U.S. General Services Administration

ANNUAL PERFORMANCE REPORT AND PLAN

Fiscal Year 2014 Budget Request

CONTENTS

Section	1 - Agency and Mission Information	2
1.1	Organizational Overview and Structure	2
1.2	Mission and Vision	3
Section	2 – Cross-Agency Priority Goals	3
Section	3 – Strategic Goals and Objectives, and Agency Priority Goals.	3
3.1	Strategic Goals and Objectives	3
3.2	FY 2012-2013 Agency Priority Goals	5
Section	4 – Performance Goals and Indicators	9
4.1	Public Buildings Service	9
4.2	Federal Acquisition Service	.21
4.3	Office of Citizen Services and Innovative Technologies	.28
4.4	Office of Government-wide Policy	.31
Section	5 – Major Management Challenges	.34
5.1	Management Challenges	.34
5.2	GAO High-Risk List	.34
Section	6 – Other Information	.37
6.1	Management Reviews	.37
6.2	Evaluations and Research	.38
6.3	Verification and Validation of Performance Measurement Data	.39
6.4	Lower-Priority Program Activities	.39

This report combines the requirements of the Annual Performance Report and Annual Performance Plan.

Section 1 – Agency and Mission Information

1.1 Organizational Overview and Structure

GSA serves more than 60 federal agencies through 11 regional offices. GSA consists of 16 service and staff offices described below.

- Public Buildings Service: The Public Buildings Service (PBS) acquires space on behalf of the federal government through new construction and leasing and acts as a caretaker for federal properties across the country. PBS owns or leases 9,683 assets, maintains an inventory of more than 374.6 million square feet of workspace for 1.1 million federal employees, and preserves more than 481 historic properties. PBS must continue to provide high quality workspace, dispose of excess or unneeded federal properties, and promote the adoption of innovative workplace solutions and technologies. PBS will have do to so with the limited amount of resources available to it in the current fiscal climate, which means it will have to aggressively pursue innovative practices and cost reduction strategies while forming strong partnerships with its client agencies if it is to achieve its goals.
- Federal Acquisition Service: The Federal Acquisition Service (FAS) provides Federal agencies over 12 million different products and services, and over \$55 billion in information technology solutions and telecommunications services, assisted acquisition services, travel and transportation management solutions, motor vehicles and fleet services, and purchase cards provided annually. FAS manages over 210 thousand leased vehicles, more than 3 million charge cards, and provides personal property disposal services facilitating the reuse of \$1.1 billion in excess/surplus property.
- Office of Citizen Services and Innovative Technology: The Office of Citizen Services
 and Innovative Technologies (OCSIT) makes Federal government information and services
 more readily available to the public, and makes it easier for the public to conduct
 transactions with the Federal government. OCSIT also identifies, tests, and deploys
 innovative technologies for the government to provide shared, transparent and cost effective
 means to disseminate information and conduct business.
- Office of Government-wide Policy: The Office of Government-wide Policy (OGP) provides 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 for acquisition, telecommunications, information technology management, and related technology activities. OGP's Office of High-Performance Green Buildings provides leadership in sustainable acquisition, construction and management of Federal facilities and structures by advancing Federal sustainable building standards. OGP also manages the Federal Acquisition Institute, which manages the training and development of the civilian agency acquisition workforce.
- Staff Offices: The staff offices support the enterprise. They ensure GSA is prepared to meet the needs of customers, on a day-to-day basis and in crisis situations. GSA has two independent staff offices (the Office of the Inspector General, the Civilian Board of Contract Appeals), and ten GSA staff offices (the Office of Administrative Services, the Office of Congressional and Intergovernmental Affairs, the Office of the Chief Financial Officer, Office of the Chief Information Officer, Office of the Chief People Officer, Office of General Council,

Office of Emergency Response and Recovery, Office of the Chief Acquisition Officer, Office Communications and Marketing, and the Office of Small Business Utilization).

1.2 Mission and Vision

FY 2013 is a transitional year for GSA. During FY 2012 GSA took steps to define its future by conducting continuous top-to-bottom reviews, a strategic planning session and a Great Ideas Hunt. These initiatives generated many ideas to get the Agency to place greater focus on its core mission and strategic direction of promoting efficiency, driving savings for customer agencies, and delivering better value and service to the government. As a result of these initiatives, GSA updated its mission and vision statements to clarify its core purposes to serve government agencies and the American public.

Mission Statement

To deliver the best value real estate, acquisition and technology services to government and the American people.

Vision Statement

We provide the government with the services and resources it needs to accomplish its work as effectively and efficiently as possible.

Section 2 – Cross-Agency Priority Goals

Per the GPRA Modernization Act requirements to address Cross-Agency Priority (CAP) Goals in the agency strategic plan, the annual performance plan, and the annual performance report please refer to www.performance.gov for the agency's contributions to those goals and progress, where applicable. The General Services Administration currently contributes to the following CAP goals: Cybersecurity, Sustainability, Real Property, Improper Payments, Data Center Consolidation, Closing Skill Gaps and Strategic Sourcing.

Section 3 – Strategic Goals and Objectives, and Agency Priority Goals

3.1 Strategic Goals and Objectives

FY 2013 is a transitional year for GSA. During FY 2012, GSA took steps to define its future by conducting continuous top-to-bottom reviews, a strategic planning session and a Great Ideas Hunt. These initiatives generated many ideas to get the Agency to place greater focus on its core mission and strategic direction of promoting efficiency, driving savings for customer agencies, and delivering better value and service to the government and the public. As a result of these initiatives, the following goals and objectives for the FY 2014 strategic plan were developed:

Savings – GSA will strengthen its capabilities to leverage the purchasing power of the government to offer the most cost-effective solutions. Two areas of focus will be improving the federal utilization of space and increasing the usage of government-wide contracting solutions. GSA will continue to promote cost savings through the sustainable usage of space, travel, fleet, technology and resources. GSA will also continue to test new technologies, workplaces, and other solutions, and share the best practices with other agencies to generate savings.

Objective 1.1. Leverage the government's buying through government-wide contracting solutions to reduce costs.

Objective 1.2. Optimize the GSA real property inventory and improve the federal use of space.

Objective 1.3. Reduce water consumption and energy use of GSA-managed real property.

Objective 1.4. Reduce travel, fleet, building, and operational greenhouse gas emissions.

Objective 1.5. Enable government-wide operational excellence through analysis and policy-setting that drives efficiency, savings, and performance improvement.

Efficiency – GSA will improve internal operations by enhancing real property asset quality, and streamlining operations, processes, and technology delivery. GSA will improve data quality, transparency, and reporting.

- **Objective 2.1**. Increase the efficiency of GSA operations.
- **Objective 2.2**. Improve data quality and reporting.
- Objective 2.3. Improve real property asset quality and shorten disposal cycle times.

Service – GSA will deliver excellent customer service by making it easier to do business with GSA. GSA will strengthen communications, processes, and offerings. GSA will generate new ideas through collaboration with customers and industry. This goal will be achieved through a commitment to service, teamwork, problem-solving, and continual improvement.

- **Objective 3.1**. Increase customer loyalty and trust.
- **Objective 3.2**. Enhance relationships with our suppliers.
- **Objective 3.3**. Increase the use of GSA contracts and solutions.
- **Objective 3.4**. Increase support for small and disadvantage business.
- **Objective 3.5**. Create a high performing workforce.
- **Objective 3.6**. Increase citizen touch points through internet, phone, print, and social media.

GSA is managing to these three strategic goals and related objectives. As GSA continues to work through a strategic planning process during FY 2013, it will continue to refine all its goals and objectives, and foster dialogue among all parties invested in GSA's success.

During FY 2012, GSA managed to the following three legacy strategic goals and objectives:

Innovation

Objective 1.1. Reduce Water Consumption and Energy Use (PBS)

- **Objective 1.2**. Increase Use of Electronic Contracting (FAS)
- **Objective 1.3**. Increase Citizen Touch Points (Citizen Interactions) Through Internet, Phone, Print, and Social Media Channels (OCSIT)
- **Objective 1.4**. Advance Policy Innovation through Evidence-Based Guidance and Best Practices (OGP)
- **Objective 1.5**. Incorporate Climate Change Adaptation into Agency Planning (OGP)

Customer Intimacy

- **Objective 2.1**. Earn the Respect and Trust of PBS Customers (PBS)
- Objective 2.2. Increase Customer Loyalty (FAS)
- **Objective 2.3**. Provide Training Opportunities for Customer Service Representatives, Contact Center Managers, and government web and new media professionals (OCSIT)
- **Objective 2.4**. Provide Expertise, Leadership and Service to Customers through Sound Life-cycle Policy Analysis for Sustainability, Acquisition, Asset, Information and Transportation Management (OGP)

Operational Excellence

- Objective 3.1. Improve Federal Utilization of Space (PBS)
- **Objective 3.2**. Optimize the GSA Inventory (PBS)
- **Objective 3.3**. Create a High Performing Workforce (PBS)
- Objective 3.4. Enhance Quality of Acquisition Workforce (FAS)
- **Objective 3.5**. Enable Government-wide Operational Excellence through In-depth Policy Analysis that Drives Efficiency, Sustainability and Performance Improvement (OGP)
- **Objective 3.6**. Increase the Support for Small and Disadvantaged Business (Office of Small Business Utilization)

3.2 FY 2012-2013 Agency Priority Goals

In FY 2012, GSA established three, two-year agency performance goals: Greening the Supply Chain, Open Government and Transparency, and Excellence in Solutions Delivery. These goals identify short-term outcomes that are meaningful to the public and demonstrate progress toward achieving the GSA strategic goals. Each GSA agency performance goal aligned with a GSA strategic goal: Innovation was supported by the Environmental Sustainability goal, Customer Intimacy objectives were reported in the Open Government and Transparency goal, and success in Operational Excellence was measured, in part, by GSA performance against its goal of Excellence in Real Estate Solutions Delivery. GSA reports progress toward these goals on Performance.gov.

