently, GSA issued a Sustainability Plan that identifies its goals of eliminating its impact on the natural environment and using its government-wide influence to reduce the environmental impact of the Federal Government. GSA plans to make being "green" a priority in its supply chain, eliminate waste in its operations and activities, and use its influence to reduce the environmental impact of the Federal Government. GSA has also modified its mission to include sustainability and broaden its strategic goals of innovation, customer intimacy, and operational excellence to incorporate and drive its sustainability goals. Additionally, under Executive Order 13514, GSA will be taking a lead role in establishing an integrated strategy towards sustainability in the Federal Government and in reducing the greenhouse gas emissions of Federal vendors and contractors.

To assess its progress, GSA plans to measure its performance across a broad range of environmental activities including conserving energy and water, practicing sustainable design for owned and leased buildings, producing and procuring renewable energy, and reducing its greenhouse gas emissions. These initiatives will include new technologies.

As GSA moves in this direction, the OIG needs to position itself to be able to monitor and assess GSA's implementation and performance of its environmental and sustainability efforts. However, the OIG's current auditing skills do not meet the technical and specialized knowledge needed to perform this effort since its traditional focus has been on contractor costs, management controls, and program evaluation. As a result, the OIG will need to have an environmental specialist who will be supported by contractors in such specialty areas as greenhouse gas emissions, fuel efficiency, alternative energy sources, energy and water conservation, engineering, and

environmental management to assist the OIG's efforts to oversee and evaluate the GSA's performance in this area.

The American Recovery and Reinvestment Act of 2009

Historically, GSA has experienced certain vulnerabilities in its acquisition programs. The Office of Audits has noted delays in construction projects, cost overruns, and problems with contract administration as risk areas. GSA's construction program is decentralized with project planning, management, and contracting being performed regionally, while the Central office selects projects for funding and provides limited oversight of the actual project. When the Agency provided assistance for expedited spending requirements as a result of Hurricane Katrina, the OIG identified shortcomings in the contracting process, adherence to regulations and pricing. These historical problems demonstrate the need for increased oversight of Recovery Act funding and the need to maintain an adequate level of oversight of GSA's core activities.

During FY 2012, the Office of Audits will continue its oversight activities, conduct audits, work with the Agency's independent public accountant for financial statement issues related to the Recovery Act and reassess current workload to determine if some work can be leveraged to include Recovery Act issues.

Office of Investigations

PROGRAM DESCRIPTION

The Office of Investigations (Investigations) is responsible for conducting criminal, civil, and administrative investigations nationwide. Investigations is the OIG's Federal law enforcement component with full statutory law enforcement authority and provides expert investigative services to GSA, the Department of Justice, United States Attorney's Offices throughout the country, and other Federal and state agencies. The Office of Investigations is committed to identifying and preventing fraud, waste, and abuse in GSA programs and operations and promoting economy and efficiency within GSA. The investigative action plan contains the following elements:

- Investigations of alleged criminal violations and civil fraud by contractors, employees, and others relating to GSA acquisition programs;
- Criminal investigations relating to the integrity of GSA programs, operations, and personnel;
- The development and implementation of proactive investigations which address systemic investigative issues that cross GSA regional boundaries;
- Investigative support to the Office of Audits and Office of Counsel as well as to GSA officials; and
- Investigations of allegations into serious misconduct by high-ranking GSA officials.

The major component of the Investigations' operations plan during the coming fiscal year is the detection and investigation of major criminal violations and civil fraud associated with GSA acquisition programs. Investigations anticipates devoting significant investigative resources to criminal fraud violations associated with substandard products or material; false claims; criminal false statements; and schemes seeking unfair advantage in GSA's procurement, supply, property acquisition and disposal, and construction programs. Investigations will ensure the integrity of GSA programs and operations by thoroughly investigating allegations of criminal activity by GSA employees and officials. Bribery, extortion, acceptance of gratuities, conflict of interest, and procurement integrity violations will be emphasized and remain investigative priorities. Another major investigative emphasis in this area is associated with ensuring the integrity of GSA's procurement programs by conducting investigations and making recommendations for suspension and debarment of corporations that appear to lack corporate integrity.

The Office of Investigations will partner with GSA leaders and assist them in seeking ways to improve agency programs and operations and prevent fraud from occurring. Also, Investigations will continue to present fraud integrity awareness briefings to agency employees and develop effective proactive initiatives that will identify problems relating to fraud, waste, or abuse in GSA operations. Effective proactive cases have proven to be excellent techniques to prevent and deter program deficiencies from becoming major operational problems.

FY 2012 BUDGET REQUEST

The FY 2012 Budget Request for Investigations continues current service levels and requests the following enhancements.

Government Infrastructure Protection: The OIG requests a permanent adjustment of \$360 thousand and two FTEs to its appropriated base budget to more efficiently identify government purchases of sub-standard products and/or deliberate information gathering attempts by foreign governments that could pose significant vulnerabilities to government information and systems. In its role as the government-wide purchasing agent, the General Services Administration is involved in the purchase of nearly all of the software and business equipment that is used by U.S. Government agencies. The vast majority of such purchases are made through the very same vendors who supply private industry. As such, the government is clearly vulnerable to the same dangers associated with the purchase of counterfeit software and business equipment as private industry.

In 2007, the Office of Investigations began to observe a rise in the number of counterfeit products (product substitution) cases. Generally, these investigations involve the sale of counterfeit information technology equipment, which poses a significant vulnerability to government systems and information. During the preceding three-year period, the Office of Investigations has initiated 106 investigations concerning counterfeit products - a number of which have been successfully investigated in cooperation with the Federal Bureau of Investigation (FBI), Immigration and Customs Enforcement (ICE), and various other law enforcement agencies.

In recognition of the vulnerability to government infrastructure and information from counterfeit products, the OIG created the Government Infrastructure Protection Investigation (GIPI) initiative and established a strategic partnership with ICE's Intellectual Property Rights Center (IPR Center) in April 2010. This partnership is intended to facilitate the identification of unscrupulous suppliers such as those responsible for the manufacture and sale of counterfeit Cisco network routers sold to the U.S. Government in conjunction with the deliberate intelligence gathering efforts by foreign governments. This partnership has already produced results in the form of one indictment, the seizure of \$1.7 million and the filing of *lis pendens* for several real properties valued at approximately \$2.5 million. ICE also seized over two hundred suspected counterfeit Cisco products with a wide range of values.

Maintaining the strategic partnership with ICE IPR Center is assigned to personnel in the GSA OIG Washington, DC field office. This relationship has recently resulted in an arrest and the seizure of over \$1 million in proceeds and a concerted effort to identify the potential compromise to government systems and information.

The duties associated with the OIG's GIPI initiative directly affect the field office's ability to address other critical investigative matters. The additional FTEs would be responsible for performing critical tasks such as coordinating the dissemination of leads received from the IPR Center to OIG field offices and the identification of unscrupulous suppliers who are responsible for the manufacture and sale of counterfeit products.

Considering the national security and safety threats counterfeit products pose, additional resources for a coordinated investigative effort on this front are crucial.

The American Recovery and Reinvestment Act of 2009

GSA has experienced fraud and criminal activity such as bribes, kickbacks, and security violations related to the Federal Buildings Fund. Given the substantial increase in GSA funding, the OIG anticipates numerous complex white-collar fraud investigations, which are both manpower intensive and have, in some cases, resulted in multi-million dollar recoveries. During FY 2012, Investigations will implement a system deploying additional investigative resources on an as needed basis proportional to the increase in complaint activity and investigative requirements. In addition, Investigations will determine the additional infrastructure required to support an increase in Hotline and other complaints resulting from the passage of the Recovery Act.

Executive Direction and Business Support Offices

PROGRAM DESCRIPTION

These executive direction and support offices offer an array of services to ensure that the mission of the OIG is fully realized. These offices provide the support necessary to ensure that the OIG can efficiently and effectively carry out its full cadre of responsibilities- ultimately resulting in positive change in the performance, accountability, and integrity of GSA programs. These offices are:

Executive Office of the Inspector General: The Inspector General (IG) and the Executive Office of the IG supervise, coordinate, and provide policy and programmatic direction for all activities within the OIG including audit and investigation activities. The IG recommends policies for and coordinates activities to promote economy and efficiency in the administration of and the prevention and detection of fraud and abuse in the programs and operations of GSA. The IG also conducts and coordinates activities between GSA and other Federal, state, and local government agencies, and non-governmental entities with respect to audit and investigative matters. The IG serves on the Recovery Act Fraud Working Group and serves as co-chair of the Public Sector and Private Sector Outreach Committee and chair of the Working Group's Legislation Committee. The Working Group was organized under the President's Financial Fraud Enforcement Task Force. The goal of these collaborative efforts is to protect the taxpayer by deterring procurement fraud and increasing the effectiveness of sanctions imposed on those prosecuted for and found guilty of procurement fraud.

Office of Internal Evaluation and Analysis: This office is an in-house assessment program responsible for internal affairs reviews and investigations of OIG operations. At the direction of the IG, this office plans, directs, and coordinates the OIG internal evaluation and analysis program which provides quality assurance for the organization. As part of the program, Internal Evaluation and Analysis conducts reviews of OIG's Central Office functions and the OIG's audits and investigative field offices to impartially assess: 1) administrative, managerial, and organizational culture in support of the OIG mission; 2) compliance with quality standards adopted by the Federal IGs, as well as OIG policies and procedures; and 3) efficiency and effectiveness in meeting mission responsibilities. Internal Evaluation and Analysis reports its findings to the IG. The office also has an analytical component that conducts statistical analyses and other research to assist the IG in evaluating value received for the effort expended by the OIG to eliminate waste, fraud, and abuse in GSA programs. The Office of Internal Evaluation and Analysis also houses the **Office of Forensic Auditing**. At the direction of the IG or Deputy IG, this independent office conducts timely investigations and assessments of potentially fraudulent, improper, wasteful and/or abusive activities related to GSA operations. Forensic Auditing also initiates proactive anti-fraud efforts through innovative technological detection strategies designed to bolster traditional audit and investigative practices and procedures. The office collects, analyzes, and evaluates evidential matter meeting the standards required by federal courts. The Office of Forensic Auditing coordinates efforts with the Office of Audits and the Office of

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Office of Inspector General*

Investigations to foster a cooperative and professional working relationship, avoid duplication of efforts, and share information as appropriate.

Office of Counsel: This office: 1) provides legal advice and assistance to all OIG components; 2) represents the OIG in connection with audits and investigations and in litigation arising out of or affecting OIG operations; and 3) advises on statutes and regulations, and assists with legislative concerns. Counsel provides legal services to the nationwide operations of the OIG and performs the OIG's statutory function of reviewing legislation and proposed regulations. It also represents the OIG in personnel matters and provides support to U.S. Attorneys Offices and the Department of Justice in False Claims Act litigation. The Office of Counsel is responsible for the OIG's Standards of Conduct and ethics program and works closely with management to ensure that OIG employees comply with the highest standards of ethical behavior. Counsel also manages the OIG's disclosure obligations under the Freedom of Information Act (F.O.I.A.) and Privacy Act, and discovery requirements in judicial and administrative litigation.

Office of Administration: This office consists of a multidisciplinary staff that provides budgetary, human resources, IT, facilities, space, and other administrative support and services to all OIG offices. The Office of Administration is responsible for providing the technical, financial, and administrative infrastructure to the OIG.

FY 2012 BUDGET REQUEST

The FY 2012 Budget Request for Executive Direction and Business Support Offices continues at current service levels and requests the following enhancement.

The OIG requests funding for building out new space in Philadelphia, Pennsylvania. The OIG will also require costs associated with the move itself. Our current lease in this Philadelphia location expires December 15, 2012. GSA will provide a Tenant Improvement (TI) allowance, but all costs above the TI allowance must be paid by the OIG. Funding is also required for minor improvements needed at other OIG facilities throughout the country. A total one-time adjustment of \$822 thousand is requested for these purposes.

THE FY 2012 PERFORMANCE PLAN

GSA, as the Federal Government's acquisition agency, leverages approximately \$66 billion in spending annually for products, services and facilities. One program, the Multiple Award Schedule (MAS) program, accounts for more than half (\$38 billion) of this figure by putting in place government-wide contracts to be used by agencies acquiring goods and services.

The Office of Inspector General (OIG) ensures the effectiveness and integrity of GSA's business through audit and investigative oversight of this increasingly massive amount of taxpayer dollars. In the last year, the OIG issued audits that contained recommendations that could result in over \$520

million in savings and avoidances. Additionally, the OIG's efforts have resulted in over \$1 billion of savings from civil and criminal judicial resolutions and financial recommendations largely in conjunction with the MAS program. Our role was acknowledged as central to this program by Congress in 2004. Between 2004 and 2009, our budget included \$5 million in reimbursable funding to provide coverage of the MAS program. In 2010, it became part of our base.

The OIG will increasingly focus its efforts in areas intended to enhance the management and overall performance of GSA and will align its activities so that they directly support the strategic goals and business objectives of GSA. The OIG will allocate a substantial portion of its audit and investigation resources to address Agency management challenges and vulnerabilities; the initiatives resulting from the American Recovery and Reinvestment Act of 2009 (Recovery Act) are foremost among these challenges.

Strategic Goal No. 1: *Promote the economy, efficiency, and effectiveness of GSA programs and operations, and ensure optimum value for the taxpayer.*

Discussion

GSA is a 12,000 person agency that oversees Federal buildings, major supply and procurement programs, a fleet of 190,000 vehicles worldwide, telecommunications systems, and child-care facilities. It also provides policy leadership in areas such as acquisition, travel, real property, and other administrative services for the entire Federal sector.

GSA realizes that changes in today's environment require it to be flexible in its business approaches and innovative in developing integrated solutions to longstanding and new challenges. Current Agency goals and initiatives, continuing government reform, high-risk areas defined by GAO, and management challenges identified by our office remain areas that must be addressed. These areas include protection of Federal facilities and personnel, information technology, financial reporting, acquisition programs, human capital, the Federal Buildings Fund, and the Recovery Act.

The OIG's audits and investigations assist GSA in its dual roles of policy leadership and provider of space, products, and services to the Federal workforce. At the same time, the OIG intends to support GSA's commitment to effective and efficient operations. In this capacity, the OIG will continue to evaluate and bring to GSA's attention serious vulnerabilities and management challenges. Further, the OIG will make constructive recommendations as to how these concerns can be alleviated. The OIG will devote its resources to areas where focused management attention can bring about greater efficiencies for both GSA and the taxpayers. Through its audits, investigations, advice on legislation, and other services, the OIG will raise to the policy-making level issues that affect the Agency's programs. Lastly, it will work with GSA leadership on key initiatives to promote more effective government operations. By focusing on these core areas, OIG will assist the Agency in driving its top priorities, cutting waste, reforming contracting, and promoting accountability and innovation.

Anticipated Results

The OIG will perform annual risk assessments of GSA operations to identify the most significant management challenges, high-risk areas, and major opportunities for improvement in programs, operations, and related activities. It will target the most significant issues facing GSA by planning and conducting audits and investigations in those areas, including Recovery Act and sustainability and environmental performance (green initiatives). Accordingly, the OIG will continue to provide oversight related to Recovery Act activities and to work with GSA management on key initiatives. Finally, it will leverage its expertise by providing comments on legislative and policy initiatives before they become program requirements.

U.S. General Services Administration
Office of Inspector General

Performance Goal: This measure reflects OIG management’s decision to allocate audit resources to major programmatic, control, systems, and other efforts which are aimed at helping GSA management achieve more positive outcomes in their operations. While some of these types of reviews require significant resources, and their immediate impact is not always quantifiable, their long-term benefits offer the potential for significant improvements in GSA performance and increased benefits to customers and taxpayers. Results from these audit efforts are based on actual reports issued and the resulting recommended avoidances, recoveries, and resolved management decisions.

GSA-wide Goal: This OIG goal is linked to the following GSA strategic goals, newly adopted for FY 2011 as set forth in GSA’s FY 2009 Annual Performance Report and FY 2011 Performance Plan:

- Innovation—An innovations engine for the government, we seek to support the government role of taking chances that no others are positioned to take;
- Customer Intimacy—We seek an intimate understanding of and resonance with our customers so as to serve with full integrity, creativity; and
- Operational Excellence—An effective steward of Federal assets and taxpayer dollars, we seek continuous improvement in our operations.

Performance Measure	Performance Indicators		
	FY 2010 Actual	FY 2011 Estimate	FY 2012 Target
Total reports/products	129	137	138 ⁴
Internal audit reports*	33	35	35
Assessment products*	7	15	15
Contract reviews	89	87	88
Value of results			
Avoidances & recoveries	\$520M	\$516M	\$516M
Management decisions	\$501M	\$440M	\$440M

* Due to the need for real time oversight required by the American Recovery and Reinvestment Act of 2009, we issued memoranda and letters in addition to audit reports.

⁴ This number does not include reports that would be generated in the event the funding for the Green Initiative is approved.

*U.S. General Services Administration
Office of Inspector General*

Performance Goal: The OIG will direct its resources to help GSA achieve its strategic goals and address management challenges. The OIG will consider its past work in GSA, the President’s Management Agenda initiatives, GSA’s Strategic Plan, and areas of vulnerability identified by the OIG, GSA management, or GAO in identifying key program issues. The following issues represent the key management challenges and vulnerabilities that the OIG believes merit attention— protection of Federal facilities and personnel, information technology, financial reporting, acquisition programs, environmental stewardship, the Federal Buildings Fund, and the Recovery Act.

- GSA-wide Goal:** This OIG goal is linked to the following GSA strategic goals:
- Innovation—*An innovations engine for the government, we seek to support the government role of taking chances that no others are positioned to take;*
 - Customer Intimacy—*We seek an intimate understanding of and resonance with our customers so as to serve with full integrity, creativity; and*
 - Operational Excellence—*An effective steward of Federal assets and taxpayer dollars, we seek continuous improvement in our operations.*

The following table reflects the proportion of certain OIG products that have an identifiable positive impact on improving Agency performance. The OIG measures positive impact of internal audits based on input it receives from GSA managers through its customer surveys and an internal value-added assessment. For contract reviews, the OIG measures positive impact based on savings resulting from the audit.

Performance Measure	Performance Indicators		
	FY 2010 Actual	FY 2011 Estimate	FY 2012 Target
Percentage of performance audits and preaward reviews with a positive impact	74%	74%	74%

Strategic Goal No. 2: *Protect the integrity of GSA programs and operations.*

Discussion

One of the OIG’s fundamental responsibilities is combating and preventing waste and criminal and civil wrongdoing in GSA programs and operations. The OIG is committed to using resources to ensure the integrity of GSA operations and programs by focusing on areas that have vulnerabilities and control deficiencies.

The OIG works as a team in developing new approaches to protect the integrity of Agency programs. Both audits and investigations are used to pursue legal remedies against contractors who violate Federal laws, regulations, and/or contract terms. Our organization works closely with the Department of Justice in False Claims Act and other cases. Further, the OIG formed a forensic audit group to assist in identifying and mitigating fraud. The OIG also developed and implemented a process to facilitate federal contractor self-reporting required by FAR 9.406-2, 9.407-2 and 52.203-13 where contractors have credible evidence of a violation of the federal civil False Claims Act or a criminal violation under title 18 of the United States Code involving fraud, bribery, conflicts of interest or gratuities.

Anticipated Results

During FY 2012, the OIG Office of Audits and Office of Investigations will concentrate OIG resources on achieving meaningful performance improvement in GSA by focusing on GSA's top priorities, cutting waste, and promoting accountability and innovation. The OIG will direct its efforts to protect the integrity of GSA operations by identifying and assessing vulnerabilities associated with its rapidly changing environment, including Recovery Act funds. Accordingly, it will continue to provide oversight related to these activities. Furthermore, the OIG intends to take a risk-based approach and additionally focus its expertise in areas that have vulnerabilities and control deficiencies. It will perform various types of reviews to ensure programs operate within legal and regulatory limits. It will aim its efforts at detecting systemic vulnerabilities with the assistance of the forensic audit group. The OIG will investigate and deter illegal activities to the fullest extent of its abilities and resources. Its investigative resources will concentrate on high-impact cases, and it will respond to indications of illegal activities in a direct and timely manner. The efforts of the OIG will be directed towards preventing waste and wrongdoing in GSA, increasing the awareness of GSA managers regarding the prevention of fraud and waste, improving the detection of and the response to corruption, and increasing the public trust in GSA's programs and operations.

Performance Goal: The OIG intends to focus its resources and expertise on areas that are susceptible to waste, fraud, and wrongdoing. It intends to prevent waste and wrongdoing within GSA by increasing awareness of the potential for wrongdoing, identify and mitigate program and operational vulnerabilities and control deficiencies, and pursue potential wrongdoing to the fullest extent of our ability. These areas include the protection of Federal facilities and personnel, acquisition programs, and the Recovery Act.

GSA-wide Goal: This OIG goal is linked to the following GSA strategic goals:

- Innovation—*An innovations engine for the government, we seek to support the government role of taking chances that no others are positioned to take;*
- Customer Intimacy—*We seek an intimate understanding of and resonance with our customers so as to serve with full integrity, creativity; and*
- Operational Excellence—*An effective steward of Federal assets and taxpayer dollars, we seek continuous improvement in our operations.*

The percentages shown for each outcome reflect the proportion of OIG products (audit reports, investigations, awareness initiatives, and other initiatives or evaluations) that have an identifiable positive impact on protecting the integrity of the Agency's programs and operations. The OIG measures the positive impact of internal audits based on input we receive from GSA managers through our customer surveys and an internal value-added assessment. For contract reviews, it measures the positive impact based on the actual savings resulting from these reviews. Performance measures under this goal are reflected in the next four charts.

Performance Measure	Performance Indicators		
	FY 2010 Actual	FY 2011 Estimate	FY 2012 Target
Impacted program integrity in the following areas:			
Compliance and post-award reviews, and accountability issues	78%	70%	72%

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Performance Measure	Performance Indicators		
	FY 2010 Actual	FY 2011 Estimate	FY 2012 Target
Number of Criminal Referrals	246	240	240
Number of Civil Referrals	49	50	50
Number of Administrative Referrals	181	175	175
Civil Settlements	18	10	10
Indictments/Information	50	70	70
Successful Criminal Prosecutions	58	60	60
Contractors Suspended/Debarred	136	125	125
Investigative Recoveries ⁵	\$620.4M	\$40.0M	\$50.0M
Fraud Awareness Briefings	60	70	70
High Priority Investigations	75%	70%	70%

Note: Performance indicators reflect predicted number for government wide activities to include all Federal agencies and employees, as well as contractor entities and personnel, associated with GSA programs and operations.

The following table reflects the planned allocation of the Office of Audits' resources between contract audit issues, internal GSA program, and operational issues. (OIG Strategic Goals #1 and #2)

Type of Audit	FY 2010 Actual		FY 2011 Estimate		FY 2012 Target		Change FY 2011 to FY 2012	
	%	Dollars	%	Dollars	%	Dollars	%	Dollars
Contract Reviews:								
Appropriated		\$15.1M		\$9.3M		\$10.0M		
Total	58%		45%		45%		0%	\$0.7M
Internal Audits								
Appropriated		\$9.7M		\$9.7M		\$10.4M		
ARRA- Appropriated		\$1.2M		\$1.7M		\$1.8M		
Total	42%	\$10.9M	55%	\$11.4	55%	\$12.2	0%	\$0.8M

⁵ Investigative recoveries for FY 2010 include unusually high dollar civil fraud and criminal fraud cases resolved that year.

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The following table reflects the Office of Audits' plan to focus internal audit resources on reviews that assist GSA achieve its program goals. (OIG Strategic Goals #1 and #2)

Internal Audit Types	FY 2010 Actual		FY 2011 Estimate		FY 2012 Target		Change FY 2011 to FY 2012	
	%	Dollars	%	Dollars	%	Dollars	%	Dollars
Programmatic/Operational:								
Program*		\$6.9M		\$7.3M		\$7.8M		\$0.5M
Administration		\$0.0M		\$0.1M		\$0.2M		\$0.1M
IT Systems		\$1.2M		\$1.2M		\$1.3M		\$0.1M
Financial		\$1.6M		\$1.1M		\$1.1M		\$0.0M
Programmatic/Operational	89%	\$9.7M	85%	\$9.7M	85%	\$10.4M	0%	\$0.7M
Compliance	11%	\$1.2M	15%	\$1.7M	15%	\$1.8M	0%	\$0.1M
Total	100%	\$10.9M	100%	\$11.4M	100%	\$12.2M	0%	\$0.8M

* Includes American Recovery and Reinvestment Act of 2009 Assessment Reports.

OIG Strategic Goal No. 3: Develop new and better ways of conducting business to enhance organizational performance and provide a healthy environment for the workforce.

Discussion

The OIG will improve and integrate administrative activities and processes to support its strategic planning and business goals. The OIG will emphasize both technology and people in conducting its business to promote more efficient services and a healthier environment. Timely, cost effective, and quality products and services are critical in today's fast paced and changing environment. The OIG's work products must be responsive to Agency and customer needs. Continued improvements in timeliness and operating efficiency will be achieved by reassessing existing business processes, employing technology to the extent possible, and improving management coordination efforts. Management improvements already have been implemented, and that process continues to ensure that quality services are delivered to the OIG workforce through collaborative planning and sound fiscal management. To assist in achieving these results, the Office of Administration was placed under executive leadership in FY 2011.

Anticipated Results

Improving financial management practices will provide the OIG and its components with budgetary information that permits greater workforce and technology planning. Efforts will continue to enhance the working environment of selected Regional and Central Office locations. A priority has been set on providing helpful information to the OIG workforce in a timely manner in order that they are aware of the various benefits available to them as OIG/GSA employees.

*U.S. General Services Administration
Office of Inspector General*

Performance Goal: This performance measure reflects how customers perceive available products and services. The Office of Audits uses customer surveys to gauge the level of customer satisfaction. The areas that are covered by the surveys are: meeting customer needs, clarity of information provided, relevancy, timeliness, and added value. Activity is evaluated against a “standard” that reflects “expected average performance.”

GSA-wide Goal: This OIG goal is linked to the following GSA strategic goals:

- Innovation—*An innovations engine for the government, we seek to support the government role of taking chances that no others are positioned to take;*
- Customer Intimacy—*We seek an intimate understanding of and resonance with our customers so as to serve with full integrity, creativity; and*
- Operational Excellence—*An effective steward of Federal assets and taxpayer dollars, we seek continuous improvement in our operations.*

Performance Measure	Performance Indicators			
	Standard	FY 2010 Actual	FY 2011 Estimate	FY 2012 Target
Effectiveness- Customer Surveys	Scale: 1-5 (5 high)			
Audit reports and contract reviews	4.0 ⁶	86%	90%	90%

⁶ Each customer survey has an average score of 4.0 or higher on a scale from 1 to 5, where 1 indicates the individual strongly disagrees and 5 indicates that the individual strongly agrees.

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Performance Goal: This performance measure demonstrates the timeliness and effectiveness of products and services. OIG products and services are evaluated against a standard that reflects “expected average performance.” For example, if a performance standard for completion of a particular type of audit or investigation is 30 days, it means that the review will be completed in 30 days or less. If the target is 65 percent, that means that 65 percent of the OIG products will meet the standard.

GSA-wide Goal: This OIG goal is linked to the following GSA strategic goals:

- Innovation—An innovations engine for the government, we seek to support the government role of taking chances that no others are positioned to take;
- Customer Intimacy—We seek an intimate understanding of and resonance with our customers so as to serve with full integrity, creativity; and
- Operational Excellence—An effective steward of Federal assets and taxpayer dollars, we seek continuous improvement in our operations.

The Office of Audits establishes two unique performance targets for contract reviews and internal audits—one measures the direct work hours (cost effectiveness) and the other measures the days (timeliness) it takes to complete an audit product. The performance standards listed below reflect the percentage of time that the office performs reviews or audits from beginning to end within the established standards.

Performance Measure	Performance Indicators			
	Standard ⁷	FY 2010 Actual	FY 2011 Estimate	FY 2012 Target
<u>Audits and Reviews:</u>				
Cost effectiveness	Direct hours to perform audits based on a unique performance standard for each type.			
Contract	<u>Example hours:</u> Attestation – 800hours	56%	61%	63%
Internal	Operational – 4,000 hours Compliance – 1,800 hours	75%	70%	72%
Timeliness	Days to perform audits based on a unique standard for each type of audit.			
Contract	Attestation – 90 days	15%	52%	55%
Internal	Operational – 320 days Compliance – 180 days	25%	57%	60%

⁷ These standards are currently being reassessed. We perform both contract reviews and internal audits. We have identified different performance standards in terms of days and hours for each type. The performance and target goals represent the composite result, in terms of percentage of time, that the office meets various product standards measured in direct hours and days estimated to accomplish audit work products.

U.S. General Services Administration
Office of Inspector General

The Office of Investigations established a standard that reflects a time frame within which they will conduct nearly all of their investigative activities.				
Performance Measure	Performance Indicators			
	Standard	FY 2010 Actual	FY 2011 Estimate	FY 2012 Target
<u>Investigations:</u>	Days to perform different types of investigations based on a unique standard for each type of investigation.	Percentage of investigations that meet unique performance standards.		
Timeliness				
Fraud/ Other Crime	Class I is 480 days; Class II is 240 days ⁸	77%	NA	NA
Suspensions/ Debarments	Class I and II are 45 days.	83%	80%	80%
Administrative	Class I is 180 days; Class II is 90 days.	84%	80%	80%

Note: Investigation descriptions:

Class I – Involves allegations concerning GSA programs, operations, and/or personnel that have one or more of the following characteristics:

- Criminal or civil violation with a loss to the government of \$250,000 or more;
- GSA contractor integrity issue (suspension/debarment) involving potential or actual contracts with a value of \$250,000 or more;
- Significant health or safety issue;
- Corruption of GSA official/employee; and/or
- Serious integrity issue involving GS-15 or above.

Class II – Involves allegations concerning GSA programs, operations, and/or personnel that have one or more of the following characteristics:

- Criminal or civil violation with a loss to the government of less than \$250,000;
- GSA contractor integrity issue (suspension/debarment) involving potential or actual contracts with a value of less than \$250,000; and/or
- Serious integrity issue involving GS-14 or below.

⁸ This Performance Measure included time periods outside the control of OIG and has become less reliable as more complex fraud investigations are undertaken. A revised Performance Measure will be developed.

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The Office of Administration, Internal Evaluation and Analysis Staff, and Office of Counsel to the IG developed the following performance standards in specific targeted areas.

Performance Measure	Performance Indicators			
	Standard	FY 2010 Actual	FY 2011 Estimate	FY 2012 Target
	Days to perform different types of legal, field office reviews, and administrative type activities. ⁹	Percentage of administrative activities that meet unique performance standards.		
FOIA/PA Requests	Meets statutory timeframes for FOIA/PA requests sent directly to the OIG.	100%	80%	80%
System Availability	Systems are available to all OIG users. 97% of the time.	97%	97%	97%
Provide Information Resources	Requests to review hardware/software applications are responded to within 5 days.	95%	95%	95%
Budget & Management Reports	Reports are completed within 5 days of a reporting period.	99%	99%	99%
Procurement Actions	Ninety-five percent of procurement actions are completed within 5 days.	97%	N/A	N/A
Personnel Actions & Requests	To process actions, the time frame depends on when the action is signed and whether salary/money is affected (usually 7-14 days) Note: Recruitment time-frames are not included in normal personnel action requests.	97%	N/A	N/A

⁹ Each of the performance measures listed has performance standards in terms of days to complete or availability. The Performance Measures for Procurement Actions and Personnel Actions/Requests lack clarity and have been discontinued. New Performance Measures are being developed.

U.S. General Services Administration

ELECTRONIC GOVERNMENT FUND

Fiscal Year 2012 Budget Request

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Appropriations Language

For necessary expenses in support of interagency projects that enable the Federal Government to expand its ability to conduct activities electronically, through the development and implementation of innovative uses of the Internet and other electronic methods, **\$34,000,000**, to remain available until expended: *Provided*, That these funds may be transferred to Federal agencies to carry out the purpose of the Fund: *Provided further*, That this transfer authority shall be in addition to any other transfer authority provided in this Act: *Provided further*, That such transfers may not be made until 10 days after a proposed spending plan and explanation for each project to be undertaken has been submitted to the Committees on Appropriations of the House of Representatives and the Senate.

Program Description

This appropriation provides for interagency electronic government, or E-Gov, initiatives and projects, which use the Internet or other electronic methods to provide individuals, businesses, and other government agencies with simpler and timelier access to Federal information, benefits, services, and business opportunities. The program also furthers the Administration's implementation of the Government Paperwork Elimination Act (GPEA) of 1998, which calls upon agencies to provide the public with optional use and acceptance of electronic information, services, and signatures, when practicable.

