

U.S. GENERAL SERVICES ADMINISTRATION



ANNUAL PERFORMANCE PLAN AND REPORT

Fiscal Year 2015 Budget Request

U.S. General Services Administration
ANNUAL PERFORMANCE PLAN AND REPORT
Fiscal Year (FY) 2015 Budget Request

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Agency Information

Overview

The U.S. General Services Administration (GSA) provides the spaces, services, and goods required to operate the Federal Government. We provide workplaces by constructing, managing, and preserving government buildings and by leasing and managing commercial real estate. Our acquisition solutions offer private sector professional services, equipment, supplies, telecommunications, and information technology to government organizations and the military. Our policies promote management best practices and efficient government operations.

GSA has an annual business volume of over \$60 billion, manages over 205 thousand fleet vehicles, and manages a building portfolio, which includes 9,011 owned or leased assets, more than 378 million rentable square feet of workspace and 471 historic properties. We have a continuing commitment to our federal customers and the American public to provide services in the most cost-effective manner possible, and we deliver on this promise by steadily improving organizational performance. At a time when budgets are shrinking across the federal government, we are providing the value that our partner agencies need so that they can focus their resources on fulfilling their own important mission to the American people.

Mission, Vision and Goals

GSA was established on July 1, 1949, as a result of the Hoover Commission's recommendation that consolidating administrative functions across government into one organization would be more effective and economical for the government and would avoid "senseless duplication, excess cost, and confusion in handling supplies, and providing space." Our mission, vision and goals were selected to continue in this tradition and focus our activities to make government more effective and economical by providing savings to federal departments and agencies, improving the efficiency of operations and service delivery, and delivering excellent customer service.

Mission

Deliver the best value in real estate, acquisition and technology services to government and the American people

Vision

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

Values

Integrity • Transparency • Teamwork

The scope of the work we do at GSA is vast and varied, but the mission is simple and to the point. We serve the government and the American people. Through implementing our mission, we aspire to achieve three strategic goals:

- **Savings – Provide savings to federal departments and agencies.** We will use our purchasing power and expertise to deliver cost-effective real estate, acquisition and technology solutions to federal departments and agencies.
- **Efficiency – Improve the efficiency of operations and service delivery.** We will streamline our operations to offer high quality real estate, acquisition, and technology services at a good value to federal departments and agencies.

- **Service – Deliver excellent customer service.** We will deliver excellent customer service to federal agencies and departments by making it easier to reliably meet their real estate, acquisition and technology needs.

GSA Priorities

We are committed to six priorities that guide us in meeting our mission.

1. **Delivering Better Value and Savings.** Using the purchasing power of the federal government we will reduce costs to our customer agencies, enabling them to focus on their core missions. We will further improve this area by finding more ways to solve our customers' problems in the coming year. We will look for new ways to help these agencies make their purchases smarter and more efficient. At the same time, we will look for new and innovative ways to maximize the value of our real estate assets.
2. **Serving Our Partners.** Every day the work that we do helps our customer agencies focus on their missions. Partnership on all levels is critical to the success of GSA. Strong partnerships with partner agencies and vendors alike are critical and lead to good business decisions that create value and savings for our customers and the American public. It is our commitment to ensure that doing business with GSA is an easy and reliable experience. We are continuously improving our processes and systems to make them as simple and streamlined as possible.
3. **Expanding Opportunities for Small Businesses.** Small businesses are the engines that power the American economy. Contracting with these entrepreneurs is a win-win for both the federal government and the small business community. The government receives great service at great value, while small businesses are provided opportunities to grow and create jobs. GSA offers opportunities to small businesses across the country through our contract vehicles and through the contracts we award for other agencies.
4. **Making a More Sustainable Government.** Going green saves green. Environmentally friendly practices are good for the environment and for business. GSA is committed to both. As we work toward implementing sustainable practices and making our buildings and our fleet more environmentally-friendly, we will continue to work with vendors to make sustainable products and services readily available and affordable.
5. **Leading with Innovation.** GSA is a leader of innovation in public service. Among many firsts, we were the first government agency to move to cloud computing, setting an example for others to follow. In the coming years, we will continue to develop innovative, cost saving solutions that will be shared across the government.
6. **Building a Stronger GSA.** We must make sure our own employees at GSA are getting the same high quality support that we give our partner agencies. Offering the very best training and resources to our employees will be the cornerstone of this effort. By doing so, the agency will better serve its employees, while continuing to ensure that our customers receive great service. We will guarantee that when we do something, we will do it once and do it well.