Agency Priority Goal: Increase the Sustainability of the Federal Supply Chain

By September 30, 2013, GSA will increase the availability of green products and service offerings by 10 percent, relative to its total inventory, and increase the sale of green product and service offerings to five percent of total business volume.

Federal agencies have statutory and executive order requirements to

- Purchase products with preferred environmental or energy attributes,
- Engage in electronics stewardship,
- Reduce use of toxic and hazardous chemicals,
- Increase the energy and water efficiency of Federal buildings,
- · Increase the energy efficiency of fleet vehicles, and
- Reduce greenhouse gas (GHG) emissions.

GSA, as an intermediary in the market, provides an avenue through which commercially available products and services can be delivered cost effectively to Federal agencies. In this role, GSA assists Federal agencies in meeting environmental sustainability purchasing requirements by identifying and increasing the availability of green products and services. GSA, through education and outreach, is able to influence federal green purchasing. Considering statutory and executive order requirements, GSA applied the following criteria to identify green products and services:

- **Green Products.** Includes products that assist agencies to meet environmental purchasing requirements, products with an environmental icon, or products which adhere to environmental standards or certifications.
- **Green Services.** Services that involve the use of green products, or promote environmental sustainability goals, or including energy or environmental services.

Increase Green Offerings. By September 30, 2013, GSA will increase the number of green product and service offerings available to Federal customers by 10 percent (from 558,109 green offerings in FY 2010 to an estimated 613,920 green offerings in FY 2013). GSA missed the FY 2012 target of 2.87 percent by 0.64 percent, with the availability decreasing to 2.23 percent of offerings. The number of offerings decreased from 532,570 offerings (out of a total of 21,464,247 offerings) as of June 30, 2012 to 504,915 offerings (out of a total of 22,671,857 offerings) as of September 30, 2012. This decrease in number of offerings is due to a decrease in the number of products with green icons offered by vendors.

Increasing Green Purchasing. By September 30, 2013, GSA will increase the purchasing of GSA green products and services to 5 percent of total business volume (from \$1.29 billion in FY 2010 to an estimated \$2.68 billion¹ in FY 2013). As of September 30, 2012, GSA exceeded its green purchasing target of 3.20 percent by 3.7 percent, with total green purchases at 6.90 percent of business volume. This increase is driven by new green services, including recycling and energy service, being added to the inventory and included in the percentage sales calculation.GSA, by raising awareness about tools such as the Green Products Compilation, will help agencies meet their sustainability goals and ultimately increase the sustainability of the Federal supply chain.

Agency Priority Goal: Open Government and Transparency

¹ Target numbers are calculated assuming the FY 2013 total number of offerings and total business volume remains at the FY 2010 level of 20.2 million offerings, and \$53.55 billion in business volume. Actual target will vary based on the total offerings, and total business volume realized in FY 2013.

By September 30, 2013, GSA will develop at least 10 new innovative, cost effective technology enabled solutions that improve government effectiveness, lead to government-wide cost savings and drive greater transparency and openness in government.

GSA's Office of Citizen Services and Innovative Technologies (OCSIT) develops new, innovative solutions for Federal agencies to better deliver their missions and enhance citizen engagement. Innovative solutions are new methods, tools, or platforms that solve a new or existing problem. By providing these shared government-wide solutions, OCSIT helps agencies save valuable resources, while improving operational efficiency. These solutions contribute to an open, citizen centric government. They enhance access to valuable government information and services by facilitating the exchange of ideas and knowledge between the government and the public.

During FY 2012, OCSIT launched five innovative solutions:

- Federal Risk and Authorization Management (FedRAMP) Program: The FedRAMP program provides Federal agencies a standardized approach to cloud security assessment, authorization and monitoring. By using the FedRAMP program, Federal agencies save money, time and staff resources that would be required if these services were independently conducted.
- 2. **Open Government Platform (OGPL):** OGPL provides an open source platform that developing nations, cities, and governments at any level can use to quickly launch their own open government platform. Using the OGPL lowers the cost of providing public access to government data and documents.
- 3. **BusinessUSA**: BusinessUSA provides a centralized, one-stop web-based platform to support the development and expansion of small and medium sized businesses, to facilitate exports and to grow jobs.
- 4. **Federal Infrastructure Projects Dashboard:** The dashboard provides the public and agencies with a central website for visibility of high priority infrastructure projects, including descriptions of the expedited processes and status information on permits, reviews and approvals.
- 5. Social Media Registry: The registry provides a central, authoritative registry of authentic government social media accounts, enabling the public to easily differentiate legitimate government social media accounts from those that are fraudulent.

During FY 2013, OCSIT will launch five innovative solutions:

1. American Job Center: This solution provides a single, streamlined website where job seekers and employers can access key federal programs and critical local resources to help people find a job, identify training programs, and gain skills in growing industries. It will connect Americans to online resources from across the federal government, nearly 3,000 brick-and-mortar American Job Centers, and hundreds of local training programs and job resources funded through federal grants.

- **2. Digital Analytics Program and Toolkit:** This solution provides federal agencies with best practices, guidance, training and a no-cost automated tool to measure effectiveness of and customer satisfaction of government websites. It will enable effective, consistent government-wide measurement and analysis of Federal website effectiveness in FY 13 for public-facing websites.
- **3. Data Center Consolidation Cost Estimation Application:** OCSIT will develop an open source application that will enable federal agencies across government to more accurate plan and estimate potential cost savings from data center consolidations and closures
- **4. MyGov:** This solution will provide a virtual environment that will enable citizens to much more easily and effectively access information and services across government, transforming the way they interact with government.
- **5. Forms:** This solution will make it easier for the public to find and use government forms from the internet.

Agency Priority Goal: Excellence in Real Estate Solutions Delivery

By September 30, 2013, the GSA will complete and begin implementation of Customer Portfolio Plans (CPPs) with nine agencies to identify opportunities and develop action plans to optimize their real estate portfolios by reducing space, improving utilization and leveraging market opportunities to reduce costs.

Federal agencies traditionally assess and make real-estate decisions on a decentralized, property-by-property, basis. Local decisions that look sound for remaining in current properties or moving to new properties may not take into account all considerations. Customer Portfolio Planning engages each agency to evaluate how they are using all of their workspace and to provide a holistic portfolio view of their current and future workspace priorities. These plans also provide an opportunity for GSA to recommend alternatives that take into account regional and national real estate market trends and changing workplace practices that promote better use of office, warehouse and other real-property. In some cases, agencies can share properties to drive down costs and improve workspace conditions.

GSA collaborated with client agencies to develop six Customer Portfolio Plans (CPP) as of September 30, 2012:

- Department of State: Completed initial CPP in September 2011
- Health and Human Services: Completed initial CPP in September 2011
- Social Security Administration: Completed initial CPP in September 2011
- Department of Commerce: Completed initial CPP in September 2012
- Security Exchange Commission: Completed initial CPP in September 2012
- Federal Emergency Management Administration: Completed initial CPP in September 2012

These agencies identified 59 opportunities for better space use and to reduce costs broken down by the following:

- 19 Leasing / Market Driven
- 15 Consolidation/Collocation opportunities
- 7 Workplace

18 Others (Sustainability, Operations, Capital, Disposal)

During FY 2013, GSA will:

- Identify three additional client agencies and secure their agreement to partner with GSA to develop CPPs;
- Collaborate with agencies to reassess current plans to ensure alignment with updated directives and policies to support the Administration's goals of reducing cost and more effective, efficient use of federal real property;
- Complete customer portfolio plans with three additional agencies for a combined total of 9 CPPs;
- Manage projects that have been approved for implementation and report achieved outcomes based on payback period;
- Build better functionality in our internal tools to enhance customer account and project
 management, portfolio analysis, business case development, project and lease tracking,
 and performance reporting and management. These improvements will allow GSA to track
 and report CPP opportunities, implementation progress, cost savings, square footage
 reductions, and sustainability improvements.

Section 4 – Performance Goals and Indicators

This section reports GSA's FY 2012 performance results against the performance goals and targets reported in the FY 2013 Congressional Justification. This section includes targets for FY 2013 through FY 2018. In addition, the following new indicators have been introduced into the FY 2014 APP:

- Reduction in Water Intensity (Gal/gsf)
- Reduction in Energy Intensity (BTU/gsf)
- Global supply blended mark-up
- Automotive selling price below invoice
- Federal Strategic Sourcing Initiative (FSSI) value

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 office of the Chief Financial Officer. Each organization's performance data supports at least one of the GSA strategic goals.

4.1 Public Buildings Service

In FY 2012, the Public Buildings Service (PBS) improved performance for four of 13 performance indicators. The two customer satisfaction results declined for FY 2012.

PBS Performance Goals and Indicators

Performance Indicator: Total water consumption in thousands of gallons

Indicator Definition: This measure reports total water purchased by GSA in each fiscal year. It excludes leased space where utility costs are included in the rent that GSA pays. Water utility bills frequently include adjustments to previously billed values requiring adjustments to previous data. Factors that contribute to inaccurate billing include utility metering problems as well as information on "reclaimed" water use which does not count as "potable" consumptions. Some of GSA's water bills are based on estimates and must be reconciled later.

Mission Support and Public Benefit: Responsible management of water usage in federal workspace lowers cost to American taxpayers and provides greater availability of domestic water resources for other purposes.