Explanation of Changes

(Dollars in Thousands)

	<u>Budget Authority</u>
FY 2010 Enacted Level.....	\$ 34,000
FY 2012 Request.....	<u>34,000</u>
Net Change.....	\$ 0

Summary of the Request

The FY 2012 budget requests a total of **\$34,000 thousand** for interagency Electronic Government, or “E-Gov”, projects, pilots and initiatives. Pilot projects that are ready and chosen for transition to production may begin to transition to funding from other sources, such as inclusion in agency budgets, transitioning to a fee-for-service funding model, or using funding available through a new appropriation proposed within the Executive Office of the President, for the Integrated, Efficient and Effective Uses of Information Technology (IEEUIT). The E-Gov program is designed to establish one or more efficient, centralized service providers for civilian agencies for key strategic information technology (IT) services, allowing for production-level implementation of projects developed as pilots through the Electronic Government Fund.

The FY 2012 budget requests funding for six E-Gov project areas that will continue to improve the efficiency and effectiveness of Government operations through IT, use IT to improve the transparency of Federal operations, and increase citizen participation in their Government:

1. *Improving Innovation, Efficiency and Effectiveness and Federal IT.*—This initiative continues work to identify technologies, practices, and procurement opportunities to enable secure, easy to use, on-demand, Federal cloud computing services. This initiative continues development of cloud infrastructure services that could be used to build tools that promote innovation, transparency, open government, citizen engagement and security, such as infrastructure as a service (IaaS), software as a service (SaaS) and platform as a service (PaaS). New approaches to security are being developed to provide thorough, centralized security testing that all agencies can use. This initiative will continue to develop and expand in FY 2012, building upon what is achieved in FY 2011.

2. *Citizens Engagement Platform (CEP) Access / Web 2.0.*—The CEP creates a more open, transparent, and collaborative government by identifying new technologies, providing public dialogue tools to Federal agencies, making these new technologies and tools compliant with Federal regulations and guidance, and educating agencies on the effective use of New Media and citizen engagement tools. CEP identifies and implements new, end-user-oriented IT services to be used across the government, including a Citizen Services Delivery Dashboard that provides the public with better information on their interactions with Federal programs, and a web-based Challenge Platform, Challenge.gov, that allows a challenge by one party (a “seeker”) to solicit and receive proposed solutions to the challenge from third

parties (“solvers”). These services, and new ones to be developed for use by agencies across the Federal government, leverage the “build once, share many” philosophy, creating efficiencies and consistency that improve interactions between the Federal government and the public and make the Government more responsive to the American people. In FY 2012, additional public-oriented services will be developed, and those launched in FY 2011 may be enhanced.

3. *Federal Funding Accountability and Transparency Act (FFATA) Implementation.*—This initiative includes USASpending.gov and Dashboards. USASpending.gov is a public-friendly website that provides easy access to the expenditures and payments of government funds through contracts, sub-awards, grants, loans and other mechanisms. Data on the website is provided by the Federal Assistance Awards Data System (FAADS) and the Federal Procurement Data System (FPDS) and provides details regarding each Federal award. The Dashboards provide agencies and the public with access to details of Federal information technology investments online and allows users to track progress over time. Other dashboards, extending the model of the IT Dashboard, provide data on the use of Federal funds for the American public to view the operation of their government and support the evolution of a unified structure for the reporting of Federal expenditures and payments. In FY 2012, additional public-oriented services will be developed, and others launched and improved in FY 2011 may be enhanced.
4. *Efficient Federal Workforce.*—This initiative identifies innovative technologies to support collaboration among Federal employees in different agencies. It will enable collaborative platforms for working in real time from remote locations, which will reduce the costs and negative environmental impacts of travel, physical workspace, and energy consumption. This initiative also supports the government’s emergency preparedness capabilities by allowing Federal employees to work from alternative locations. In FY 2011, a beta version of this professional collaboration platform, Fedspace.gov, was launched to provide basic services and tools to Federal employees and contractors. In FY 2012, this initiative will expand the collaborative tools developed in FY 2011 and will extend inter-agency capabilities for improved remote access, on-line meetings, knowledge management, and communities of practice.
5. *Accessible and Transparent Government Information / Data.gov.*—This initiative provides for the development, enhancement, and operations and maintenance of Data.gov, a website that allows the public to easily find, download, and use high value, machine-readable data sets that are generated and held by the Federal government. In FY 2011, Data.gov also hosted more than 25 communities interested in specific data domains including health, education, semantic web, law, energy, and other communities are planned. In FY 2012, Data.gov will be further enhanced to harmonize information dissemination standards across the Federal enterprise, focusing on improving data quality. Data.gov will continue to deliver open and transparent government by “democratizing” data, making data sets more available in “Internet time” to facilitate broad use of data in combinations not presently available to the public.
6. *E-Gov Project Management Best Practices.*—This initiative is designed to provide resources and expertise to consider the root causes of problems impacting Federal IT projects and to identify solutions to those problems. This initiative will focus on implementing proven best practices from inside and outside the Federal Government, and will strengthen existing policies and procedures where appropriate. In FY 2012, the Best Practices initiative will

expand work initiated in FY 2011 to establish, identify, and promote best practices in IT personnel management, IT program management, and IT procurement and to identify barriers to implementing best practices in Federal IT efforts. FY 2012 funds requested for this initiative will be used to evaluate and revise existing guidance, oversight processes, and reporting requirements to increase their effectiveness in improving IT implementation outcomes.

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2010 Actual	FY 2011 Annualized CR level	FY 2012 Request
Unobligated balance, start of year.....	\$ 1,681	\$ 7,856	\$ 0
Discretionary authority:			
Annual appropriation	\$ 34,000	\$ 34,000	\$ 34,000
Unobligated balance, end of year.....	-7,856	0	0
Total obligations	\$ 27,825	\$ 41,856	\$ 34,000
<i>Net Outlays</i>	<i>\$11,101</i>	<i>\$49,324</i>	<i>\$41,122</i>

Obligations by Object Classification

(Dollars in Thousands)

	FY 2010 Actual	FY 2011 Annualized CR level	FY 2012 Request
25.1 Advisory and assistance services.....	\$ 24,634	\$ 28,071	\$ 22,407
25.3 Goods & services from Gov't accounts.....	<u>3,191</u>	<u>13,785</u>	<u>11,593</u>
99.0 Total obligations	\$ 27,825	\$ 41,856	\$ 34,000

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U.S. General Services Administration
ALLOWANCES AND OFFICE STAFF FOR FORMER PRESIDENTS

Fiscal Year 2012 Budget Request

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Appropriations Language

For carrying out the provisions of the Act of August 25, 1958 (3 U.S.C. 102 note), and Public Law 95-138, **\$3,671,000**.

Program Description

This appropriation provides pensions, office staffs, and related expenses for former Presidents Jimmy Carter, George H.W. Bush, William Clinton, and George W. Bush, and for the postal franking privileges for the widows of former Presidents Ronald Reagan and Gerald Ford.

U.S. General Services Administration
Allowances and Office Staff for the Former Presidents

Explanation of Changes

(Dollars in Thousands)

	<u>Budget Authority</u>
FY 2010 Enacted level.....	\$ 3,756
FY 2012 Request.....	<u>3,671</u>
Net Change.....	-\$ 85
<hr/>	
	<u>Budget Authority</u>
Maintaining Current Levels:	
Increased benefits for former Presidents	\$ 26
Increased rental rates for former Presidents	<u>\$ 21</u>
Subtotal, Maintaining Current Levels.....	\$ 47
Program Decreases:	
Decreased rent and goods & services for former President Clinton	-\$ 163
Decreased personnel compensation for former President G W Bush staff	-38
Decreased goods and services for former President Carter	<u>-6</u>
Subtotal, Program Decreases.....	-\$ 207
Program Increases:	
Increased personnel benefits for former President Clinton staff	\$ 39
Increased overtime utilities for former President G W Bush	<u>\$ 36</u>
Subtotal, Program Increases.....	\$ 75
Net Change.....	-\$ 85

Note: This table includes resources requested in the FY 2011 President's Budget and new resources requested for FY 2012. This table does not include \$74 thousand requested in the FY 2011 President's Budget for a one-time purchase of IT equipment for former President G W Bush; this request non-recurred in FY 2012.

Summary of the Request

The FY 2012 budget requests a total of **\$3,671 thousand** for the annual pensions of former Presidents and compensation of their office staffs and related expenses, a decrease of -\$85 thousand from the FY 2010 enacted level.

The FY 2012 budget requests the following changes:

- **-\$163 thousand** for decreased rent and goods and services costs for former President Clinton.
- **-\$38 thousand** to decrease personnel compensation for the office staff of former President GW Bush. The Former Presidents Act, 3 U.S.C. 102 *note*, limits compensation for office staff of former Presidents to an aggregate of \$96 thousand for each former President, except in the first 30 months of eligibility for these benefits, when the ceiling is \$150 thousand. Former President GW Bush's eligibility for increased personnel benefits will expire on January 20, 2012 and this decrease reflects a reduction to a rate equivalent to \$96 thousand per year after that date.
- **-\$6 thousand** in decreased goods and services for former President Carter.
- **\$21 thousand** for increased rental rates for the former Presidents.
- **\$26 thousand** for increased pension costs for all former Presidents.
- **\$36 thousand** for increased utilities (air conditioning and heating) for the office of former President George W. Bush.
- **\$39 thousand** for increased personnel benefits for the office staff of former President Clinton.

Program Increases and Decreases by Former President:

For former President George W. Bush, \$11 thousand: The FY 2012 budget request provides a decrease of -\$38 thousand for reduced personnel compensation allowance, and increases of \$7 thousand for increased pension costs, \$36 thousand for costs of overtime utilities, and \$6 thousand for increased rental rates.

For former President Clinton, -\$110 thousand: The FY 2012 budget request provides a net decrease of -\$136 thousand for rent and -\$20 thousand for goods and services, a \$39 thousand increase in personnel benefits for office staff, and an increase of \$7 thousand for increased pension costs.

For former President George H.W. Bush, \$14 thousand: The FY 2012 budget request provides increases of \$6 thousand for increased pension costs and \$8 thousand for rent.

For former President Carter, no change: The FY 2012 budget request provides an increase of \$6 thousand for increased pension costs, which is offset by a \$6 thousand decrease in goods and services.

U.S. General Services Administration
Allowances and Office Staff for the Former Presidents

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2010 Actual	FY 2011 Annualized CR level	FY 2012 Request
Annual appropriation.....	\$ 3,756	\$ 3,756	\$ 3,671
Unobligated balance, end of year.....	\$ 485	\$ 0	\$ 0
Total obligations.....	\$ 3,271	\$ 3,756	\$ 3,671
<i>Net Outlays</i>	\$ 2,910	\$ 3,693	\$ 3,677

Obligations by Object Classification

(Dollars in Thousands)

	FY 2010 Actual	FY 2011 Annualized CR level	FY 2012 Request
11.8 Special personnel services payments.....	\$ 401	\$ 438	\$ 400
12.1 Civilian personnel benefits.....	194	272	277
13.0 Benefits for former personnel.....	802	826	844
21.0 Travel and transportation of persons.....	51	120	123
23.1 Rental payments to GSA.....	1,300	1,186	1,109
23.3 Communications and utilities.....	143	195	195
Subtotal, Rent, comm. & utilities.....	\$ 1,443	\$ 1,381	\$ 1,304
24.0 Printing and reproduction.....	22	63	63
25.2 Other services.....	244	402	406
26.0 Supplies and materials.....	51	62	62
31.0 Equipment.....	63	192	192
99.0 Total Obligations.....	\$ 3,271	\$ 3,756	\$ 3,671
Subtotal, PC&B.....	1,397	1,536	1,521
Subtotal, Non-labor.....	1,874	2,220	2,150

U.S. General Services Administration
 Allowances and Office Staff for Former Presidents

Budget Request by President

(Dollars in Thousands)

	CARTER	G H BUSH	CLINTON	G W BUSH ¹	WIDOWS	TOTAL
Personnel Compensation.....	\$ 96	\$ 96	\$ 96	\$ 112	\$ 0	\$ 400
Personnel Benefits.....	2	64	109	102	0	277
Benefits for Former Presidents (pensions)....	205	205	217	217	0	844
Travel.....	2	56	5	60	0	123
Rental Payments to GSA.....	106	171	440	392	0	1,109
Communications:						
Telephone.....	10	17	7	85	0	119
Postage.....	15	13	14	20	14	76
Printing.....	5	14	18	26	0	63
Other Services.....	65	130	34	177	0	406
Supplies.....	5	15	2	40	0	62
Equipment.....	7	63	36	86	0	192
FY 2012 Budget Request	\$ 518	\$ 844	\$ 978	\$ 1,317	\$ 14	\$ 3,671

¹ 3 U.S.C. 102 note limits compensation for office staff to an aggregate of \$96 thousand for each former President, except in the first 30 months of eligibility for these benefits, when the ceiling is \$150 thousand. Former President G W Bush's allocation provides for personnel compensation at the higher rate until January 20, 2012, and for a rate equivalent to \$96 thousand per year after that date.

U.S. General Services Administration
FEDERAL ACQUISITION WORKFORCE INITIATIVES FUND

Fiscal Year 2012 Budget Request

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Appropriations Language

For necessary expenses in support of government-wide investments in the capacity and capabilities of the acquisition workforce, \$16,900,000; of which, \$7,900,000 shall be available for salaries, curriculum development, competency management, certification management and career management; of which, \$5,000,000 shall be available for workforce development activities to assist in the recruitment, hiring, development, and retention of members of the acquisition workforce as defined by the Office of Federal Procurement Policy Act, as amended (41 U.S.C. 401 et seq.); and of which \$4,000,000 shall be for developing, operating, and maintaining data and knowledge capture and management capabilities for increasing the effectiveness and efficiency of the acquisition workforce: *Provided*, That up to 25 percent of the total amount appropriated herein may be transferred among such appropriations: *Provided further*, That these funds shall be administered by the Administrator of General Services, as approved by the Director of the Office of Management and Budget: *Provided further*, That such funds may be transferred to Federal agencies, as approved by the Director of the Office of Management and Budget, to carry out the purposes provided herein: *Provided further*, That this transfer authority is in addition to any other transfer authority provided in this Act.

Program Description

This appropriation provides support for inter-agency initiatives and projects that will improve (1) the ability of civilian agencies to assess the capacity and capability of the acquisition workforce necessary to develop and appropriately manage acquisitions, (2) the capacity, capability, and effectiveness of the civilian agency acquisition workforce to improve acquisition management, and (3) agencies abilities to achieve the optimal mix of public and private sector resources to support agency operations. The activities supported through this fund are intended to foster and promote the development of the acquisition workforce and support the responsibilities provided for in the Office of Federal Procurement Policy Act.

Explanation of Changes

(Dollars in Thousands)

	FTE	Budget Authority
FY 2010 Enacted Level.....	0.0	\$ 0
FY 2012 Request.....	<u>10.0</u>	<u>16,900</u>
Net Change.....	10.0	\$16,900

Summary of the Request

The FY 2011 budget requests a total of **\$16,900 thousand** for activities that foster and promote the development of the government-wide acquisition workforce and support the responsibilities provided for in the Office of Federal Procurement Policy Act. Funding is requested to increase the capacity and capability of the acquisition workforce; improve the effectiveness of the workforce; maximize competition and value; and generally improve acquisition outcomes. The resources requested¹ will be used to:

- Analyze existing certification and training programs with expected workforce competencies and skills to identify gaps;
- Adjust existing curriculum to address any identified gaps and build team-based curricula to close gaps identified through the 2010 acquisition workforce competencies survey;
- Refresh small business topics within existing acquisition training classes to develop more effective small business contracting practices;
- Maintain tools to assist agencies in strategic acquisition workforce planning and management;
- Maintain a robust internet presence for acquisition workforce information, agency awareness, and workforce planning to facilitate leveraging efforts and avoiding duplication;
- Continue to leverage existing information repositories across the acquisition community to build an acquisition workforce information portal;
- Provide human capital support to assist agencies in recruiting and retaining acquisition workforce professionals, identifying and cultivating sources of talent, and successfully assimilating acquisition professionals into the Federal government;
- Continue to develop communities of practice for various members of the acquisition workforce to effect greater collaboration and sharing of best practices;
- Further develop relationships within the academic community for fostering acquisition knowledge and recruitment;
- Manage interagency workforce efforts such as the functional advisory boards and acquisition career management committee;
- Manage interagency coordination of entry- and mid-level developmental programs to increase use of structured development programs and build a community of the next generation of acquisition leaders; and
- Assist in developing a specialized IT acquisition cadre and bridging the gap between program management and contracting to effect better contract management.

¹ Assumes FY 2011 funding is received to develop initial capabilities that will be maintained in FY 2012.

Background:

Successful acquisition outcomes are the direct result of having the appropriate personnel with the requisite skills managing various aspects of the acquisition process. A lack of capacity and capability in the acquisition workforce results in tradeoffs during the acquisition lifecycle that may reduce the chance of successful outcomes while increasing costs and impacting schedule. For the past several years, the Administration has been focused on strengthening the acquisition workforce to increase its effectiveness in developing, managing and overseeing acquisitions. In addition, agencies have been asked to identify contract savings and reduce high risk contract vehicles.

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2010 Actual	FY 2011 Annualized CR level	FY 2012 Request
Unobligated balance, start of year.....	\$ 0	\$ 0	\$ 0
Discretionary authority:			
Annual appropriation.....	\$ 0	\$ 0	\$ 16,900
Unobligated balance, end of year.....	\$ 0	\$ 0	\$ 0
Total obligations.....	\$ 0	\$ 0	\$ 16,900
<i>Net Outlays</i>	<i>\$ 0</i>	<i>\$ 0</i>	<i>\$ 16,200</i>

Obligations by Object Classification

(Dollars in Thousands)

	FY 2010 Actual	FY 2011 Annualized CR level	FY 2012 Request
11.1 Full-time, permanent.....	\$ 0	\$ 0	\$ 1,350
25.3 Goods & services from Gov't accounts.....	0	0	15,550
99.0 Total obligations.....	\$ 0	\$ 0	\$ 16,900
<i>Full-Time Equivalent (FTE)</i>	<i>0.0</i>	<i>0.0</i>	<i>10.0</i>

U.S. General Services Administration

FEDERAL CITIZEN SERVICES FUND

Fiscal Year 2012 Budget Request

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Appropriations Language

For necessary expenses of the Office of Citizen Services **and Innovative Technologies**, including services authorized by 5 U.S.C. 3109, **\$39,933,000**, to be deposited into the Federal Citizen Services Fund: *Provided*, That the appropriations, revenues, and collections deposited into the Fund shall be available for necessary expenses of Federal Citizen Services activities in the aggregate amount not to exceed \$100,000,000. Appropriations, revenues, and collections accruing to this Fund during fiscal year [2011] **2012** in excess of such amount shall remain in the Fund and shall not be available for expenditure except as authorized in appropriations Acts.

Analysis of Language Provisions and Changes

Language Provision [delete] <u>insert</u>	Explanation
<p>... <i>Provided</i>, That the appropriations, revenues, and collections deposited into the Fund shall be available for necessary expenses of Federal Citizen Services activities in the aggregate amount not to exceed \$100,000,000.</p>	<p>This provision establishes the aggregate ceiling on expenditures for the revolving fund, as set forth in 40 U.S.C. 323(c). GSA requests a ceiling of \$100 million in FY 2012. This would provide \$60 million in spending authority above planned obligations, to accommodate un-anticipated reimbursable agreements as well as emergency requirements. The expenditure ceiling does not score.</p>
<p>Appropriations, revenues, and collections accruing to this Fund during fiscal year [2011] 2012 in excess of such amount shall remain in the Fund and shall not be available for expenditure except as authorized in appropriations Acts.</p>	<p>This provision updates language providing GSA with authority to retain all receipts collected in the year of the appropriation, in excess of the annual expenditure ceiling, which are not available for obligation until authorized under future Appropriations Acts.</p>

Program Description

The Federal Citizen Services Fund appropriation provides for the salaries and expenses of the Office of Citizen Services and Innovative Technologies (OCSIT). OCSIT develops new ways for citizens, businesses, other governments, and the media to easily obtain information and services from the government on the web, via e-mail, in print, and over the telephone. OCSIT leads several interagency groups to share best practices and develop strategies for improving the way Government provides services to the American public.

OCSIT provides information and services to the public primarily through USA.gov and GobiernoUSA.gov, the official web portal of the U.S. Government. OCSIT also operates pueblo.gsa.gov, consumeraction.gov and consumidor.gov, webcontent.gov, and kids.gov websites. OCSIT provides direct telephone (1-800-FED-INFO), e-mail, and on-line assistance to citizens through the National Contact Center, and offers simple and cost-effective contact center solutions to customer Federal agencies through the USA Services program. OCSIT also coordinates the publication and distribution of information through the Government Printing Office's Public Documents Distribution Center in Pueblo, Colorado.

The Federal Citizen Services Fund is financed from annual appropriations to pay for the salaries and expenses of OCSIT staff. Reimbursements from Federal agencies pay for the direct costs of information services OCSIT provides on their behalf. The FCS Fund also receives funding from user fees for publications ordered by the public, payments from private entities for services rendered, and gifts from the public. All income is available without regard to fiscal year limitations, but is subject to an annual aggregate expenditure limit as set forth in appropriation acts.

Explanation of Changes, Appropriated Dollars and FTE

(Dollars in Thousands)

	<u>FTE</u>	<u>Budget Authority</u>
FY 2010 Enacted level.....	86.0	\$ 36,515
FY 2012 Request.....	<u>106.0</u>	<u>\$ 39,933</u>
Net Change.....	20.0	\$ 3,418
<hr/>		
	<u>FTE</u>	<u>Budget Authority</u>
Maintaining Current Levels:		
Annualization of the FY 2010 Pay Increase (2.0%)		\$ 60
Inflation (0.5%)	—	<u>248</u>
Subtotal, Maintaining Current Levels.....	0.0	\$ 308
Transfers and Realignments:		
Transfer OCSIT Front Office from Operating Expenses	6.0	1,304
Increased FTE to in-source positions formerly contracted out	3.0	\$ 0
Realign appropriated FTE to GSA Working Capital Fund	<u>-2.0</u>	<u>-488</u>
Subtotal, FY 2011 Base Adjustments.....	7.0	\$ 816
Program Increase:		
Stand-up OCSIT organization	13.0	\$ 3,079
Termination, Reduction, and Savings Initiatives:		
Website consolidation and other efficiencies		-\$ 708
Cost savings from VOIP implementation		-54
Cut Scope 3 GHG emissions by reducing travel by 25%	—	<u>-23</u>
Subtotal, Terminations, Reductions, and Savings.....	0.0	-\$ 785
Net Change.....	20.0	\$ 3,418

Note: This table includes resources requested in the FY 2011 President's Budget and new resource requested for FY 2012.

Summary of the Request

The FY 2012 budget request provides a total of **\$39,933 thousand** and **106 FTE** for the Office of Citizen Services and Innovative Technologies (OCSIT). On May 14, 2010, the GSA Administrator formally established the OCSIT organization. The new organizational design combines the Office of Citizen Services with a new organization, the Office of Innovative Technologies.

- The Office of Citizen Services (OCS) has expanded responsibilities and will focus greater resources on New Media and citizen engagement tools, technical support for government-wide challenges and prizes (Challenge.gov), and government-wide citizen service measurement, best practices, and transformation. OCS will continue to provide information and services directly to the public via the web, phone, e-mail, and through printed media.
- The new Office of Innovative Technologies (OIT) will manage Electronic Government Fund projects that support open government and transparency, including a government-wide collaboration platform, key government services and information delivered to mobile devices, and Data.gov, the central data repository for access to high value public data.

The FY 2012 request represents a net increase of **\$3,418 thousand** and **20 FTE** over the FY 2010 enacted level, including:

- An increase of **\$308 thousand** for the annualization of the FY 2010 pay raise and inflation;
- A transfer in of **\$1,304 thousand and 6 FTE** from the Operating Expenses appropriation, to consolidate funding for OCSIT activities in the Federal Citizen Services Fund;
- An additional **3 FTE** to provide for the in-sourcing of citizen services activities formerly conducted by contract employees;
- The transfer of **-\$488 thousand and -2 FTE** out of this appropriation and into the GSA Working Capital Fund; and
- An increase of **\$3,079 thousand** and **13 FTE** to complete the stand-up of the Office of Citizen Services and Innovative Technologies (OCSIT) organization, which provides:
 - \$923 thousand and 4 FTE for the Federal Citizen Information Center, to modernize citizen information channels;
 - \$461 thousand and 2 FTE for the Mobile Program Management Office to support the creation of mobile applications, standards, and processes for citizens;
 - \$773 thousand and 3 FTE for the Center for Customer Service Excellence, to monitor and improve the government's service to the public;
 - \$733 thousand and 3 FTE for the Center for New Media and Citizen Engagement, to provide Federal agencies with the capability to engage the public in dialogues and challenges; and

*U.S. General Services Administration
Federal Citizen Services Fund*

- \$189 thousand and 1 FTE for Office of Citizen Services Front Office, for outreach for citizen services programs (e.g., USA Search, CEP, and Challenge.gov).

Increases requested for FY 2012 are partially offset by **-\$785 thousand** in reductions for three Termination, Reduction, and administrative Savings initiatives (TRS):

- **-\$708 thousand** from website consolidations and other efficiencies. OCSIT expects to realize savings in FY 2012 from consolidating multiple agency-facing websites run by the Federal Citizen Information Center as a part of a broader strategy to ensure other agencies have a consistent experience when accessing and using OCSIT solutions. OCSIT will also realize savings from in-sourcing software development activities previously conducted by contract employees.
- **-\$54 thousand** from agency-wide implementation of Voice-Over-Internet-Protocol (VOIP) technology. VOIP carries telephone services over the internal data network and over the Internet. VOIP will reduce costs for phone service and – because VOIP uses the data network instead of the telephone network – reduces costs of maintaining the physical infrastructure of telecommunications equipment. Cost savings are partially offset by the cost of meeting increased demand on the data network resulting from VOIP implementation.
- **-\$23 thousand** from reduced business travel. GSA will reduce Scope 3 Greenhouse Gas (GHG) emissions from employee business travel by 25% by FY 2020. GSA will meet this aggressive goal by seeking alternatives to travel, including deploying advanced video-conferencing systems, consolidating and co-locating training conferences, and reducing non-mission critical travel. Cost savings from travel reductions are partially offset by increased costs of new teleconferencing technologies.

The request does not provide for a Federal pay raise in FY 2011 or FY 2012. This two-year pay freeze results in additional cost savings \$364 thousand in FY 2012.

Program Financing

The Federal Citizen Services Fund is financed from annual appropriations to pay for the salaries and expenses of OCSIT staff. Reimbursements from Federal agencies pay for the direct costs of information services OCSIT provides on their behalf. This includes the cost of contact center services, as well as use of the toll-free publication ordering system and the cost of publications distributed through the Government Printing Office facility in Pueblo, CO.

In FY 2012, the Office of Citizen Services (OCSIT) anticipates providing reimbursable services to other Federal agencies and the private sector in the amount of **\$9,035 thousand**, an increase of \$285 thousand over the FY 2011 estimate. These funds would reimburse OCSIT for the costs of printing and distributing information publications, and for providing citizen response services through the National Contact Center and the USA Contact contract vehicle.

The FCS Fund also receives funding from the following sources:

- User fees from the public for publications ordered through the **Consumer Information Catalog**. Fees are collected to offset administrative expenses.
- Other income incidental to OCS activities, primarily payments from private sector groups to cover the cost of distributing cooperative government/industry publications.
- Gifts to defray costs associated with the **Consumer Action Handbook** and other information and educational materials and related activities.

All income is available without regard to fiscal year limitations, but is subject to an annual aggregate expenditure limit as set forth in appropriation acts.

U.S. General Services Administration
Federal Citizen Services Fund

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2010 Actual	FY 2011 Annualized CR level	FY 2012 Request
Unobligated balance, start of year.....	\$ 9,096	\$ 7,749	\$ 4,809
Discretionary authority:			
Annual appropriation.....	\$ 36,515	\$ 36,515	\$ 39,933
New reimbursable authority:			
Publication Distribution / NCC Services:			
From Federal Agencies.....	\$ 4,117	\$ 5,555	\$ 5,555
From the Private Sector.....	171	170	170
User Fees.....	56	55	55
Gifts from the Private Sector.....	32	30	30
Other reimbursable authority.....	0	0	0
Subtotal, new reimbursable authority.....	\$ 4,376	\$ 5,810	\$ 5,810
Change in Federal & Non-Federal uncollected customer payments.	\$ 1,830		
Recovery of prior-year obligations.....	\$ 493		
Unobligated balance, end of year.....	-\$ 7,749	-\$ 4,809	-\$ 1,584
Total, obligations.....	\$ 44,068	\$ 45,265	\$ 48,968
Obligations, appropriated.....	\$ 33,742	\$ 36,515	\$ 39,933
Obligations, reimbursable.....	10,326	8,750	9,035
<i>Net Outlays</i>	\$ 34,733	\$ 51,201	\$ 43,523

Obligations by Object Classification
(Dollars in Thousands)

	FY 2010 Actual	FY 2011 Annualized CR level	FY 2012 Request
11.1 Full-time, permanent.....	\$ 8,722	\$ 9,394	\$ 11,444
11.3 Other than full-time permanent.....	232	206	247
11.5 Other personnel compensation.....	394	376	512
12.1 Civilian personnel benefits.....	2,225	2,306	2,837
21.0 Travel and transportation of persons.....	154	134	202
22.0 Transportation of things.....	12	35	56
23.1 Rental payments to GSA.....	667	989	999
23.3 Communications and utilities.....	272	225	210
Subtotal, Rent, communications & utilities...	\$ 939	\$ 1,214	\$ 1,209
24.0 Printing and reproduction.....	158	445	165
25.1 Advisory and assistance services.....	17,504	15,019	19,688
25.3 Goods & services from Gov't accounts.....	3,207	7,168	3,305
Subtotal, Contractual services.....	\$ 20,711	\$ 22,187	\$ 22,993
26.0 Supplies and materials.....	62	105	93
31.0 Equipment.....	133	113	175
99.0 Obligations, appropriated.....	\$ 33,742	\$ 36,515	\$ 39,933
<i>Subtotal, PC&B.....</i>	<i>11,573</i>	<i>12,282</i>	<i>15,040</i>
<i>Subtotal, Non-labor.....</i>	<i>22,169</i>	<i>24,233</i>	<i>24,893</i>
99.0 Obligations, reimbursable.....	10,326	8,750	9,035
99.9 Total obligations.....	\$ 44,068	\$ 45,265	\$ 48,968
<i>Full-Time Equivalentents (FTE)</i>	<i>80.0</i>	<i>86.0</i>	<i>106.0</i>

Office of Citizen Services and Innovative Technologies

The Office of Citizen Services and Innovative Technologies (OCSIT) was established to better serve the public and to create cost-effective government-wide solutions in accordance with the President's new technology agenda. It serves as a centralized location for the public to get information about Federal programs, benefits, and services. OCSIT identifies, tests, and deploys innovative technologies that allow Federal agencies to provide improved services and to facilitate an open, collaborative, and transparent government.

OCSIT fulfills its mission through two major programs: (1) the Office of Citizen Services, (2) the Office of Innovative Technologies. These programs are supported by the Office of Information Technology Services and Solutions, which maintains the OCSIT IT infrastructure, and the Office of Business Management, which provides budget, contracting, project management, and other administrative support to OCSIT.

Office of Citizen Services (OCS)

OCS serves citizen needs for information, services, and engagement with their government through an array of direct services to the public via the Internet, phone, email, and print.

OCS main activities are associated with three Centers:

- The Federal Citizen Information Center, which is responsible for delivering timely, consistent, and accurate government information to the public through multiple integrated channels and includes the following organizations:
 - The Contact Center and Print Operations Division, which manages the National Contact Center at 1-800-FED-INFO, provides telephone, email, and personal on-line assistance to citizens, and provides printed information to the public about government programs, benefits, and services;
 - The Web Management and Content Division, which manages content for USA.gov and GobiernoUSA.gov, and seven other websites as well as providing citizens with information using a variety of social media websites; and
 - The Business Development and Outreach Division, which promotes OCS information products and services to the public through an advertising program for television, radio, print media, and outreach to teachers, librarians, and community groups.
- The Center for Customer Service Excellence, which transforms how the government delivers service and information to the public through the use of leading practices, analytics, training, citizen service standards, and leveraging communities of practice.
- The Center for New Media and Citizen Engagement, which solicits the public's ideas and feedback using new media and provides citizen engagement tools and technology.