Organizational Structure

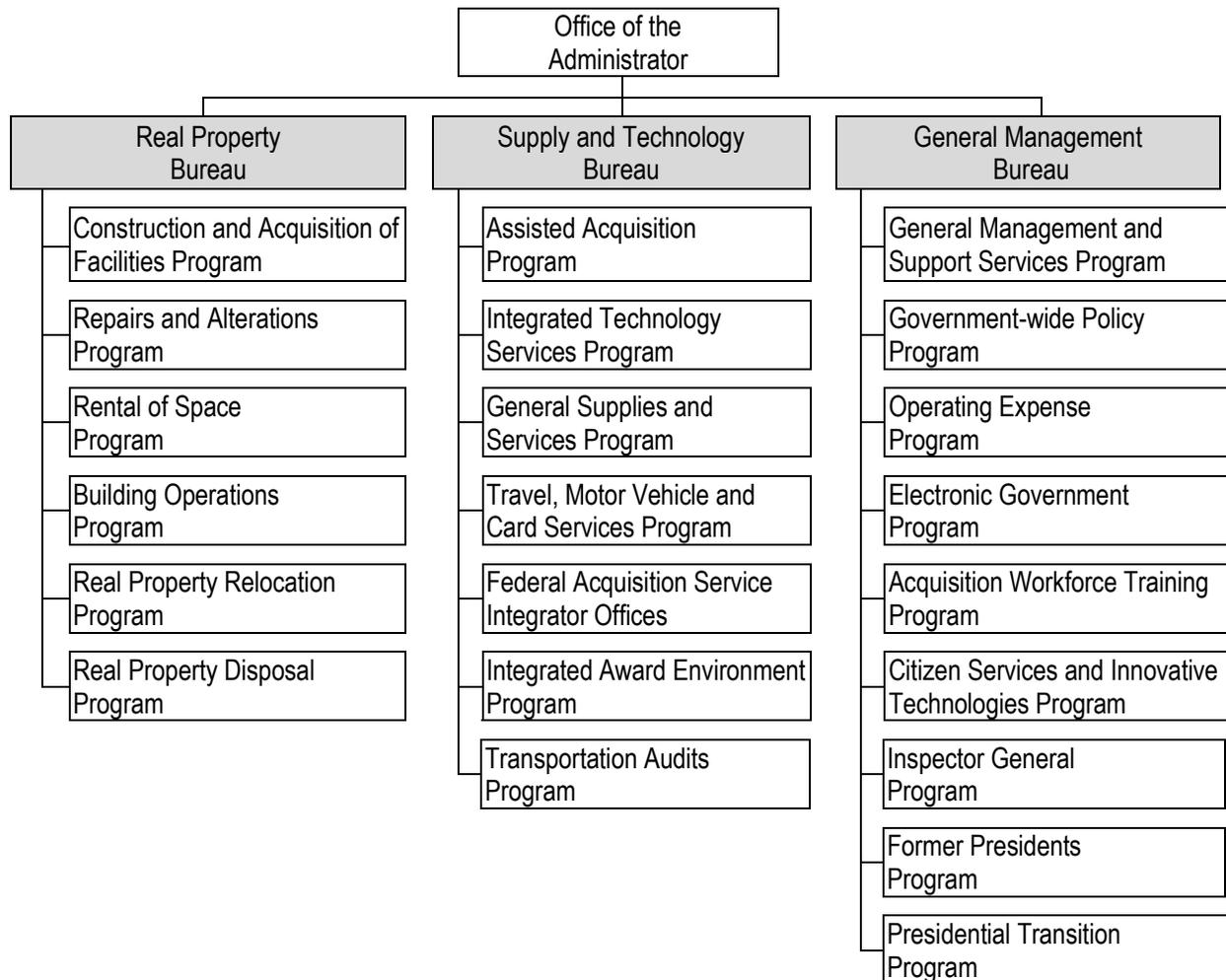
GSA provides the spaces, services, and goods required to operate the federal government. We provide workplaces by constructing, managing, and preserving government buildings and by leasing and managing commercial real estate. Our acquisition solutions offer private sector professional services, equipment, supplies, telecommunications, and information technology to

government organizations and the military. Our policies promote management best practices and efficient government operations. We serve more than 60 federal agencies and departments through 11 regional offices and are organized into the 16 services and staff offices highlighted below.