Progress through FY 2012:

Fiscal Year	Target	Actual
2008	3,091,740	2,824,077
2009	3,028,644	2,723,920
2010	2,965,547	3,208,404
2011	2,902,450	3,109,212
2012	2,839,353	2,954,658
2013	2,776,257	
2014	2,713,160	
2015	2,650,063	
2016	2,586,966	
2017	2,523,870	
2018	2,460,773	

FY 2012 Results: GSA did not make its target. Regional drought conditions and a large number of construction projects due to the ARRA effort increased our water consumption. Construction in general requires more water due to site clean-ups, equipment needs, as well as building and system commissioning and testing (i.e., continuous flushing of a heating and ventilating air conditioning system).

Performance Indicator: Reduction in Water Intensity (Gal/gsf)

Indicator Definition: Energy Legislation requires GSA to reduce water intensity as measured in gallons per gross square foot (gsf) by 2% per year over the baseline year of 2007. The inventory subject to this mandates is called "goal-subject" and in GSA's EUAS (Energy Usage Analysis System) is represented by categories A, C and I.

Mission Support and Public Benefit: Responsible management of water usage in federal workspace lowers cost to American taxpayers and provides greater availability of domestic water resources for other purposes.

Fiscal Year	Target	Actual
2007	baseline	15.255

2010	14.34	14.1
2011	14.03	13.2
2012	13.73	12.4
2013	13.42	
2014	13.12	
2015	12.81	
2016	12.51	
2017	12.20	
2018	11.90	

FY 2012 Results: In FY 2012, GSA reduced water usage in buildings subject to EO 13423 and EO 13514, which excludes construction projects and partially/unoccupied buildings, and reduction goals by 19.2 percent, exceeding the FY 2012 target of 10 percent. This equates to over 622 million gallons of water (equivalent to over 943 olympic-sized pools) reduced at a cost savings of approximately \$6.5 million.

Performance Indicator: Total energy purchased directly by GSA for GSA and its customer agencies in millions of British thermal units (mmBTU)

Indicator Definition: This measure reports the total energy purchased by GSA each fiscal year in owned and leased space where GSA makes payments directly to utility companies. It excludes leased space where utility costs are included in the rent that GSA pays. GSA collects energy consumption data from 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.

Mission Support and Public Benefit: Responsible management of energy usage in federal workspace lowers cost to American taxpayers, provides greater availability of domestic energy resources for other purposes, and contributes to better air quality.

Fiscal Year	Target	Actual
2008	baseline	18,688,182
2009	18,594,741	18,656,553
2010	18,501,300	18,882,598
2011	18,407,859	18,360,461
2012	18,314,418	18,168,949
2013	18,220,977	
2014	18,127,537	
2015	18,034,096	
2016	17,940,655	
2017	17,847,214	
2018	17,753,773	

FY 2012 Results: GSA met its performance target. A mild winter, the completion of many ARRA and other Energy projects along with additional on-site generation contributed to the success of this measure.

Performance Indicator: Reduction in Energy Intensity (BTU/gsf)

Indicator Definition: Energy Legislation requires GSA to reduce energy intensity as measured in BTUs per gross square foot (gsf) by 3% per year over the baseline year of 2003. The inventory subject to this mandates is called "goal-subject" and in GSA's EUAS (Energy Usage Analysis System) is represented by categories A, C and I

Mission Support and Public Benefit: Responsible management of energy usage in federal workspace lowers cost to American taxpayers, provides greater availability of domestic energy resources for other purposes, and contributes to better air quality.

Progress through FY 2012:

Fiscal Year	Target	Actual
2003	baseline	76,932
2010	65,392	64,804
2011	63,084	62,190
2012	60,776	58,100
2013	58,468	
2014	56,160	
2015	53,852	
2016	52,698	
2017	51,544	
2018	50,390	

FY 2012 Results: In FY 2012, GSA reduced energy usage per square foot by 24.5 percent from FY 2003 levels in its buildings that are subject to the Energy Independence and Security Act of 2007 (EISA 2007), ahead of its target of 21 percent. GSA is committed to reducing energy intensity in EISA 2007 subject buildings by 37.5 percent from FY 2003 levels by FY 2020. GSA would have spent an additional \$65.5 million on energy in FY 2012 if EUI was still at FY 2003 levels.

Performance Indicator: Percent of vacant space in the government-owned and leased inventory

Indicator Definition: This measure reports the total usable square feet either unoccupied, or committed to a customer but not yet occupied, as a percentage of total assignable square feet in the owned and leased workspace inventory. Space undergoing prospectus level renovations is excluded.

Mission Support and Public Benefit: Better utilization of federal workspace lowers the Federal government's operational cost.

Fiscal Year	Target	Actual
2006	4.4%	4.3%
2007	4.3%	3.3%
2008	3.2%	3.1%
2009	3.2%	2.6%
2010	3.2%	2.4%
2011	3.2%	3.4%
2012	3.2%	3.1%
2013	3.2%	
2014	3.2%	
2015	3.2%	
2016	3.2%	
2017	3.2%	
2018	3.2%	_

FY 2012 Results: GSA met its vacancy rate target for FY2012. GSA will continue its efforts to optimize the use of federal space while meeting the changing needs of client agencies and adhering to presidential mandates. As leased space is backfilled or released to the private sector, GSA is likely to experience some fluctuations in its vacant space performance.

Performance Indicator: Percent of leased revenue available after administering the leasing program

Indicator Definition: Leased Funds from Operations (FFO) is a measure of leased inventory revenue minus all expenses (excluding depreciation) associated with the inventory.

Mission Support and Public Benefit: Maintaining a leased FFO between zero and two percent of revenue ensures that the leasing program operates near a break-even basis and demonstrates that GSA can efficiently operate within its lease fee structure. Efficient delivery of leased workspace gives agencies greater flexibility in housing their workforce and operations when owned space is unavailable or does not meet an agency's needs. This contributes to lower overall rent and related operational costs. Cost savings can be applied to agencies' mission-critical programs and/or budget reductions.

Fiscal Year	Target	Actual
2006	0% - 2%	1.5%
2007	0% - 2%	0.0%
2008	0% - 2%	-0.9%
2009	0% - 2%	-2.1%
2010	0% - 2%	-1.4%
2011	0% - 2%	-0.3%
2012	0% - 2%	-0.3%
2013	0% - 2%	
2014	0% - 2%	
2015	0% - 2%	

2016	0% - 2%	
2017	0% - 2%	
2018	0% - 2%	

FY 2012 Results: GSA maintained a similar level of performance in FY 2012 as compared to FY 2011, yet still missed the target. The majority of buildings in the PBS lease portfolio at least breakeven while a relatively small number of buildings experience losses exceeding \$100,000. To improve results, PBS is developing improvement plans for the small number of buildings generating the highest losses in each region.

Performance Indicator: Cost of leased space relative to industry market rates

Indicator Definition: This measure compares GSA leasing costs to private sector benchmarks for equivalent space for leases that are at least 75 percent office space.

Mission Support and Public Benefit: Consistently paying lease rates at or below comparable market rates ensures that GSA acquires federal office space at best value for the taxpayer.

Progress through FY 2012:

Fiscal Year	Target	Actual
2006	-8.5%	-9.2%
2007	-8.8%	-10.6%
2008	-9.0%	-9.4%
2009	-9.3%	-9.7%
2010	-7.5%	-9.7%
2011	-8.5%	-12.9%
2012	-9.5%	-11.45%
2013	-9.5%	
2014	-9.5%	
2015	-9.5%	
2016	-9.5%	
2017	-9.5%	
2018	-9.5%	_

FY 2012 Results: GSA's negotiated leasing rates continue to outperform the private sector, as our negotiated leases average 11.45percent below market for FY 2012. GSA's data show continued improved performance in large metropolitan areas and larger leases. Performance in smaller markets and smaller leases continue to lag average performance in general. GSA had weaker results in the south and southeast parts of the country.

Performance Indicator: Percent of government-owned assets achieving a return on equity of at least six percent

Indicator Definition: Return on Equity (ROE) is the ratio of annual net operating income to the value of an asset, typically fair market value. Assets with an ROE of at least six percent fulfill the long-term needs of our customers and generate enough revenue to fund the asset's operations, repairs, and capital needs.

Mission Support and Public Benefit: Maintaining a viable, self-sustaining inventory of real properties provides federal agencies with optimum facilities at the best possible cost.

Progress through FY 2012:

Fiscal Year	Target	Actual
2006	baseline	76.4%
2007	74.0%	77.0%
2008	76.5%	80.5%
2009	74.9%	77.3%
2010	78.0%	78.4%
2011	78.6%	76.1%
2012	78.9%	71.8%
2013	78.9%	
2014	78.9%	
2015	78.9%	
2016	78.9%	
2017	78.9%	
2018	78.9%	

FY 2012 Results: With a national target of 78.9% in FY 2012, GSA fell short of achieving the Percent of Assets with ROE greater than 6percent measure by 7.1percent. Each year, GSA implements strategies to improve overall asset performance; however, the measure is directly connected to asset valuation. Asset values are contingent upon market appraisals, construction costs, or direct cap calculations. The rate of growth over the last five years for the fair market value of PBS assets has been 40.3 percent while the rate of growth for net operating income has been 16.5 percent. To impact NOI, PBS must continue to reduce direct expenses, make sure our rent appraisals accurately reflect market conditions, bill on time, and keep field office overhead as efficient as possible.

Performance Indicator: Percent within the private sector benchmarks for cost of cleaning and maintaining office and similarly serviced space

Indicator Definition: This measure compares GSA cleaning and maintenance costs for owned buildings to industry benchmark rates in the same geographic area. Benchmarks are provided by 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 mean cost per square foot for cleaning, maintenance, roads, and grounds. Medians are used for buildings smaller than 50,000 square feet and means are used for larger buildings.