OCS requests additional resources of **\$2,900 thousand and 12 FTE** in FY 2012, to meet three operational priorities:

1. OCS must modernize its information delivery channels to ensure that the public can access government information and services through channels that are in sync with changing technology and demographics. OCS requests **\$923 thousand and 4 FTE for the Federal Citizen Information Center**, to: (1) Provide texting capability to the National Contact Center (NCC), to allow citizens to receive news via text on selected topics, send questions and receive answers via text, and order publications via text; (2) Provide easy print and electronic access to all government publications by launching an on-line storefront that allows citizens to access Federal print publications from a variety of platforms, including mobile devices and electronic readers; and (3) Develop a use case to shift a larger share of government-wide Tier 1 inquires (basic, general information requests) to the NCC, to respond to higher volumes of basic citizen questions about government.

OCS requests an additional **\$461 thousand and 2 FTE for the Mobile Program Management Office**, to: (1) Identify and address policy barriers to mobile service delivery and interaction between agencies; (2) Engage with stakeholders and partners to accelerate the adoption of mobile and encourage third-party development of mobile apps using authoritative government data; and (3) Develop high-impact, cross-agency applications, create Application Programming Interfaces (API), and develop tools that can be re-used by other agencies and third parties.

2. OCS must provide other agencies with technology and expertise to improve the government's service to the public. OCS requests **\$773 thousand and 3 FTE for the Center for Customer Service Excellence (CCSE)** to: (1) Develop customer service standards for use by government and research and explore public expectations from the government; (2) Ensure a common user experience in accessing and using all OCSIT products and services, including acquiring cloud computing resources, best practices for public engagement, training through Web Manager University, or setting up a contact center; and (3) Provide outreach to other agencies to raise awareness of the cost-effective solutions that OCS provides for improving customer service and creating an open and transparent government.
3. OCS must ensure that the Federal government has the capability to engage the public in dialogues and challenges which includes technology platforms, best practices, training, and templates. OCS requests **\$733 thousand and 3 FTE for the Center for New Media and Citizen Engagement (CNMCE)** to: (1) Manage the customer service, development, and implementation of the citizen engagement platform and software provided to all of government; (2) Provide assistance to Federal agencies sponsoring internal and external innovation challenges and prizes; (3) Implement and manage the growing number of citizen engagements and build communities of practice around them; and (4) Research, advise, implement, and track the best uses of and new developments in social media tools and practices to meet government's missions. This organization will be funded by the FCS appropriation and not by the Electronic Government Fund or Integrated, Efficient and Effective Uses of Information Technology Fund (IEEUIT).

Office of Innovative Technologies (OIT)

OIT develops information technology projects and electronic government initiatives that enable agencies to deliver the most effective and efficient services to citizens while advancing open government and increasing transparency in government. OIT identifies, tests, and releases new and innovative technologies for government-wide use.

OIT will leverage the GSA's Electronic Government Fund to support five key initiatives:

- *Cloud Computing*.—This initiative will establish secure, easy to use, rapidly provisioned IT cloud computing services for the Federal Government that is cost-effective, green, and sustainable. GSA will provide government-wide program management and will assist other Federal agencies in adopting cloud solutions. GSA will provide government-wide assistance in four key areas: (1) On-line purchase of cloud services; (2) One-stop security support, or “Security as a Service”; (3) E-mail in the cloud; and (4) Data center optimization.
- *Data Center Consolidation*.—This initiative will collect and assess the first-ever baseline of the hardware, software, and power usage of all Federal data centers and assist agencies in preparing plans to improve data center optimization. This initiative provides the foundation for addressing other critical IT investments government-wide, including the move to cloud computing, website creation and management, or application of cloud computing to major lines of business such as financial management or human resources.
- *Forge.gov*.—This initiative will provide civilian Federal agencies with a repository for common source code through a collaboration site for sharing common or reusable code. GSA will establish a common source code repository and Agile development management tool – modeled after the forge.mil system -- for use by civilian agencies as forge.gov. This new platform will connect the Federal Government's development community within a secure, collaborative workspace and allow for re-use of code government-wide.
- *Data.gov*.—The Data.gov website promotes open government and transparency by providing improved public access to high value, machine readable datasets generated by Federal agencies. Data.gov also provides descriptions of the Federal datasets, information on how to access the datasets, contact mechanisms, metadata information, and links to publicly accessible applications that leverage the datasets. End users are also provided with opportunities to provide information feedback and ratings.
- *Open Government Directive (OGD)*.—GSA strives to be viewed as a leader in open government by the Federal community and citizens, and through evaluations by OMB. GSA's goals for the OGD initiative are to: (1) Have GSA's Open Government Plan ranked Top 5 in Government; (2) Identify at least two examples that demonstrate GSA operations performed using transparency, participation, and collaboration principles; and (3) Identify and publish three high-value datasets each year.

U.S. General Services Administration

ACQUISITION SERVICES FUND

Fiscal Year 2012 Budget Request

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Program Financing

The Acquisition Services Fund (ASF) is a full cost recovery revolving fund that finances operations of the Federal Acquisition Service (FAS). The ASF provides for the acquisition of information technology solutions, telecommunications, motor vehicles, supplies and a wide range of goods and services for Federal agencies. This Fund recovers all costs through fees charged to Federal agencies for services rendered and commodities provided.

The ASF is authorized by section 321 of title 40, United States Code, which requires the Administrator to establish rates to be charged to agencies receiving services that: (1) fully recover costs and (2) provide for the long-term capital requirements of the ASF. The ASF is authorized to retain earnings to cover the cost of replacing fleet vehicles (Replacement Cost Pricing), maintaining supply inventories adequate for customer needs, and funding investments specified by the Cost and Capital Plan.

The ASF is organized around four major business portfolios that deliver total solutions to customer agencies:

Integrated Technology Services (ITS).—The ITS Portfolio provides customer agencies with information technology and telecommunications products and services. ITS provides its services through multiple channels including its Network Services program, Regional Telecommunications program, IT Schedule 70, and Government-wide Acquisition Contracts (GWACs). ITS operations aggregate and leverage the Federal Government's buying power to obtain a wide range of information technology and telecommunications products and services at significant savings for customer agencies.

Assisted Acquisition Services (AAS).—The AAS Portfolio focuses on service delivery and assisting customers in making informed procurement decisions and serving as a center of excellence for the Federal community. AAS complements the programs of the Integrated Technology Services portfolio by providing acquisition, technical, and project

management services that assist agencies in acquiring and deploying information technology and professional services solutions at the best value for taxpayer dollars.

General Supplies and Services (GSS).—The GSS Portfolio provides customer agencies a wide range of general products such as furniture, office supplies, and hardware products. GSS centralizes acquisitions on behalf of the Federal Government to strategically procure requirements and reduce cost to the government, while ensuring regulatory compliance for customer procurements. This portfolio also provides personal property disposal services to customer agencies.

Travel, Motor Vehicle and Card Services (TMVCS).—The TMVCS Portfolio provides customer agencies with a broad scope of services that include travel and relocation services, freight management, motor vehicle acquisition, fleet management, and charge card services. TMVCS operations aggregate and leverage the Federal Government's buying power to obtain a wide range of products and services at significant savings for customer agencies.

Explanation of Changes

(Dollars in Thousands)

	<u>FTE</u>	<u>Obligations</u>
FY 2011 Current.....	3,908.0	\$ 10,927,784
FY 2012 Budget.....	<u>3,998.0</u>	<u>11,038,161</u>
Net Change.....	90.0	\$ 110,378

	<u>FTE</u>	<u>Obligations</u>
Program Decrease:		
Business Volume Adjustments.....		\$ 25,096
Maintaining Current Levels:		
Inflation on Goods and Services (0.5%)		<u>52,379</u>
Subtotal, Maintaining Current Levels.....	<u>0.0</u>	\$ 52,379
Program Increases:		
Change in Capital Acquisitions		\$ 29,278
Human Capital Investments	<u>90.0</u>	<u>12,115</u>
Subtotal, Program Increases.....	90.0	\$ 41,393
Terminations, Reductions, and Saving Initiatives:		
Reduce stock and warehousing method of supply		-\$ 4,600
Cut Scope 3 GHG emissions by reducing travel by 25%		-1,999
Cost savings from VOIP implementation		<u>-1,891</u>
Subtotal, Terminations, Reductions, and Savings.....	0.0	-\$ 8,490
Net Change.....	90.0	\$ 110,378

FY 2011 Operating Plan and FY 2012 Budget Estimate

The FY 2011 operating plan projects a relatively stable operating environment. Operating expenses increase in FY 2011 as a result of continued investment in technology and the FAS workforce. The FY 2012 budget estimate anticipates relatively flat business volumes and operating costs, with an increase in FTE of about two percent.

In FY 2011 and FY 2012, total ASF revenues are projected to fully cover operating expenses and generate positive net operating results of approximately \$25 million and \$37 million, respectively. This represents a margin of less than two tenths of one percent of annual revenues.

The FY 2012 budget estimate includes **-\$8,490 thousand** in reductions for three Termination, Reduction, and Administrative Savings (TRS) initiatives:

- **-\$4,600 thousand** by decreasing the resources dedicated to warehousing and delivering supplies and equipment. In FY 2012, GSA will reduce spending on three large distribution centers that stock goods, accept customer orders, and ship ordered items to customers. GSA expects reduced demand for this source of supply, as it moves to providing more goods to customers directly from suppliers. Cost savings come from reduced spending on contract labor to pick, pack, and ship items in U.S. distribution centers and reduced payments to the Defense Logistics Agency for their contract labor at the Kuwait center.
- **-\$1,999 thousand** from reduced business travel. GSA will reduce Scope 3 Greenhouse Gas (GHG) emissions from employee business travel by 25% by FY 2020. GSA will meet this aggressive goal by seeking alternatives to travel, including deploying advanced video-conferencing systems, consolidating and co-locating training conferences, and reducing non-mission critical travel. Cost savings from travel reductions are partially offset by increased costs of new teleconferencing technologies.
- **-\$1,891 thousand** from agency-wide implementation of Voice-Over-Internet-Protocol (VOIP) technology. VOIP carries telephone services over the internal data network and over the Internet. VOIP will reduce costs for phone service and – because VOIP uses the data network instead of the telephone network – reduces costs of maintaining the physical infrastructure of telecommunications equipment. Cost savings are partially offset by the cost of meeting increased demand on the data network resulting from VOIP implementation.

FY 2011 and FY 2012 funded levels do not provide for a Federal pay raise in either year. This results in additional cost savings of \$5 million in FY 2011 and \$14 million in FY 2012.

Results of Operations by Program

(Dollars in Thousands)

	FY 2010 Actual	FY 2011 Current	FY 2012 Budget
1. Integrated Technology Services (ITS)			
Revenue	\$ 1,479,185	\$ 1,528,842	\$ 1,580,764
Acquisition Training Fund	-6,493	-7,113	-7,495
Cost of Goods Sold	1,161,360	1,190,218	1,230,264
Gross Margin	311,332	331,511	343,005
<i>Cost of Operations</i>			
Program Expenses	197,084	234,235	238,016
Corporate Expenses	45,365	46,217	47,929
Other Cost of Operations	6,191	3,219	3,488
Total Cost of Operations	248,640	283,671	289,432
Operating Results Before Reserves	62,692	47,840	53,573
Reserve Expenses	37,717	43,119	26,895
Extraordinary Adjustment	0	0	0
Net Operating Results	\$ 24,975	\$ 4,721	\$ 26,678
2. Assisted Acquisition Services (AAS)			
Revenue	\$ 3,948,631	\$ 4,225,986	\$ 4,215,059
Acquisition Training Fund	0	0	0
Cost of Goods Sold	3,816,461	4,090,616	4,078,728
Gross Margin	132,170	135,370	136,331
<i>Cost of Operations</i>			
Program Expenses	91,967	106,373	105,138
Corporate Expenses	25,200	24,686	25,291
Other Cost of Operations	1,966	1,977	2,202
Total Cost of Operations	119,133	133,036	132,631
Operating Results Before Reserves	13,037	2,334	3,700
Reserve Expenses	1,920	3,622	3,123
Extraordinary Adjustment	0	0	0
Net Operating Results	\$ 11,117	-\$ 1,288	\$ 577
3. General Supplies and Services (GSS)			
Revenue	\$ 1,865,457	\$ 1,854,020	\$ 1,788,980
Acquisition Training Fund	-8,373	-8,658	-9,068
Cost of Goods Sold	1,288,616	1,299,911	1,243,911
Gross Margin	568,468	545,451	536,001
<i>Cost of Operations</i>			
Program Expenses	421,092	446,502	435,383
Corporate Expenses	68,517	68,569	70,070
Other Cost of Operations	12,688	8,428	8,484
Total Cost of Operations	502,298	523,499	513,938
Operating Results Before Reserves	66,170	21,953	22,063
Reserve Expenses	8,822	2,177	20,718
Extraordinary Adjustment	0	0	0
Net Operating Results	\$ 57,348	\$ 19,776	\$ 1,345

	FY 2010 Actual	FY 2011 Current	FY 2012 Budget
4. Travel, Motor Vehicle and Card Services (TMVCS)			
Revenue ¹	\$ 2,714,527	\$ 2,876,865	\$ 2,936,750
Acquisition Training Fund	-963	-1,080	-1,125
Cost of Goods Sold ¹	1,451,581	1,567,000	1,599,000
Gross Margin	1,261,983	1,308,785	1,336,625
<i>Cost of Operations</i>			
Program Expenses	655,097	721,709	712,875
Corporate Expenses	31,332	31,172	32,515
Other Cost of Operations	464,457	510,103	533,702
Total Cost of Operations	1,150,886	1,262,984	1,279,092
Operating Results Before Reserves	111,097	45,801	57,534
Reserve Expenses ²	80,192	43,796	49,320
Extraordinary Adjustment	0	0	0
Net Operating Results	\$ 30,905	\$ 2,005	\$ 8,213
5. Integrated Acquisition Environment (IAE)³			
Revenue	65,002	54,487	88,901
Total Cost of Operations	65,002	54,487	88,901
Net Operating Results	\$ 0	\$ 0	\$ 0
6. Total ASF			
Revenue	\$ 10,072,802	\$ 10,540,200	\$ 10,610,453
Acquisition Training Fund	-15,829	-16,850	-17,688
Cost of Goods Sold	7,718,018	8,147,745	8,151,902
Gross Margin	2,338,955	2,375,605	2,440,863
Total Cost of Operations	2,085,959	2,257,677	2,303,994
Operating Results Before Reserves	252,996	117,928	136,869
Reserve Expenses	128,651	92,714	100,057
Extraordinary Adjustment	0	0	0
Net Operating Results	\$ 124,345	\$ 25,214	\$ 36,813
<i>Net Outlays</i>	-\$ 183,056	\$ 0	\$ 0
Full-Time Equivalents (FTE)	3,649.0	3,908.0	3,998.0

Notes:

¹ TMVCS Portfolio Revenue and Cost of Goods Sold include \$639.5 million, \$853.5 million, and \$882.6 million in intra-GSA sales of vehicles that GSA Fleet plans to purchase from GSA Automotive in FY 2010, FY 2011, and FY 2012, respectively.

² TMVCS reserve expenses include Replacement Cost Pricing (RCP), which is a component of current year fees and is used to cover the cost of inflation on vehicles purchased by GSA Fleet.

³ The IAE program is funded through the ASF but managed and operated by GSA's Office of Government-wide Policy.

Obligations by Object Classification

(Dollars in Thousands)

	FY 2010 Actual	FY 2011 Current	FY 2012 Budget
11.1 Full-time, permanent.....	\$ 324,543	\$ 359,479	\$ 368,233
11.3 Other than full-time permanent.....	3,158	3,511	3,529
11.5 Other personnel compensation.....	11,917	14,740	14,873
12.1 Civilian personnel benefits.....	86,133	92,236	95,446
21.0 Travel and transportation of persons.....	15,143	15,851	13,919
22.0 Transportation of things.....	51,334	39,895	36,987
23.1 Rental payments to GSA.....	44,492	45,350	44,138
23.3 Communications and utilities.....	1,226,575	1,190,091	1,229,109
Subtotal, Rent, communications & utilities..	\$ 1,271,067	\$ 1,235,441	\$ 1,273,247
24.0 Printing and reproduction.....	2,836	3,202	3,222
25.2 Other services.....	4,793,860	4,692,777	4,726,428
25.3 Goods & services from Gov't accounts.....	171,190	171,703	176,855
Subtotal, Contractual services.....	\$ 4,965,050	\$ 4,864,480	\$ 4,903,283
26.0 Supplies and materials.....	3,347,593	3,442,534	3,439,730
31.0 Equipment.....	812,545	856,415	885,693
99.0 Total obligations.....	\$10,891,319	\$10,927,784	\$11,038,161
Subtotal, PC&B.....	425,751	469,966	482,081
Subtotal, Non-labor.....	10,465,568	10,457,818	10,556,080

Federal Acquisition Service

The mission of the Federal Acquisition Service (FAS) is to:

Provide best value services, products, and solutions to our customers that increase overall government effectiveness and efficiency.

The FAS mission reflects a commitment to delivering service, innovation, and value through efficient operations, market expertise, and intimate relationships with customer Federal agencies.

In FY 2010, GSA established three new strategic goals: Customer Intimacy, Operational Excellence, and Innovation. FAS has developed four strategic themes to support GSA goals: Acquisition Excellence, Workforce Excellence, Sustainability, and Customer Focused Offerings. GSA goals and FAS themes provide the framework for the long-term strategies and investments that are included in the FY 2011 operating plan and FY 2012 budget.

Innovation

FAS is leading the development of environmentally sustainable solutions by offering innovative products and services and providing “green” expertise to our customers. (Sustainability theme)

FAS will improve the Government’s ability to measure Greenhouse Gas (GHG) emissions and will improve agencies’ options to advance performance, enhance tools for measuring performance, and drive sustainability in the Government’s supply chain. FAS will partner with customers to mitigate risk and will be a proving ground to test and pilot new technologies for potential adoption across the Government.

In FY 2010, GSA began its Zero Environmental Footprint (ZEF) initiative, and FAS has taken the following steps towards achieving its Sustainability and Innovation goals:

- Reduced its travel budget by exploring opportunities to save on travel expenditures through the potential consolidation of conferences, increased virtual work, and the use of advanced technology.
- Developed a comprehensive green purchasing education program to support customer agencies’ efforts to give preference to green products and services;
- Developed a web-based tool available to all Federal agencies to calculate their Greenhouse Gas (GHG) emissions and report their comprehensive GHG emissions inventories;
- Completed a comprehensive study on the feasibility on encouraging Federal vendors and contractors to voluntarily disclose their GHG emissions; and
- Continued to work toward increasing the fuel economy of the Federal motor vehicle fleet by purchasing advanced technology vehicles; made more hybrid vehicles available to its customers; developed requirements and plans for electric vehicle charging infrastructure; and educated customers on the importance of greening their fleet.

Looking forward, FAS will take the following actions to achieve its goal of innovation:

- Expand FAS green product and services offerings, increase customer awareness and outreach, and increase partnerships with customers;

- Develop sustainability training for the FAS workforce and Federal acquisition professionals; provide tools for customers to measure and track their environmental impact, and “green” the Government’s supply chain;
- Serve as a proving ground for new “green” technologies; and
- Continue to build a sustainable and efficient motor vehicle fleet by piloting new technologies as they become commercially available and within GSA’s statutory authority.

Customer Intimacy

FAS will achieve its Customer Intimacy goals by developing customer focused offerings and actively managing product and service lifecycles. (Customer Focused Offerings theme)

FAS Portfolios are collaborating across the organization to review, add, improve, and streamline offerings. FAS will use business intelligence to analyze customer needs and to create converged solutions within FAS. FAS will be more effective in serving its customers by anticipating customer needs and improving the products and services offered. FAS efforts to achieve customer intimacy include:

- Enhance GSA *Advantage!*® and the Vendor Support Center, two FAS e-tools and communications portals for its customers and industry partners; identify schedules with gaps or obsolete technology and update the products and services available within Multiple Award Schedule (MAS) offerings; and to ensure customers achieve optimal pricing on Schedule contracts by training acquisition professionals on how to negotiate schedule contracts;
- Continue to revise regulations and enhance systems to ensure that pricing is current on GSA *Advantage!*® and that pricing practices disclosures are consistent; and
- Develop a repeatable strategic acquisition process to penetrate potential emerging markets and continue to develop strategic partnerships with key customer agencies to develop new methods to provide goods and services more efficiently and at a lower cost to the Federal government.

Looking forward, FAS will take the following actions to achieve its goal of customer intimacy and to support its strategic theme of providing customer-focused offerings:

- Develop and implement an enterprise-wide governance structure to ensure FAS offerings are aligned and customer focused;
- Engage customers and industry in collaborative forums to enhance offerings and to create converged solutions; and
- Use collective intelligence tools to gather input and use the information to create and improve processes and tools that deliver a more satisfactory customer experience.

Operational Excellence

FAS is committed to excellence in government acquisition services by providing high quality contracts, skilled acquisition and technical expertise, and innovative systems and tools. (Acquisition Excellence theme)

- FAS is developing a variety of e-initiatives, including an Electronic Content Management System (ECMS) and an Enterprise Acquisition Solution (EAS), to provide acquisition services more efficiently; and

- FAS has established a robust Continuous Process Improvement (CPI) program to collect and analyze customer experiences with FAS processes. FAS uses this information to find more efficient ways to provide acquisition solutions.

FAS can achieve workforce excellence by upholding its commitment to providing a positive work environment; enhancing employee knowledge, skills and talents; engaging employees in challenging work; and empowering employees to exercise sound business judgment.
(Workforce Excellence theme)

- In FY 2010, FAS worked with the GSA Chief People Officer (CPO) to identify and quickly resolve barriers to the hiring process. FAS and the CPO mapped out a process to fill many FAS critical vacancies in FY 2010; and
- FAS is focusing on developing, implementing, and managing new processes and tools focused on FAS-wide views of workforce information to improve workforce planning.

Looking forward, FAS will take the following actions to achieve operational excellence:

- Implement consistent, standard operating procedures and processes for each FAS acquisition platform;
- Develop e-tools to help customers find the best acquisition solution to satisfy their requirements;
- Use social media and other forums to engage employees in dialogue and obtain their feedback for formulating business strategies and transforming operational processes; and
- Partner with the Federal Acquisition Institute and the Defense Acquisition University to provide improved training opportunities; and better align knowledge and skill sets within the FAS workforce to achieve acquisition excellence priorities.

Integrated Technology Services Portfolio

The Integrated Technology Services (ITS) Portfolio provides customer agencies with a full range of information technology and telecommunication goods and services. ITS programs aggregate requirements and leverage the Federal government's buying power to obtain a full range of end-to-end IT and telecommunications products and services. Operations within this portfolio include:

- *Network Services.*—This program delivers local telecommunications services, national and international wire line, wireless, and satellite communications services to Federal agencies and commissions at locations around the world.
- *Regional Telecommunications.*—This program provides local telecommunications services to Federal agencies.
- *Multiple Award Schedules for IT (Schedule 70).*—IT Schedule 70 provides direct access to IT goods and services through contracts established by GSA.
- *GSA Government-Wide Acquisition Contracts (GWACs).*—GWACs provide specialty and solution-based government-wide contracts which provide a wide range of IT solutions. GSA has been granted Executive Agent authority by the Office of Management and Budget (OMB) to establish these contracts for use by customer agencies.

In FY 2011 and FY 2012, ITS will focus its overall business strategy in the three key areas: 1) developing a strategic relationship plan to improve customer intimacy; 2) pursuing flexibility and innovations in its acquisition policy and operations; and 3) strengthening its human capital management by implementing human capital strategies and practices that better ensure workforce excellence and address priority needs.

The following ITS actions are designed to fulfill GSA's Strategic Goals and FAS' Strategic Themes:

Operational Excellence, *Acquisition Excellence theme*:

- Continue to leverage available hiring authorities to align acquisition workforce with acquisition excellence priorities;
- Digitize paper documents to promote sustainability and virtual work; and
- Improve consistency and reduce cycle time for IT Schedule 70 modifications.

Operational Excellence, *Workforce Excellence theme*:

- Complete a baseline assessment of human capital practices to enable measurement and reporting of progress on improvement efforts; and
- Develop a medium-term strategic human capital plan to tackle its most pressing human capital needs.

Innovation, *Sustainability theme*:

- Advertise sustainability-related offerings and capabilities;
- Designate a liaison to the PBS Chief Greening Officer to leverage the use of ITS services for PBS high performance green buildings; and
- Establish a Data Center Services matrix to allow customer to easily acquire sustainable data center solutions.

Customer Intimacy, *Customer Focused Offerings theme*:

- Assist remaining customer agencies in completing the transition from FTS2001 to the more efficient Networx Universal and Networx Enterprise contracts;
- Continue to add new ITS products/services with flexible contract types and diverse industry partners to meet customer needs;
- Identify strategic customer relationships and opportunities for stronger engagements;
- Continue conducting IT Industry Government Council (ITIGC) meetings with industry partners and expand to strategic Federal and State/Local agency customers; and
- Establish a repeatable strategic acquisition process.

Assisted Acquisition Services Portfolio

The Assisted Acquisition Services (AAS) portfolio provides expert acquisition, project management, and financial management support services on a fee-for-service basis to assist customers in acquiring both professional services and information technology (IT) solutions at locations worldwide. Operations within this portfolio include:

- *The Center for Federal Systems Integration and Management (FEDSIM).*—This program delivers acquisition management, project management, and financial services to assist Federal agencies in using technology solutions. FEDSIM provides these services to customers on a national and global basis.

- *Regional IT Solutions.*—This program provides information technology solutions including acquisition management, project management, and financial services to Federal agencies locally, within a given geographic region.

In FY 2011 and FY 2012, AAS will focus its overall business strategy in the following key areas: 1) becoming an open and collaborative platform that enables others to establish relationships and build value; 2) building relationships through participating in networked communities; 3) implementing an operational model with consistent, standard, efficient and effective processes, service offerings, fees, consistent organizational structures, and service delivery teams across its Client Service Centers (CSCs); 4) modernizing its systems and tools by leveraging new technologies to support collaboration, knowledge management, workforce development, transparency, and cradle-to-cradle service delivery; 5) establishing segments of expertise in acquisition of specific goods and services across the entire acquisition lifecycle; and 6) providing an expert understanding of industry partners and its markets.

The following AAS actions are designed to fulfill FAS Strategic Themes and GSA's Strategic Goals:

Operational Excellence, *Acquisition Excellence theme:*

- Review and standardize business processes across Client Service Centers (CSCs) to improve acquisition support provided to customer agencies;
- Develop and communicate guidance for executing key processes, such as funds tracking, Interagency Agreement (IAA) development, contract review, and contract writing; and
- Digitize paper documents to promote sustainability and virtual work.

Operational Excellence, *Workforce Excellence theme:*

- Provide professional development opportunities through mentoring, formal training, and participation in key organizational initiatives such as Continuous Process Improvement (CPI) projects, and work on BetterBuy acquisitions.

Innovation, *Sustainability theme:*

- Partner with other FAS Portfolios and PBS to provide total solutions;
- Leverage access to existing FAS Schedules and GWACs for green products and services; and
- Provide customized, flexible solutions.

Customer Intimacy, *Customer Focused Offerings theme:*

- Improve the understanding of customer requirements to provide the appropriate level of assistance and create strategic partnerships with customer federal agencies;
- Provide structured acquisition expertise and management throughout the acquisition lifecycle;
- Continue to improve market knowledge and develop strategic relationships with private sector partners; and
- Focus on continuous process improvement to manage organizational effectiveness.

General Supplies and Services Portfolio

The General Supplies and Services (GSS) Portfolio provides customer agencies with a wide range of general products and services including furniture, office supplies and hardware products. This portfolio also provides personal property disposal and non-IT professional services to customer agencies. Operations within this portfolio include:

- *Supply Operations (Global Supply).*—This program provides access to competitively priced products and global supply chain services, including contracting, order processing, warehousing, distribution and transportation. These activities are supported through GSA distribution facilities as well as through direct vendor distribution channels.
- *Acquisition Operations.*—This program provides direct access to vendors' goods and services through Multiple-Award Schedules contracts established by GSA. Acquisition Operations manages all GSA schedules except for IT, automotive, and travel and transportation.
- *Personal Property Management.*—This program specializes in property reutilization and sales. Property no longer needed by one Federal agency may fill a need in another agency, thereby avoiding new procurements. If no other Federal agency needs this property, the Federal government may donate it through state agencies for surplus property to approved public or non-profit organizations. Personal property items that are not claimed through the utilization and donation process are sold to the public.

In FY 2011 and FY 2012, GSS will focus its overall business strategy in the following key areas: Supply Operations will focus on: 1) continuing to strengthen its partnerships and integrate supply chains with the Department of Defense (DoD); 2) implementing changes to the current business model to maximize customer service and reduce delivery timeframes; 3) modernizing the supply chain and focusing on internal operational improvements. Acquisition Operations will focus on: 1) fully standing up Federal Strategic Sourcing Initiative (FSSI) for Office Supplies; 2) supporting sustainable acquisition by expanding environmentally preferable offerings. Personal Property Management will focus on: 1) leveraging processes, technology and resources to support its mission and meet the needs of its customers and stakeholders; 2) providing green disposal solutions to assist agencies with managing their requirements.

The following GSS actions are designed to fulfill FAS Strategic Themes and GSA Strategic Goals:

Operational Excellence, *Acquisition Excellence theme:*

- Develop tools such as a market basket analysis and an automated price evaluation tool to ensure competitive Multiple Award Schedule (MAS); and
- Position GSS e-tools to accommodate enhanced customer interfaces, such as eBuy, e-Connect, Blanket Purchase Agreements (BPAs) on eBuy, and FSSI pricing on GSA Advantage!®.

Operational Excellence, *Workforce Excellence theme:*

- Standardize product solicitations to ensure consistent practices and training; and
- Develop standardized training for evaluation and award processes.

Innovation, *Sustainability theme:*

- Facilitate customer compliance with Executive Orders 13423 and 13514 through the expansion, marketing, and improved identification of green product and service offerings;
- Implement a plan to adapt Transportation Management to respond to EPA's "SmartWay" carbon footprint reduction; and
- Determine and implement certain product categories as green only (e.g., all copiers must be ENERGY STAR compliant).

Customer Intimacy, *Customer Focused Offerings theme:*

- Continue to refine the business model to more effectively meet customer needs;
- Ensure GSS schedules remain current through on-going market research and identification and updating of schedules with gaps or obsolete technology; and
- Create a single repository and point of visibility for Federal excess and surplus property and establish GSA Auctions® as the predominant e-marketplace for Federal personal property sales.

Travel, Motor Vehicle and Card Services

The Travel, Motor Vehicle and Card Services (TMVCS) Portfolio provides customer agencies with a broad scope of services that include travel and relocation services, freight management, motor vehicle acquisition, fleet management and charge card services. Operations within this portfolio include:

- *Motor Vehicle program.*—This program provides two distinct services to the Federal government. GSA Automotive (Vehicle Acquisition) manages vehicle acquisition for all Federal agencies. GSA Fleet (Vehicle Leasing) leases non-tactical vehicles to Federal agencies with a comprehensive program that handles vehicle acquisition, maintenance and repairs, accident management, fuel expenses, and resale of used vehicles.
- *Travel and Transportation.*—These programs offer a variety of services. The Center for Travel Management manages the airline City Pair Program, FedRooms lodging, travel agency services, and the GSA Management Information Service. The E-Government Travel Service (ETS) is the end-to-end, web-based travel management solution that integrates all of the travel programs for distribution into a managed platform. This integration provides data and transparency which supports strategic sourcing. The Center for Transportation Management has three major services: multi-modal freight, the Employee Relocation Resource Center and the Domestic Delivery Services program.
- *GSA SmartPay®.*—This program provides Federal agencies, organizations, and tribal governments with commercial charge card procurement and payment services.

In FY 2011 and FY 2012, TMVCS will focus its overall business strategy in the following key areas: *Motor Vehicle Operations will focus on:* 1) consolidating older, agency-owned fleets; and 2) assisting agencies in meeting mandates by leading a sustainable organization and providing a wide array of environmental friendly vehicle offerings. *Travel and Transportation will focus on:* 1) implementing the next generation Federal Strategic Sourcing Initiative (FSSI) government-wide contract for small package express and ground delivery services; and 2) completing the acquisition for ETS2 and begin to transition from ETS to ETS2. *GSA SmartPay® will focus on:* 1) providing a high level of customer service and innovative solutions for agencies/organizations

using the GSA SmartPay charge card program; and 2) enhancing the data reporting and management capabilities via the data warehouse for agencies using the GSA SmartPay® Charge Card Program.