- **Federal Acquisition Service (FAS)** - FAS provides federal agencies over 11 million different products and services, and annually delivers over \$54 billion in information technology solutions and telecommunications services, assisted acquisition services, travel and transportation management solutions, motor vehicles and fleet services, and charge cards. FAS manages over 205 thousand leased vehicles, more than 3.5 million charge cards, and provides personal property disposal services facilitating the reuse of \$1 billion in excess/surplus property annually. FAS leverages the buying power of the federal government by negotiating prices on many products and services required by federal agencies for daily operations. By arranging a network of service providers, FAS is able to meet the operating and mission requirements of a vast array of federal agencies and state, local, and tribal governments.
- **Public Buildings Service (PBS)** - PBS activities fall into two broad areas: workspace acquisition and property management. 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. As the largest public real estate organization in the United States, PBS owns or leases 9,011 assets and maintains an inventory of more than 378 million square feet of rentable workspace for 1.1 million federal employees. Within this inventory, PBS has 647 owned and leased historic properties. PBS provides high quality facility and workspace solutions to more than 60 federal agencies, disposes of excess or unneeded federal properties, and promotes the adoption of innovative workplace solutions and technologies. Through lease and purchase transactions, PBS delivers the workspace necessary to meet the respective missions of its federal customers. PBS is working with its federal customers to design the workplace of the 21st Century, seeking to reduce overall workspace needs and associated costs. These services are also coordinated to obtain the best available pricing.
- **Office of Citizen Services and Innovative Technology (OCSIT)** - 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. OCSIT provides access to a wide range of government services as well as consumer protection information through the official web portals of the federal government, USA.gov and GobiernoUSA.gov. OCSIT works closely with other government agencies – federal, state, local, and international – to collect and consolidate information and make it available to the public, sharing experiences that lead to better solutions.
- **Office of Government-wide Policy (OGP)** - OGP uses policies, information and ideas to help agencies drive efficiency, savings and improved mission performance in key administrative areas: including travel and transportation, acquisition, information technology, and green buildings. OGP helps drive agency behavior in these administrative areas through governmentwide policy-making, performance standards, analysis and benchmarking of data, and regular reporting to the agencies and key stakeholders.
- **Staff Offices** - The GSA 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 (Office of the Inspector General, Civilian Board of Contract Appeals), and eleven GSA staff offices (Office of Administrative Services, Office of Congressional and Intergovernmental Affairs, Office of the Chief Financial Officer, Office of the Chief Information Officer, Office of Human Resource Management, Office of General Counsel, Office of Mission Assurance, Office of the Chief Acquisition Officer, Office of Communications and Marketing, Office of Civil Rights and the Office of Small Business Utilization).

The GSA organizations support the 22 programs defined in the FY 2013 GSA Program Inventory published on www.performance.gov and summarized below. Each GSA service and staff office supports one or more of the programs listed below.



Strategic Framework

The GSA strategic framework is defined in the GSA Strategic Plan and is presented below. In accordance with the OPM memo titled Revising the Human Capital Planning, Reviews, and Reporting Framework (April 26, 2013), GSA incorporated the human capital objectives, strategies and performance goals.