Mission Support and Public Benefit: Ensures that customer federal agencies are paying competitive, market rates for building support services. Cost savings provide federal agencies the opportunity to reduce their budgets and collectively lower tax burden to the public

Fiscal Year	Target	Actual
-------------	--------	--------

2006	baseline	-0.6%
2007	baseline	4.0%
2008	+/- 5%	0.6%
2009	+/- 5%	0.9%
2010	+/- 5%	-2.6%
2011	+/- 5%	0.1%
2012	+/- 5%	3.7%
2013	+/- 5%	
2014	+/- 5%	
2015	+/- 5%	
2016	+/- 5%	
2017	+/- 5%	
2018	+/- 5%	

FY 2012 Results: GSA met its stated goal of being within +/- 5% of the private sector for FY 2012. All regions are continuing to focus on reducing custodial costs. Region 2 continues to excel in reducing their costs and have created a model format to implement in other regions to help improve their performance as well.

Performance Indicator: Percentage of public sale properties awarded within 135 days

Indicator Definition: 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, historical building reviews, or litigation. Award refers to the date the offer to purchase is completed by GSA and the purchaser.

Mission Support and Public Benefit: 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. Maintaining a viable, self-sustaining inventory of real properties ensures federal agencies have appropriate facilities at the best possible cost.

Fiscal Year	Target	Actual
2008	baseline	81.5%
2009	90%**	97.2%**
2010	90%	98.6%
2011	90%	100%
2012	90%	100%
2013	90%	
2014	90%	
2015	90%	
2016	90%	
2017	90%	
2018	90%	

^{**} denotes FY 2007 goal used 140 days, modified to 135 days starting in FY 2008

FY 2012 Results: GSA met its target for FY 2012. Improved standardization of the Invitation for Bid has streamlined the process for getting federal government property to the market. Aggressive marketing and the use of online auctions continue to attract buyers.

Performance Indicator: Percentage of non-competitive sales and donations awarded within 220 days

Indicator Definition: This measure reports the number of non-competitive sales and donations awarded within 220 days (minus hold times) as a percentage of total public sales. Hold time occurs when 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. Award refers to the date the offer to purchase is completed by GSA and the purchaser.

Mission Support and Public Benefit: 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. Maintaining a viable, self-sustaining inventory of real properties ensures that federal agencies have appropriate facilities at the best possible cost. Additionally the properties that are awarded via non-competitive sales and donations to state and local public bodies and non-profit organizations can contribute to a community's vitality by providing benefits such as expanded employment opportunities, housing for the homeless, establishment of educational centers, and parks and open space.

Progress through FY 2012:

Fiscal Year	Target	Actual
2006	baseline	80.9%
2007	baseline	88.5%
2008	90%	86.1%
2009	90%	97.1%
2010	90%	94.0%
2011	90%	95.4%
2012	90%	90.7%
2013	90%	
2014	90%	
2015	90%	
2016	90%	
2017	90%	
2018	90%	

FY 2012 Results: GSA met its target for FY 2012. Cycle time is managed through using project management techniques. Additionally, tasks are run parallel when applicable or appropriate (i.e., submitting a Checklist to HUD for suitability during the federal screening period) to expedite the process.

Performance Indicator: New construction projects on schedule

Indicator Definition: This measure reports the percentage of new construction projects completed on schedule, weighted by the value of work in place. The measure uses an earned value technique to assess construction project performance on all prospectus level projects. The metric compares the planned schedule of spending (work in place) with the actual value of work in place on the project.

Mission Support and Public Benefit: Delivering space when the customer needs it enables customers to carry out their mission with minimal distractions. GSA's efficient delivery of new facilities reduces the resource demands of client agencies that may translate to higher operational effectiveness and/or lower operational costs.

Progress through FY 2012:

Fiscal Year	Target	Actual
2006	86%	84.0%
2007	87%	78.8%
2008	88%	80.4%
2009	89%	88.4%
2010	90%	84.6%
2011	90%	83.4%
2012	90%	93.4%
2013	90%	
2014	90%	
2015	90%	
2016	90%	
2017	90%	
2018	90%	

FY 2012 Results: GSA exceeded its target for FY 2012 by delivering 93.4 percent of new construction projects on schedule (as weighted by work in place). GSA attributes this improvement to new processes in project and performance management. In project management, GSA improved processes associated with ePM (GSA's project management tool) to allow for streamlined data entry and enhanced project reporting. These improvements provide project managers with access to more current information to effectively manage their projects. In performance management, GSA established earned value tracking and reporting in ePM and improved communication of performance data to project managers. These enhancements provided project managers with timely information regarding project performance, identified areas of concern before they became issues, and allowed GSA to redirect attention to address projects with poor performance

Performance Indicator: Number of completed portfolio plans with top 20 customers

Indicator Definition: The GSA will complete a total of 12 real property portfolio plans by FY 2014. Each year's target represents the cumulative number of plans completed to date.

Mission Support and Public Benefit: Improved real property planning will reduce cost and lower environmental footprint, and help customer agencies focus their planning and management resources on mission-related operations and programs.

Progress through FY 2012:

Fiscal Year	Target	Actual
2011	3	3
2012	6	6**
2013	9	
2014	12	
2015	15	
2016	TBD	
2017	TBD	
2018	TBD	

^{**} Total is cumulative.

FY 2012 Results: The GSA is on target in meeting its annual progress goals. A total of six customer portfolio plans were completed as of the end of FY 2012. GSA and the participating agencies will track cost savings and other benefits as real property adjustments in accordance with the opportunities identified in the portfolio plans are implemented and maintained.

Performance Indicator: Customer satisfaction with government-owned space

Indicator Definition: This measure calculates the percentage of survey respondents who rate their overall satisfaction level with GSA service delivery as a "4" or "5" on a five-point scale. GSA surveys the occupants in one-third of eligible buildings each year, on a rotating basis.

Mission Support and Public Benefit: This measure assesses how well GSA is meeting occupant expectations concerning building management services, and helps ensure that federal employees occupy well managed workspace that supports their work productivity.

Progress through FY 2012:

Fiscal Year	Target	Actual
2006	73%	83%
2007	80%	78%
2008	80%	81%
2009	80%	84%
2010	80%	81%
2011	85%	79%
2012	85%	76%
2013	85%	
2014	85%	
2015	85%	
2016	85%	
2017	85%	
2018	85%	

FY 2012 Results: GSA surveyed tenants in 240 owned buildings in 2012. Overall satisfaction scores failed to meet the 2012 target. Federal workforce occupants' satisfaction with services in federally owned buildings continues to decrease. The following factors may be contributing to

this decline: GSA's decision to modernize buildings through the ARRA effort while tenants remain housed in the building, changes in survey and workplace practices, lower federal workforce job satisfaction in general as detailed by Gallup and OPM, and emphasis in completing the survey electronically. GSA continues to analyze the satisfaction survey data.

In 2012, GSA focused on increasing communications, engagements, and marketing efforts with tenants in the buildings to be surveyed. There was increased collaboration between regions and national office, not only in executing the survey and how it is communicated to the tenants, but also focusing on making tenant satisfaction a year-round effort

Regional survey contacts and property managers are documenting what efforts were done for the 2012 survey in each of their buildings; these will be the genesis for on-going planning for 2103.

Performance Indicator: Customer satisfaction with leased space

Indicator Definition: This measure calculates the percentage of survey respondents who rate their overall satisfaction level with GSA service delivery as a "4" or "5" on a five-point scale. PBS surveys the occupants in one-third of eligible buildings each year, on a rotating basis

Mission Support and Public Benefit: This measure assesses how well GSA contracted lessors (i.e., property owners/managers) are meeting federal workforce expectations concerning building management services and that federal employees occupy well managed workspace that supports their work productivity.

Progress through FY 2012:

Fiscal Year	Target	Actual
2006	72%	78%
2007	74%	78%
2008	76%	78%
2009	78%	79%
2010	80%	79%
2011	80%	74%
2012	80%	71%
2013	80%	
2014	80%	
2015	80%	
2016	80%	
2017	80%	
2018	80%	

FY 2012 Results: GSA surveyed tenants in 1,172 leased buildings in 2012. Overall satisfaction scores failed to meet the 2012 target of 80 percent. Federal workforce occupants' satisfaction with services in private sector leased buildings continues to decline. Several factors may be contributing to this decline: changes in survey and workplace practices, lower federal workforce job satisfaction in general as detailed by Gallup and OPM, and changes in survey methodology. GSA continues to analyze the satisfaction survey data.

In 2012, GSA focused on increasing communications, engagements, and marketing efforts with tenants in the buildings to be surveyed. There was increased collaboration between regions and national office, not only in executing the survey and how it is communicated to the tenants, but also focusing on making tenant satisfaction a year-round effort

Regional Survey contacts and property managers are documenting what efforts were done for the 2012 survey in each of their buildings; these will be the genesis for on-going planning for 2103.

4.2 Federal Acquisition Service

In FY 2012, the Federal Acquisition Service (FAS) improved the performance of six of eight performance indicators. FAS added three indicators – Automotive Selling Price Below Invoice, Federal Strategic Sourcing Initiative (FSSI) Business Volume, and Global Supply Blended Markup – to increase organizational focus on administrative cost reductions and savings to customers. FAS removed one indicator, Percentage of Travel Vouchers Processed through the Electronic Travel System, due to decreased value in tracking program deployment as the program matures.