The following TMVCS actions are designed to fulfill FAS Strategic Themes and GSA Strategic Goals:

Operational Excellence, *Acquisition Excellence theme:*

- Implement an end-to-end electronic contract management system;
- Automate the acquisition process for leased vehicles; and
- Align government-wide travel policy to support a more effective shared services travel strategy.

Operational Excellence, *Workforce Excellence theme:*

- Continue to leverage available hiring authorities to align acquisition workforce with acquisition excellence priorities; and
- Increase the skills of subject matter experts.

Innovation, *Sustainability theme:*

- Increase availability of Alternative Fuel Vehicle (AFV) offerings to customers;
- Continue to explore car sharing technologies in an effort to reduce the size of the Federal Government's fleet; and
- Take steps to reduce the number of paper statements generated under the SmartPay® Charge Card program.

Customer Intimacy, *Customer Focused Offerings theme:*

- Improve technology to better display when license plates were purchased, vehicles were delivered, and when vehicles were registered;
- Improve call centers that provide customers a direct point of contact for their vehicle assistance;
- Continue to respond to customer needs and innovation in the industry, as innovative products emerge, under the GSA SmartPay® master contract; and
- Continue to work closely with selected non-deployed agency customers and assist them to fully deploy or to partially deploy on the second-generation E-Government Travel Service contract (ETS2).

U.S. General Services Administration

WORKING CAPITAL FUND

Fiscal Year 2012 Budget Request

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Program Financing

The GSA Working Capital Fund (WCF) is a full cost recovery revolving fund that provides internal GSA customers with a full range of administrative shared services. All expenses of the WCF are recovered through reimbursable funding from internal GSA customers and from some external sources, including small agencies and commissions, for services provided. Reimbursable services include information technology management, financial management, legal advice and services, human resources and payroll, equal employment opportunity services, liaison with Congress and the Office of Management and Budget, oversight of GSA contracting activities, and emergency planning and response. This account funds liaison activities with the U.S. Small Business Administration to ensure that small and small, disadvantaged businesses receive a fair share of the agency's business.

This account also provides for over 1,400 home-state/district offices for the Congress. GSA support includes acquisition of office space, furniture and furnishings, property disposal, equipment and supplies, and storage and relocation services. GSA provides Congressional Services Representatives in each GSA region as the contact points for all matters pertaining to Congressional State and District offices. In FY 2010, GSA dedicated \$2 million to this program.

Amounts Available for Obligation
(Dollars in Thousands)

	FY 2010 Actual	FY 2011 Current	FY 2012 Budget
Unobligated balance, start of year.....	\$ 126,432	\$ 130,434	\$ 63,548
New reimbursable authority:			
Federal Buildings Fund.....	\$ 213,911	\$ 234,217	\$ 237,134
Acquisition Services Fund.....	169,674	186,505	188,827
Operating Expenses.....	9,388	10,278	10,406
Government-wide Policy.....	7,434	7,901	8,000
Office of Inspector General.....	5,814	6,366	6,445
Federal Citizen Services Fund.....	2,535	2,776	2,810
Former Presidents.....	25	28	28
Intra-Fund obligations and agreements.....	28,343	33,084	25,717
CIO provisions for additional work.....	2,220	11,475	13,000
Collections from other agencies.....	12,905	20,815	20,815
Change in uncollected payments.....	1,235		
Subtotal, New reimbursable authority.....	\$ 453,484	\$ 513,444	\$ 513,182
Recovery of prior-year obligations.....	\$ 9,665		
Transfers in of prior-year lapsed balances.....	\$ 30,333		
Unobligated balance, cancelled.....	\$ 0		
Unobligated balance, end of year.....	-\$ 130,434	-\$ 63,548	-\$ 10,200
Total obligations.....	\$ 489,480	\$ 580,330	\$ 566,530
<i>Net Outlays</i>	<i>\$ 5,496</i>	<i>\$ 11,379</i>	<i>\$ 0</i>

Note: FY 2011 and FY 2012 obligation estimates include anticipated authority for unplanned work for internal and external customers of the Chief Information Officer (CIO). If this work materializes, costs will be recovered directly from the ordering customer and will be based on the actual amount expended for a specific service.

U.S. General Services Administration
Working Capital Fund

Explanation of Changes

(Dollars in Thousands)

	Recurring Services		Major Equip	TOTAL	
	FTE	Obligations	Acq. & Dev. Obligations	FTE	Obligations
FY 2011 Congressional Justification	1,546.0	\$542,402	\$26,371	1,546.0	\$568,773
Adjustments to the FY 2011 Base:					
Regional GM&A Realignment	-140.0	-\$18,924	\$0	-140.0	-\$18,924
Staffing Adjustments for Increased Workload	45.0	9,806		45.0	9,806
Business Transformation and Collaboration	12.0	1,845		12.0	1,845
IT Modernization	6.0	7,530		6.0	7,530
E-mail Re-architecture		6,000			6,000
Increased Transit Subsidy		4,300			4,300
Data Center Consolidation Initiative	—	1,000	—	—	1,000
FY 2011 Adjusted Base.....	1,469.0	\$553,959	\$26,371	1,469.0	\$580,330
Maintaining Current Level of Services:					
Back-out FY 2011 Pay Raise (1.4%)		-\$2,889			-\$2,889
Increase in costs of goods and svcs, inc. rent	—	1,555	—	—	1,555
Subtotal, Maintaining Current Levels.....	0.0	-\$1,334	\$	0.0	-\$1,334
Program Decrease:					
Non-Recur FY 2011 one-time increases.....		-\$11,728			-\$11,728
Program Increases:					
Data Center Consolidation Initiative.....		\$500			\$500
Termination, Reduction, and Saving Initiatives:					
Cost savings from VOIP implementation		-\$665			-\$665
Reduce business travel to cut GHG emissions	—	-573	—	—	-573
Subtotal, TRS Initiatives.....	0.0	-\$1,238	\$0	0.0	-\$1,238
FY 2012 Budget	1,469.0	\$540,159	\$26,371	1,469.0	\$566,530

The FY 2012 budget request includes a net decrease of **-\$2,243 thousand** and a net decrease of **-77 FTE** from the estimate provided in the FY 2011 President's Budget request.

The FY 2011 operating plan includes **\$11,557 thousand** and **-77 FTE** in adjustments from the budget previously submitted.

- **-\$18,924 thousand** and **-140 FTE** to complete the reorganization of regional General Management and Administration employees to the Public Building Service and Federal Acquisition Service.
- **\$9,806 thousand** and **45 FTE** for increases in the following staff offices as a result of centralizing administrative support functions and other realignments: Chief People Officer, General Counsel, Chief Information Officer, Citizen Services and Innovative Technology, and the Office of Small Business Utilization.
- **\$1,845 thousand** and **12 FTE** to support business transformation and collaboration.
- **\$7,530 thousand** and **6 FTE** for the following IT modernization efforts: (1) Identity, Credential, and Access Management (ICAM) program to improve security, provide single sign-on capabilities and increase HSPD-12 and E-Authentication compliance; (2) IT Modernization program to conduct IT planning and assessment; (3) Electronic Records Management program to create digital archives; and an (4) End User Productivity program to create a centralized portal for frequently used applications.
- **\$6,000 thousand** to support the e-mail re-architecture initiative to provide a more robust enterprise-wide e-mail infrastructure.
- **\$4,300 thousand** for increases in the public transit subsidy use and costs.
- **\$1,000 thousand** to begin a multi-year effort to consolidate fifteen GSA data centers into three, creating greater cost savings and efficiencies.

The FY 2012 budget includes reductions for maintaining current level of services, pay raise decreases and one-time costs for a net decrease of **-\$12,562 thousand** from the FY 2011 adjusted base:

- **-\$1,334 thousand** net decrease to back-out the FY 2011 pay raise from previous estimates, plus increases for FY 2012 inflation.
- **-\$11,728 thousand** to non-recur one-time increases in FY 2011 for the continuity of operations plans, ICAM, and e-mail re-architecture.
- **\$500 thousand** in investment costs to continue GSA data center consolidation.

The FY 2012 request also includes a reduction of **\$1,238 thousand** for two Terminations, Reductions, and Savings (TRS) initiatives:

- **-\$665 thousand** from agency-wide implementation of Voice-Over-Internet-Protocol (VOIP) technology. VOIP carries telephone services over the internal data network and over the Internet. VOIP will reduce costs for phone service and – because VOIP uses the data network instead of the telephone network – reduces costs of maintaining the physical infrastructure of telecommunications equipment. Cost savings are partially offset by the cost of meeting increased demand on the data network resulting from VOIP implementation.
- **-\$573 thousand** from reduced business travel. GSA will reduce Scope 3 Greenhouse Gas (GHG) emissions from employee business travel by 25% by FY 2020. GSA will meet this aggressive goal by seeking alternatives to travel, including deploying advanced video-conferencing systems, consolidating and co-locating training conferences, and reducing non-mission critical travel. Cost savings from travel reductions are partially offset by increased costs of new teleconferencing technologies.

The request does not provide for a Federal pay raise in FY 2011 or FY 2012. This two-year pay freeze results in additional cost savings of \$6,879 thousand in FY 2012.

Obligations by Object Classification
(Dollars in thousands)

	FY 2010 Actual	FY 2011 Current	FY 2012 Budget
11.1 Full-time, permanent.....	\$ 122,674	\$ 137,159	\$ 135,148
11.3 Other than full-time permanent.....	56	117	117
11.5 Other personnel compensation.....	5,613	5,642	5,671
11.8 Special personnel compensation	139	4	4
12.1 Civilian personnel benefits.....	46,150	48,789	49,033
13.0 Benefits for former personnel	465	550	563
21.0 Travel and transportation of persons.....	4,482	4,076	4,239
22.0 Transportation of things.....	238	51	52
23.1 Rental payments to GSA.....	18,733	20,402	20,699
23.2 Rental payments to others.....	326	375	376
23.3 Communications and utilities.....	29,448	27,619	27,896
Subtotal, Rent, communications & utilities...	\$ 48,507	\$ 48,396	\$ 48,970
24.0 Printing and reproduction.....	896	989	990
25.1 Advisory and assistance services.....	127,903	199,465	188,503
25.2 Other services.....	11	2,915	2,915
25.3 Goods & services from Gov't accounts.....	54,572	62,861	62,980
25.7 Operation and maintenance of equipment....	31,822	34,673	33,966
Subtotal, Contractual services.....	\$ 215,204	\$ 300,903	\$ 289,354
26.0 Supplies and materials.....	3,167	2,687	2,723
31.0 Equipment.....	42,785	31,956	30,656
99.0 Total Obligations.....	\$ 489,480	\$ 580,330	\$ 566,530
Subtotal, PC&B.....	175,097	192,261	190,536
Subtotal, Non-labor.....	314,383	388,069	375,994

Working Capital Fund Staff Offices

(Dollars in Thousands)

	FY 2010		FY 2011		FY 2012	
	FTE	Actual	FTE	Current	FTE	Request
Chief Financial Officer	490.0	\$ 98,814	518.0	\$ 107,855	518.0	\$ 103,746
Chief People Officer	222.0	40,946	255.0	45,341	255.0	45,054
Chief Information Officer	212.0	163,615	243.0	187,729	243.0	179,306
General Counsel	137.0	25,105	152.0	27,190	152.0	27,010
Government-wide Policy	32.0	7,538	61.0	13,168	61.0	13,314
Civil Rights	22.0	3,569	36.0	4,097	36.0	4,083
Communications Management	21.0	1,627	21.0	1,675	21.0	1,686
Management Services	15.0	5,042	0.0	0	0.0	0
Small Business Utilization	10.0	1,876	11.0	2,105	11.0	2,108
Emergency Response & Recovery	8.0	1,947	14.0	3,019	14.0	3,018
National and Regional Management	6.0	9,375	12.0	6,138	12.0	5,493
Other Reimbursable	<u>99.0</u>	<u>130,026</u>	<u>146.0</u>	<u>182,013</u>	<u>146.0</u>	<u>181,712</u>
Total, Staff Offices.....	1,274.0	\$ 489,480	1,469.0	\$ 580,330	1,469.0	\$ 566,530

Note: In FY 2010, GSA consolidated some regional administrative functions into centralized offices, including the Office of the Chief People Officer, the Office of General Counsel, and the Office of Civil Rights. Other employees and duties were realigned to the Public Building Service and the Federal Acquisition Service. The 12 FTE remaining in National and Regional Management provide for the business transformation and collaboration initiative.

Office of the Chief Financial Officer

The Office of the Chief Financial Officer (OCFO) provides leadership in strategic planning, budgeting and financial management. OCFO supports the Public Buildings Service (PBS), Federal Acquisition Service (FAS), GSA Staff Offices, and over 50 independent agencies and commissions. The OCFO has established three strategic objectives for FY 2011 and FY 2012:

Implement a single, integrated financial system by FY 2013

The OCFO is leading a five-year transformation plan for GSA financial management systems.

Milestones include:

- Implement a Financial Management Enterprise Architecture (FMEA) that integrates all reporting applications into a unified framework and achieve the target enterprise architecture by FY 2013;
- Implement the Billing and Accounts Receivable (BAAR) project, decommissioning the legacy National Electronic Accounting and Reporting (NEAR) system by FY 2013;
- Use industry best practices and business requirements to improve data management, repository, and reporting.

Increase data driven decision-making and resource allocation

The OCFO is responsible for developing the GSA Strategic Plan, ensuring alignment of agency resources to support GSA Strategic Goals, and managing agency-wide financial and program performance. The OCFO will:

- Develop a program review methodology to ensure an end-to-end business process review; and
- Promote collaboration across GSA financial management functions to maximize cost savings through operational efficiencies.

Ensure continual transparency and operational efficiency across the GSA financial community

OCFO is committed to providing cost effective services as well as promoting transparency and accountability. The OCFO will:

- Continue to enhance internal controls to assure customers and stakeholders that GSA financial data is compliant, reliable, and timely, and complies with the Federal Managers Financial Integrity Act (FMFIA);
- Use the Lean Six Sigma (LSS) methodology to identify, analyze, and improve internal processes and procedures;
- Implement new processes and procedures to meet agency Zero Environmental Footprint (ZEF) goals; and
- Ensure that action plans are in place within GSA major programs to maintain an unqualified “clean” financial opinion.

Office of the Chief People Officer

The Office of the Chief People Officer (OCPO) contributes to GSA operations by providing human capital management strategies, policies, advice, services, and solutions consistent with merit system principles. GSA human capital management includes a focus on accountability and the assurance that government-wide human resources regulations are carried out effectively and consistently. The OCPO ensures compliance with guidance from the Office of Personnel Management (OPM), the Office of Management and Budget, and Presidential directives while demonstrating flexibility and creativity.

OCPO programs and activities improve GSA's human resources life cycle in the following areas:

- *Work-Life Culture.*—The mobile work program has been especially successful at GSA. Nearly half of all employees telework at least one day a week. The OCPO funds the Transit Subsidy program to encourage employees to use public transportation, reduce employee commuting costs, and mitigate environmental impacts. GSA remains in the “10 Best Places to Work in the Government.” According to OPM, GSA is ranked number first among Federal agencies for family-friendly culture and benefits.
- *Human Resources Enterprise Architecture.*—This initiative leverages Human Resources Information Technology (HRIT) to meet agency needs. Initiatives focus on personnel action initiation and processing, compensation management, and benefits management. HRIT will also provide HR LoB, organization and position management, staff acquisition, performance and compensation management, and human resources development.
- *Lean Hiring Initiative.*—This initiative is designed to: (1) speed hiring of top talent; (2) improve the applicant experience; (3) enhance manager engagement; (4) establish consistent processes; and (5) align policy and systems to streamline the hiring process. Lean Hiring will continue to focus on targeted recruitment, applicant assessment, vacancy announcement content, applicant notification, manager involvement at key points, and the role of the Human Resources professional as a strategic partner and consultant.

Office of the Chief Information Officer

The Office of the Chief Information Officer (OCIO) provides enterprise-wide information technology services and solutions to support GSA business needs and electronic government. The OCIO ensures that agency IT policy and initiatives support GSA goals and objectives and the government-wide IT goals and strategies.

OCIO provides six major services to GSA and its external customers: (1) enterprise-wide IT infrastructure; (2) IT portfolio management (Capital Planning and Investment Control); (3) IT security programs; (4) enterprise architecture; (5) IT policy; and (6) integration and alignment of electronic government IT initiatives.

The OCIO has established four strategic objectives for FY 2011 and FY 2012:

Improve the GSA's competitive advantage by increasing the composition of annual IT spending on new capabilities

The OCIO will:

- Foster an “Enterprise” perspective that aligns Service and Staff Offices with GSA IT initiatives, creating consolidated planning and implementation cycles;
- Revise Capital Planning and Investment Control (CPIC) policy to maintain alignment with the evolution of GSA functional areas and organizations; and
- Improve Enterprise Architecture and CPIC alignment with budget planning and GSA IT Strategy by identifying OCIO and OCFO collaborative processes.

Increase the use of collaborative technologies and usability testing

The OCIO will leverage collaborative technologies and usability testing and will:

- Develop an employee portal to provide users with centralized access to administrative applications and collaboration tools;
- Establish baselines for agency documents, web sites, and applications with criteria and standards for measuring improvements in usability; and
- Communicate the importance of usability testing across the agency.

Provide a secure and reliable IT infrastructure, allowing GSA employees to work from any remote location at any time

The OCIO will enhance security and reliability of GSA IT Infrastructure and will:

- Increase user ability to remotely retrieve data and information through virtualized platforms, regardless of connectivity;
- Improve network access, availability, and security by creating a security solution with a singular entry point to the GSA network; and
- Create data management practices and integrating them into the long term performance goals.

OCIO Zero Environmental Footprint Goals

To move toward a zero environmental footprint, the OCIO will:

- Monitor and report real-time power usage in data centers, in conjunction with PBS to reduce data center power usage while maintaining current levels of service;
- Explore flywheel energy storage technology to increase efficiency of generators; and
- Consolidate data centers by reducing the number of centers by 80 percent.

Other Staff Offices

The **Office of General Counsel (OGC)** provides legal support to GSA offices and programs. OGC legal support includes contracting, acquisition policy, management of real and personal property, bankruptcy, historic preservation, environmental compliance, litigation, personnel and labor relations, appropriations law, the Freedom of Information Act, the Privacy Act, the Federal Advisory Committee Act, and regulations implementing GSA authorities. OGC also supports responses to Congressional inquiries, develops and manages GSA ethics program, and supports alternative dispute resolution efforts.

The **Office of Government-wide Policy (OGP)** consolidates and provides government-wide administrative and acquisition policy through the Government-wide Policy appropriation. OGP uses WCF funding to provide acquisition policy and guidance for GSA acquisition activities and operates the GSA suspension and debarment program, including arbitrating agency-level protests. OGP reviews and validates the acquisition process in all GSA Regions and organizations for compliance with regulations and standards of integrity.

The **Office of Civil Rights (OCR)** implements both the internal and external GSA Civil Rights programs. The internal civil rights program ensures equal employment opportunity for all GSA employees and applicants for employment without regard to gender, race, color, national origin, religion, disability, age (40 and over), and retaliation for protected EEO activity. The internal civil rights program processes EEO complaints of discrimination pursuant to 29 C.F.R. Part 1614. The external civil rights programs ensure nondiscrimination by GSA Federal Financial Assistance and Federally Conducted Programs. Both the internal and external civil rights programs have enforcement and prevention as the cornerstones of their programs.

The **Office of Emergency Response and Recovery (OERR)** coordinates GSA continuity of operations activities, disaster support and special security missions. OERR sets nationwide GSA emergency management policies, procedures, and guidance. The OERR continuity mission is authorized by the National Continuity Policy (NSPD-51/HSPD-20) and directly supports GSA responsibilities to recover and perform our primary mission essential functions during a continuity event. OERR supports the agency continuity mission by developing agency-wide guidance, policies, plans and procedures as well as tests, training and exercises to ensure readiness. OERR is also funded from the Operating Expenses appropriation to support GSA's government-wide continuity mission under the National Continuity Policy and disaster preparedness and assistance to other agencies under the National Response Framework for Emergency Support Function (ESF) -7 (logistics and resource support) and ESF-2 (communications support).

U.S. General Services Administration
MANDATORY APPROPRIATIONS
Fiscal Year FY 2012 Budget Request

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Transportation Audit Contracts and Contract Administration

Program Description

This permanent, indefinite appropriation provides for the detection and recovery of overpayments to carriers for Government moves under rate and service agreements that are established by GSA or by other Federal agency traffic managers. Program expenses are financed from overcharges collected from carriers as a result of post-payment audits that compare the rates charged by the carriers to the rates agreed upon. Funds recovered in excess of expenses are returned to the U.S. Treasury.

In FY 2010, this program plans on returning \$0.5 million to the U.S. Treasury, after covering operating expenses of \$10 million.

Authorizing Legislation

The Expenses of Transportation Audit Contracts and Contract Administration appropriation is permanently authorized by 31 U.S.C. § 3726(e).

“Sec. 3726. Payment for transportation

“(e) Expenses of transportation audit post payment contracts and contract administration, and the expenses of all other transportation audit and audit-related functions conferred upon the Administrator of General Services, shall be financed from overpayments collected from carriers on transportation bills paid by the Government and other similar type refunds, not to exceed collections. Payment to any contractor for audit services shall not exceed 50 percent of the overpayment identified by contract audit.”

FY 2011 Operating Plan and FY 2012 Budget Estimate

The Transportation Audits program is managed by the Federal Acquisition Service (FAS) in the Travel, Motor Vehicles and Card Services (TMVCS) Portfolio.

The FY 2012 budget request provides **\$12,828 thousand** for the Transportation Audits program, an increase of **\$118 thousand** over the FY 2011 level. This increase would provide for cost increases for inflation.

In FY 2011 and FY 2012, the Transportation Audits program will focus on increasing the use of electronic systems to receive transportation payment records. This allows documentation to be forwarded to contractors without processing paper documents, reduces storage space requirements, and reduces costs of paper and printing. The program will continue to work with industry and other Federal agencies to improve the quality and accuracy of the electronic documentation available with the goal of a completely paperless process.

Obligations by Object Classification

(Dollars in Thousands)

	FY 2010 Actual	FY 2011 Current	FY 2012 Budget
11.1 Full-time, permanent.....	\$ 2,727	\$ 4,413	\$ 4,401
11.5 Other personnel compensation.....	97	82	82
12.1 Civilian personnel benefits.....	475	854	864
21.0 Travel and transportation of persons.....	54	47	48
23.1 Rental payments to GSA.....	0	103	105
23.3 Communications and utilities.....	8	2	2
Subtotal, Rent, communications & utilities..	\$ 8	\$ 105	\$ 107
25.1 Advisory and assistance Services.....	3,769	0	0
25.2 Other services.....	0	4,058	4,124
25.3 Goods & services from Gov't accounts.....	2,828	2,793	2,838
Subtotal, Contractual services.....	\$ 6,597	\$ 6,851	\$ 6,962
26.0 Supplies and materials.....	32	358	364
99.0 Total obligations.....	\$9,990	\$12,710	\$12,828
Subtotal, PC&B.....	\$3,299	\$5,349	\$5,347
Subtotal, Non-labor.....	6,691	7,361	7,481
<i>Full-Time Equivalent (FTE)</i>	34.0	40.0	40.0

Transportation Audit Contracts and Contract Administration

Amounts Available for Obligation

(Dollars in Thousands)

Special Fund Receipts:

	FY 2010 Actual	FY 2011 Current	FY 2012 Budget
Balance, start of year.....	\$ 30,210	\$ 36,855	\$ 36,645
Receipts.....	\$ 15,087	\$ 13,000	\$ 13,000
Excess collections returned to Treasury.....	<u>-500</u>	<u>-500</u>	<u>-500</u>
Net receipts.....	\$ 14,587	\$ 12,500	\$ 12,500
Appropriation to the expenditure fund.....	-\$ 12,500	-\$ 12,710	-\$ 12,828
Unobligated balance transferred fr. expenditure fund	\$ 4,558	\$ 0	\$ 0
Balance, end of year.....	\$ 36,855	\$ 36,645	\$ 36,317

Special Fund Expenditures:

	FY 2010 Actual	FY 2011 Current	FY 2012 Budget
Unobligated balance, start of year.....	\$ 10,507	\$ 9,659	\$ 9,659
Recovery of prior-year obligations.....	\$ 1,200	\$ 0	\$ 0
Mandatory authority:			
Appropriation.....	\$ 12,500	\$ 12,710	\$ 12,828
Unobligated balance transferred to receipt account..	-\$ 4,558	\$ 0	\$ 0
Unobligated balance, end of year.....	-\$ 9,659	-\$ 9,659	-\$ 9,659
Total obligations.....	\$ 9,990	\$ 12,710	\$ 12,828
<i>Net Outlays</i>	<i>\$ 9,724</i>	<i>\$ 12,300</i>	<i>\$ 12,500</i>

Acquisition Workforce Training Fund

Program Description

This permanent, indefinite appropriation provides a stable source of funds to train the Federal civilian acquisition workforce. Program expenses are financed from a credit of 5% of the fees collected from non-DoD activities by GSA and other civilian agencies that manage Government-wide Acquisition Contracts (GWACs), Multiple Award Schedules (MAS) contracts, and other multi-agency contracts. Fees collected are available for expenditure in the fiscal year collected and the two following fiscal years. The Fund is managed by the Federal Acquisition Institute at GSA, in consultation with the Office of Federal Procurement Policy, and supports the training of the acquisition workforce of all the civilian executive agencies.

Authorizing Legislation

The Acquisition Workforce Training Fund (AWTF) was originally authorized by the Services Acquisition Reform Act of 2003 (SARA), Title XIV of the National Defense Authorization Act for Fiscal Year 2004 (Public Law 108-136, November 24, 2003). The relevant provisions were codified as 41 U.S.C. § 433(h)(3).

Originally authorized for five years, the AWTF became permanently authorized when the “sunset provision” of the original Act (41 U.S.C. § 433(h)(3)(H)) was repealed, by Section 854 of Title VIII of the National Defense Authorization Act for Fiscal Year 2008 (Public Law 110-181, January 28, 2008).

Acquisition Workforce Training Fund

FY 2011 Operating Plan and FY 2012 Budget Estimate

The Acquisition Workforce Training Fund (AWTF) is managed by the Federal Acquisition Institute (FAI) in the Office of Government-wide Policy. FAI provides training and career development to the Federal civilian acquisition workforce, to improve the competency of current and future acquisition professionals and to ensure that civilian agencies are able to retain Federal acquisition professionals.

The FY 2012 budget request provides **\$12,724 thousand** for the Acquisition Workforce Training Fund program, an increase of **\$392 thousand** over the FY 2011 level. This increase reflects increased demand for acquisition training and workforce development across the Federal civilian acquisition workforce.

FAI works closely with the Chief Acquisition Officers' Council, the Defense Acquisition University, and OMB's Office of Federal Procurement Policy to identify the activities that will be funded from the AWTF. FAI develops and deploys training resources needed to enable Federal acquisition professionals to increase proficiency in a service-oriented and technology-driven Federal market.

Obligations by Object Classification

(Dollars in Thousands)

	FY 2010 Actual	FY 2011 Current	FY 2012 Budget
25.1 Advisory and assistance services.....	\$ 2,339	\$ 4,020	\$ 3,690
25.2 Other services.....	5,681	8,312	9,034
99.0 Total obligations.....	\$ 8,020	\$ 12,332	\$ 12,724

Amounts Available for Obligation

(Dollars in Thousands)

Special Fund Receipts:

	FY 2010 Actual	FY 2011 Current	FY 2012 Budget
Balance, start of year.....	\$ 1,574	\$ 2,622	\$ 2,622
Receipts.....	\$ 12,275	\$ 12,395	\$ 12,460
Appropriation to the expenditure fund.....	-\$ 11,227	-\$ 12,395	-\$ 12,460
Balance, end of year.....	\$ 2,622	\$ 2,622	\$ 2,622

Special Fund Expenditures:

	FY 2010 Actual	FY 2011 Current	FY 2012 Budget
Unobligated balance, start of year.....	\$ 11,856	\$ 15,031	\$ 15,094
Recovery of prior-year obligations.....	\$ 51	\$ 0	\$ 0
Mandatory authority:			
Appropriation.....	\$ 11,227	\$ 12,395	\$ 12,460
Unobligated balance, expiring.....	-\$ 83	\$ 0	\$ 0
Unobligated balance, end of year.....	-\$ 15,031	-\$ 15,094	-\$ 14,830
Total obligations.....	\$ 8,020	\$ 12,332	\$ 12,724
<i>Net Outlays</i>	<i>\$10,659</i>	<i>\$11,395</i>	<i>\$14,433</i>

Expenses, Disposal of Surplus Real and Related Personal Property

Program Description

This mandatory appropriation provides for the efficient disposal of real property assets that are under-utilized or no longer meet the needs of landholding Federal agencies. Expenses incurred in the course of disposing of Federal surplus real and related personal property are financed through receipts from sales of surplus property. Auctioneers and broker familiar with local markets may be used to accelerate the disposal of surplus real property.

The Expenses, Disposal of Surplus Real and Related Personal Property appropriation is permanently authorized by 40 U.S.C. § 572(a). The appropriation is authorized to pay expenses directly or to reimburse another account for expenses already paid; however, the total amount paid and reimbursed in a fiscal year may not exceed 12 percent of the proceeds of all disposals of real property.

The types of expenses that may be paid or reimbursed are limited to specific, enumerated expenditures:

- (i) Fees of appraisers, auctioneers, and realty brokers, in accordance with the scale customarily paid in similar commercial transactions;
- (ii) Costs of environmental and historic preservation services, highest and best use of property studies, utilization of property studies, deed compliance inspection, and the expenses incurred in a relocation; and
- (iii) Advertising and surveying.

In addition, any amounts that are excess to the needs of the fund must be transferred to the Land and Water Fund of the Department of the Interior.

FY 2011 Operating Plan and FY 2012 Budget Estimate

The FY 2012 budget request provides **\$9,529 thousand** for the Real Property Disposal program, the same as the FY 2011 level. Obligations are based on properties planned for disposal in each year. Financing is provided through receipts from sales of surplus property and out-leasing of government-owned space.