GSA Strategic Framework

The GSA Mission is to deliver best value in real estate, acquisition, and technology services to government and the American people					
STRATEGIC GOALS					
1. SAVINGS Provide savings to federal departments and agencies		2. EFFICIENCY Improve the efficiency of operations and service delivery		3. SERVICE Deliver excellent customer service	
PRIORITIES					
Delivering Better Value and Savings	Making a More Sustainable Government	Building a Stronger GSA	Leading with Innovation	Serving Our Partners	Expanding Opportunities for Small Businesses
STRATEGIC OBJECTIVES AND PERFORMANCE GOALS					
<p>1.1 Deliver contracting solutions to generate customer savings</p> <ul style="list-style-type: none"> • Generate savings through Federal Strategic Sourcing Initiative * • Reduce the Global Supply blended markup • Procure lease space at below industry market rates • Realize savings through Integrated Technology Service solutions <p>1.2 Improve the federal utilization of space</p> <ul style="list-style-type: none"> • Reduce the federal footprint * • Reduce vacant space in the government-owned and leased inventory <p>1.3 Reduce resource use and environmental impact</p> <ul style="list-style-type: none"> • Green the federal supply chain • Reduce total water consumption • Reduce total energy purchased • Reduce use of petroleum-based fuel • Purchase alternative fuel vehicles • Provide useful energy efficiency information and tools provided to federal agencies 		<p>2.1 Increase the efficiency of GSA operations</p> <ul style="list-style-type: none"> • Improve the efficiency of GSA operations • Reduce indirect costs • Achieve full cost recovery in the GSA leasing program • Complete new construction projects on schedule • Deploy civilian acquisition workforce training courses efficiently • Timely award of public sale properties and non-competitive sales and donations <p>2.2 Enhance asset management</p> <ul style="list-style-type: none"> • Achieve an appropriate return on equity for government-owned properties • Provide building cleaning and maintenance at competitive costs 		<p>3.1 Enhance relationships with our customers, suppliers and stakeholders</p> <ul style="list-style-type: none"> • Improve customer satisfaction with government-owned and leased space • Achieve customer loyalty and supplier satisfaction for acquisition services • Implement effective policy initiatives • Drive greater transparency and innovation in government • Increase citizen engagement with federal agencies <p>3.2 Support small and disadvantaged business</p> <ul style="list-style-type: none"> • Meet small business prime and subcontracting goals • Meet small business targets on Multiple Award Schedules 	
MANAGEMENT OBJECTIVES AND PERFORMANCE GOALS					
<p>M.1 Deliver a mission ready workforce</p> <ul style="list-style-type: none"> • Reduce the time to hire • Increase employee engagement 			<p>M.2 Streamline information technology and improve data quality and reporting</p> <ul style="list-style-type: none"> • Successfully implement enterprise information technology services 		

* Agency priority goal

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Performance Overview:

Strategic Goals, Objectives and Performance Indicators	FY11 Actual	FY12 Actual	FY13 Plan/Actual	FY14 Plan	FY15 Plan	FY13 Status
Strategic Goal 1: Provide savings to federal departments and agencies						
Strategic Objective 1.1: Deliver contracting solutions to generate savings						
Federal Strategic Sourcing Initiative savings in millions (New) * ↑	\$68	\$93	\$108 \$108	\$111	\$144	Target Met
Federal Strategic Sourcing Initiative business volume in billions ** ↑	\$337M	\$423M	\$412M	-	-	NA
Global Supply blended markup ↓	29.8%	28.1%	26.0% 24.7%	22.5%	18.5%	Target Exceeded
Cost of lease space relative to market rates ↓	-12.9%	-11.5%	-9.5% -10.1%	-9.5%	-9.5%	Target Exceeded
Integrated Technology Service cost savings in billions ↑	\$1.05	\$1.36	\$0.96 \$1.37	\$0.99	\$1.02	Target Exceeded
Strategic Objective 1.2: Improve the federal utilization of space						
Reduction in amount of rentable square feet in replacement leases (New) * ↑	Not Available	Not Available	Baseline	3.0%	5.0%	NA
Agencies with completed client portfolio plans * ↑	3	6	9 9	12	15	Target Met
Percent of vacant space in inventory ↓	3.4%	3.0%	3.2% 3.8%	3.2%	3.2%	Target Not Met
Strategic Objective 1.3: Reduce resource use and environmental impact						
Percent green business volume ↑	2.2%	6.9%	5.0% 4.7%	6.0%	7.0%	Target Not Met
Total water consumption in billions of gallons ↓	3.11	2.95	2.78 2.66	2.71	2.65	Target Exceeded
Total energy purchased in trillion BTUs ↓	18.36	18.17	18.22 16.28	18.13	18.03	Target Exceeded
Energy intensity in thousand BTUs per gross square foot ** ↓	62.2	58.1	57.9	-	-	NA
Annual use of petroleum-based fuel in millions of gallons ↓	405.5	380.4	380.2 366.9	372.6	365.2	Target Exceeded
Percent alternative fuel vehicles purchased ↑	80%	75%	80% 82%	80%	80%	Target Exceeded
Usefulness of energy efficiency information and tools provided to federal agencies ↑	65%	78%	70% 70%	75%	80%	Target Met
Strategic Goal 2: Improve the efficiency of operations and service delivery						
Strategic Objective 2.1: Increase the efficiency of GSA operations						
Operating costs as a percentage of goods and services provided (New) ↓	9.99%	10.03%	9.60% 9.60%	9.4%	9.2%	Target Met
Reduction in total GSA indirect costs from the FY 2010 baseline in millions (New) ↑	\$136	\$115	\$132 \$132	\$155	\$200	Target Met
Percent of leased revenue available after administering program ↔	-0.3%	-0.3%	0-2% -0.09%	0-2%	0-2%	Target Not Met
New construction projects on schedule ↑	83%	93%	90% 100%	90%	90%	Target Exceeded