Performance Goals and Indicators

Performance Indicator: Alternative Fuel Vehicles (AFVs) Purchased as Percentage of Total Motor Vehicles Purchased

Indicator Definition: This indicator reports the number of Alternative Fuel Vehicles divided by the total number of vehicles purchased. Alternative Fuel Vehicles run on special alternative fuels or meet the EPA's greenhouse gas scores. AFVs include electric vehicles, hybrid-electric vehicles, vehicles which operator using natural gas, or E-85 as fuel, and conventionally fueled low greenhouse gas emissions vehicles. Total motor vehicles purchased include orders made by GSA for its fleet customers and motor vehicles orders made by other Federal agencies.

Mission Support and Public Benefit: Increasing this indicator results in a Federal fleet with lower petroleum consumption, lower greenhouse gas emissions, and lower annual fuel costs for customer agencies.

Fiscal Year	Target	Actual
2006	baseline	31.1%
2007	baseline	39.6%
2008	baseline	44.4%
2009	baseline	51.6%
2010	52.6%	67.2%
2011	53.6%	80.3%
2012	80.0%	75.4%
2013	80.0%	
2014	80.0%	
2015	80.0%	
2016	80.0%	
2017	80.0%	

FY 2012 Results: In FY 2012, 37,786 (75.4 percent) of the 50,114 motor vehicles purchased were alternative fuel vehicles. Conventionally fueled vehicles cost less on average than AFVs. Gasoline sedans cost on average \$9,000 less than a hybrid sedans, and \$19,000 less than electric sedans. Agencies requested less expensive vehicles to conserve limited budgetary resources. To help ensure customers' requirements can be met by AFVs in FY 2013, GSA expanded the total number of Alternative Fuel Vehicle configurations available to customers by 78 percent from the FY 2012 level.

Performance Indicator: Percentage of Travel Vouchers Processed E-Gov Travel Service

Indicator Definition: This indicator measures the number of travel vouchers processed using ETS as a percentage of the total number of vouchers processed by the E-Gov Travel Service market.

Mission Support and Public Benefit: E-Gov Travel Service is a cloud based service used by more than 90 federal agencies for travel booking and expense management. This indicator measures tracks the deployment of the system across government. As deployment increases, agencies benefit from a common platform to consolidate online travel booking services and expense management platforms to increase efficiency, transparency, accountability and save taxpayer dollars.

Progress through FY 2012:

Fiscal Year	Target	Actual
2006	Baseline	6.7%
2007	Baseline	18.8%
2008	30.7%	33.6%
2009	51.2%	62.2%
2010	63.4%	82.8%
2011	73.5%	84.8%
2012	73.5%	83.9%
2013	73.5%	
2014	73.5%	
2015	73.5%	
2016	73.5%	
2017	73.5%	

FY 2012 Results: Despite decreased voucher production (year over year) from the majority of fully deployed agencies, FAS surpassed its target due to the greater than anticipated deployment of the system to two additional Federal agencies. The current version of E-Gov Travel Service, launched in 2002, has successfully saved the Federal government millions of dollars annually through reduces voucher processing costs. E-Gov Travel Service operating costs are fully recovered through transaction fees when 73.5 percent of the voucher population is processed using the system.

Performance Indicator: Multiple Award Schedule Small Businesses Percentage

Indicator Definition: This measure reports the percentage of Multiple Award Schedule

business volume that is attributed to small businesses each year by calculating the GSA Multiple Award Schedules total business volume attributed to small businesses and dividing by the total business volume.

Mission Support and Public Benefit: GSA advances the socioeconomic business goals of the Administration by providing channels through which customer Federal agencies can access the small business segment of the market. Meeting this goal provides taxpayers with the creativity, innovation and technical expertise that small businesses provide to agencies as federal contractors and provides opportunities for small businesses to create jobs and drive the economy forward.

Progress through FY 2012:

Fiscal Year	Target	Actual
2006	NA	37.6%
2007	NA	37.3%
2008	Baseline	35.9%
2009	Baseline	36.1%
2010	36.0%	34.7%
2011	36.0%	33.5%
2012	33.0%	34.0%
2013	33.0%	
2014	33.0%	
2015	33.0%	
2016	33.0%	
2017	33.0%	

FY 2012 Results: In FY 2012, FAS continued to support small businesses through vendor outreach and training, emphasizing subcontracting and teaming opportunities, enhancing the GSA small business website, and participating in national conferences aimed at helping small businesses. This training included over 12,000 Small Businesses attending a Pathway to Success webinar in FY 2012 that provided contractors a better understanding of the benefits and responsibilities of the Multiple Award Program, and helped improve participant's success as contractors on the Multiple Award Schedule.

Other factors contributing to meeting the target include the implementation of Section 1331 of the Small Business Jobs Act of 2010, which had a positive effect on the use of small businesses under the Schedules program, and the continuing impact of FAR Case 2011-024. The interim FAR rule allows contracting officers the discretion to set aside orders for small businesses.

Performance Indicator: FAS Direct Costs as a Percentage of Gross Margin

Indicator Definition: "Gross margin" refers to the revenues remaining after covering the purchase price to FAS for the product or service acquired. "Direct costs" are the costs to FAS directly associated with acquiring the product or service, excluding overhead. This indicator is calculated by calculating Direct Costs and dividing by Gross Margin.

Mission Support and Public Benefit: FAS Portfolios must recover all costs through fees charged to customers for goods and services provided. 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 indicator ensures drops in GSA fees due to gained efficiencies will result in lower, more competitive prices for the Federal government and ultimately lower costs to the public taxpayer.

Progress through FY 2012:

Fiscal Year	Target	Actual
2006	Baseline	34.2%
2007	Baseline	33.6%
2008	Baseline	29.0%
2009	Baseline	31.0%
2010	35.4%	33.0%
2011	36.8%	33.9%
2012	37.1%	33.5%
2013	35.9%	
2014	35.1%	
2015	34.6%	
2016	34.8%	
2017	34.7%	

FY 2012 Results: FAS exceeded the target in FY 2012 due to a combination of higher than planned revenues in the Assisted Acquisition Services Portfolio that translated into higher than anticipated gross margin, and lower than anticipated direct costs. Reduced costs were realized from the Supply Transformation Initiative, which reduces the GSA footprint in depot operations, buyouts in targeted programs such as the Integrated Workplace Acquisition Center, Regional Telecom and IT Schedule programs, and tightened budget constraints on travel, hiring, and other categories such as printing, and advisory services.

Performance Indicator: Integrated Technology Service Cost Savings

Indicator Definition: This measure estimates the cost savings that customers realize by using Integrated Technology Service solutions, and is calculated by estimating cost savings achieved by Integrated Technology Service SmartBuy and Network Services programs as compared to their respective price benchmarks.

SmartBuy is a strategic sourcing solution for purchasing software and related services. Savings are calculated as the difference between the GSA Schedule price and the SmartBuy negotiated price multiplied by the total number of units ordered.

Network Services is a business line that offers telecommunications and related services to federal agencies. Savings are calculated as the difference between commercial pricing for comparable services and terms and conditions with GSA contract pricing for all services GSA provided.

Due to limits of commercial pricing data available in the public domain, GSA uses up-to-date, proprietary pricing data provided by a third-party consultant.

Mission Support and Public Benefit: GSA's focus is saving taxpayer dollars by garnering lower costs for agencies. As a result, measurable costs savings programs must be calculated in order to demonstrate GSA's value and commitment to its mission. This indicator results in savings to customers, the Federal government and public taxpayer.

Progress through FY 2012:

Fiscal Year	Target	Actual
2006	\$550M	\$720M
2007	\$732M	\$766M
2008	\$800M	\$803M
2009	\$824M	\$876M
2010	\$848M	\$916M
2011	\$958M	\$1,048M
2012	\$934M	\$1,359M
2013	\$962M	
2014	\$991M	
2015	\$1021M	
2016	\$1052M	
2017	\$1,084M	

FY 2012 Results: In FY 2012, FAS exceeded its target by \$425M as a result of higher than anticipated sales volumes, which resulted in an increase in the savings and efficiencies realized by customers utilizing FAS procurement vehicles.

The Network Services Wide-Area Network has provided over \$3 billion savings to customers for the last five years. During the FY 2012, the Wide-Area Network program has delivered \$688.7 million in savings, with contract prices averaging 35 percent below the best comparable prices in the market.

Performance Indicator: FAS Customer Loyalty

Indicator Definition: This indicator was established in FY 2011 to track customer loyalty. Customer loyalty was found to correlate with the likelihood that customers will continue to use and recommend an organizations products and services to others.

Mission Support and Public Benefit: This indicator ensures FAS is effective at meeting customer requirements. Meeting customer requirements supports customers in achieving their missions and provides value to the American public.

Fiscal Year	Target*	Actual
2011	Baseline	8.0
2012	8.2	7.6
2013	8.3	
2014	8.5	
2015	8.7	

2016	8.9	
2017	9.0	

FY 2012 Results: The overall FAS Customer Loyalty Score dropped to 7.6. Although FAS Customer Loyalty improved in terms of the relative importance of GSA to customer agencies, Customer Loyalty was adversely impacted by the drop in GSA's corporate reputation over the past year. FAS plans on retaining this measure for the out-years and continuing to use this Customer Loyalty survey to inform our customer outreach strategy.

Performance Indicator: Global Supply Blended Fee (Proposed Measure)

Indicator Definition: This measure is calculated as a weighted-average mark-up of the various methods of supply: the Special Order Programs, Direct Delivery, Expanded Direct Delivery, and Stock. The blended fee is the amount that is applied to the cost of goods provided to customers in order to fund the Supply program's operating costs.

Mission Support and Public Benefit: This measure will provide transparency into the decreased fees charged to the customer as the program transitions to a new model. Lowering the overall cost of the program allows for reduced rates and costs for customers, which translates to savings to the Federal government and public taxpayer.