Obligations by Object Classification

(Dollars in Thousands)

	FY 2010 Actual	FY 2011 Current	FY 2012 Budget
24.0 Printing and reproduction.....	\$ 1	\$ 25	\$ 25
25.1 Advisory and assistance services.....	2,019	9,254	9,254
25.2 Other services.....	37	100	100
25.3 Goods & services from Gov't accounts.....	521	150	150
99.9 Total obligations.....	\$ 2,578	\$ 9,529	\$ 9,529

U.S. General Services Administration
Mandatory Appropriations

Expenses, Disposal of Surplus Real and Related Personal Property

Amounts Available for Obligation

(Dollars in Thousands)

Special Fund Receipts:

	FY 2010 Actual	FY 2011 Current	FY 2012 Budget
Balance, start of year.....	\$ 88,169	\$ 87,600	\$ 87,916
Receipts, real property disposal.....	\$ 3,413	\$ 12,000	\$ 12,000
Receipts, outleasing.....	0	3,000	3,000
Net receipts.....	\$ 3,413	\$ 15,000	\$ 15,000
Appropriation to the expenditure fund.....	-\$ 3,185	-\$ 9,529	-\$ 9,529
Transfer to Land and Water Fund, DOI.....	-\$ 2,154	-\$ 5,155	-\$ 5,471
Unobligated balance cancelled fr. expenditure fund..	\$ 1,357	\$ 0	\$ 0
Balance, end of year.....	\$ 87,600	\$ 87,916	\$ 87,916

Special Fund Expenditures:

	FY 2010 Actual	FY 2011 Current	FY 2012 Budget
Mandatory authority:			
Appropriation.....	\$ 3,185	\$ 9,529	\$ 9,529
Unobligated balance, expiring or withdrawn.....	\$ 0	\$ 0	\$ 0
Unobligated balance.....	-\$ 607	\$ 0	\$ 0
Total obligations.....	\$ 2,578	\$ 9,529	\$ 9,529
<i>Net Outlays</i>	<i>\$1,960</i>	<i>\$9,835</i>	<i>\$9,529</i>

Obligations by Program Activity

(Dollars in Thousands)

	FY 2010 Actual	FY 2011 Current	FY 2012 Budget
1. Utilization and Disposal - Real Property:			
a. Appraisers, auctioneers, brokers fees, surveying	\$ 1,003	\$ 1,756	\$ 2,756
b. Advertising	381	1,083	1,083
c. Environmental Services	490	982	982
d. Historical Preservation Services	0	1,293	1,293
e. Highest and best use of property studies, utilization of property studies, deed compliance inspections	163	1,900	2,900
f. Expenses incurred in a Relocation	522	2,000	0
Subtotal, Utilization and Disposal of Real Property.....	\$ 2,559	\$ 9,014	\$ 9,014
2. Outleasing of Government-owned Space:			
a. Appraisers, auctioneers, brokers fees, surveying	\$ 0	\$ 500	\$ 500
b. Advertising	19	15	15
Subtotal, Outleasing.....	\$ 19	\$ 515	\$ 515
Total obligations.....	\$ 2,578	\$ 9,529	\$ 9,529

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Administrative Provisions [delete] <u>insert</u>	Explanation
<p>Sec. 510. Funds available to the General Services Administration shall be available for the hire of passenger motor vehicles.</p>	<p>Section 510 authorizes GSA to use funds for the hire of passenger motor vehicles. GSA requests that this provision be retained.</p>
<p>Sec. 511. Funds in the Federal Buildings Fund made available for fiscal year [2011] <u>2012</u> for Federal Buildings Fund activities may be transferred between such activities only to the extent necessary to meet program requirements: <i>Provided</i>, That any proposed transfers shall be [approved] <u>submitted in advance</u> [by] <u>to</u> the Committees on Appropriations of the House of Representatives and the Senate.</p>	<p>Section 511 authorizes GSA to transfer funds within the Federal Buildings Fund to meet program requirements. GSA requests to retain this provision with modification. This provision has been modified to update the fiscal year. GSA also requests authority to make necessary reprogrammings, subject to the <i>notification</i> of the Committees on Appropriations rather than seeking their advance approval. This change would allow GSA to adjust for changes in project requirements in a more timely and responsive manner.</p>
<p>Sec. 512. Except as otherwise provided in this title, [funds made available by this Act shall be used to transmit a fiscal year 2011] <u>it is the sense of Congress that projects to be included in the FY 2013 request for United States Courthouse construction</u> [only if the request] <u>will</u>: (1) [meets] <u>meet</u> the design guide standards for construction as established and approved by the General Services Administration, the Judicial Conference of the United States, and the Office of Management and Budget; (2) [reflects] <u>reflect</u> the priorities of the Judicial Conference of the United States as set out in its approved 5-year construction plan; and (3) [includes] <u>include</u> a standardized courtroom utilization study of each facility to be constructed, replaced, or expanded.</p>	<p>Section 512 requires that the fiscal year 2013 budget request meet certain standards. GSA requests to retain this provision with modification. This provision has been modified to update the fiscal year and other changes.</p>

*U.S. General Services Administration
Administrative Provisions*

Administrative Provisions [delete] <u>insert</u>	Explanation
<p>Sec. 513. None of the funds provided in this Act may be used to increase the amount of occupiable square feet, provide cleaning services, security enhancements, or any other service usually provided through the Federal Buildings Fund, to any agency that does not pay the rate per square foot assessment for space and services as determined by the General Services Administration in [compliance with] <u>consideration of</u> the Public Buildings Amendments Act of 1972 (Public Law 92-313).</p>	<p>Section 513 provides that no funds may be used to increase the amount of occupiable square feet, provide cleaning services, security enhancements, or any other service usually provided, to any agency which does not pay the requested rate. GSA requests that this provision be retained.</p>
<p>Sec. 514. From funds made available under the heading "Federal Buildings Fund, Limitations on Availability of Revenue," claims against the Government of less than \$250,000 arising from direct construction projects and acquisition of buildings may be liquidated from savings effected in other construction projects with prior notification to the Committees on Appropriations of the House of Representatives and the Senate.</p>	<p>Section 514 continues the provision that permits GSA to pay small claims less than \$250,000 made against the Government. GSA requests that this provision be retained.</p>

Administrative Provisions [delete] <u>insert</u>	Explanation
<p>[Sec. 515. In any case in which the Committee on Transportation and Infrastructure of the House of Representatives and the Committee on Environment and Public Works of the Senate adopt a resolution granting lease authority pursuant to a prospectus transmitted to Congress by the Administrator of the General Services Administration under 40 U.S.C. 3307, the Administrator shall ensure that the delineated area of procurement is identical to the delineated area included in the prospectus for all lease agreements, except that, if the Administrator determines that the delineated area of the procurement should not be identical to the delineated area included in the prospectus, the Administrator shall provide an explanatory statement to each of such committees and the Committees on Appropriations of the House of Representatives and the Senate prior to exercising any lease authority provided in the resolution.]</p>	<p>GSA requests that this provision be deleted.</p>
<p>[Sec. 516. In furtherance of the emergency management policy set forth in the Robert T. Stafford Disaster Relief and Emergency Assistance Act, the Administrator of the General Services Administration may provide for the use of the Federal supply schedules of the General Services Administration by relief and disaster assistance organizations as described in section 309 of that Act. Purchases under this authority shall be limited to use in preparation for, response to, and recovery from hazards as defined in section 602 of that Act.]</p>	<p>Section 515 authorizes GSA to allow volunteer and other nongovernmental organizations supporting the National Response Framework, under Emergency Support Function [ESF] #6—Mass Care, Housing, and Human Services, access to GSA Sources of Supply. GSA requests that this provision be deleted. The authorities in this provision were made permanent by Public Law 111-263, “Federal Supply Schedules Usage Act of 2010” (Oct 8, 2010).</p>

U.S. General Services Administration
 Administrative Provisions

Administrative Provisions] <u>insert</u>	Explanation
<p>Sec.] <u>515</u>. Section] <u>37</u> of the Office of Federal Procurement Policy Act (41 U.S.C. 433), as amended, is further] <u>1703</u> of title <u>41, United States Code</u>, is amended in paragraph] <u>(i)(6)</u> by: (a) deleting "for training"; and (b) deleting] <u>"subparagraph (A)"</u>] <u>"paragraph (2)"</u> and inserting in lieu thereof] <u>"section 6(d)(5) of this Act (41 U.S.C. 405(d)(5))".</u>] <u>"subparagraphs (A) and (C) to (J) of section 1122(a)(5) of this title"</u>.</p>	<p>Section 515 clarifies the authorized purposes of the Acquisition Workforce Training Fund. GSA requests to retain this provision with modification. The requested modification updates the President's FY 2011 request to conform to Public Law 111-350 (Jan 4, 2011), re-codifying title 41 of the United States Code. The FY 2011 request is further amended to exclude subparagraph (B) of 41 U.S.C. 1122(a)(5) as an authorized purpose of the Acquisition Workforce Training Fund.</p>
<p><u>Sec. 516. Funds made available to the General Services Administration in the Federal Buildings Fund in this Act or any prior year appropriations Act shall be available to fund authorized cost increases arising from any projects identified in the detailed plan submitted by the General Services Administration pursuant to Public Law 111-5: <i>Provided, That the Administrator of General Services shall provide advance notice to the Committees on Appropriations of the House of Representatives and the Senate for any project increase.</i></u></p>	<p>Section 516 would provide the same reprogramming authority for construction and repair projects funded through Public Law 111-5 as is currently available to Federal Buildings Fund construction and repair projects funded in annual appropriations Acts. Any increases in project funding above the amount identified in the current spend plan would require notification, as provided in P.L. 111-5.</p>

U.S. General Services Administration
ANNUAL PERFORMANCE REPORT and
Fiscal Year 2012 Performance Plan

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This report combines the requirements of the Annual Performance Report and Annual Performance Plan. Section 1 provides an executive summary of FY 2010 performance. Section 2 reports GSA FY 2010 performance results and sets targets for each measure through FY 2016. Section 3 describes GSA plans and actions to address issues designated by the Government Accountability Office (GAO) as “High-Risk”. Section 4 provides additional definitions and supporting data.

Section 1 – FY 2010 Performance Summary and Highlights

GSA Mission and Strategic Goals

GSA supports the mission of all Federal agencies by providing them with workspace, acquisition services, administrative policies, and citizen engagement tools, so that they can focus on achieving their respective missions. GSA meets the needs of Federal agencies by providing modern, efficient, and comprehensive solutions. GSA's mission statement inspires its employees to take risks and be innovative, seek an intimate understanding of customer missions and goals, and seek continuous improvement in GSA business processes.

GSA's mission is to use expertise to provide innovative solutions for our customers in support of their missions and by so doing foster an effective, sustainable, and transparent Government for the American people.

GSA must excel in each of its three strategic goals of Innovation, Customer Intimacy, and Operational Excellence to meet the needs of its Federal agency customers and fulfill its mission.

- *Innovation.—An innovations engine for the government, we seek to support the government role of taking chances that no others are positioned to take.*
- *Customer Intimacy.—We seek an intimate understanding of and resonance with our customers so as to serve with full integrity, creativity, and responsibility.*
- *Operational Excellence.—An effective steward of Federal assets and taxpayer dollars, we seek continuous improvement in our operations.*

Delivering the GSA Mission

GSA measures its success towards fulfilling its mission with three enterprise-wide performance measures that consolidate lower-level measures from across the agency: Estimated Business Volume, Customer Satisfaction, and Delivery of Agency Commitments.

	FY 2009 <u>ACTUAL</u>	FY 2010 <u>ACTUAL</u>	<u>% CHANGE</u>
ESTIMATED BUSINESS VOLUME	\$62.0 BILLION	\$64.0 BILLION	3.2%

Estimated business volume measures GSA's impact on the national economy. This measure reports revenue earned by GSA business lines and the dollar value of all property and services acquired by customer Federal agencies through procurement vehicles developed and managed by GSA. GSA's FY 2010 business volume of 64.0 billion represents more than 14% of the Government's total procurement dollars, up from 11% in FY 2009.

The Federal Acquisition Service (FAS) and the Public Buildings Service (PBS) both realized increased revenues in FY 2010:

- FAS realized nearly \$10 billion in revenue in FY 2010, an increase of \$104 million (or 3.1%) over FY 2009. Revenue growth was primarily due to increased sales in the General Supplies and Services (GSS) portfolio.
- PBS generated \$10.4 billion in revenue in FY 2010, including collections from Reimbursable Work Authorizations. This is an increase of \$428 million (or 4.3%) over FY 2009. The largest revenue gains came from a net increase in the leased inventory of eight million square feet. Revenues from leased space grew by 7.4% in FY 2010, while owned space revenues grew by 4.4%.

	<u>2009</u> <u>RESULTS</u>	<u>2010</u> <u>TARGET</u>	<u>2010</u> <u>RESULTS</u>
CUSTOMER SATISFACTION	77.7%	78.4%	76.6%

GSA's agency-wide customer satisfaction rate provides an overview of how GSA is perceived by its customers and external stakeholders. Since GSA is not always a mandatory source of supply, its continued success depends on its ability to meet customer expectations for procurement excellence and financial stewardship. This measure aggregates key customer satisfaction scores across GSA programs, weighted by annual program revenues.

In FY 2010, only five of ten program-level customer satisfaction measures included in this composite metric met or exceeded their targets, and only three of these measures demonstrated improvements over FY 2009 performance. This is reflected in the composite score, which did not meet the FY 2010 target and is lower than the FY 2009 level.

- Three GSA programs reported customer satisfaction levels that exceeded FY 2010 performance targets and demonstrated improvements over prior years: FAS Information Technology Service (ITS) portfolio and Travel, Motor Vehicle, Card Services (TMVCS) SmartPay Conference, and the PBS Real Property Disposal program.
- Two GSA satisfaction measures met their FY 2010 targets with satisfaction levels below FY 2009 levels: PBS tenant satisfaction with owned space and Office of Government-wide Policy (OGP) policies rated "effective" by key stakeholders.
- Four additional measures did not meet their FY 2010 targets but sustained performance at FY 2009 levels: FAS customer satisfaction surveys for the Assisted Acquisition Service (AAS), General Supplies and Services (GSS), and TMVCS portfolios, and customer satisfaction of PBS tenants in leased space.
- One GSA customer satisfaction measure did not meet its target and declined from FY 2009 levels. The percentage of PBS customers who said they received leased space when they needed it fell from 83% in FY 2009 to 77% in FY 2010, missing the FY 2010 target of 90%.

	<u>MET</u>	NOT MET, BUT <u>IMPROVED</u>	<u>NOT MET</u>
DELIVERY OF AGENCY COMMITMENTS	70%	6%	21%

Delivery of Agency Commitments measures success in delivering outcomes that fulfill the purpose of GSA programs and are important to customer Federal agencies, external stakeholders, and the public.

In FY 2010, GSA met or exceeded the FY 2010 target for 70%, or 44 of 63 externally-reported performance measures. Another 4 measures (6%) did not meet their targets, but demonstrated improvements over FY 2009 performance. GSA did not meet its FY 2010 targets and did not demonstrate improvement over FY 2009 performance for 13 performance measures. Two measures (3% of the total) were not measured in FY 2010. In total, GSA did not meet 30% of its performance targets in FY 2010, the same percentage as FY 2009.

INNOVATION

In FY 2010, GSA met or exceeded FY 2010 performance targets for 67% (four) of its Innovation performance measures. GSA realized the greatest improvements in the percentage of travel vouchers processed through the e-Gov Travel Service (ETS) and number of citizen interactions using GSA citizen communications channels.



- An estimated 82.8% of Federal civilian agency travel vouchers were processed through ETS in FY 2010. This is nearly 20 percentage points above FY 2009 levels. ETS is a government-wide, end-to-end travel system that reduces costs to agencies through economies of scale.*
- GSA citizen information channels enabled 181 million citizen touch points in FY 2010, which is 30% over the target. Citizen touch points are measured by visits to USA.gov, Gobierno.gov, and other citizen-facing websites, direct and assisted telephone contacts, e-mails processed, publications distributed, e-mail letter mailings, and telephone and e-mail activity conducted under GSA contact center contracts.*

Two measures did not meet their targets:

- GSA did not meet its FY 2010 targets for two separate measures of socio-economic business volume in GSA Acquisition Centers and Supply Operations. However, GSA's Supply Operations FY 2010 socio-economic business volume of 79.9% represents a significant increase from FY 2009 levels. GSA recently started incorporating socio-economic factors in evaluations for awarding Multiple Award Schedule contracts, and expects this to increase the socioeconomic business opportunities in future years.*

CUSTOMER INTIMACY

In FY 2010, GSA met or exceeded FY 2010 performance targets for 59% (ten) of its Customer Intimacy performance measures. GSA improved its performance in several customer satisfaction measures and increased the savings generated by Federal agencies using FAS contract vehicles:



- GSA met performance targets for eight of 12 customer satisfaction surveys conducted in FY 2010, and recorded improved satisfaction over FY 2009 levels for the FAS ITS portfolio, FAS TMVCS SmartPay Conference, GSA OCFO payroll services, and the Real Property Disposal program.

■	Met	10	59%
■	Not Met, but Improved	1	6%
■	Not Met	5	29%
	<u>N/A</u>	<u>1</u>	<u>6%</u>
	Total	17	

- GSA increased savings realized by customers of the FAS Express and Ground Domestic Delivery Services (ExGDDS) strategic sourcing contract and FAS Network Services and SmartBuy programs. In FY 2010, ExGDDS customers saved 69.2% when compared to commercial rates, increasing discounts by almost 4% over FY 2009 levels. ITS customers saved \$916 million in FY 2010, a \$40 million increase over FY 2009.

Six measures did not meet their targets:

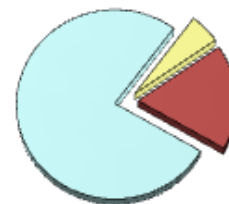
- GSA did not meet its performance targets for four customer satisfaction measures. Customer satisfaction scores did not meet the target but also did not report a significant change from FY 2009 levels for FAS GSS and TMVCS portfolios, and PBS customers who said they received their leased space when they needed it. FAS AAS customer satisfaction increased over FY 2009, but did not meet the FY 2010 target. PBS customer satisfaction with leased space did not meet its target and did not maintain FY 2009 levels.
- Two additional measures, PBS construction projects on schedule and OCSIT USA Contact and Web Solutions Task Orders, did not meet their FY 2010 performance target. Four PBS construction projects experienced delays in FY 2010; two have since been completed and the other two remain on-schedule for timely overall project completion. OCSIT USA Contact task orders experienced lower demand in FY 2010, as several customers moved to in-house call centers instead of using contractor support.

OPERATIONAL EXCELLENCE

In FY 2010, GSA met or exceeded its performance targets in 75% (30) of its Operational Excellence performance measures.

- PBS improved its management of the leased and owned inventory in FY 2010. PBS held leased vacancy rates to just 0.8% in FY 2010, the lowest level in the past five years, and PBS rental rates for leased space were 9.7% lower than industry averages for comparable

space for the second year in a row. PBS maintained vacancy rates in owned space at the FY 2009 low of 4.2% and delivered cleaning and maintenance services at a cost that was 2.6% lower than equivalent private sector benchmarks.



- FAS registered significant improvements in operational efficiency in FY 2010, offering a 29.7% discount off the Manufacturer's Suggested Retail Price on new motor vehicles purchased. GSA Fleet leased motor vehicles to other Federal agencies at rates that were 49.9% below commercial rates. FAS increased the percentage of Multiple Award Schedule contract options that are exercised in a timely manner to 52% in FY 2010, the highest rate in the past three years and nearly double the FY 2008 baseline. FAS business transformation initiatives in the Global Supply program helped to reduce its mark-up to 27.0%, the lowest level in five years.

Nine measures did not meet their targets:

- FAS did not meet its target for three portfolio-level measures of direct cost as a percentage of gross margin, although all portfolios realized positive net operating results in FY 2010. Portfolio-level measures of direct costs will be discontinued in FY 2011 and replaced with an FAS-wide measure. A FAS-wide measure would have met the aggregate target in FY 2010.
- FAS also did not meet its targets for reducing cycle time for IT acquisition center offers and personal property disposal actions. Both of these measures were influenced by one-time events in FY 2010 and are expected to return to normal levels in FY 2011.
- PBS did not meet the FY 2010 target for two measures, but demonstrated improvements over FY 2009 levels in both. Expenses of the leasing program exceeded revenues in FY 2010, causing the measure "funds available after administering the leasing program" to miss its target; however, FY 2010 results of -1.4% are lower than FY 2009 levels and represent the first decrease in this measure since 2007. PBS has increased management focus on lease performance and will continue to analyze leases to improve financial performance.
- PBS also did not meet its target for reducing costs of public sale properties as a percentage of proceeds. Market values for properties disposed of through public sale declined without a significant change in program fixed costs. GSA will discontinue reporting of this measure.

GSA did not collect results for the measure "Average number of days from the time a vacancy announcement closes until a tentative job offer is made". The Office of Personnel Management (OPM) changed the methodology for this metric in FY 2010, and GSA began reporting performance against the OPM "80-day end-to-end hiring model".

GSA High-Priority Performance Goals

In FY 2010, GSA established three high-priority performance goals to identify outcomes that are meaningful to the public and demonstrate progress towards achieving GSA's strategic goals. GSA's high-priority goals align with each of GSA's strategic goals: "Sustainable Environment, Economy, Government and Democracy" (aligns with Innovation), "Open Government and Transparency" (aligns with Customer Intimacy), and "Excellence in Solutions Delivery" (aligns with Operational Excellence).

- 1. Environmental Sustainability.** GSA will take actions to directly reduce our consumption of resources and will provide our customer Federal agencies with solutions that help them to manage and reduce their consumption.

In FY 2010, GSA developed government-wide policies to support sustainable acquisition. GSA analyzed the Federal Acquisition Regulation (FAR) to identify and eliminate barriers to sustainable acquisition. GSA updated administrative policies to encourage agencies to purchase sustainable products and services, and issued procurement standards for bio-based products.

GSA demonstrated progress in developing incentives for Federal contractors to voluntarily measure their own GHG emissions. GSA partnered with the Carbon Disclosure Project (CDP) to identify the top 200 Federal contractor participants in the CDP carbon disclosure program. GSA also is working directly with the small business community to identify small businesses interested in completing a GHG emissions inventory. GSA will use the information gathered to develop incentives for more Federal contractors to inventory and disclose their GHG emissions. GSA will identify opportunities to use contractor GHG emissions data in Federal procurement decisions.

GSA took action to increase recycling in Federal buildings by increasing the number of solid waste surveys conducted to 28 Federal buildings. Solid waste surveys collected detailed information on materials that could have been recycled but were not and provided recommendations on building management practices that will increase recycling. GSA is incorporating audit recommendations into its practices and has added recycling best practices into building manager training.

- 2. Open Government and Transparency.** GSA will drive greater transparency and Open Government through the adoption of agile technologies, processes, and expertise for citizen engagement and collaboration built around innovative solutions that provide a more effective, citizen-driven government.

In FY 2010, GSA helped to expand open government by delivering new citizen engagement tools that Federal agencies used in 97 citizen engagement opportunities. These new electronic tools include: a Citizen Engagement Platform (www.apps.gov NOW) for GSA-provided social media tools; www.challenge.gov, a platform for Federal innovation challenges; Terms of Service agreements for free social media tools available on www.apps.gov; and guidance on the use of new media in government. GSA provided public dialog tools, blogs, wikis, forums, and tools that allowed 43 challenges from 21 different agencies seeking to work collaboratively with the public to solve complex problems.

GSA citizen-facing tools and programs produced over 181 million citizen interactions in FY 2010. These include Federal government information and consumer action print publications ordered from GSA, phone calls answered and e-mail inquiries received by GSA-operated contact centers, and web clicks on USA.gov and GobiernoUSA.gov, the web portal of the Federal government. GSA upgraded USA.gov to improve site design, enhance search capability, and offer new mobile applications to increase citizen interactions. GSA also trained over 7,000 government employees in web management and social media, to develop a cadre of experts to expand and improve transparency and open government.

- 3. Excellence in Real Estate Solutions Delivery.** As the government's expert in real estate, GSA will work with customer agencies to develop strategic portfolio plans that best meet mission workplace needs, manage customer real estate costs, and maximize the performance of the GSA inventory.

GSA will complete strategic portfolio plans for at least three major customers in FY 2011. Portfolio plans will improve Federal asset management by providing a forum for strategic decisions about workspace needs and developing long-term plans to increase the efficiency of Federal workspace utilization. In FY 2010, GSA identified potential customer agencies to serve as pilots for portfolio planning. GSA will compare workspace utilization for these agencies to data on real estate markets and the available inventory and will assess options based on the results.

GSA Key Accomplishments

AMERICAN RECOVERY AND REINVESTMENT ACT

The Recovery Act provided GSA with \$5.85 billion for green modernization and improvements to Federal buildings, new construction of Federal buildings, U.S. Courthouses, and Land Ports of Entry, and for the acquisition of new, energy efficient motor vehicles.

- PBS was appropriated \$5.55 billion in Recovery Act funds, and obligated the first \$1 billion by August 1, 2009. By September 30, 2010, PBS had obligated nearly \$5.2 billion for Recovery Act projects in over 250 Federal buildings. PBS Recovery projects range from small-scale mechanical improvements to major building rehabilitations and new buildings, and are expected to lead to significant reductions in energy consumption in GSA Federal buildings.
- In FY 2010, GSA opened two new Land Ports of Entry with Leadership in Energy and Environmental Design (LEED) certification by the U.S. Green Buildings Council. In FY 2010, GSA opened a LEED-Gold Border Station in Calais, ME and the LEED-Silver Anzalduas Land Port of Entry in McAllen, TX. Anzalduas is the first port built on the Southern border to achieve LEED Silver certification for comprehensive use of sustainable design and technology.
- FAS was appropriated \$300 million to procure new, more fuel-efficient motor vehicles to replace older vehicles across the Federal fleet. FAS obligated nearly \$300 million in FY 2009 to purchase 17,246 motor vehicles, including 3,100 hybrid passenger vehicles and 40 advanced-technology buses. GSA took delivery of the buses in FY 2010, completing the Recovery Act purchase which will save an estimated 16.7 million gallons of fuel and at least \$40 million in fuel costs over the next seven years.

LEADERSHIP IN SUSTAINABILITY

- GSA purchased 5,603 hybrid-electric passenger vehicles in FY 2010, doubling the number of hybrids in the Federal fleet. GSA used existing funds to acquire new hybrids to replace the least fuel-efficient vehicles in the Federal fleet, without increasing the total number of vehicles. The resulting improvement in fleet fuel efficiency will reduce petroleum consumption by approximately 7.7 million gallons of gas over the life of the vehicles.
- By June 2010, GSA achieved the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) certification in 47 Federal buildings and leases. LEED certification provides third-party verification that a building was designed and built to standards that improve energy savings, reduce water consumption, improve indoor air quality, and use more sustainable resources, when compared to existing buildings. A recent review of 12 of these properties found that they produced 33 percent lower carbon emissions, used 26 percent less energy, and used 3 percent less water than equivalent US commercial buildings.

OPEN GOVERNMENT

- In FY 2010, GSA revamped and re-launched USA.gov and GobiernoUSA.gov, the web portal of the U.S. Government. The new site features a state-of-the-art search engine that is nine times faster than the previous website and helps citizens navigate through government information with a “related search-as-you-type” function. The site features 17 mobile applications providing citizens with universal access to product recalls, an alternative fuel station locator, and citizen-focused apps from 12 other Federal agencies. The upgraded site also includes the new Notifications.USA.gov, which allows citizens to subscribe to more than 7,000 updates covering 6,200 topics from 144 Federal agencies.
- GSA partnered with the National Academy of Public Administration and the American Council for Technology-Industry Advisory Council to create the Better Buy project. The Better Buy project launched www.betterbuyproject.com, a website that uses collaborative technology to gather information from the acquisition community and the public to improve the Federal acquisition process. GSA used the Better Buy website to conduct market research for a large-scale systems development project for the Federal Acquisition Service. GSA posted requirements and a draft statement of work to a public wiki, and solicited comments from the Federal acquisition community and industry. GSA also used Better Buy to gather input on ways to improve data storage and hosting capabilities for www.Data.gov. Lessons learned from these pilot programs will help GSA identify changes that can improve the Federal acquisition process.

EMPLOYEE WELLNESS AND SATISFACTION

- In FY 2010, GSA established new contract requirements for healthier food in dining facilities in Federal buildings. The new standards require cafeteria contractors to integrate healthier options, local sourcing, and environmental sustainability considerations into their food offerings. GSA used the new food service requirements in a new contract for the dining facility in the State Department headquarters building, providing healthier options for the 6,500 employees and more than 1,000 visitors that enter the building each day. GSA will phase-in the new criteria for healthier options in all 350 cafeterias in GSA Federal buildings.
- In FY 2010, GSA began offering healthier snacks and beverages in vending machines in, as a pilot program in selected Federal buildings. At the end of the pilot, two-thirds of sales came from the healthier options, demonstrating that Federal employees are seeking healthier food choices inside the workplace. In FY 2011, GSA will deploy healthier options in more vending machines in Federal buildings across the country.
- GSA was recognized by the Partnership for Public Service as one of the Top 10 Best Places to Work in the Federal Government in FY 2010, for the fifth straight time. GSA ranked eighth overall out of 290 Federal organizations, and received high marks in the areas of strategic management and performance-based awards where it ranked third among large agencies, and second in work/life balance and compensation.

Section 2 – Annual Performance Report and Performance Plan

This section reports GSA FY 2010 performance results against the measures and performance targets reported in the FY 2011 Congressional Justification. This section also presents the GSA Annual Performance Plan for FY 2011 through FY 2016.

Performance data are organized by major organizational components: the Public Buildings Service, the Federal Acquisition Service, the Office of Citizen Services and Innovative Technologies, the Office of Government-wide Policy, and the offices of the Chief Financial Officer, Chief Human Capital Officer, and Chief Information Officer. Each organization's performance data are reported by GSA strategic goals and include estimates of the resources dedicated to each performance goal.

GSA Performance Management

GSA planning activities focus on establishing enterprise goals and objectives, supported by quantifiable performance measures, and align resources to support agency priorities. GSA establishes performance measures that demonstrate progress and status towards achieving desired outcomes and realizing the agency mission.

GSA uses its Performance Management Process (PMP) to develop long-term outcome goals, performance measures, and annual performance targets. The PMP is the primary vehicle for enterprise-level strategic planning, budget formulation and execution, and performance management and GSA. The PMP provides GSA leaders with a structured process to regularly reassess policy, goals and performance, and to make adjustments to plans, policies, and operations as necessary. The PMP drives continuous performance improvement that ensures GSA delivers on the goals and desired outcomes of the Administrator and the Administration.

Verification and Validation of Performance Measurement Data

The GSA Chief Financial Officer certified the FY 2010 performance data contained in this report as complete and reliable, as required by the Government Performance and Results Act of 1993 (GPRA). The results for each FY 2010 measure were verified and validated. GSA maintains a data dictionary which establishes verification and validation criteria such as data source, computation methodology and reliability assessment.

Public Buildings Service

GSA's Public Buildings Service (PBS) provides workspace and workplace solutions to Federal agencies through an inventory of approximately 369 million square feet of workspace, including approximately 9,600 owned and leased locations, servicing over one million Federal employees in thousands of communities across the country. PBS resources support space acquisition through construction or leasing and life cycle management of the acquired space.

In FY 2010, PBS developed new long-term performance goals that align with and support GSA strategic goals. These measures support operational decision-making and resource allocations, business planning, and strategic planning and budget formulation. PBS has established the following strategic framework to support GSA strategic goals:

- *PBS will improve its real estate processes and services from requirements development to occupancy through operational improvement (aligns with Operational Excellence).*— PBS will become the recognized expert for setting public sector standards to provide a productive work environment while meeting and exceeding sustainability goals. PBS will continually measure performance against internal and external benchmarks in building operations, project management, financial, energy conservation, and acquisition. PBS will use state-of-the-art real estate analytics to assess risks and determine needed investments in GSA's real estate portfolio.
- *PBS will demonstrate cost-effective, innovative building strategies to minimize consumption of energy, water, and material (aligns with Innovation).*—PBS will transform the building lifecycle by developing the capability to be a "Green Proving Ground" for sustainable building practices. PBS will test and apply new, green technologies. PBS will be a leader in sustainable buildings and will advance Federal sustainability goals while exceeding customer expectations.
- *PBS will complete strategic customer portfolio plans for its 20 largest customers by the end of FY 2014 (aligns with Customer Intimacy).*—PBS will be the trusted provider for its customers, throughout the entire space acquisition and space management life-cycle. PBS will translate customer strategic requirements into real estate portfolio plans and leverage its expertise and best practices from the private sector to creatively increase workplace productivity.

PBS reported 18 performance measures in the FY 2011 Congressional Justification. In FY 2010, PBS met or exceeded its target performance level for 13 (or 72 percent) of these measures. Highlights of FY 2010 performance include:

- PBS demonstrated its commitment to its customers by exceeding targets for customer expectations in real property disposal transactions in FY 2010. FY 2010 scores were the highest in the past five years.
- Leasing costs in FY 2010 were, on average, 9.7 percent below industry rates for comparable space. This performance exceeded the FY 2010 goal by more than two percentage points and achieved the second-highest discount in the past six years.

- PBS continued to demonstrate effective asset management by holding vacancy rates to just 0.8 percent in leased space and 4.2 percent in owned space in FY 2010 and achieved cleaning and maintenance costs 2.6 percent below private industry benchmarks.

Of the five continuing measures that did not meet their targets, two demonstrated improvements over prior performance. PBS ended the year with -1.4 percent of leased revenue available after administering the leasing program. This did not meet the target but is a significant improvement from FY 2009 performance of -2.1 percent. PBS also demonstrated improvement in the measure “cost of public sales as a percentage of sales proceeds”, reducing it from 4.83 percent in FY 2009 to 2.82 percent in FY 2010.

Strategic Alignment of Resources

The following tables show the alignment of PBS performance measures and resources to GSA strategic goals. FY 2011 performance goals and measures are discussed in greater detail following the tables. Measures that are discontinued for FY 2011 are reported at the end of this document.

The majority of PBS activities are financed by the Federal Buildings Fund (FBF). The FBF collects rent from tenant Federal agencies, which approximates commercial rates for comparable space and services. Collections are not available for expenditure until Congress provides New Obligational Authority (NOA) in annual Appropriation Acts. In addition to NOA, the FBF also uses indefinite authorities, which are permanent authorities that allow PBS to spend certain types of revenues without additional Congressional action. Indefinite authorities are not included on the NOA schedule in the budget request, but are included in the performance section because they contribute to program execution.

The Real Property Utilization and Disposal program is funded through a portion of GSA’s Operating Expenses appropriation, and through two mandatory appropriations that provide for the expenses of real property disposal and for expenses of relocations incident to real property disposal, respectively.