Desired direction: ↑ = increasing ↓ = decreasing ↔ = within range * Priority Goal Indicator ** Contextual Indicator

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Strategic Goals, Objectives and Performance Indicators	FY11 Actual	FY12 Actual	FY13 Plan/Actual	FY14 Plan	FY15 Plan	FY13 Status
Strategic Objective 2.1: Increase the efficiency of GSA operations - continued						
Attendance levels for Federal Acquisition Institute training courses ↑	75%	86%	80% 89%	80%	80%	Target Exceeded
Percentage of public sale properties awarded within 135 days ↑	100%	100%	90% 98%	90%	90%	Target Exceeded
Percentage of non-competitive sales and donations awarded within 220 days ↑	95%	91%	90% 88%	90%	90%	Target Not Met
Strategic Objective 2.2: Enhance asset management						
Percent of government-owned properties achieving a return on equity of at least six percent ↑	76.1%	71.8%	78.9% 72.4%	78.9%	78.9%	Target Not Met
Cost of cleaning and maintaining space against private sector benchmarks ↔	0.1%	3.7%	+/-5% 3.1%	+/-5%	+/-5%	Target Met
Strategic Goal 3: Deliver Excellent Customer Service						
Strategic Objective 3.1: Enhance relationships with customers, suppliers and stakeholders						
Tenant satisfaction with government-owned and leased space ↑	76%	73%	83% 63%	75%	77%	Target Not Met
Customer loyalty with acquisition services ↑	8.0	7.6	7.6 8.3	7.8	8.0	Target Not Met
Supplier satisfaction with acquisition services (New) ↑	Not Available	3.00	3.05 3.05	3.10	3.15	Target Met
Percent of key policy stakeholders who rate policy initiatives effective ↑	84%	86%	80% Not Avail	85%	85%	Not Available
Cumulative number of innovative solutions ↑	0	5	10 10	15	20	Target Met
Citizen touch points in millions ↑	272	539	674 1,018	1,119	1,231	Target Exceeded
Strategic Objective 3.2: Support small and disadvantaged business						
Percent of dollars awarded to small business prime contracting (New) ↑	34.2%	40.1%	30.0% 37.0%	40.0%	***	Target Exceeded
Percent of dollars awarded to small business through subcontracting (New) ↑	32.1%	26.0%	25.0% 24.6%	25%	***	Target Not Met
Percent of MAS business volume from small businesses ↑	33.5%	34.0%	33.0% 34.7%	33.0%	33.0%	Target Exceeded
Management Objectives						
Management Objective 1: Deliver a mission ready workforce						
Time to hire (in days) (New) ↓	89	96	80 86	80	80	Target Not Met
EVS Employee Engagement Score (New) ↑	71%	69%	69% 69%	71%	72%	Target Met
Management Objective 2: Streamline information technology and improve data quality and reporting						
Number of consolidated enterprise information technology services successfully implemented (New) ↑	0	0	2 2	3	4	Target Met
Commodity information technology savings** ↑	-	-	6%	-	-	NA

Desired direction of performance: ↑ = increasing ↓ = decreasing ↔ = within range ** Contextual Indicator

*** FY 2015 plan to be determined based on negotiations with Small Business Administration

Cross-Agency Priority Goals

In accordance with the GPRM Modernization Act requirement 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 and progress towards CAP Goals, where applicable. GSA currently contributes to the following CAP Goals: Cybersecurity, Sustainability, Real Property, Improper Payments, Closing Skill Gaps, Strategic Sourcing, Open Data and Data Center Consolidation.

Agency Priority Goals

GSA had three priority goals for the FY 2012-2013 reporting period. These goal statements are presented below; details on the priority goal strategies, progress updates, indicators performance, next steps and contributing programs are reported on www.performance.gov and included in Appendix A.