Progress through FY 2012:

Fiscal Year	Target	Actual
2006	Baseline	32.7%
2007	Baseline	32.3%
2008	30.0%	31.9%
2009	30.5%	29.2%
2010	29.0%	27.0%
2011	25.9%	27.8%
2012	27.0%	28.1%
2013	26.0%	
2014	26.0%	
2015	26.0%	
2016	26.0%	
2017	26.0%	

FY 2012 Results: GSA Supply Operations instituted business transformational efforts to shift the program to lower-cost methods of supply. This shift will directly benefit GSA customers through lower prices. Actual performance was higher than target due to overly optimistic expectations for implementing transformational efforts. Also contributing to the higher markup was sales significantly exceeded expectations in the highly visible Central Asia Sourcing program. Sales through this program have a high mark-up – 36.0 percent – due to higher transportation costs.

This measure was added to increase the FAS focus on cost savings for customers in the Supply program to drive lower prices for customers. Using this measure will bring attention to decreased fees charged to the customer as the program transitions to a new model.

Performance Indicator: Selling Price Discount Below Invoice (Proposed Measure)

Indicator Definition: Selling Price Discount Below Invoice is defined as the percentage discount that is received by the government from the manufacturer's invoice price for the top selling vehicles purchased through GSA. The top selling vehicles are determined by identifying the vehicle make and models with sales greater than 1,000 vehicles in each vehicle type.

Mission Support and Public Benefit: Contracts are negotiated annually with automotive manufacturers to provide customer agencies with value pricing. Due to the high volume of vehicles procured annually, GSA is able to leverage the government's buying power to negotiate low pricing, and pass the savings on to Federal customers and the taxpayer. This measure identifies the percentage of cost savings to the Federal Government off the invoice price for the top selling vehicles, and communicates the cost savings that is realized on behalf of the government and taxpayer on an annual basis for vehicle purchases.

Progress through FY 2012:

Fiscal Year	Target	Actual
2009	Baseline	24.18%
2010	Baseline	23.03%
2011	Baseline	19.83%
2012	Baseline	17.60%
2013	18.60%	
2014	18.60%	
2015	18.60%	
2016	18.60%	
2017	18.60%	

FY 2012 Results: The Automotive Center purchased 50,114 vehicles with an average price discount of 17.6 percent: a decline from prior years due to the increase in purchases of alternative fuel vehicles. To date, GSA has received little to no discount below invoice for alternative fuel vehicle offerings due to limited manufacturer availability.

This measure was added to track the savings GSA provides for the more than \$1 billion spent by the federal government on vehicles each year. Contracts with the manufacturers are negotiated on yearly basis.

Performance Indicator: Federal Strategic Sourcing Initiative (FSSI) Business Volume (proposed measure)

Indicator Definition: Established in 2005, FSSI was formed to help improve government management of commonly purchased goods and services. FSSI works to find solutions that promote cost savings, improved management visibility and adoption of industry best practices. GSA currently offers strategic sourcing solutions for Domestic Delivery Solutions, Office Supplies, and Print Management. We expect that the Wireless Rate Plans and Devices solution will be awarded April 2013. Large Desktop Software Publisher (SmartBuy) is slated for award in late FY 2013. This indicator measures the total business volume through these solutions.

Mission Support and Public Benefit: This indicator promotes an effective acquisition system that meets government needs and ensures the prudent use of taxpayer dollars, resulting in savings to customers and American taxpayers.

Progress through FY 2012:

Fiscal Year	Target	Actual
2011	Baseline	\$308.0M
2012	Baseline	\$408.7M
2013	\$483.5M	
2014	\$889.2M	
2015	\$1.24B	
2016	\$ 1.45B	
2017	\$1.61B	

FY 2012 Results: This measure is new in FY 2012. GSA used the baseline performance to establish out-year targets to expand business activity on FSSI contracts. FSSI performance is reported publicly at https://strategicsourcing.gov/.

4.3 Office of Citizen Services and Innovative Technologies

During FY 2012 the Office of Citizen Services and Innovative Technologies (OCSIT) improved performance on the three performance goals and indicators included in the FY 2012 annual performance plan.

Performance Goals and Indicators

Performance Indicator: Citizen Touchpoints

Indicator Definition: Citizen touchpoints estimates the level of citizen awareness and usage of OCSIT information channels and is measured by counting website visits, direct and assisted telephone contacts, emails processed, publications distributed, email letter mailings, social media conversations, and telephone and email responses conducted under USA Contact Task Orders.

Mission Support and Public Benefit: Citizen touchpoints delivers value for GSA and the public by providing easier access to essential government information, services, and engagement via the internet, phone, email, social media, and print.

Fiscal Year	Target	Actual
2006	NA	NA
2007	NA	NA
2008	211M	214M
2009	218M	245M
2010	136M*	181M*
2011	272M	272M
2012	285M	539M
2013	674M**	

2014	712M	
2015	783M	
2016	861M	
2017	947M	

^{*} 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 tracking method reduces the amount of visits attributed to server activity and tangential page hits (e.g., duplicative redirects, right clicks, and clicks generated by page graphics), and more accurately represents visits to the websites from citizens. It eliminated counts for much of the automatic machine spidering and robot activity, which led to a 30% reduction in USA.gov visit touchpoints.

FY 2012 Results: The number of FY2012 Actual Citizen Touchpoints increased in FY 2012 and nearly doubled FY 2011 results. This is due to a refocus on the expanding social media market, and enhancing mobile access to USA.gov and GobiernoUSA.gov. USA.gov and GobiernoUSA.gov are the U.S. Government's official web portals for the public to access U.S. government information and services on the internet. GobiernoUSA.gov provides US government information and services in the Spanish language.

Also contributing to the touchpoint increase were USA Search visits. USA Search Visits enable internet users to access over 1,000 federal, state, local, tribal, or territorial government websites. USA Search provides fast and relevant results at no cost to agencies across government. In addition, USA Contact Agency Support, an indefinite delivery, indefinite quantity (IDIQ) no cost contract that provides a cost-saving approach to contracting for Federal agencies' contact center services quintupled its typical number of touchpoints due to the new U.S. Citizenship and Immigration Services contact center services acquired through USA Contact.

Performance Indicator: Number of citizen engagement events or activities conducted by Federal agencies

Indicator Definition: This indicator reports the number of citizen engagement events or activities conducted by Federal agencies using OCSIT tools, technology, or expertise. This includes dialogues conducted using blogs, wikis or other on-line forums, and challenges launched using www.Challenge.gov. The indicator also includes the use of social media tools, such as Facebook, Twitter, and YouTube, for which OCSIT has negotiated terms of service on behalf of other Federal agencies.

Mission Support and Public Benefit: The OCSIT tools, technology and expertise that Federal agencies use for their citizen engagement events and activities help them meet their missions and public engagement goal, providing efficiency and cost-effectiveness that supports the GSA mission. Also, expanding the number of Federal agencies' citizen events and activities helps the public more easily access government information and services when and where they want, through their device of choice.

Fiscal Year	Target	Actual
		,

^{**}FY 2013 OCSIT citizen touchpoints were increased by 20% of the FY 2012 actual (539M) with 10% increases in the outyears. The increase is due to higher than expected new media growth and USA search customers in FY 2012.

2008	baseline	NA
2009	baseline	NA
2010	32	97
2011	121	344
2012	104	114
2013	109	
2014	114	
2015	120	
2016	126	
2017	132	

FY 2012 Results: OCSIT added 114 engagements in FY 2012, 9.6 percent over the FY 2012 target. The growth was due to developing innovative solutions that are focused on efficiency, cost-effectiveness and helping customers achieve their missions. Targeted efforts to increase the results will continue.

Performance Indicator: Number of attendees at OCSIT training events

Indicator Definition: This measure reports the number attendees participating in classroom and on-line training events offered to agencies across the federal government to improve the customer experience. OCSIT offers practical training for government web and contact center managers to improve service to citizens. OCSIT helps build agencies' capacity to improve the customer experience for citizens interacting with federal agencies via the web, social media, contact centers and other channels.

Mission Support and Public Benefit: Attendees of the OCSIT training program for digital media and citizen engagement help to build their Federal agencies' capacity to deliver an outstanding and innovative customer experience across government and add to the broad range of skills agencies need to manage digital media and citizen engagement efforts. This helps agencies meet their mission and supports GSA's mission. The public will have successful engagement with agencies across government and more easily access government information and services through improved website usability and effective contact center interaction. OCSIT will build credibility with customers and stakeholders; seek an intimate understanding of our customers' missions and goals; and seek continuous improvement in our business processes.

Fiscal Year	Target	Actual
2006	NA	NA
2007	NA	NA
2008	1,750	2,540
2009	2,500	5,128
2010	2,750	7,163
2011	8,954	10,075
2012	10,657	14,165
2013	11,169	
2014	11,705	
2015	12,266	
2016	12,855	

2017	13 434	
2017	10,707	

FY 2012 Results: FY 2012 actuals increased by 3,508 attendees (25%) due to broadening the curriculum to reach wider audiences. GSA expects the rate of demand growth to fall next year due to market saturation.

4.4 Office of Government-wide Policy

The Office of Government-wide Policy (OGP) has a broad portfolio of work, ranging from government-wide asset and transportation management, to federal high-performance green buildings, to acquisition policy and acquisition workforce development, among others. OGP measures its policy initiatives both on their usefulness in helping agencies to achieve their missions and on driving efficient use of resources.

OGP reported four performance measures in the FY 2012 Annual Performance Report. In FY 2012, OGP improved performance level for all four measures.