Innovation

(Dollars in thousands)

FY 2012 Performance Measure	FY 2010 Actual		FY 2011 Annualized CR Rate		FY 2012 Request	
	Actual	Dollars	Target	Dollars	Target	Dollars
Total energy purchased directly by GSA in millions of British thermal units	18,669,766	\$ 318,692	18,469,272	\$ 346,115	18,376,925	\$ 362,515
Total water consumption in thousands of gallons	2,447,068	\$ 39,880	2,511,944	\$ 50,054	2,457,337	\$ 60,765
TOTAL, INNOVATION NOA		\$ 358,572		\$ 396,169		\$ 423,280

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 FY 2010 Annual Performance Report and FY 2012 Performance Plan

Operational Excellence

(Dollars in thousands)

FY 2012 Performance Measure	FY 2010 Actual		FY 2011 Annualized CR Rate		FY 2012 Request	
	Actual	Dollars	Target	Dollars	Target	Dollars
Percentage of vacant space in the government-owned and leased inventory	2.4%	\$ 109,125	3.2%	\$ 100,617	3.2%	\$ 99,270
Percent of leased revenue available after administering the leasing program.	-1.4%	\$ 4,729,871	0% - 2%	\$ 5,316,946	0% - 2%	\$ 5,285,198
Cost of leased space relative to industry market rates	-9.7%	\$ 507,805	-8.5%	\$ 554,851	-8.5%	\$ 582,283
Percentage of government owned assets with an ROE of at least 6%	78.4%	\$ 539,927	78.6%	\$ 500,207	78.9%	\$ 876,256
Percentage within the private sector benchmarks for cleaning and maintaining office and similarly serviced space	-2.6%	\$ 622,602	+/-5%	\$ 686,095	+/-5%	\$ 691,959
Sub-Total, New Obligational Authority		\$ 5,951,883		\$ 6,558,438		\$ 6,907,912
Sub-Total, Indefinite Authority		\$ 557,447		\$ 600,279		\$ 627,054
Percentage of public sale properties awarded within 135 days	98.6%	\$ 9,007	90%	\$ 16,456	90%	\$ 16,465
Percent of non-competitive sales and donations property awarded within 220 days	94.0%	\$ 11,939	90%	\$ 21,813	90%	\$ 21,825
Sub-Total, Other appropriations		\$ 20,946		\$ 38,269		\$ 38,290
TOTAL, OPERATIONAL EXCELLENCE		\$ 6,530,276		\$ 7,196,986		\$ 7,573,256

Customer Intimacy
 (Dollars in thousands)

FY 2012 Performance Measure	FY 2010 Actual		FY 2011 Annualized CR Rate		FY 2012 Request	
	Actual	Dollars	Target	Dollars	Target	Dollars
Number of completed portfolio plans in place with top 20 customers	NA	NA	3	\$ 2,500	9	\$ 2,156
Construction projects on schedule	84.6%	\$ 1,098,264	90%	\$ 487,601	90%	\$ 1,023,039
Customer satisfaction with leased space	79%	\$ 106,080	80%	\$ 103,826	80%	\$ 104,163
Customer satisfaction with government-owned space	81.4%	\$ 1,012,449	85%	\$ 995,052	85%	\$ 1,047,962
TOTAL, CUSTOMER INTIMACY		\$ 2,216,793		\$ 1,588,978		\$ 2,177,320

Performance Goals, Measures, and Targets

INNOVATION

Performance Measure: Total energy purchased directly by GSA for GSA and its customer agencies in millions of British thermal units (mmBTU)

Measure Description: This new measure reports the total energy purchased by GSA each fiscal year in owned and leased space where GSA makes payments directly to utility companies. This measure excludes leased space where utility costs are included in the rent that GSA pays to the lessor. GSA collects energy consumption data from utility invoices received from energy providers. Target values may fluctuate based on the total amount of square footage of space in the GSA inventory that must be heated and cooled in each year. The data used for this measure are net of energy sold back to the grid from GSA power generation facilities.

Year	Target	Actual
FY 2008	baseline	18,688,176
FY 2009	18,594,735	18,655,359
FY 2010	18,562,082	18,669,766
FY 2011	18,469,272	
FY 2012	18,376,925	
FY 2013	18,285,041	
FY 2014	18,193,616	
FY 2015	18,102,648	
FY 2016	18,012,134	

Discussion of FY 2010 Performance: GSA did not meet its overall target, as the total amount of energy purchased increased by 0.08% in FY 2010. FY 2010 performance does not reflect certain improvements GSA made in specific building categories. GSA exceeded the target for buildings subject to statutory energy reduction mandates, where energy usage declined by one percent. The most significant energy increases occurred in buildings where GSA does not exercise control over energy consumption, including

buildings that are under construction and leased facilities where GSA is not the sole occupant or does not pay for all energy types.

Performance Measure: Total water consumption in thousands of gallons

Measure Description: This new measure reports total potable and non-potable water purchased by GSA in each fiscal year.

Discussion of FY 2010 Performance: GSA exceeded the performance target in FY 2010. GSA reduced water consumption by 10.4% below the 2007 baseline. GSA continues to experience difficulty collecting timely billing information on water; however, GSA is deploying advanced water meters in selected Federal buildings, which will permit GSA to collect better data in the future.

Year	Target	Actual
FY 2008	2,675,767	2,663,939
FY 2009	2,621,159	2,389,074
FY 2010	2,566,552	2,447,068
FY 2011	2,511,944	
FY 2012	2,457,337	
FY 2013	2,402,729	
FY 2014	2,348,122	
FY 2015	2,293,514	
FY 2016	2,238,907	

OPERATIONAL EXCELLENCE

Performance Measure: Percent of vacant space in the Government-owned and leased inventory

Measure Description: This new measure reports the total assignable rentable square feet (RSF) under alteration, committed to a customer but not yet occupied, or unoccupied, as a percentage of total assignable RSF in the inventory. Vacant space does not include space undergoing an on-time, prospectus level renovation.

Discussion of FY 2010 Performance: GSA met the target in FY 2010. This is a significant accomplishment, particularly compared to the private sector, which experienced 19 percent vacancy rates in the same period. Owned vacancy rates in FY 2010 were at the lowest level in seven years. Leased inventory vacancy rates continue to decrease, which is evidence that PBS is effectively managing space in the leased inventory.

Year	Target	Actual
FY 2008	3.2%	3.1%
FY 2009	3.2%	2.6%
FY 2010	3.2%	2.4%
FY 2011	3.2%	
FY 2012	3.2%	
FY 2013	3.2%	
FY 2014	3.2%	
FY 2015	3.2%	
FY 2016	3.2%	

Performance Measure: Percent of leased revenue available after administering the leasing program.

Measure Description: Leased Funds from Operations (FFO) is a measure of leased inventory revenue minus all expenses (excluding depreciation) associated with that inventory. Maintaining a leased FFO between 0% and 2% of revenues ensures that the leasing program operates on or close to a break-even basis and demonstrates that GSA can operate efficiently within its lease fee structure.

Year	Target	Actual
FY 2008	0% - 2%	-0.9%
FY 2009	0% - 2%	-2.1%
FY 2010	0% - 2%	-1.4%
FY 2011	0% - 2%	
FY 2012	0% - 2%	
FY 2013	0% - 2%	
FY 2014	0% - 2%	
FY 2015	0% - 2%	
FY 2016	0% - 2%	

Discussion of FY 2010 Performance: GSA did not meet its FY 2010 target. GSA ended the fiscal year with a leased FFO of -\$76 million, or approximately -1.4 percent. GSA is addressing this situation by increasing its emphasis on lease performance. PBS is analyzing leases that do not cover expenses and is working to recover as much of the loss as possible, on a lease by lease basis.

Performance Measure: Cost of leased space relative to industry market rates.

Measure Description: This measure compares GSA leasing costs to private sector benchmarks for equivalent space. This measure reports costs of leases that are at least 75% office space. Consistently paying lease rates at or below comparable market rates ensures that PBS acquires Federal office space at best value for the taxpayer.

Year	Target	Actual
FY 2008	-9.0%	-9.4%
FY 2009	-9.3%	-9.7%
FY 2010	-7.5%	-9.7%
FY 2011	-8.5%	
FY 2012	-8.5%	
FY 2013	-8.5%	
FY 2014	-8.5%	
FY 2015	-8.5%	
FY 2016	-8.5%	

Discussion of FY 2010 Performance: GSA met the FY 2010 target for this measure. GSA lowered the FY 2010 target for this measure, anticipating a decline in performance because of uncertainty in commercial real estate markets and low private lease transaction volumes. These factors make it difficult for GSA contracting officers to determine market rates for leased space.

GSA FY 2010 performance received a boost from several large leases that were assessed at rates significantly below market rates. Actual performance without these leases would have been more in line with the FY 2010 target.

Explanation of Changes in Future-Year Targets: Previously reported performance targets for this measure were -9.5% in FY 2010 and future years. Those targets were established in FY 2004, in a healthy and growing commercial real estate market. Current economic conditions do not support past projections of performance. Private sector landlords are offering incentives to retain tenants, including lower rents. This reduces the market rates that this measure uses as a benchmark against GSA-negotiated rates. As a result, targets for this performance measure have been reduced to reflect a shrinking baseline for comparison.

Performance Measure: Percent of government-owned assets achieving a ROE of at least 6%.

Measure Description: Return on Equity (ROE) is the ratio of annual net operating income to the value of the asset, typically fair market value. Assets with an ROE of at least 6 percent fulfill the long-term needs of our customers and generate enough money to fund their own operations, repairs, and capital needs. Maximizing the percentage of assets with ROE of at least 6 percent ensures GSA achieves its goal of a viable, self-sustaining inventory of owned assets.

Year	Target	Actual
FY 2008	76.5%	80.5%
FY 2009	77.3%	74.9%
FY 2010	78.0%	78.4%
FY 2011	78.6%	
FY 2012	78.9%	
FY 2013	78.9%	
FY 2014	78.9%	
FY 2015	78.9%	
FY 2016	78.9%	

Discussion of FY 2010 Performance: GSA met the FY 2010 target by continuing to right-size the portfolio to ensure financial sustainability and the ability to meet the long-term needs of its customers.

Performance Measure: Percent within the private sector benchmarks for cost of cleaning and maintaining office and similarly serviced space.

Measure Description: This measure compares GSA cleaning and maintenance costs for owned buildings to industry benchmark rates in the same geographic area. GSA assets are compared to local, private sector performance data from the Building Owners and Managers Association (BOMA) for each city, location, and building size group. GSA compares its cost per rentable square foot to BOMA lists of the median and average cost per square foot for cleaning, maintenance, roads, and grounds. PBS uses the BOMA median cost for GSA buildings less than 50,000 square feet and uses the BOMA average cost to compare to GSA buildings greater than 50,000 square feet.

Year	Target	Actual
FY 2008	+/- 5%	0.6%
FY 2009	+/- 5%	0.9%
FY 2010	+/- 5%	-2.6%
FY 2011	+/- 5%	
FY 2012	+/- 5%	
FY 2013	+/- 5%	
FY 2014	+/- 5%	
FY 2015	+/- 5%	
FY 2016	+/- 5%	

Discussion of FY 2010 Performance: GSA met the FY 2010 target. GSA monitors benchmark data and uses comparative cost analysis to identify correct buildings where cleaning and maintenance costs are outside acceptable variance.

Performance Measure: Percentage of public sale properties awarded within 135 days.

Measure Description: This measure 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, environmental concerns, title problems, historical building reviews, or litigation. The term “awarded” refers to the date the offer to purchase is completed by GSA and the purchaser. Decreasing the cycle time for public sales increases the speed with which surplus Federal properties can be disposed of and supports the management of a financially self-sustaining portfolio of Federal real property assets.

Year	Target	Actual
FY 2008	baseline	81.5%
FY 2009	90% ***	97.2% ***
FY 2010	90%	98.6%
FY 2011	90%	
FY 2012	90%	
FY 2013	90%	
FY 2014	90%	
FY 2015	90%	
FY 2016	90%	

Discussion of FY 2010 Performance: GSA met the FY 2010 target. PBS completed 72 of 73 public sales in FY 2010 by working closely with its potential purchasers.

*** The FY 2009 target was to award 90% of public sales within 140 days. This was a one-year goal that was part of a transition from the pre-2009 goal, “Award 100% of public sales within 170 days” to the more aggressive goal of awarding 90% within 135 days. Targets for FY 2011 and future years represent performance against the 135 day goal.

Performance Measure: Percent of non-competitive sales and donations property awarded within 220 days.

Measure Description: This measure reports the number of non-competitive sales and donations conducted within 220 days (minus hold times) as a percentage of the total number of such disposals. “Hold time” occurs when the disposal experiences an unavoidable 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. Decreasing the cycle time for non-competitive sales and donations increases the speed with which surplus Federal properties can be disposed of and supports the management of a financially self-sustaining portfolio of Federal real property assets.

Year	Target	Actual
FY 2008	90%	86.1%
FY 2009	90%	97.1%
FY 2010	90%	94.0%
FY 2011	90%	
FY 2012	90%	
FY 2013	90%	
FY 2014	90%	
FY 2015	90%	
FY 2016	90%	

Discussion of FY 2010 Performance: GSA met the FY 2010 target. GSA improved cycle times by improving documentation and communication, but conducting mandatory screenings concurrently, instead of sequentially.

CUSTOMER INTIMACY

Performance Measure: Number of completed portfolio plans in place with top 20 customers

Measure Description: PBS will complete a total of 20 strategic portfolio plans by FY 2014. Each year's target represents the cumulative number of plans completed to date. Completing portfolio plans will allow GSA to understand the strategic needs of its customers. PBS will utilize the plans to offer the best total solution for meeting changing customer workplace and sustainability requirements. Portfolio planning will support the long- and short-term needs of customers while maximizing the use of GSA-owned inventory and will allow PBS to balance workload and take advantage of beneficial changes in real estate markets.

Year	Target	Actual
FY 2008	NA	NA
FY 2009	NA	NA
FY 2010	NA	NA
FY 2011	3	
FY 2012	9	
FY 2013	15	
FY 2014	20	
FY 2015	TBD	
FY 2016	TBD	

Discussion of FY 2010 Performance: GSA does not have an FY 2010 target for this new measure. FY 2010 activities concentrated on establishing the infrastructure needed to complete three portfolio plans by the end of FY 2011. GSA designated a project manager, established a project team, created a project plan, developed contract requirements, and started the procurement process to secure support.

Performance Measure: New construction projects on schedule.

Measure Description: This measure reports the percentage of new construction projects completed on schedule, weighted by the value of work in place. It uses an earned value technique to assess construction project performance on all prospectus level projects. This metric compares the planned schedule of spending (work in place) with the actual value of work in place on the project. Delivering space when the customer needs it enables customers to carry out their mission.

Year	Target	Actual
FY 2008	88%	80.4%
FY 2009	89%	88.4%
FY 2010	90%	84.6%
FY 2011	90%	
FY 2012	90%	
FY 2013	90%	
FY 2014	90%	
FY 2015	90%	
FY 2016	90%	

Discussion of FY 2010 Performance: GSA did not meet its target for this measure because of delays in four projects: US Mission to the United Nations in Manhattan, NY, the new U.S. Courthouse in El Paso, TX, the new Land Port of Entry (LPOE) in Portal, ND, and a portion of the Food and Drug Administration headquarters in White Oak, MD. The first two projects were substantially completed in early FY 2011. Portal LPOE experienced site access issues with Canada, and White Oak encountered unforeseen site conditions that will not affect the timely completion of the project as a whole. GSA has performed a comprehensive review and identified areas of process improvement to improve timeliness in future years.

Performance Measure: Customer satisfaction with leased space

Measure Description: This measure calculates the percentage of survey respondents who rate their overall satisfaction level with PBS service delivery as a “4” or “5” on a five-point scale. GSA surveys tenants in one-third of eligible buildings each year on a rotating basis. This measure helps to determine how well GSA is meeting customer space requirements while providing best value for customer agencies and taxpayers.

Year	Target	Actual
FY 2008	76%	78%
FY 2009	78%	79%
FY 2010	80%	79%
FY 2011	80%	
FY 2012	80%	
FY 2013	80%	
FY 2014	80%	
FY 2015	80%	
FY 2016	80%	

Discussion of FY 2010 Performance: GSA did not meet the target for this measure; however FY 2010 results maintained FY 2009 levels. GSA conducted the FY 2010 survey in 1,631 leased buildings. Most regional tenant satisfaction scores improved slightly from last survey period. GSA will focus on tenant and lessor communications in FY 2011 and will improve tenant services in these leased spaces. GSA is also comparing this data to tenant satisfaction scores in owned buildings, to capture best practices to improve tenant services in all locations.

Performance Measure: Customer satisfaction with government-owned space.

Measure Description: This measure calculates the percentage of survey respondents who rate their overall satisfaction level with PBS service delivery as a “4” or “5” on a five-point scale. GSA surveys the tenants in one-third of eligible buildings each year, on a rotating basis. This measure helps to determine how well GSA is achieving its desired outcome of meeting customer space requirements while providing best value for customer agencies and taxpayers.

Year	Target	Actual
FY 2008	80%	81.0%
FY 2009	80%	84.4%
FY 2010	80%	81.4%
FY 2011	85%	
FY 2012	85%	
FY 2013	85%	
FY 2014	85%	
FY 2015	85%	
FY 2016	85%	

Discussion of FY 2010 Performance: GSA exceeded the target for this measure in FY 2010. The FY 2010 survey was conducted in 322 owned buildings. Owned building results continue to reflect improvements: Overall satisfaction of tenants in this particular group of buildings has increased three percentage points, compared to when this cohort was last surveyed in FY 2007.

Summary of Funding Table

(Dollars in thousands)

	FY 2010 Actual	FY 2011 Annualized CR Rate	FY 2012 Request
Innovation			
Repair and Alterations	\$ 4,000	\$ 20,000	\$ 40,000
Building Operations	<u>354,572</u>	<u>376,169</u>	<u>383,280</u>
Sub-Total, Innovation	\$ 358,572	\$ 396,169	\$ 423,280
Operational Excellence			
Repairs and Alterations:	\$ 465,515	\$ 432,751	\$ 806,902
Rental of Space	4,729,871	5,316,946	5,285,198
Building Operations	756,497	808,741	815,812
Indefinite Authority:			
Repairs and Alterations	8,529	7,677	7,844
Rental of Space	507,805	554,851	582,283
Building Operations	<u>41,113</u>	<u>37,751</u>	<u>36,927</u>
Sub-Total, Operational Excellence	\$ 6,509,330	\$ 7,158,717	\$ 7,534,966
Customer Intimacy			
New Construction	\$ 901,961	\$ 300,000	\$ 839,642
Repair and Alterations	20,000	27,000	22,000
Installment Acquisition Payments	140,525	135,540	126,801
Building Operations	<u>1,154,307</u>	<u>1,126,438</u>	<u>1,188,877</u>
Sub-Total, Customer Intimacy	\$ 2,216,793	\$ 1,588,978	\$ 2,177,320
Total, Federal Buildings Fund (FBF)	\$ 9,084,695	\$ 9,143,864	\$ 10,135,565
<i>Subtotal, New Obligational Authority</i>	<i>8,527,248</i>	<i>8,543,585</i>	<i>9,508,511</i>
<i>Subtotal, Indefinite Authority</i>	<i>557,447</i>	<i>600,279</i>	<i>627,054</i>
Real Property Disposal:			
Operating Expenses, Annual Appropriation	\$ 16,550	\$ 17,240	\$ 17,261
Operating Expenses, Reimbursable Funding	1,818	11,500	11,500
Expenses, Disposal Mandatory Appropriation	<u>2,578</u>	<u>9,529</u>	<u>9,529</u>
Total, Real Property Disposal	\$ 20,946	\$ 38,269	\$ 38,290
Grand Total, FBF and Real Property Disposal	\$ 9,105,641	\$ 9,182,133	\$ 10,173,855

Federal Acquisition Service

GSA's Federal Acquisition Service (FAS) provides customer Federal agencies with information technology solutions and telecommunications services, assisted acquisition services, travel and transportation management solutions, motor vehicles and fleet services, purchase cards, and nearly 12 million different products and services. FAS provides best-value services, products, and solutions that increase overall government effectiveness and efficiency.

In FY 2010, FAS developed new long-term performance goals that align with and support GSA strategic goals. These measures support operational decision-making and resource allocations, business planning, and strategic planning and budget formulation. FAS established the following strategic framework to support GSA strategic goals:

- *Lead the development of environmentally sustainable solutions by offering innovative products and services and providing "green" expertise to GSA customers (aligns with Innovation).*—FAS will help customers meet their sustainability goals by providing green products and services, tools to help agencies calculate and manage their environmental impact, and acquisition expertise. FAS will incorporate green evaluation criteria into its procurement practices to increase the sustainability of all FAS acquisitions.
- *Develop customer-focused offerings and actively managing product and service lifecycles (aligns with Customer Intimacy).*—FAS will improve customer training and provide more training opportunities, and will continue to deliver high quality contracts while exploring opportunities for new contracts to meet emerging needs of the Government. FAS will develop and deploy innovative systems and solutions for customers to access its programs.
- *Enhance employee knowledge, skills and talents, engage employees in challenging work, and empower employees to exercise sound business judgment (aligns with Operational Excellence).*—FAS will increase the knowledge, experience, and agility of its workforce. FAS will implement innovative human capital management techniques to develop a workforce that understands the mission and requirements of its customers, is proficient in acquisition, and demonstrates technical expertise.

FAS reported 22 performance measures in the FY 2011 Congressional Justification. In FY 2010, FAS met or exceeded its target performance level for 13 (or 59%) of these measures. Highlights of FY 2010 performance include:

- FAS demonstrated its commitment to operational excellence and customer intimacy by delivering savings of \$916 million for customers of ITS SmartBuy and Network Services programs in FY 2010, an increase of \$40 million (or 4.5 percent) from FY 2009 levels. TMVCS leased motor vehicles at rates 49.9 percent below commercial rates in FY 2010, almost 20 percentage points over the target and the highest discount in the past five years.
- Travel vouchers processed through the TMVCS e-Gov Travel Service grew to 82.8 percent in FY 2010. This is the highest rate since program inception and 19 percentage points higher than the FY 2010 target. In GSS, 52 percent of contract options were awarded in a timely manner this year, almost doubling the FY 2008 rate of just 28.6 percent.

FAS did not meet its targets for nine measures; however, two of those measures demonstrated improvement over FY 2009 performance.

- FAS continued to demonstrate improvement in customer satisfaction in FY 2010, although it did not meet all of its performance targets in this area. AAS customer satisfaction scores increased by 0.9 point over FY 2009, and missed the FY 2010 target by just 0.1 point.
- Socio-economic business volume in Supply Operations was only 0.2 percentage points below target, but was more than 2.5 percentage points above FY 2009 levels. The IT Acquisition Center and a new measure, Multiple Award Schedule volume attributable to small business, also were below target.

Strategic Alignment of Resources

The following tables show the alignment of FAS performance measures and resources to GSA strategic goals. New and continuing performance goals and measures are discussed in greater detail following the tables. Measures that are discontinued for FY 2011 are reported at the end of this document.

Most FAS activities are financed by the Acquisition Services Fund (ASF), a full cost recovery revolving fund. The ASF finances the acquisition of products and services for customer agencies and recovers all costs through fees charged to Federal agencies for services rendered and commodities provided.

The Personal Property Utilization and Donation Program is funded through the Operating Expenses appropriation. The Transportation Audits program in TMVCS is financed by the Transportation Audits appropriation; this mandatory appropriation is financed by overcharges by transportation carriers that are collected through post-payment audits of transportation contracts.

Customer Intimacy

(Dollars in thousands)

FY 2012 Performance Measure	FY 2010 Actual		FY 2011 Current		FY 2012 Request	
	Actual	Dollars	Target	Dollars	Target	Dollars
FAS external customer satisfaction	75.0	\$ 146,597	75.0	\$ 169,840	75.4	\$ 171,258
TOTAL, CUSTOMER INTIMACY		\$ 146,597		\$ 169,840		\$ 171,258

Operational Excellence

(Dollars in thousands)

FY 2012 Performance Measure	FY 2010 Actual		FY 2011 Current		FY 2012 Request	
	Actual	Dollars	Target	Dollars	Target	Dollars
FAS direct costs as a percentage of FAS gross margin	33.00%	\$ 36,553	36.78%	\$ 41,836	36.70%	\$ 40,959
Cost avoidance/savings achieved by ITS Portfolio programs	\$916M	36,141	\$958M	43,730	\$972M	43,445
TOTAL, OPERATIONAL EXCELLENCE		\$ 72,694		\$ 85,566		\$ 84,404

Innovation

(Dollars in thousands)

FY 2012 Performance Measure	FY 2010 Actual		FY 2011 Current		FY 2012 Request	
	Actual	Dollars	Target	Dollars	Target	Dollars
Percentage of AFVs compared to total vehicles purchased	67.2%	\$ 23,488	68.2%	\$ 26,876	69.2%	\$ 27,150
Travel vouchers processed through ETS as a percentage of the total estimated voucher population of civilian agencies migrating to ETS	82.8%	5,591	73.5%	6,560	73.5%	6,585
Percentage of Multiple Award Schedule business volume attributed to small businesses	34.7%	19,102	36.0%	22,109	36.0%	22,000
TOTAL, INNOVATION		\$ 48,181		\$ 55,545		\$ 55,735

Performance Goals, Measures, and Targets

CUSTOMER INTIMACY

Performance Measure: FAS External Customer Satisfaction

Measure Description: FAS conducts external customer satisfaction surveys annually to ensure that customer needs are met. The results of these surveys are used to adapt product and service offerings to stay current with the marketplace, and to refine program operations. This measure combines multiple customer satisfaction measures from the FY 2011 Congressional Justification into a single, FAS-wide measure.

Year	Target	Actual
FY 2008	Baseline	73.5
FY 2009	Baseline	74.7
FY 2010	74.7	75.0
FY 2011	75.0	
FY 2012	75.4	
FY 2013	75.7	
FY 2014	76.1	
FY 2015	76.3	
FY 2016	76.6	

Discussion of FY 2010 Performance: GSA met the target for this measure in FY 2010. Most of the FY 2010 survey results for the individual programs in FAS were at or slightly over FY 2009 results. However, three programs (Automotive, Card Services, and IT Schedules) realized larger increases in FY 2010 results.

OPERATIONAL EXCELLENCE

Performance Measure: FAS direct costs as a percentage of gross margin

Measure Description: FAS Portfolios must recover all costs through fees charged to customers for goods and services provided. "Gross Margin" refers to the revenues remaining after covering the purchase price to GSA for the product or service acquired. "Direct Costs" are the costs to GSA directly associated with acquiring the product or service, excluding overhead. Minimizing operating costs as a percent of gross margin ensures the efficiency of FAS programs and directly impacts the fees charged to customer agencies. This measure combines multiple portfolio-level measures from the FY 2011 Congressional Justification into a single, FAS-wide measure.

Year	Target	Actual
FY 2008	Baseline	28.99%
FY 2009	Baseline	31.03%
FY 2010	35.39%	33.00%
FY 2011	36.78%	
FY 2012	36.70%	
FY 2013	36.53%	
FY 2014	36.22%	
FY 2015	35.74%	
FY 2016	35.74%	

Discussion of FY 2010 Performance: GSA met the target for this measure in FY 2010. FAS had a large number of vacant positions in FY 2010, which reduced operating expenses below planned levels and was the largest factor contributing to the FY 2010 actual result of 33%.

Performance Measure: Estimated cost savings achieved by Integrated Technology Service (ITS) SmartBuy and Network Services programs, as compared to their respective price benchmarks.

Measure Description: This measure estimates the amount of savings that customers realize by using ITS solutions. Network Services is a business line that offers telecommunications and related services to Federal agencies. SmartBUY is a strategic sourcing solution for purchasing software and related services.

Discussion of FY 2010 Performance: GSA met the target for this measure in FY 2010. Actual savings exceeded the target by \$44 million or 5 percent. Network Services saved customers an estimated \$677.8 million in FY 2010. The SmartBUY program generated \$238.3 million in customer savings, due largely to increased sales of geospatial and security-related software.

Year	Target	Actual
FY 2008	\$800M	\$803M
FY 2009	\$824M	\$876M
FY 2010	\$848M	\$916M
FY 2011	\$958M	
FY 2012	\$972M	
FY 2013	\$987M	
FY 2014	\$1,002M	
FY 2015	\$1,018M	
FY 2016	\$1,003M	

INNOVATION

Performance Measure: Alternative Fuel Vehicles (AFVs) purchased as a percentage of total motor vehicles purchased

Measure Description: Percentage of AFVs compared to total vehicles purchased. The emphasis on procuring more AFVs enables the Federal fleet to become more sustainable by conserving energy, reducing petroleum consumption, and reducing greenhouse gas emissions.

Discussion of FY 2010 Performance: GSA met the target for this measure in FY 2010. FAS purchased 63,352 motor vehicles in FY 2010, including 42,578 AFVs. In FY 2010, FAS offered 278 AFV models to customers. FAS also developed the Drive-Green module, which lists names and locations of auto dealers across the U.S. who carry AFVs that are available to meet agency emergency vehicle requirements.

Year	Target	Actual
FY 2008	baseline	44.4%
FY 2009	baseline	51.6%
FY 2010	52.6%	67.2%
FY 2011	FY10 Actual +1%	
FY 2012	FY11 Actual +1%	
FY 2013	FY12 Actual +1%	
FY 2014	FY13 Actual +1%	
FY 2015	FY14 Actual +1%	
FY 2016	FY15 Actual +1%	

Performance Measure: Travel vouchers processed through Electronic Travel Service (ETS) as a percentage of the total estimated voucher population of civilian agencies migrating to ETS.

Measure Description: The percentage of vouchers processed using ETS compared to the total population of the ETS market approximates the rate of full deployment. GSA estimates that ETS operating costs will be fully recovered through transaction fees when 73.5% of the voucher population is processed using ETS.

Discussion of FY 2010 Performance: GSA met the target for this measure in FY 2010. Actual vouchers processed exceeded the target because several agencies (including DOI, USDA, VA, SSA, and DOT) outperformed their planned vouchering for FY 2010.

Year	Target	Actual
FY 2008	30.7%	33.6%
FY 2009	51.2%	62.2%
FY 2010	63.4%	82.8%
FY 2011	73.5%	
FY 2012	73.5%	
FY 2013	73.5%	
FY 2014	73.5%	
FY 2015	73.5%	
FY 2016	73.5%	

Performance Measure: Percentage of Multiple Award Schedule (MAS) business volume attributed to small businesses

Measure Description: This measure reports the percentage of Multiple Award Schedule business volume that is attributed to small businesses each year. GSA advances the socioeconomic business goals of the Administration by providing channels through which customer Federal agencies can access this segment of the market.

Discussion of FY 2010 Performance: GSA did not meet the target for this measure in FY 2010. FAS has initiated steps to increase agencies' use of socio-economic business on Multiple Award Schedules and is training agencies to use socio-economic status as an evaluation factor in MAS awards. FY 2010 performance is less than FY 2009 levels, but still represents over \$7 billion in business volume.

Year	Target	Actual
FY 2008	Baseline	35.9%
FY 2009	Baseline	36.1%
FY 2010	36.0%	34.7%
FY 2011	36.0%	
FY 2012	36.0%	
FY 2013	36.0%	
FY 2014	36.0%	
FY 2015	36.0%	
FY 2016	36.0%	

Summary of Funding Table

(Dollars in thousands)

	FY 2010 Actual	FY 2011 Current	FY 2012 Budget
Allocated ASF Operating Expenses			
Customer Intimacy	\$ 146,597	\$ 169,840	\$ 171,258
Operational Excellence	72,694	85,566	84,404
Innovation	<u>48,181</u>	<u>55,545</u>	<u>55,735</u>
Sub-Total, Allocated ASF Operating Expenses	\$ 267,472	\$ 310,951	\$ 311,397
ASF Other Costs of Operations (not allocated)	1,647,072	1,776,083	1,816,792
ASF GSA Corporate Expenses (not allocated)	171,415	170,643	175,805
ASF Total Cost of Operations	\$ 2,085,959	\$ 2,257,677	\$ 2,303,994
Operating Expenses, Annual Appropriation	\$ 11,365	\$ 12,814	\$ 12,824
Operating Expenses, Reimbursable Funding	1,779	3,135	3,165
Transportation Audits Mandatory Appropriation	<u>9,990</u>	<u>12,710</u>	<u>12,828</u>
Sub-Total, Appropriations	\$ 23,134	\$ 28,659	\$ 28,817
Grand Total, ASF and Appropriations	\$ 2,109,093	\$ 2,286,336	\$ 2,332,811

Office of Citizen Services and Information Technologies

In FY 2010, GSA's Office of Citizen Services reorganized to become the Office of Citizen Services and Innovative Technologies (OCSIT). OCSIT provides citizen with information, services, and engagement with their government through an array of services via the Internet, phone, email, and print. OCSIT also identifies, tests, and deploys innovative technologies that allow Federal agencies to provide improved services and to facilitate an open, collaborative, and transparent government.

OCSIT has developed a strategic framework to align its priorities and resources to support GSA strategic goals of Innovation and Customer Intimacy:

- *OCSIT will drive greater transparency and openness in government through the adoption of agile technologies, processes and expertise for citizen engagement and collaboration built around innovative solutions that provide a more effective, sustainable, and transparent Government for the American people (aligns with Innovation).*
- *OCSIT will increase customer intimacy and satisfaction by creating indices that capture both the citizen and customer agency experience with OCSIT products and services. These indices will measure citizen engagement and collaboration with government along with customer agency feedback on OCSIT performance (aligns with Customer Intimacy).*

OCSIT reported three performance measures in the FY 2011 Congressional Justification. In FY 2010, OCSIT met or exceeded its target performance level for two of the measures. Highlights of OCSIT performance include:

- OCSIT achieved 181 million citizen interactions, or "touch points" in FY 2010. This includes Federal government information and consumer action print publications ordered from GSA, phone calls answered and e-mail inquiries received by GSA-operated contact centers, and web clicks on USA.gov and GobiernoUSA.gov, the web portal of the Federal government. Citizen touch points in FY 2010 exceeded the target by 33 percent.
- OCSIT increased attendance at its training events for web and contact center managers in FY 2010, registering 7,163 attendees. Training opportunities offered by OCSIT in FY 2010 increased by 40 percent compared FY 2009, largely because of new training in New and Social Media tools.

Strategic Alignment of Resources

The following tables show the alignment of OCSIT performance measures and resources to the Innovation and Customer Intimacy strategic goals. New and continuing performance goals and measures are discussed in greater detail following the tables. Measures that are discontinued for FY 2011 are reported at the end of this document.

Most OCSIT activities are financed by the Federal Citizen Services Fund (FCS). The FCS Fund is financed from annual appropriations that pay for the salaries and expenses of staff. Reimbursements from Federal agencies pay for the direct costs of services OCSIT provides on

their behalf. The FCS Fund also receives funding from user fees for publications ordered by the public, payments from private entities for services rendered, and gifts from the public.

OCSIT programs are also funded from a portion of the Electronic Government Fund and the Working Capital Fund. These amounts are not included in the tables below.

Innovation

(Dollars in thousands)

FY 2012 Performance Measure	FY 2010 Actual		FY 2011 Annualized CR Level		FY 2012 Request	
	Actual	Dollars	Target	Dollars	Target	Dollars
Number of engagement tools adopted by Federal agencies	97	\$ 1,348	121	\$ 1,355	152	\$ 2,258
Citizen Touchpoints	181 M	31,371	272 M	34,132	326 M	35,337
TOTAL, INNOVATION		\$ 32,719		\$ 35,487		\$ 37,594

Customer Intimacy

(Dollars in thousands)

FY 2012 Performance Measure	FY 2010 Actual		FY 2011 Annualized CR Level		FY 2012 Request	
	Actual	Dollars	Target	Dollars	Target	Dollars
Customer service training for web and contact center managers	7,163 students	\$ 1,023	8,954 students	\$ 1,028	11,192 students	\$ 2,339
TOTAL, CUSTOMER INTIMACY		\$ 1,023		\$ 1,028		\$ 2,339

Performance Goals, Measures, and Targets

INNOVATION

Performance Measure: Citizen Touchpoints

Measure Description: This measure estimates the level of citizen awareness and usage of all OCSIT information channels. It is measured by counting website visits, direct and assisted telephone contacts, emails processed, publications distributed, email letter mailings, and telephone and email responses conducted under USA Contact Task Orders.

Discussion of FY 2010 Performance: GSA exceeded the performance target for FY 2010. FY 2010 performance was driven largely by a 500% increase in citizen interactions using New Media tools. Subscriber e-mail contacts increased by 29.9%, and toll-free calls handled at the National Contact Center increased by 24% in FY 2010.

Year	Target	Actual
FY 2008	211M	214M
FY 2009	218M	245M
FY 2010	136M***	181M***
FY 2011	272M	
FY 2012	326M	
FY 2013	392M	
FY 2014	470M	
FY 2015	564M	
FY 2016	677M	

*** Beginning in October 2009, OCSIT transitioned to a more accurate method of tracking citizen touchpoints. The drop in touchpoints in FY 2010 compared to FY 2009 is attributable to this new method of tracking and not to an actual decline in performance. The new method of counting significantly reduces the amount of non-human activity reported.

Performance Measure: Number of engagement tools adopted by Federal agencies

Measure Description: This measure reports the number of citizen engagement events or activities conducted by Federal agencies using OCSIT tools, technology, or expertise. This measure includes dialogues conducted using tools on www.apps.gov NOW, challenges conducting using www.Challenge.gov, and usage of social media tools for which OCSIT has negotiated Terms of Service on behalf of the Federal government.

Discussion of FY 2010 Performance: GSA exceeded the FY 2010 target by 200%. OCSIT provided an online engagement tool (IdeaScale) that allowed 23 Federal agencies to post their Open Government Plans and solicit input from the public. Agencies used OCSIT tools to host five additional public dialogues, and created 20 blogs, eight wikis, three forums, and 36 challenges, where the public and government came together using www.Challenge.gov to work collaboratively to solve problems.

Year	Target	Actual
FY 2008	baseline	NA
FY 2009	baseline	NA
FY 2010	32	97
FY 2011	121	
FY 2012	152	
FY 2013	189	
FY 2014	237	
FY 2015	296	
FY 2016	370	

CUSTOMER INTIMACY

Performance Measure: Customer service training for web and contact center managers

Measure Description: This measure reports the number of training opportunities offered by OCSIT through classroom and on-line training, webinars, and training events. OCSIT offers practical training for government web and contact center managers to improve service to citizens.

Year	Target	Actual
FY 2008	1,750	2,540
FY 2009	2,500	5,128
FY 2010	2,750	7,163
FY 2011	8,954	
FY 2012	11,192	
FY 2013	13,990	
FY 2014	17,488	
FY 2015	21,860	
FY 2016	27,325	

Discussion of FY 2010 Performance: GSA exceeded the FY 2010 target for this measure, realizing 40% growth in the number of attendees over FY 2009. This growth was largely the result of expanded promotion of these practical and affordable training sessions, increased demand for training in web management and social media, and increased number of webinars offered by OCSIT in FY 2010.

Summary of Funding

(Dollars in thousands)

	FY 2010 Actual	FY 2011 Annualized CR Level	FY 2012 Request
Federal Citizen Services Fund, Appropriated	\$ 33,742	\$ 36,515	\$ 39,933
Federal Citizen Services Fund, Reimbursable	10,326	8,750	9,035
Total, Federal Citizen Services Fund	\$ 44,068	\$ 45,265	\$ 48,968

Office of Government-wide Policy

The Office of Government-wide Policy (OGP) develops administrative policies for the Federal government in multiple functional areas, including acquisition and Federal contracting policy and the Federal Acquisition Regulations; real and personal property asset management and the Federal Management Regulations; Federal high-performance green buildings; travel and transportation management and the Federal Travel Regulations; regulatory information; and the use of Federal advisory committees. OGP delivers the policy necessary to inform actions, drive change, and transform Government.

OGP has developed long-term goals that align with GSA strategic goals. OGP will use these goals to ensure that its programs and activities support the accomplishment of GSA's highest priorities.

- *OGP will foster innovative policy processes, practices, and technology to achieve performance results with a Zero Environmental Footprint (aligns with Innovation).*
- *OGP will strive to understand how its policies affect the accomplishment of agency missions in support of the Administration's goals (aligns with Customer Intimacy).*
- *OGP will help GSA to achieve a Zero Environmental Footprint within OGP's management and administration of people, processes and technology (aligns with Operational Excellence).*

OGP measures its performance using a portfolio methodology. Each OGP performance measure aggregates the performance of a "portfolio" of policy initiatives that represent OGP strategic priorities for a given year. The actual performance of each policy initiative is measured and compared to the targets for that year and the performance of all initiatives are combined and compared to portfolio-level targets.

The seven policy initiatives included in the FY 2010 portfolio are: Data.gov, the Electronic Capital Planning and Investment Control (eCPIC) system, the Regulatory Information Service Center, government-wide Real Property Performance Management, Aircraft Capital Asset Planning Tool, Federal Per Diem rates and policies, and the Federal Acquisition Institute.

Ten policy initiatives are included in the FY 2011 portfolio: Sustainable Travel, Mobile Work and Space Utilization, Sustainable Facilities Tool, Utilities Sub-metering Pilot, E-Waste Initiative, Petroleum Use in the Federal Fleet, System for Award Management, Product and Services Code Manual, Federal Acquisition Institute, and Federal Real Property Profile.

OGP reported four performance measures in the FY 2011 Congressional Justification. In FY 2010, OGP met or exceeded its target performance level for three of these measures.

Strategic Alignment of Resources

The following tables show the alignment of OGP performance measures and resources to GSA strategic goals of Customer Intimacy and Operational Excellence. New and continuing performance goals and measures are discussed in greater detail following the tables. Measures that are discontinued for FY 2011 are reported at the end of this document.

Most OGP activities are financed by the Government-wide Policy appropriation.

Customer Intimacy

(Dollars in thousands)

FY 2012 Performance Measure	FY 2010 Actual		FY 2011 Annualized CR Rate		FY 2012 Request	
	Actual	Dollars	Target	Dollars	Target	Dollars
Percentage of key policy stakeholders and agency users who rate OGP policy initiatives "effective"	77%	\$ 6,806	78%	\$ 6,844	78%	\$ 7,127
TOTAL, CUSTOMER INTIMACY		\$ 6,806		\$ 6,844		\$ 7,127

Operational Excellence

(Dollars in thousands)

FY 2012 Performance Measure	FY 2010 Actual		FY 2011 Annualized CR Rate		FY 2012 Request	
	Actual	Dollars	Target	Dollars	Target	Dollars
Extent to which OGP policy initiatives achieved improvement targets	99%	\$ 13,192	100%	\$ 13,264	100%	\$ 13,814
Percentage of OGP initiatives meeting their scheduled development milestones	86%	\$ 12,011	100%	\$ 12,076	100%	\$ 12,577
Percentage of OGP initiatives meeting cost targets	100%	\$ 6,854	100%	\$ 6,891	100%	\$ 7,177
TOTAL, OPERATIONAL EXCELLENCE		\$ 32,057		\$ 32,231		\$ 33,568

Performance Goals, Measures, and Targets

CUSTOMER INTIMACY

Performance Measure: Percentage of key policy stakeholders and agency users who rate OGP policy initiatives “effective”.

Measure Description: This measure calculates the percentage of survey respondents who rate specific OGP policy initiatives as “effective” or “very effective” on a five-point scale. Each year, OGP surveys key stakeholders and agency users of each policy initiative in the annual portfolio. (Portfolio policy initiatives change from year to year.) This measure helps to determine how well OGP is providing effective policies to impacted Federal agencies and groups.

Year	Target	Actual
FY 2008	60%	79%
FY 2009	63%	81%
FY 2010	66%	77%
FY 2011	78%	
FY 2012	78%	
FY 2013	80%	
FY 2014	80%	
FY 2015	80%	
FY 2016	80%	

Discussion of FY 2010 Performance: GSA exceeded the target for FY 2010. The FY 2010 OGP effectiveness rating aggregates the results of four independent surveys, measuring Data.gov, the Electronic Capital Planning and Investment Control (eCPIC) System, the Regulatory Information Service Center (RISC) and the Federal Acquisition Institute (FAI). The composite of these four surveys resulted in a score that is 11 percentage points higher than the FY 2010 target. The FY 2009 and FY 2010 effectiveness measure is based on a different set of initiatives and their related surveys. The slight decrease in the actual percentage result from year-to-year is because of this change, rather than to the decline of individual program performance.

OPERATIONAL EXCELLENCE

Performance Measure: Extent to which OGP policy initiatives achieved improvement targets.

Measure Description: This measure reports the performance of OGP policy initiatives against initiative-specific performance targets. Each initiative is assigned a quantifiable measure of performance and an annual target. Each initiative reports its progress as a simple percentage, $[\text{Actual} \div \text{Target}]$. This measure reports the average of these percentages for each year’s portfolio of measures.

Year	Target	Actual
FY 2008	88%	100%
FY 2009	92%	100%
FY 2010	96%	99%
FY 2011	100%	
FY 2012	100%	
FY 2013	100%	
FY 2014	100%	
FY 2015	100%	
FY 2016	100%	

Discussion of FY 2010 Performance: GSA met the FY 2010 target for this measure. Six of the seven portfolio initiatives met or exceeded their targets in FY 2010. One initiative, the Federal Acquisition Institute, did not meet its target, but conducted 99 of its planned 105 courses.

Performance Measure: Percentage of OGP initiatives meeting their scheduled development milestones

Measure Description: This measure reports the number of policy initiatives that completed their milestone plans on schedule as a percentage of the number of policy initiatives in the portfolio. Each fiscal year, OGP identifies five to ten key milestones for each initiative and assigns a target date to each milestone.

Discussion of FY 2010 Performance: GSA did not meet the FY 2010 target for this measure. OGP completed 47 of 51 targeted milestones across all portfolio initiatives. The aircraft capital asset planning tool initiative did not meet four milestones. OGP delayed this initiative to address concerns raised by impacted agencies. All milestones were completed by the end of FY 2010. OGP has instituted new project management procedures to ensure it meets future milestones.

Year	Target	Actual
FY 2008	88%	100%
FY 2009	92%	100%
FY 2010	96%	86%
FY 2011	100%	
FY 2012	100%	
FY 2013	100%	
FY 2014	100%	
FY 2015	100%	
FY 2016	100%	

Performance Measure: Percentage of OGP initiatives meeting cost targets

Measure Description: This measure reports the number of policy initiatives with actual costs less than or equal to their budgets as a percentage of the number of policy initiatives in the portfolio. (Portfolio policy initiatives change from year to year.)

Discussion of FY 2010 Performance: GSA met the FY 2010 target for this measure. None of the seven policy initiatives in the FY 2010 portfolio exceeded their planned budgets in FY 2010.

Year	Target	Actual
FY 2008	100%	100%
FY 2009	100%	100%
FY 2010	100%	100%
FY 2011	100%	
FY 2012	100%	
FY 2013	100%	
FY 2014	100%	
FY 2015	100%	
FY 2016	100%	

Summary of Funding

(Dollars in thousands)

	FY 2010 Actual	FY 2011 Annualized CR Level	FY 2012 Request
Government-wide policy activities (allocated)	\$ 38,863	\$ 39,075	\$ 40,695
Acquisition policy and other initiatives (not allocated)	20,480	20,592	64,445
Total, Government-wide Policy appropriation	\$ 59,343	\$ 59,667	\$ 105,140

Section 3 – GAO High Risk Areas

This section describes GSA plans to address relevant issues designated by the Government Accountability Office (GAO) as “high-risk”. Every two years, GAO provides Congress with an update on its high-risk program, which highlights major programs that are at high risk for fraud, waste, abuse, or mismanagement, or are in need of broad reform.

Status as a High-Risk Area

As of November 2009, there were 31 areas on GAO’s high-risk list, including “Managing Federal Real Property”, which is the only GAO high-risk area within GSA’s direct control. In its 2009 report GAO-09-801T, “Federal Real Property: An Update on High Risk Issues”, GAO recognized that Federal land-holding agencies had made progress towards addressing GAO concerns. GAO found that Executive agencies had disposed of over \$8 billion in excess real property since FY 2004, developed a comprehensive database of Federal real property assets and implemented GAO recommendations to improve data reliability, and established asset management plans, standardized data, and adopted performance measures.

However, GAO cautioned that not enough work had been done to address the core concerns that led to the original designation of this area as “high-risk” in FY 2003. GAO challenged the Administration and Federal agencies to maintain momentum towards resolving long-standing problems in real property management, including: over-reliance on leasing, unreliable data, excess and underutilized properties, repairs and maintenance backlog, and building security.

Agency Plans and Progress Toward Addressing High-Risk Areas

- *Over-reliance on costly leasing.*—GSA continuously searches for innovative means to address Federal agency space requirements through owned space. GSA is currently pursuing Federal construction for several projects originally planned as leases, including FBI consolidation projects in San Juan, PR and Miami, FL, and U.S. Courthouses in Bakersfield, CA, Billings, MT, Lancaster, PA and Yuma, AZ. In FY 2009, GSA received funding to purchase the Columbia Plaza Building in Washington, DC. GSA’s FY 2011 budget request included funding to exercise a purchase option on another leased building, the Internal Revenue Service Annex in Martinsburg, WV. GSA is currently redeveloping the former St. Elizabeths Hospital site in Washington, DC. Once complete, this campus will add 4.5 million gross square feet to GSA’s inventory of owned property and will consolidate components of the Department of Homeland Security out of as many as 50 leases across the DC metropolitan area. The agency official responsible for this high risk area is the Commissioner of the Public Buildings Service (PBS).
- *Unreliable real property data.*—The Federal Real Property Council (FRPC), with administrative support from GSA, developed the Federal Real Property Profile (FRPP) specifically to address GAO concerns with data availability and quality. GSA addressed data quality concerns by developing, in consultation with FRPC, a data dictionary to provide instructions to agencies on the reporting of 25 required data elements. GSA conducts annual reviews of FRPP data for quality assurance: GSA conducts a thorough review of FRPP reporting procedures and systems in 4-5 agencies per year, and provides those agencies with recommendations for improvements. GSA also conducts comprehensive

reviews of FRPP data on an annual basis, to identify inconsistencies and identify the root cause of any anomalies. The agency official responsible for this high risk area is the Associate Administrator for Government-wide Policy.

- *Excess and underutilized property.*—GSA aggressively identifies underutilized and excess properties and targets them for disposal. In FY 2010, GSA maintained utilization of its owned space to 95.8% percent, and achieved a utilization rate in leased space of 99.2%. GSA has maintained a leased space utilization rate of over 98.5% since FY 2002. GSA disposed of 188 properties from FY 2003 through FY 2010, removing over 9.4 million rentable square feet from the inventory. Since FY 2005, when GSA gained the authority to retain proceeds from sales, GSA disposal actions have returned almost \$227 million in receipts to the Federal Buildings Fund (FBF). The agency official responsible for this high risk area is the Commissioner of PBS.
- *Repairs and Alterations Backlog.*—GSA has made significant progress in reducing its reinvestment liability through targeted investments in buildings with a continuing need, and disposal of excess properties. In FY 2009, the Recovery Act provided GSA with \$4.5 billion to invest in repairs and alterations necessary to convert GSA facilities to high-performance green buildings. GSA has used Recovery Act funding and annual appropriations to complete 126 major repair and alteration projects in the past seven years. GSA currently has 43 major repair and alterations projects underway and an additional 260 buildings with on-going projects funded by the Recovery Act. GSA will continue to dedicate resources to improve Federal buildings and will make funding necessary repairs and alterations a priority in the budget request for the Federal Building Fund.

Between FY 2003 and FY 2010, GSA disposed of approximately 188 properties, removing almost \$459 million in repair needs. GSA recently disposed of several properties, including the L. Mendel Rivers Building in Charleston, SC, the Thaddeus J. Dulski Building in Buffalo, NY, and the Bethesda Federal Office Building in MD, which eliminated approximately \$380 million in repair and alterations needs. GSA has identified approximately 115 assets that are considered excess to the agency's needs, and has targeted them for disposal. Removing these assets from the portfolio will eliminate more than \$5 million in annual operating costs and \$45.8 million in foregone repairs and alterations. The agency official responsible for this high risk area is the Commissioner of PBS.

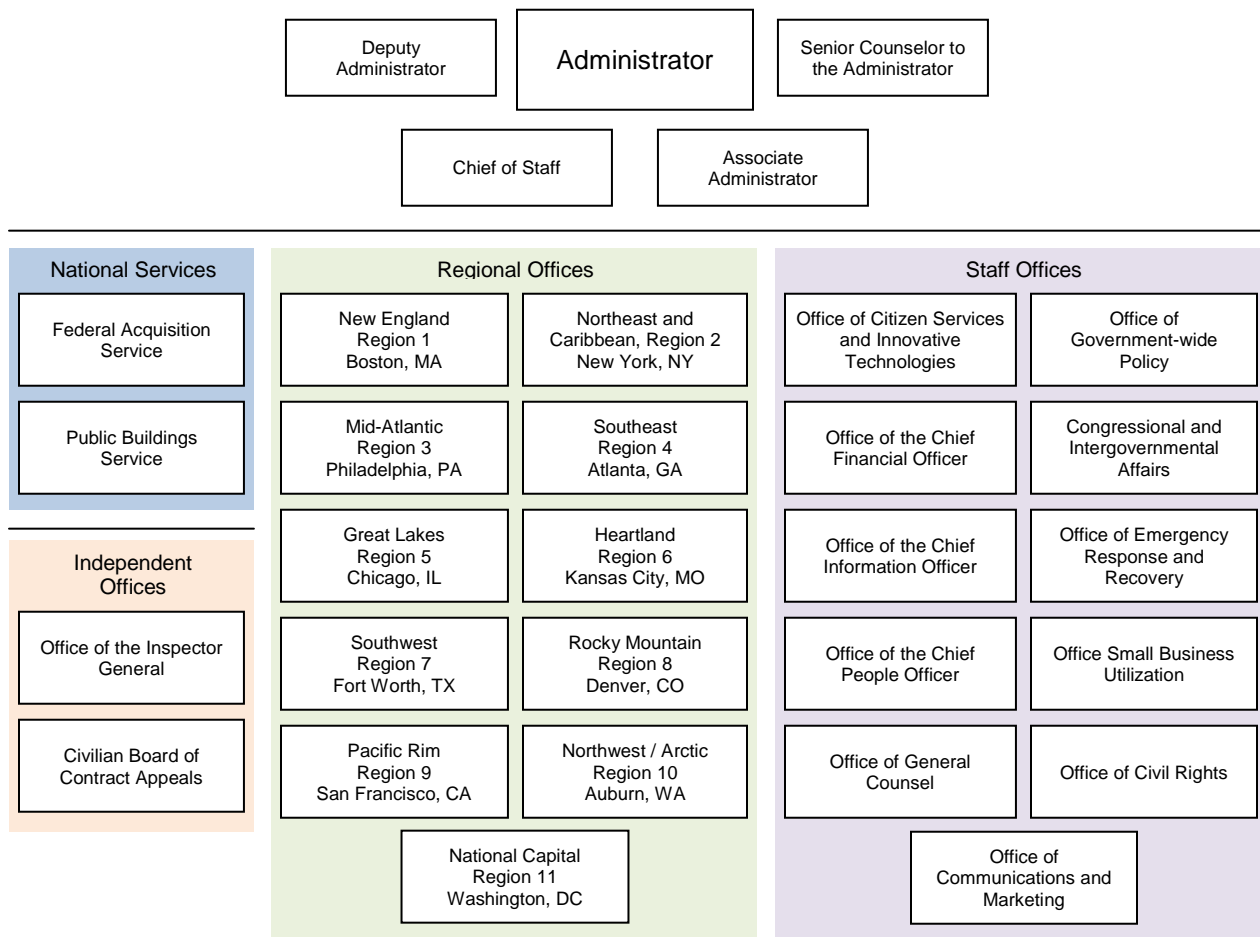
- *Building security challenges.*—GSA has no more important responsibility than safeguarding our roughly one million Federal tenants in a manner that reflects the responsibility of our Government to be open to the citizens it serves. GSA relies on the Department of Homeland Security's Federal Protective Service (FPS) to safeguard our facilities. GSA works closely with FPS to assess and support Federal facilities with a variety of uses and security requirements. GSA also participates on the Interagency Security Committee (ISC), to ensure that security standards meet the needs of GSA and our tenants.

Section 4 – End Notes and Tables

GSA's Organizational Structure

GSA delivers services to customer Federal agencies through 11 regional offices and the central office in Washington, D.C. GSA is composed of the Federal Acquisition Service (FAS), the Public Buildings Service (PBS), Office of Citizen Services and Innovative Technologies (OCSIT), the Office of Government-wide Policy (OGP), 10 staff offices that support the agency, the Office of Inspector General (OIG) and the Civilian Board of Contract Appeals (CBCA).

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ESTIMATED BUSINESS VOLUME reports the dollar value of all real and personal property products and services acquired by Federal customer agencies through GSA business lines or through procurement vehicles developed and managed by GSA. Estimated business volume exceeds revenues because it includes both the revenue and cost of goods sold through Multiple Award Schedules (MAS), Government-Wide Acquisition Contracts (GWACs), and direct-order / direct bill telecommunications services.

GSA Estimated Business Volume

(Dollars in Thousands)

Service or Staff Office	FY 2009		FY 2010		percent change
	revenue	est. volume	revenue	est. volume	
Federal Acquisition Service	\$9,887,508	\$51,948,340	\$9,991,972	\$53,545,797	3.1%
Public Buildings Service	\$9,994,965	\$9,994,965	\$10,423,331	\$10,423,331	4.3%
OCSIT	\$51,283	\$51,283	\$26,341	\$26,341	-48.6%
Other					
OE Reimbursables	\$2,504	\$2,504	\$3,597	\$3,597	43.7%
OGP Reimbursables	\$17,091	\$17,091	\$17,061	\$17,061	-0.2%
GSA Total	\$19,953,351	\$62,014,183	\$20,462,302	\$64,016,127	3.2%

1. FAS estimated business volumes includes the face value of contracts awarded through FAS contract vehicles that do not flow through the Acquisition Services Fund, including Multiple Award Schedules and direct-order / direct-bill telecommunications contracts.
2. PBS revenues include revenues collected from Indefinite Authority and Reimbursable Work Agreements.
3. Office of Citizen Services and Innovative Technologies (OCSIT) revenues are from task orders issued on OCSIT contracts.
4. "Other" revenues are the total of reimbursable collections in GSA operating appropriations.

TOTAL ESTIMATED BUSINESS VOLUMES AS A PERCENTAGE OF FEDERAL PROCUREMENT DOLLARS is based on estimated GSA business volume of \$ 64.0 billion in FY 2010, which is 13.9% of the \$445.15 billion total contracting dollars reported by Federal agencies in the Federal Procurement Data System – Next Generation (FPDS-NG).

CUSTOMER SATISFACTION reports the aggregate of key customer satisfaction measures used across GSA. Individual program satisfaction ratings are weighted by annual program revenue. This measure includes customer satisfaction surveys conducted by FAS business lines, PBS leased and owned tenant satisfaction surveys and the Property Disposal Transaction Survey, and the percentage of key policy stakeholders and agency users who rate OGP policy initiatives “effective” or higher.

GSA Customer Satisfaction

(Dollars in Thousands)

Service or Staff Office Business Line / Measure				FY 2009		FY 2010	
	FY 2009 Actual	FY 2010 Target	FY 2010 Actual	revenue / budget auth	weighting factor	revenue / budget auth	weighting factor
Federal Acquisition Service							
ITS Index Score	69.5%	70.8%	71.7%	\$1,463,912	7.9%	\$1,479,185	7.7%
AAS Index Score	71.0%	72.0%	71.9%	3,808,390	20.6%	3,948,631	20.6%
GSS Index Score	76.7%	77.8%	76.6%	1,651,961	8.9%	1,865,457	9.7%
TMVCS Index Score	77.3%	77.2%	77.6%	2,954,634	16.0%	2,714,527	14.2%
TMVCS - SmartPay Conference	92.3%	92.5%	94.7%	8,612	0.0%	8,400	0.0%
Public Buildings Service							
Leased Space - Satisfaction	79.0%	80.0%	79.0%	\$2,584,299	14.0%	\$2,748,519	14.4%
Leased Space - When needed	83.0%	90.0%	77.0%	2,584,299	14.0%	2,748,519	14.4%
Owned Space	84.4%	80.0%	81.4%	3,345,128	18.1%	3,560,667	18.6%
Property Disposal	97.0%	95.0%	100.0%	17,887	0.1%	18,884	0.1%
Office of Governmentwide Policy							
Policies rated "effective"	81.0%	66.0%	77.0%	\$54,578	0.3%	\$59,665	0.3%
GSA Weighted Average	77.7%	78.4%	76.7%		100.0%		100.0%

1. FAS and PBS revenues (other than PBS Property Disposal) are adjusted to provide equivalent weights for customer satisfaction measures. Data reported does not represent actual FAS or PBS revenues in either year. Official revenue data can be found in GSA’s FY 2010 Annual Financial Report, at link: [www.gsa.gov/annual report](http://www.gsa.gov/annual%20report).
2. PBS weighting factors for property disposal are based on total funds obligated by the program in the Operating Expenses appropriation, including annual appropriations, no-year appropriations, and reimbursable obligations in each year.
3. OGP weighting factors are based on appropriations to the Office of Government-wide Policy in each year.

DELIVERY OF AGENCY COMMITMENTS reports GSA's FY 2010 performance against the 63 performance measures and targets reported in the FY 2011 Congressional Justification. Each measure is designated as "Met" (having met or exceeded the target for that year), "Not Met But Improved" (having not met the target for the current year, but demonstrating a quantifiable improvement over the prior year's performance), and "Not Met" (having not met the target for the current year and performing at a level at or below that of the prior year).

The following tables report actual performance levels for all FY 2010 measures. This list includes continuing measures and measures that will be discontinued in FY 2011. GSA will discontinue several measures in FY 2011, in favor of a smaller set of performance measures that serve as "leading indicators" of performance and deliver timely information on GSA's status and progress on key outcomes. Each discontinued measure includes an explanation of GSA removed it for future reporting. Continuing measures are identified in bold font.