Performance Goals and Indicators

Performance Indicator: Attendance levels for Federal Acquisition Institute (FAI) training courses

Indicator Definition: This measure assesses the percentage of available classroom training seats filled in FAI sponsored classes. This performance indicator measures the attendance divided by seats offered for the training courses.

Mission Support and Public Benefit: FAI, managed on behalf of the Federal government by GSA, is charged with fostering and promoting the development of a federal acquisition workforce—which includes the provision of essential acquisition training. Measuring class attendance is a key indicator for ensuring that FAI provides training courses in an efficient manner—limiting empty seats to the greatest extent possible. Consolidating the provision of acquisition training across government also eliminates duplication and reduces costs by providing a shared training program for the federal government.

Fiscal Year	Target	Actual
2007	N/A	N/A
2008	N/A	N/A
2009	N/A	N/A
2010	N/A	59.9%
2011	N/A	75.0%
2012	80%	86.0%
2013	80%	
2014	80%	
2015	80%	
2016	80%	
2017	80%	

FY 2012 Results: In FY 2011, FAI launched a government-wide acquisition workforce management system, the Federal Acquisition Institute Training Application System (FAITAS), for use by all federal acquisition workforce members. FAITAS capabilities and functionality provide strategic oversight on training resource requirements, including automating the Federal Acquisition Certification (FAC) and continuous learning tracking processes. In FY 2012, FAI continues to use FAITAS as an example of good resource stewardship. The target goal of an 80 percent class fill rate was surpassed in FY 2012, reaching an actual result of 86 percent. In addition, FAI is establishing a course cancellation policy with timelines for processing reservation changes, cancellations, and consequences for no shows in courses where another workforce member would have been able to attend. FAI continues to demonstrate that the efficient delivery of course content, coupled with smart policy maximizes training opportunities for the federal acquisition workforce.

Performance Indicator: Annual use of petroleum-based fuel in millions of gallons

Indicator Definition: This measure computes the total annual use of petroleum-based fuel in the federal motor vehicle fleet in millions of gallons to assist with reducing petroleum based fuel consumption in the federal fleet.

Mission Support and Public Benefit: This performance indicator assists with reducing federal agency petroleum fuel costs and increasing the environmental sustainability of federal government fleet operations for the public.

Progress through FY 2012:

Fiscal Year	Target	Actual
2007	N/A	383.088
2008	N/A	377.529
2009	N/A	383.808
2010	N/A	403.959
2011	395.879	405.474
2012	387.962	380.400
2013	380.203	
2014	372.599	
2015	365.147	
2016	357.844	
2017	350.687	

FY 2012 Results: The usage of petroleum-based fuel is obtained directly from agencies via the GSA Federal Automotive Statistical Tool (FAST) submissions. The reduction goal follows Executive Order 13514, which states that each agency operating a fleet of at least 20 motor vehicles must reduce petroleum fuel consumption by 2 percent annually over the 2005 baseline. In FY 2012, the 2 percent reduction target was exceeded. OGP influences this measure through creating policies and providing guidance to agencies on fleet management, including petroleum reduction. This indicator is intended to measure the effectiveness of these policies.

Performance Indicator: Percentage of key policy stakeholders and agency users who rate OGP policy initiatives effective

Indicator Definition: 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 on policy initiatives in the annual portfolio (portfolio policy initiatives change from year to year).

Mission Support and Public Benefit: This measure supports OGP's mission to drive evidence-based policy to enable the delivery of effective and efficient government. In FY 2012, OGP included ratings of the effectiveness of OGP's policies in helping federal agencies to achieve cost savings that benefits federal agencies and the public.

Progress through FY 2012:

Fiscal Year	Target	Actual
2006	60%	54%
2007	60%	70%
2008	60%	79%
2009	63%	81%
2010	66%	77%
2011	78%	84%
2012	80%	86%
2013	80%	
2014	80%	
2015	80%	
2016	80%	
2017	80%	

FY 2012 Results: In FY 2012, OGP continued to develop policies, tools, and guidance to help agencies meet their missions, while reducing costs where possible. OGP conducted surveys of customers to evaluate the effectiveness of OGP polices to meet their mission needs. The Office of Asset and Transportation Management surveyed its agency customers to evaluate the effectiveness of its asset and transportation management policies in helping agencies to reduce costs, obtain useful policy information, and provide additional information in response to agency requests. The Office of Acquisition, Integrity and Workforce also conducted a survey of GSA's acquisition professionals to rate policies, information, and resources provided by its office. The combined survey results for the Office of Asset and Transportation Management and the Office of Acquisition, Integrity, and Workforce for FY 2012 showed that 86 percent of stakeholders rated OGP policy initiatives as effective.

Performance Indicator: Usefulness of energy efficiency research, strategies, practices, and tools provided by OGP to federal agencies

Indicator Definition: This measure calculates the percentage of survey respondents who rate the research, new strategies, best practices, and tools related to energy efficiency issued by the OGP Office of Federal High Performance Green Buildings as useful or very useful. The measure will assess how useful the research, strategies, practices, and tools are to federal agencies and groups.

Mission Support and Public Benefit: OGP's Office of Federal-High Performance Green Buildings helps agencies advance the environmental sustainability of their building operations by providing research, strategies, practices and tools to increase energy and water efficiency. This performance indicator measures federal agency ratings of the usefulness of the information provided by OGP to advance the sustainability of their building operations.

Progress through FY 2012:

Fiscal Year	Target	Actual
2007	N/A	N/A
2008	N/A	N/A
2009	N/A	N/A
2010	N/A	N/A
2011	N/A	65%
2012	65%	78%
2013	70%	
2014	75%	
2015	80%	
2016	80%	
2017	80%	

FY 2012 Results: In FY 2012, OGP surveyed the Interagency Sustainability Working Group (ISWG) members on the usefulness of information provided by its Office of Federal High-Performance Green Buildings. The results showed that 78 percent of respondents rated the information as "useful, very useful, or extremely useful" with 95 percent of those respondents rating the information as at least "somewhat useful."

Section 5 – Major Management Challenges

5.1 Management Challenges

As required by the Reports Consolidation Act of 2000, the Office of Inspector General (OIG) regularly identifies what it considers the U.S. General Services Administration's (GSA) most significant management challenges. The GSA OIG, in FY 2012, identified (1) GSA Consolidation of Central Office Personnel, (2) Acquisition Programs, (3) GSA's Organization Structure, (4) GSA's Greening Initiative – Sustainable Environmental Stewardship, (5) Financial Reporting, (6) Information Technology, (7) Protection of Federal Facilities and Personnel, (8) American Recovery and Reinvestment Act of 2009 as the most serious challenges facing GSA. More information on these challenges, including management's response, is available in the GSA FY 2012 Annual Financial Report.

5.2 GAO High-Risk List

Over-reliance on costly leasing – The Public Buildings Service (PBS) continuously searches for innovative means to address Federal agency space requirements through owned space. As a result, PBS is currently pursuing Federal construction to meet agency space requirements that were originally planned to be met through leasing, including FBI consolidation projects and U.S. Courthouses. One particular example involves a FBI Field Office in Detroit, where GSA avoided

lease construction by accommodating the agency's needs in federal space. GSA has also requested funding for additional projects which would have eliminated the need for leased space. However, Congressional appropriations in support of those projects have not materialized. The agency official responsible for this high risk area is the PBS Commissioner.

In FY 2009, PBS received funding to purchase the Columbia Plaza Building in Washington, DC. PBS obligated the funds and closed the transaction in April 2012. The GSA FY 2011 budget request included funding to exercise a purchase option on another leased building, the Internal Revenue Service (IRS) Annex in Martinsburg, WV. Congress did not choose to appropriate funding for the Martinsburg lease purchase in FY 2011. The purchase would have eliminated approximately \$3 million in annual lease payments for the IRS, who has a long-term need for space at the facility. The FY 2013 request again includes funding for the purchase of the Martinsburg, WV building, as well as a leased building in Prince George's County, MD, occupied by the USDA, that would yield significant savings for the taxpayers.

PBS is redeveloping the former St. Elizabeth's Hospital site in Washington, DC. Once complete, this campus will add 4.5 million gross square feet to the PBS inventory of owned property and will consolidate components of the Department of Homeland Security (DHS) out of as many as 50 leases across the DC metropolitan area.

PBS also continually updates its policies to promote progressive thinking in how to use space more efficiently. As explained in further detail below, PBS has recently made changes to help bridge the gap between its customers' understanding of their needs to reduce space at both the headquarters and field levels. PBS uses its resources wisely on projects that are fully supported by the customer and make good business sense. Ultimately, PBS wants to ensure that customers are committed to their real estate decisions.

PBS instituted new controls in FY 2011 to make sure that each new lease makes good business sense before it is signed. PBS policy changes ensure that customer requirements for new space are supported throughout their organizations and represent a long-term solution to their space needs.

- For new occupancies where space is added to PBS inventory, tenants may provide written
 notice to release space only after the first 12 months of an occupancy agreement and
 must meet certain criteria (e.g., the agency must prove the space is no longer needed, the
 space must be marketable, and the space cannot be designated as non-cancelable). This
 ensures that agencies have adequately vetted their need for additional space before
 requesting it.
- Occupancy Agreements for any lease project resulting in the construction of a facility will
 be designated non-cancelable unless a cost benefit analysis clearly demonstrates that the
 local market conditions support PBS in assuming the vacancy risk, and senior
 management agrees to a cancelable designation. The non-cancelable designation is
 made because of the difficulty to backfill special purpose space that requires significant
 capital outlays.

When acquiring leased space is necessary to meet agency space requirements, PBS is ensures that all new and replacement leasing actions are in compliance with the basic principles of the June 10, 2010 Presidential Memorandum - Disposing of Unneeded Federal Real Estate. The operative language in the memorandum is: "Agencies shall also take immediate steps to make

better use of remaining real property assets as measured by utilization and occupancy rates, annual operating cost, energy efficiency, and sustainability." For leased assets, this means a new emphasis on improving space utilization rates for proposed leases at both the prospectus and non-prospectus levels. GSA's customer agencies are encouraged to use innovate workplace strategies to comply with emerging space utilization metrics that reduce the scope and cost of occupancy in leased space. Expiring leases often provide an optimal opportunity through competitive procurement to improve space utilization efficiency at existing locations or facilitate relocation to more efficient new locations.

Excess and underutilized property - PBS aggressively identifies underutilized and excess properties and targets them for disposal. In FY 2012, PBS maintained utilization of its owned space at 95.2 percent, and achieved a utilization rate in leased space of 97.7 percent. PBS has maintained a leased space utilization rate of over 97 percent since FY 2002. PBS disposed of 270 assets (excluding demolitions) from FY 2003 through FY 2011, removing almost 14 million rentable square feet from the inventory. Since FY 2005, when PBS gained the authority to retain proceeds from sales, disposal actions have returned approximately \$261 million in receipts to the Federal Buildings Fund (FBF).

Management of Interagency Contracting – GSA is improving the management of interagency contracting through strengthening the Multiple Award Schedule (MAS) program pricing and management. In April 2010, GAO identified specific challenges facing GSA in fully realizing the benefits of interagency contracts, and on November 22, 2010, GSA reported its plans and the current actions taken by GSA to address GAO recommendations to the Administrator of the Office of Federal Procurement Policy. The GSA plan includes:

- Increasing the number pre-award audits to cover more contracts that meet audit threshold. Pre-award audits can result in lower prices for the users of MAS contracts by identifying opportunities for GSA to negotiate more favorable price discounts when awarding contracts. Between fiscal year 2004 and 2008, the GSA Inspector General identified almost \$4 billion in potential cost avoidance through pre-award audits. GSA guidance instructs contract negotiators to request audit assistance for new contract offers and extensions as appropriate when a contract's estimated sales exceed \$25 million for the 5-year contract period, however, not all contracts that meet this threshold receive an audit due to constraints in audit resources in the Office of Inspector General.
- Taking additional steps to ensure that vendors that meet the pre-negotiation clearance panel threshold receive a panel review. GSA established an appropriate threshold for new offers and contract modifications for each Schedule based on the relative volume of business which is realized in that industry sector. GSA has updated the policies and procedures for conducting these reviews to ensure that all offers and contract modifications meeting the threshold actually receive a panel review, and that all reviews are conducted in a consistent manner, prior to entering into discussions with the offeror. GSA is taking steps to ensure that the acquisition systems captures that the review occurred and the outcome of that review.
- Performing a feasibility study to evaluate collecting transaction data on MAS orders and prices paid. After conducting an extensive evaluation of current systems capabilities and data collection efforts underway, coupled with industry standard spend management tools within government and industry, GSA determined that it does not have the capacity to collect and utilize transactional data on MAS orders. Existing systems were deemed insufficient to collect the breadth and depth of MAS transactions, necessitating the

acquisition of source data from customers and/or suppliers. Without compulsory stipulations, these entities will be reticent to provide the data voluntarily at a level comprehensive enough to generate meaningful analysis. Further inquiry into acquiring substantive data collection is essential before GSA can make measurable progress toward implementing transactional data reporting for customers.

- Establishing more consistent performance measures across the MAS program. GSA is improving performance measures across the MAS Program particularly as they relate to quality, which will address pricing, and established a MAS program-wide scorecard. This will ensure that GSA acquisition centers and business lines use a more consistent approach to performance measurement across the MAS Program.
- Taking steps improve survey techniques and increase the MAS customer survey response rate. GSA examined its overall customer satisfaction survey methodology and investigated ways to improve survey design and techniques and increase the response rate. Customer satisfaction is a critically important performance measure to GSA and provides meaningful and actionable information that can lead to program improvements.
- Clarifying and strengthening the MAS program office's charter and authority. GSA examined the MAS Program Office charter and authority in an effort to establish more clear roles and responsibilities and more consistently implement guidance, policies and best practices across the GSA acquisition centers and business portfolios. As a result of this evaluation, GSA made changes to the program office's charter and authority and took steps to consistently implement policies and practices across GSA's acquisition centers. These changes ensure clear roles and responsibilities to consistently implement guidance, policies, and best practices across GSA's acquisition centers.

Section 6 - Other Information

6.1 Management Reviews

During the summer of 2012, GSA initiated a comprehensive Top-to-Bottom review to evaluate the operational efficiency and effectiveness across all agency Services and Staff Offices. Information from these reviews is driving improvements in efficiency by eliminating duplication, reducing costs and streamlining operations. Some of the changes GSA has made to-date, based on the reviews include:

- Centralized financial functions into the Office of the Chief Financial Officer
- Strengthened controls for spending on conferences, travel, employment incentives, bonuses, and special pay
- Placed additional controls on IT purchases and reviews of all IT purchases that exceed \$150,000
- Eliminated employee award stores
- Reduced the GSA awards pool
- Instituted strict hiring controls to drastically reduce hiring pending the outcome of the Top-to-Bottom reviews

 GSA's Top-to-Bottom reviews will continue and will help build the capacity to conduct increasingly more rigorous and comprehensive assessments.

Currently, we are developing a performance management tool (PMT) that will enhance performance goal tracking and reporting by creating one standard, central repository for performance data. The PMT will also serve as a resource for accessing and aggregating information from a range of important GSA databases, and will provide analytical capabilities that enable robust program reviews.

GSA is also taking steps to tie performance information to financial information consistent with the GPRA Modernization Act. GSA will use information from these efforts to develop more detailed models for cost allocation and program effectiveness. These models, coupled with the improved analytical capabilities provided by the PMT, will improve GSA's ability to integrate financial and performance data and analyze the cost-effectiveness of GSA programs and offices.

6.2 Evaluations and Research

Program evaluations are used to augment the information collected through reviews and annual strategic assessment of programs. In FY 2012, GSA conducted major evaluations associated with its Green Proving Grounds program and to improve efficiency in its acquisition processes. Furthermore, as described in section 6.1; GSA launched a top-to-bottom review to reduce overhead and realign its resources to meet the priorities of its mission.

GSA's Federal Acquisition Service (FAS) used Continuous Process Improvement (CPI) methodologies to promote fact-based decision making throughout agency programs. The use of industry-standard business improvement tools has led to increased efficiency and collaboration across regions, improved customer satisfaction, and reduced cycle time. FY 2012 CPI projects:

- Evaluated the pre-award process for offeror submissions at the Management Services Center and reduced the average cycle time for processing offers by 20% (post assignment);
- Reviewed the Multiple Award Schedule Sales (MAS) Adjustment Process, implementing automatic system updates for internal users and standardizing processes. This project is expected to result in a 60% reduction in labor time spent on processing MAS contract sales adjustments;
- Created and implemented consistent small business subcontracting plan administration policies, procedures, and information system capable of taking on the delegation plans from all Acquisition Centers at the current staff level; and
- Implemented changes to the Vendor Support Center Website that provided prospective Multiple Award Schedule contractors a process and access to information needed prior to bidding on Multiple Award Schedule Contracts.

GSA's Public Buildings Service (PBS) conducts evidence-based research to guide the adaptation of new sustainable technologies and practices to lower costs, conserve resources (water and energy), and improve occupant satisfaction in federal buildings. Started in 2011, the Green Proving Ground program (GPG) tests 10-20 technologies and practices each year.

Current and recent evaluations include alternatives for adaptable lighting (work stations and windows), thermal retention (via different types of energy efficient windows), solar energy production, heating-cooling-ventilation (for office space and data centers), water use reduction and recycling, and on-site power distribution and scheduling. PBS will adopt the best technologies and practices to its portfolio of federal properties to generate cost savings and reduce environmental impact and reported favorable impacts for the use of

- Responsive lighting in work stations to create energy savings from 27 to 63 percent over baseline conditions (per work station), and
- Advanced power strips to reduce plug loads at workstations by 25 percent and nearly 50 percent in kitchens and printer rooms. This could lead to major cost reductions as plugload account for about a quarter of total energy consumed within office buildings.

New evaluations targeted for 2013 include the use of wireless lighting controls, LED luminaries, glazing retrofit coatings, wireless pneumatic thermostats, solar thermal collectors and water saving landscape irrigation systems. Other planned evaluations will look to standardize funding procedures across GSA joint projects, and a cost analysis of the Western and Eastern Distribution Centers.

6.3 Verification and Validation of Performance Measurement Data

The GSA Chief Financial Officer certified the FY 2012 performance data contained in this report as complete and reliable, as required by the GPRA Modernization Act of 2010. GSA has verification and validation techniques in place which provide reasonable assurance over the completeness and reliability of all performance data contained in this report. These techniques include (1) maintaining a data dictionary of performance data which includes data sources, computation methodology, and reliability assessment for each performance measure; (2) verifying, at least annually, the accuracy and completeness of the information contained in the data dictionary; and (3) validating, at least annually, the measures reported by collecting measure source data and calculation files and applying the calculation methodology defined in the data dictionary.

6.4 Lower-Priority Program Activities

The 2013 Cuts, Consolidations, and Savings (CCS) Volume of the President's Budget identifies the lower-priority program activities under the GPRA Modernization Act, 31 U.S.C. 1115(b)(10). The public can access the volume at: http://www.whitehouse.gov/omb/budget.