Federal Acquisition Service

(Measures continuing in FY 2011 are identified in **bold font**)

FY 2010 Performance Measure	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Target	FY 2010 Actual	Met / Not Met	Explanation
Innovation							
Percentage of IT Acquisition Center and Government-Wide Acquisition Contracts (GWAC) total business volume attributed to small, small disadvantaged, women-owned, HUBZone, veteran-owned, and service-disabled veteran-owned businesses	39.3%	37.0%	39.4%	40.0%	37.6%	Not Met	Socio-economic business volume in the IT Acquisition Center is included in new measure "Percentage of Multiple Award Schedule business volume attributed to small businesses"
Percentage of Supply Operations business volume attributed to small, small disadvantaged, women-owned, HUBZone, veteran-owned, and service-disabled veteran-owned businesses	73.2%	75.8%	77.3%	80.1%	79.9%	Not Met, But Improved	This measure focuses on too low of a level of operations
Percentage of vouchers processed using ETS compared to the total population of the ETS market approximates the rate of full deployment	18.8%	33.6%	62.2%	63.4%	82.8%	Met	This measure will continue in FY 2011.
Customer Intimacy							
ITS external customer satisfaction index score with products and services on a scale of 0 to 100	72.5	67.9	69.5	70.8	71.7	Met	This measure has been combined into a single customer satisfaction measure
Estimated cost savings achieved by Information Technology Service (ITS) SmartBuy and Network Services programs, as compared to their respective price benchmarks	\$766M	\$803M	\$876M	\$848M	\$916M	Met	This measure will continue in FY 2011.
Assisted Acquisition Service (AAS) external customer satisfaction index score with products and services on a scale of 0 to 100	73.5	71.1	71.0	72.0	71.9	Not Met, But Improved	This measure has been combined into a single customer satisfaction measure
GSS external customer satisfaction index score with product and services on a scale of 0 to 100	76.0	76.4	76.7	77.8	76.6	Not Met	This measure has been combined into a single customer satisfaction measure
TMVCS external customer satisfaction index score with products and services on a scale of 0 to 100	75.7	75.6	77.3	77.2	77.6	Met	This measure has been combined into a single customer satisfaction measure

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FY 2010 Performance Measure	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Target	FY 2010 Actual	Met / Not Met	Explanation
Percentage of GSA SmartPay® Conference attendees that respond they are satisfied/very satisfied with the annual conference	91.4%	85.8%	92.3%	92.5%	94.7%	Met	This measure focuses on too low of a level of operations
Percentage savings off standard commercial Express and Ground Domestic Delivery Services (ExGDDS) rates	62.2%	68.2%	65.3%	62.8%	69.2%	Met	This measure focuses on too low of a level of operations
Operational Excellence							
Number of calendar days to process IT Acquisition Center offers	118.8	113.5	112.8	110.0	114.5	Not Met	This measure focuses on too low of a level of operations and is too inward-focused
ITS direct cost for all programs as a percentage of ITS gross margin	33.4%	30.5%	32.8%	35.0%	38.4%	Not Met	This measure has been combined into a single FAS-wide measure of direct costs as a percentage of gross margin
AAS direct costs for all programs as a percentage of AAS gross margin	73.0%	46.2%	41.2%	53.0%	42.2%	Met	This measure has been combined into a single FAS-wide measure of direct costs as a percentage of gross margin
Percentage of Global Supply mark-up on all products and services measures by general sales, less cost of goods and services (COGS) divided by COGS	31.8%	31.9%	29.2%	29.0%	27.0%	Met	Financial performance of the Global Supply program is reflected in new measure "FAS direct costs as a percentage of FAS gross margin"
Percentage of contract options that are exercised in a timely manner for the full five-year period	N/A	28.6%	49.6%	50.0%	52.0%	Met	This measure focuses on too low of a level of operations
Number of calendar days to process contract modifications for Multiple Award Schedule (MAS)	16.1	11.8	14.1	14.5	12.9	Met	This measure focuses on too low of a level of operations
Cycle time for full disposal process in the Personal Property Management (PPM) program	49.4	52.1	55.6	51.0	61.6	Not Met	This measure focuses on too low of a level of operations
GSS direct cost for all programs as a percentage of GSS gross margin	35.0%	34.1%	34.6%	34.5%	34.7%	Not Met	This measure has been combined into a single FAS-wide measure of direct costs as a percentage of gross margin
Percentage discount from manufacturer's invoice price	32.0%	29.0%	26.4%	26.6%	29.7%	Met	This measure focuses on too low of a level of operations
Percentage that GSA Fleet leasing rates are below commercial rates on the GSA Vehicle Leasing Schedule	42.38%	40.90%	48.83%	30.00%	49.90%	Met	This measure focuses on too low of a level of operations
Travel, Motor Vehicles and Card Services (TMVCS) direct cost for all programs as a percentage of TMVCS gross margin	7.6%	6.6%	7.3%	7.4%	7.6%	Not Met	This measure has been combined into a single FAS-wide measure of direct costs as a percentage of gross margin
Percent of transportation audit claims processed within 120 days	75.4%	86.9%	99.5%	92.0%	95.8%	Met	This measure focuses on too low of a level of operations

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Public Buildings Service

(Measures continuing in FY 2011 are identified in **bold font**)

FY 2010 Performance Measure	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Target	FY 2010 Actual	Met / Not Met	Explanation
Innovation							
Percent of new construction program that is registered for LEED certification	100%	100%	80%	100%	100%	Met	This measure will be 100% in the future
Percent reduction in energy consumption from the FY 2003 baseline (as measured in Btu/GSF)	-8.3%	-9.7%	-14.3%	-15.0%	-15.8%	Met	This measure has been replaced by the new measure "Total mmBTU purchased directly by GSA"
Customer Intimacy							
Construction projects on schedule	78.8%	80.4%	88.4%	90.0%	84.6%	Not Met	This measure will continue in FY 2011.
Customer satisfaction with leased space	78.4%	78.0%	79.0%	80.0%	79.0%	Not Met	This measure will continue in FY 2011.
Percent of customers surveyed who report they received their leased space when they needed it	82.0%	76.0%	83.0%	90.0%	77.0%	Not Met	Timeliness is a critical component of customer satisfaction in leasing, which is already being measured
Customer satisfaction with government-owned space	78.3%	81.0%	84.4%	80.0%	81.4%	Met	This measure will continue in FY 2011.
Percent of disposal transactions that "exceed" or "greatly exceed" customer expectations	99.0%	95.0%	97.0%	95.0%	100%	Met	Customer satisfaction is highly correlated with timeliness in disposal, which is already being measured
Operational Excellence							
Percent of existing lease inventory reviewed for beneficial opportunities	100%	100%	100%	100%	100%	Met	GSA has consistently performed at 100% in the past and targets will continue at that level
Percent of vacant space in leased inventory	1.1%	1.3%	1.1%	≤1.5%	0.8%	Met	This measure has been replaced by a single vacancy rate for owned and leased space
Percent of leased revenue available after administering the leasing program	0.0%	-0.9%	-2.1%	0%-2%	-1.4%	Not Met, But Improved	This measure will continue in FY 2011.
Cost of leased space relative to industry market rates	-10.6%	-9.4%	-9.7%	-7.5%	-9.7%	Met	This measure will continue in FY 2011.
Percent of government-owned assets achieving a ROE of at least 6%.	78.0%	80.5%	74.9%	78.0%	78.4%	Met	This measure will continue in FY 2011.
Percent of government-owned assets achieving a positive FFO	87.5%	87.3%	87.0%	86.0%	86.0%	Met	Financial performance of owned assets is already captured in the measure "Percent of government-owned assets achieving an ROE of at least 6%"
Percentage of vacant space in the government-owned inventory	5.6%	4.7%	4.2%	≤5%	4.2%	Met	This measure has been replaced by a single vacancy rate for owned and leased space
Percent within the private sector benchmarks for cleaning and maintaining office and similarly serviced space	4.0%	0.6%	0.9%	+/- 5%	-2.6%	Met	This measure will continue in FY 2011.
Percentage of public sale properties awarded within 140 days	97.4%	81.5%	97.2%	90.0%	98.6%	Met	This measure has been replaced with a measure of public sales properties awarded within 135 days.
Percent of non-competitive sales and donations property awarded within 220 days	88.5%	86.1%	97.1%	90.0%	94.0%	Met	This measure will continue in FY 2011.
Cost of public sales as a percentage of sales proceeds	0.53%	1.53%	4.83%	1.08%	2.82%	Not Met, But Improved	Because the cost of public sales is fixed, this measure depends on the type of properties made available for public sale, which is beyond GSA's control

Office of Citizen Services and Innovative Technologies
 (Measures continuing in FY 2011 are identified in **bold font**)

FY 2010 Performance Measure	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Target	FY 2010 Actual	Met / Not Met	Explanation
Innovation							
Citizen Touchpoints	222M	214M	245M	136M	181M	Met	This measure will continue in FY 2011.
Customer Intimacy							
USA Contact and Web Solutions task orders	3 new, 17 Total	6 new, 23 Total	5 new, 28 Total	5 new, 33 Total	2 new, 33 Total	Not Met	Activity under this measure is captured in the Citizen Touchpoints measure above
Customer service training for web and contact center managers	3,400	2,540	5,128	2,750	7,163	Met	This measure will continue in FY 2011.

Office of Government-wide Policy
 (Measures continuing in FY 2011 are identified in **bold font**)

FY 2010 Performance Measure	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Target	FY 2010 Actual	Met / Not Met	Explanation
Customer Intimacy							
Percentage of key policy stakeholders and agency users who rate OGP policy initiatives "effective".	70%	79%	81%	66%	77%	Met	This measure will continue in FY 2011.
Operational Excellence							
Extent to which OGP policy initiatives achieved improvement targets	98%	100%	100%	96%	99%	Met	This measure will continue in FY 2011.
Percentage of OGP initiatives meeting their scheduled development milestones	100%	100%	100%	96%	86%	Not Met	This measure will continue in FY 2011.
Percentage of OGP initiatives meeting cost targets	86%	100%	100%	100%	100%	Met	This measure will continue in FY 2011.

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GSA C-Suite

(All C-Suite measures will be discontinued for external reporting in FY 2011)

FY 2010 Performance Measure	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Target	FY 2010 Actual	Met / Not Met	Explanation
Customer Intimacy							
Percentage of payroll customers rating GSA services as "very good" or "excellent"	98.0%	99.0%	98.0%	95.0%	99.5%	Met	This measure focuses on a very small customer segment
CFO financial management shared services rated "very good" or "excellent" on 95% of customer surveys	N/A	N/A	100%	95%	N/A	N/A	This measure focuses on a very small customer segment
Operational Excellence							
Financial systems modernization plan on target	On target	On target	On target	On target	On target	Met	GSA has consistently performed at "On Target" for this measure
Availability of the core financial applications at all times	N/A	100%	100%	98%	99.75%	Met	GSA has consistently performed at 100% on this measure
GSA receives a "clean" financial opinion with no material weaknesses and no more than one significant deficiency	No	No	No	Yes	No	Not Met	This measure focuses on too low of a level of operations and is too inward-focused
"Green" scores on all nine measures in the Department of the Treasury's Metric Tracking System	No	Yes	No	Yes	Yes	Met	This measure focuses on too low of a level of operations and is too inward-focused
Development and timely submission of GSA annual budget reflecting approved policies and performance analysis	Yes	Yes	Yes	Yes	Yes	Met	This measure focuses on too low of a level of operations and is too inward-focused
By October 1, transmit budgets to GM&A Staff and Regional Offices incorporating any changes or realignments requested by Offices	100%	100%	100%	100%	100%	Met	This measure focuses on too low of a level of operations and is too inward-focused
Current FMS graduates who have been retained with GSA for 2 or more years	N/A	68%	71%	60%	73%	Met	This measure focuses on too low of a level of operations and is too inward-focused
Completion of all corrective actions by the scheduled due date	N/A	100%	100%	100%	100%	Met	This measure focuses on too low of a level of operations and is too inward-focused
Average number of days from the time a vacancy announcement closes until a tentative job offer is made	29	32	27	45	NA	NA	This measure is superseded by or incorporated into the "end-to-end hiring model" measure
Total cost per FTE of Human Resources Information Technology	\$261	\$221	\$218	\$200	\$194	Met	This measure focuses on too low of a level of operations and is too inward-focused
Average number of days to process an investigation from receipt to submission to OPM	N/A	14	12	14	3.5	Met	This measure focuses on too low of a level of operations and is too inward-focused
Percentage of time the IT Network and key infrastructure servers are available (less scheduled down time)	99.8%	99.7%	99.9%	98.3%	99.9%	Met	GSA has consistently performed above 99% on this measure
Number of IT Technical Standards ("bricks") added or updated	N/A	10	4	21	22	Met	This measure focuses on too low of a level of operations and is too inward-focused
Percentage of GSA IT systems with certification and accreditation completed	N/A	100%	100%	100%	100%	Met	GSA has consistently performed at 100% on this measure

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U.S. General Services Administration
BENEFITS of ELECTRONIC GOVERNMENT

Fiscal Year 2012 Budget Request

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This section reports on the benefits realized and expected from Electronic Government (E-Gov) initiatives funded by GSA, either as the managing agency or through contributions to other agencies. This section is intended to comply with the reporting requirements established in section 737 of Public Law 110-161, the FY 2008 Consolidated Appropriations Act.

E-Gov initiatives are designed to make the Federal Government more efficient and cost-effective. E-Gov initiatives benefit multiple Federal agencies and are supported by the knowledge, experience and financial contributions of all benefiting agencies. The contributions of a particular Federal agency are typically characterized as “Managing Partner” or “Participating Partner”. Only one agency is selected to be the Managing Partner of an E-Gov initiative, and all other agencies involved in the initiative are considered Participating Partners. The Managing Partner coordinates a mutually agreed upon funding model and project plan with agency partners, then informs the Office of Management and Budget (OMB) of the budgetary requirements and agency milestones required to implement the plan.

Funding for each E-Gov initiative is reported as either *agency contributions* or *agency service fees*. Agency contributions (including in-kind contributions) are the total value of cash and in-kind contributions provided. The value of in-kind contributions (including staff time, commodities, and equipment) are determined by the contributing agency. Service fees represent fees collected based on actual usage.

E-Gov initiatives provide the following benefits to Federal agencies, including GSA:

- Enhanced productivity as a result of improved information technology infrastructure, shared services, and automated processes;
- Improved productivity of Federal employees, leading to improved mission delivery by Federal agencies and higher performance levels for services provided by the Federal government;
- Cost savings from: (1) reducing the number of providers of duplicative or compatible administrative services across Federal agencies; and (2) aggregating purchases to leverage the buying power of the Federal government and obtain the lowest prices from industry; and
- Improved coordination and effectiveness government-wide as a result of enterprise-level standards for technology, common processes, and citizen-facing services.

GSA as Managing Partner

GSA is a Managing Partner for four E-Gov initiatives: (1) E-Government Travel Service (ETS), (2) Electronic Federal Asset Sales (eFAS), (3) the Integrated Acquisition Environment (IAE), and (4) USA Services.

Summary of GSA Contributions, GSA as Managing Partner
(Dollars in Thousands)

	FY 2010 Actual	FY 2011 Annualized CR level	FY 2012 Request
1. E-Government Travel Service (ETS)			
Acquisition Services Fund.....	\$ 521	\$ 0	\$ 0
Working Capital Fund	<u>654</u>	<u>619</u>	<u>622</u>
Subtotal, ETS.....	\$ 1,175	\$ 619	\$ 622
2. Electronic Federal Asset Sales (eFAS)			
Acquisition Services Fund.....	\$ 900	\$ 750	\$ 765
3. Integrated Acquisition Environment (IAE)			
Government-wide Policy	\$ 1,426	\$ 1,956	\$ 40,048
Working Capital Fund	<u>1,602</u>	<u>1,525</u>	<u>1,653</u>
Subtotal, IAE.....	\$ 3,028	\$ 3,481	\$ 41,701
4. USA Services			
Federal Citizen Services Fund.....	\$ 7,267	\$ 0	\$ 0
Total, GSA as Managing Partner.....	\$ 12,370	\$ 4,850	\$ 43,088

- Contributions from the GSA Working Capital Fund represent fee-for-service payments.
- Further information on initiatives for which GSA is a managing partner can be found at the following website which will contain updated Exhibit 300's (Capital Asset Plans and Business Case Summaries): <http://www.gsa.gov/exhibit300>.

E-Government Travel Service

The E-Government Travel Service (ETS) standardizes, automates, and consolidates the Federal government's travel process in a Web-centric service, covering all steps of a travel transaction, from authorization and reservations to travel claims and voucher reconciliation. It eliminates paper processes while leveraging administrative, financial and information technology best practices.

ETS is a fully integrated, end-to-end travel solution. ETS allows agencies to focus resources on mission achievement by reducing the time spent by travelers and managers in planning, arranging, authorizing, and approving travel, as well as reducing the effort to process post-travel reimbursement. Travelers also benefit from expedited reimbursement, a result of the increased efficiency of the ETS end-to-end electronic solution.

Additional savings are realized from the elimination of costly paper-based systems, the decommissioning of legacy travel systems and the reduction of agency overhead by consolidating the total number of travel contracts across the government.

Key benefits include:

- Increased cost savings associated with overall reduction in Travel Management Center (TMC) transaction service fees;
- Advantageous strategic source pricing through cross-government purchasing agreements;
- Improved business process functionality as a result of streamlined travel policies and processes;
- Enhanced security and privacy controls for the protection of government and personal data; and
- Significantly improves internal controls over the travel process particularly in high risk visibility areas such as first class and international travel.

Key accomplishments include:

- Eliminated over 250 disparate, paper-driven systems costing \$180 million annually;
- Increased online adoption from less than 5% in 2003 to over 70% in 2010, saving over \$13 million annually;
- Reduced traveler reimbursement cycle time from 28 days to 3 days; and
- Leveraging commercial technology to position the government for future technology such as cloud computing.

Summary of Spending, E-Government Travel Service
(Costs in Thousands)

	PY-1 and Earlier	PY2010	CY2011	BY 2012	Total
Planning					
Budgetary Resources	39,377				39,377
Outlays	39,377				39,377
Acquisition					
Budgetary Resources					
Outlays					
Operations & Maintenance					
Budgetary Resources	18,938	8,450	7,377	7,367	42,132
Outlays	18,938	8,450	7,377	7,367	42,132
Government FTE Costs (includes planning, acquisition, and operations & maintenance costs)					
Budgetary Resources	4,295	329	338	348	5,310
Outlays	4,295	329	338	348	5,310
TOTAL					
Budgetary Resources	\$ 62,610	\$ 8,779	\$ 7,715	\$ 7,715	\$ 86,819
<i>Outlays</i>	<i>62,610</i>	<i>8,779</i>	<i>7,715</i>	<i>7,715</i>	<i>86,819</i>

Note: GSA collects fee to fund the costs of the ETS initiative program management office. These costs include continued systems development and agency migration support, which provides comprehensive advisory and consulting services to assist customer agencies with change management, technical functionality, security, and training as they migrate to ETS. Program costs not covered by agency fees are absorbed within GSA's Acquisition Service Fund (ASF).

None of the costs reported on the following table of agency contributions – including GSA costs reported there – are included on the table above.

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E-Government Benefits

Summary of All Agency Contributions, E-Government Travel Service

(Costs in Thousands)

Partner Agency Name	FY 2010		FY 2011		FY 2012	
	Agency Contributions	Fee-for-Service	Agency Contributions	Fee-for-Service	Agency Contributions	Fee-for-Service
Agriculture		3,851		4,582		4,582
Commerce		22		22		22
Education		212		207		207
Energy		1,172		762		762
EPA		1,100		1,106		1,106
GSA		654		619		622
HHS		4,279		2,484		1,500
DHS	708	1,308	708	8,025		4,378
HUD		416		284		284
Interior		4,787		3,635		3,635
Justice		400	730	4,984	2,000	4,984
Labor		1,110		1,068		1,068
NARA		0		0		64
NASA		1,693		1,237		1,237
NSF		167		215		215
NRC		48		424		424
OMB		394		0		0
OPM		315		261		261
SBA	160	114	160	133		194
SSA		1,316		1,339		1,339
State	2,400	740	2,400	1,128		1,128
Transportation		3,085		3,855		3,855
Treasury		5,008		4,777		4,777
USAID	730	70		141		141
Veterans Affairs		3,107		2,644		2,644
TOTAL	\$ 3,998	\$ 35,368	\$ 3,998	\$ 43,931	\$ 2,000	\$ 39,429

Note: This table reports total cost to agencies, including internal costs for implementation and operation of ETS, and will not match the Summary of Spending table on the preceding page. Agency contributions report in-kind contributions that each agency, including GSA, is investing internally for implementation and integration of ETS. Likewise, the Fee-For-Service columns include the amount that each agency, including GSA, is projected to pay directly to their ETS vendor for travel services. None of these funds go to GSA.

Electronic Federal Asset Sales

Electronic Federal Asset Sales (eFAS) has improved the way the Federal government disposes of unneeded assets. The program consolidates multiple Sales Centers for both real and personal property under a single portal to make it easier for citizens to search and buy assets. As of July 2008, seven agencies had been selected to become Sales Centers for personal property: GSA, the Department of Agriculture, the Department of Justice (U.S. Marshals Service), the Department of Interior (Aviation Management Directorate), the Department of Treasury (Internal Revenue Service and Asset Forfeiture Division), and the Department of Defense. These Sales Centers serve as sales outlets that other Federal agencies will be required to use to dispose of surplus, forfeited, and exchange/sale personal property. The eFAS portal is located on the web at www.govsales.gov and links all participating Sales Centers to a central website.

Key benefits include:

- Providing Federal agencies with a standardized mechanism to sell government-owned property. A single portal allows agencies to reach a broader customer base and obtain greater exposure for their assets during disposal. Automating the disposal process has reduced cycle time, saving storage and transportation expenses; and
- Providing citizens with a single, user-friendly portal to search Federal assets. GovSales.gov reduces the number of websites and mouse “clicks” previously required for the public to search assets for sale by the Federal community, making it easier for citizens to find government asset sales.

Key accomplishments include:

- Restructured marketing strategies for the general public; and
- Investigating moving GovSales.gov to a cloud computing environment.

Summary of Spending, Electronic Federal Asset Sales

(Costs in Thousands)

	PY-1 and Earlier	PY 2010	CY 2011	BY 2012	Total
Planning					
Budgetary Resources	12,789				12,789
Outlays	12,789				12,789
Acquisition					
Budgetary Resources	1,797				1,797
Outlays	1,797				1,797
Operations & Maintenance					
Budgetary Resources	9,673	703	617	624	11,617
Outlays	9,673	703	617	624	11,617
Government FTE Costs (includes planning, acquisition, and operations & maintenance costs)					
Budgetary Resources	944	197	133	141	1,415
Outlays	944	197	133	141	1,415
TOTAL					
Budgetary Resources	\$ 25,203	\$ 900	\$ 750	\$ 765	\$ 27,618
<i>Outlays</i>	<i>25,203</i>	<i>900</i>	<i>750</i>	<i>765</i>	<i>27,618</i>

Summary of All Agency Contributions, Electronic Federal Asset Sales

(Costs in Thousands)

Partner Agency Name	FY 2010		FY 2011		FY 2012	
	Agency Contributions	Fee-for-Service	Agency Contributions	Fee-for-Service	Agency Contributions	Fee-for-Service
GSA	900		750		765	
TOTAL	\$ 900	\$ 0	\$ 750	\$ 0	\$ 765	\$ 0

Note: The Summary of Spending and Summary of Contributions tables report the costs of government-wide program management and do not include the cost of Sales Center operations.

Integrated Acquisition Environment

The Integrated Acquisition Environment (IAE) offers a portfolio of acquisition services which facilitate all phases of the Federal acquisition lifecycle. IAE is a set of eight separate systems: the Central Contractor Registry (CCR), the Excluded Parties List System (EPLS), the electronic Subcontracting Reporting System (eSRS), Federal Business Opportunities (FBO), the Federal Procurement Data System (FPDS), the On-Line Representation and Certifications Application (ORCA), Past Performance Information Retrieval System (PPIRS), and Wage Determinations On-Line (WDOL). Together, these systems provide unified acquisition support services to all Federal procurements.

IAE provides standardized and automated support services that facilitate each step of the procurement process: market research, ordering, solicitation, evaluation, contract award, and contract administration. IAE replaced paper-based processes and stand-alone information systems to eliminate duplication of effort, establish common data standards, and ensure sufficient investment in government-wide acquisition processes and systems.

GSA is working with the Office of Management and Budget (OMB) to implement a strategy to aggregate IAE business services and data onto a single, integrated procurement platform. The functions performed by current IAE applications will be migrated to consolidated architecture, concepts, and technology. The next generation of IAE services will consolidate and share services currently duplicated in each application, such as authentication, help desk, hosting, and web services. Contracting personnel will be able to access IAE data from within their agency contract writing systems, and each agency will have one acquisition system that allows them to create new solicitations, review solicitations and review references. These and other advances in acquisition service delivery will reduce the administrative costs of Federal contracting, will increase competition by making it easier for vendors to do business with the government, and increase transparency by improving the speed, volume, and quality of Federal procurement data that is available to the public.

Key benefits include:

- Increasing transparency through data sharing to enable better decisions in procurement, logistics, payment, and performance assessment;
- Creating a simpler, common, integrated business process for buyers and sellers that promotes competition, transparency and integrity; and
- Modernizing acquisition tools to leverage investment costs for business related processes.

Key accomplishments include:

- Helping agencies meet the requirements of the Federal Funding Accountability and Transparency Act (FFATA) by making Federal contracting data available to the public, through www.USASpending.gov; and
- Providing vendors looking for contracting opportunities with consolidated postings of Federal procurement opportunities and recordings of Federal procurement transactions.

U.S. General Services Administration
E-Government Benefits

Summary of Spending, Integrated Acquisition Environment

(Costs in Thousands)

	PY-1 and Earlier	PY 2010	CY 2011	BY 2012	Total
Planning					
Budgetary Resources	18,371	10,972	13,784	15,454	58,581
Outlays	18,371	16,001	15,000	15,000	64,372
Acquisition					
Budgetary Resources	1,622				1,622
Outlays	1,622				1,622
Operations & Maintenance					
Budgetary Resources	296,147	48,856	35,381	70,673	451,057
Outlays	296,147	47,363	34,165	71,127	448,803
Government FTE Costs (includes planning, acquisition, and operations & maintenance costs)					
Budgetary Resources	22,378	5,174	5,322	2,774	35,648
Outlays					
TOTAL					
Budgetary Resources	\$ 338,518	\$ 65,002	\$ 54,487	\$ 88,901	\$ 546,908
<i>Outlays</i>	<i>316,140</i>	<i>63,364</i>	<i>49,165</i>	<i>86,127</i>	<i>514,797</i>

Summary of All Agency Contributions, Integrated Acquisition Environment
(Costs in Thousands)

Partner Agency Name	FY 2010		FY 2011		FY 2012	
	Agency Contributions	Fee-for-Service	Agency Contributions	Fee-for-Service	Agency Contributions	Fee-for-Service
Agriculture		1,688		1,955		1,883
Commerce		387		396		430
Defense		26,349	0	27,322		29,373
Education		250		247		742
Energy		2,283		2,209		2,583
EPA		212		204		223
GSA	1,426	1,602	1,956	1,525	40,048	1,653
HHS		2,288		2,020		3,594
DHS		1,855		1,912		1,787
HUD		321		334		818
Interior		557		503		511
Justice		986		826		953
Labor		267		242		241
NASA		1,285		1,927		1,811
NARA		13		13		0
NSF		106		108		108
NRC		8		7		8
OPM		31		127		92
SBA	538	2,209	164	2,289		226
SSA		50		53		107
State		816		763		874
Transportation		554		663		680
Treasury		497		485		474
USAID		264		331		400
Veterans Affairs		1,782		1,923		1,780
TOTAL	\$ 1,964	\$ 46,660	\$ 2,120	\$ 48,383	\$ 40,048	\$ 51,351

USA Services

USA Services leverages a range of tools, including the Internet, e-mail, telephone and print publications, to make government more transparent, citizen-centric, and accessible to citizens. The mission of USA Services is to provide access points for citizens, businesses, other governments, and the media to easily obtain government information and services. USA Services also plays a leadership role and facilitates ongoing improvements in the methods used across government for citizen engagement. This program has been integrated into GSA operations and will not be reported separately after FY 2010.

Direct services to citizens include:

- A family of websites, including USA.gov and GobiernoUSA.gov, the official portal to the Federal Government, as well as pueblo.gsa.gov, kids.gov, consumeraction.gov, consumidor.gov, , citizenservice.gov, and webcontent.gov;
- National Contact Center, 1 (800) FED INFO;
- Pueblo, CO publication distribution center; and
- E-mail and Web 2.0 technologies such as web chat and GovGab.gov blog.

Key benefits include:

- Providing agencies with fast, efficient, and economical contract vehicles for multi-channel contact center services, USA Contact;
- Conducting citizen research and focus groups to determine changes or new trends in expectations and preferred methods of communication with government;
- Managing an online resource center, HowTo.gov (which incorporates both www.CitizenServices.gov and www.webcontent.gov) which serves as a central location for all available information, best practices, tools, and other resources for creating, improving and measuring government citizen services activities; and
- Providing communities of interest, training, and knowledge sharing for government employees that promote improvements in citizen services through activities like: Web Manager University, Government Contact Center Council (G3C), Web Managers Advisory Council, and the Intergovernmental Solutions office E-Government collaboration and communication efforts with state, local and international governments.

Key accomplishments include:

- Provide direct services to citizens through easily accessible channels that deliver accurate, consistent, and timely government information such as USA Contact, Tier 1, Misdirects, and Frequently Asked Question (FAQ) on USA.gov and 1-800 FED-INFO. Collectively these programs saved the Federal Government over \$136 million from 2005 to 2010;
- Handled over 181 million citizen interactions (touch points) in FY 2010 while at the same time reducing the average cost per touch point;
- Provided critical web skills training through Web Manager University to 7,163 web and contact center managers in FY 2010; and
- Provide assistance and software tools to Federal agencies for estimating and analyzing the costs of creating and operating effective, efficient citizen contact centers and related citizen service activities.

Summary of Spending, USA Services
(Costs in Thousands)

	PY-1 and Earlier	PY 2010	CY 2011	BY 2012	Total
Planning					
Budgetary Resources					0
Outlays					0
Acquisition					
Budgetary Resources					0
Outlays					0
Operations & Maintenance					
Budgetary Resources	48,802	5,753			54,555
Outlays	48,802	5,753			54,555
Government FTE Costs (includes planning, acquisition, and operations & maintenance costs)					
Budgetary Resources	8,887	2,148			11,035
Outlays	8,887	2,148			11,035
TOTAL					
Budgetary Resources	\$ 57,689	\$ 7,901	\$ 0	\$ 0	\$ 65,590
<i>Outlays</i>	<i>57,689</i>	<i>7,901</i>	<i>0</i>	<i>0</i>	<i>65,590</i>

Summary of All Agency Contributions, USA Services
(Costs in Thousands)

Partner Agency Name	FY 2010		FY 2011		FY 2012	
	Agency Contributions	Fee-for-Service	Agency Contributions	Fee-for-Service	Agency Contributions	Fee-for-Service
FTC		15				
GSA	7,267	4				
DOI		92				
DOL		20				
DOS		504				
TOTAL	\$ 7,267	\$ 635	\$ 0	\$ 0	\$ 0	\$ 0

GSA as Participating Partner

GSA is a Participating Partner in seven E-Gov initiatives: (1) Budget Formulation and Execution Line of Business (BFE LoB), (2) E-Rulemaking, (3) Electronic Human Resources Interface, (4) Financial Management Line of Business (FM LoB), (5) Geospatial Line of Business, (6) Human Resources Management Line of Business (HR LoB), and (7) Recruitment One-Stop.

Summary of Contributions, GSA as Participating Partner

(Dollars in Thousands)

	FY 2010 Actual	FY 2011 Annualized CR level	FY 2012 Request
1. Budget Formulation and Execution Line of Business			
Working Capital Fund.....	\$ 105	\$ 105	\$ 105
2. E-Rulemaking			
Working Capital Fund.....	\$ 59	\$ 517	\$ 187
3. Enterprise Human Resources Integration			
Working Capital Fund.....	\$ 0	\$ 368	\$ 247
4. Financial Management Line of Business			
Working Capital Fund.....	\$ 44	\$ 44	\$ 44
5. Geospatial Line of Business			
Federal Buildings Fund.....	\$ 35	\$ 35	\$ 0
6. Human Resources Management Line of Business			
Working Capital Fund.....	\$ 65	\$ 65	\$ 65
7. Recruitment One-Stop			
Working Capital Fund.....	\$ 81	\$ 83	\$ 78
Total, GSA as Participating Partner.....	\$ 389	\$ 1,217	\$ 726

Budget Formulation and Execution Line of Business

The Budget Formulation and Execution Line of Business (BFE LoB) promotes information sharing across government agency budget offices and building a “community of practice.” The BFE LoB strives to find solutions that link budget formulation, execution, planning, performance, and financial information. Initiative goals include (1) improving the integration and standardized exchange of budget, planning, performance measurement, and financial management data and activities across government; and (2) enhancing capabilities for aligning program budgets, costs, and performance metrics.

E-Rulemaking

E-Rulemaking provides the public with a common, automated repository of Federal government policy and regulatory-related documentation at the *Regulations.gov* website. Dockets and rule-related materials are consolidated and centrally managed in a web-based environment, providing the public with one location for accessing public documents, and the opportunity to comment on these documents. GSA benefits from its participation in this effort in the form of cost savings and reduction of duplicative efforts. Partner agencies – including GSA -- are no longer operating individual online storage, retrieval, and public comment repositories because of the centralized systems and services provided through e-Rulemaking.

Enterprise Human Resources Integration

Enterprise Human Resources Integration (EHRI) data (HR, payroll, and training data elements) submissions allow OPM to maintain electronic records of the basic HR data available on all Federal employees. The EHRI initiative also includes digitizing all employee Official Personnel Files (eOPF) and implementing their electronic access. EHRI gives each employee on-line access to his or her personnel folder, offers HR specialists and managers timely and convenient access to HR data on employee, and eliminates the need for GSA to house the paper personnel files.

Financial Management Line of Business

The Financial Management Line of Business (FM LoB) improves the cost, quality, and performance of financial management services by leveraging shared services solutions and implementing other government-wide reforms that foster efficiencies in Federal financial operations. The FM LoB builds on the premise that all agencies will converge into common standard financial business processes and advances seamless integration and data exchanges with all other Lines of Business, as well as other service areas. The FM LoB emphasizes the development of common services through greater standardization and clearly defined business processes to drive Federal financial management towards business process improvements.

Geospatial Line of Business

The Geospatial Line of Business supports a coordinated approach to producing, maintaining, and using geospatial data within the Federal government. This approach will allow GSA to review and leverage existing geospatial data created by partner agencies, rather than initiating redundant and costly business-driven geospatial analysis within the agency. GSA has actively participated in geospatial data collection efforts and helped to establish a baseline for benchmarking and measuring geospatial costs and anticipated efficiencies.

Human Resources Management Line of Business

The Human Resources Management Line of Business (HR LoB) initiative allows agencies to realize economies of scale through a shared service provider concept. Shared service providers offer Federal employees and customer agencies state-of-the-art, timely, and cost-effective HR services. GSA payments to the HR LoB initiative help shape a government-wide solution and identify best practices and lessons learned that benefit all government agencies.

Recruitment One-Stop

GSA uses the Office of Personnel Management's USAJobs.gov portal as the public link to advertise vacancies at GSA. Use of this portal has simplified the process of locating and applying for Federal jobs. USAJobs delivers many benefits to potential job seekers including: improved job searching; providing clean, concise, understandable and appealing job announcements; a "create once" basic job resume that can be used to apply to multiple vacancies; a resume mining feature that allows fast, cost efficient candidate sourcing for Federal managers and human resources specialists; and on-line real-time application status tracking.