1. **Manage customer agency real estate portfolio needs in a cost-effective and environmentally sustainable manner**

By September 30, 2013, GSA will complete and begin implementation of client portfolio plans with nine agencies to identify opportunities and develop action plans to optimize their real estate portfolios through reducing space, improving utilization and leveraging market opportunities to reduce costs.

2. **GSA will drive greater transparency and openness in government**

By September 30, 2013, GSA will develop at least 10 new innovative, cost effective information technology solutions that increase government openness, including solutions to serve businesses with one-stop access to federal services, provide the public information about federal performance, engage the public in providing expertise on specific problems to federal agencies, provide effective registration and management of government web sites, and streamline and leverage security assessments of innovative cloud computing products and solutions.

3. **GSA will increase the sustainability of the Federal Supply Chain**

By September 30, 2013, GSA will increase the sustainability of the federal supply chain by expanding the number of "green" product and service offerings available to federal customers by 10 percent, and increasing the purchasing of GSA green products and services to 5 percent of total business volume.

GSA defined two priority goals for the FY 2014-2015 reporting period. These goal statements are presented below; details on the priority goal strategies, progress updates, indicators performance, next steps and contributing programs are reported on www.performance.gov and included in Appendix B.

1. **Generate savings through Federal Strategic Sourcing Initiative**

By September 30, 2015, GSA will save \$255M (\$111 million during FY 2014 and \$144 million during FY 2015) through the use of Federal Strategic Sourcing Initiative (FSSI).

2. **Reduce the federal footprint**

By September 30, 2015, GSA will reduce the aggregate amount of leased space by 5 percent for replacement leases. GSA will also work with agencies to complete a total of 15 client portfolio plans (three new plans each year) to identify opportunities for agencies to optimize their real estate portfolios.

Strategic Goal 1: Provide savings to federal departments and agencies

GSA will strengthen federal capabilities to leverage the purchasing power of the government to offer the most cost-effective solutions. Two areas of focus will be improving federal utilization of space and increasing savings through strategic sourcing. 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.

Strategic Objective 1.1: Deliver contracting solutions to generate customer savings

GSA will effectively leverage existing, and develop new, federal strategic sourcing initiatives to provide competitively priced solutions to drive savings in technology, real property and other acquisitions throughout the federal government. Through these solutions, GSA will be able to leverage governmentwide business volume for better pricing, and standardize contracting terms and conditions in order to reduce the cost of purchasing across government.

Strategic Objective Goal Leaders:

- Tom Sharpe, Commissioner, Federal Acquisition Service (Lead Office)
- Dorothy Robyn, Commissioner, Public Building Service

Strategies. GSA will track progress on this objective using performance indicators and contextual indicators, and will review progress toward savings targets and project milestones during bi-weekly management reviews. External factors that could impact progress on this objective will be monitored and include changes to customers budgets, approval of new federal strategic sourcing offerings, and competition within industry for the goods and services we provide. These and other external factors are considered as new strategies are established. The current strategies for this objective include:

1. Continue to assess government purchasing and supply markets to develop federal strategic sourcing initiatives that provide our customers with services and equipment, at an excellent value, from suitable suppliers using standard solution pricing menus.
2. Use standard solutions and pricing with qualified suppliers to make it easier for agencies to meet their acquisition needs with minimal administrative demands, and, in turn, allow agencies to focus their time and resources towards their core mission-critical operations.
3. Promote the use of strategic sourcing solutions by our customers and work with our federal partners and industry to develop solutions for a broader array of products and services.
4. Reduce the operating costs for providing supplies to customers, which in turn will lead to customer savings.
5. Continue to use solutions such as Smartbuy, Network Services and Reverse Auctions to provide customers with significant savings for information technology and telecommunications services and equipment.
6. Continue to develop and refine real estate market analysis tools and leasing processes to offer our customers leased workspace, when needed, at an excellent value.

Contributing Programs. The following programs, defined in the Federal Program Inventory, contribute to this objective.

- Assisted Acquisition
- Electronic Government
- General Supplies and Services
- Integrated Award Environment
- Integrated Technology Services
- Rental of Space
- Travel, Motor Vehicle and Card Services

Strategic Objective Progress Update. GSA is committed to finding new ways to deliver best costs. One example of this is GSA's strategic sourcing initiative. Strategic sourcing creates savings by getting agencies to collectively commit to purchasing certain commodities at the best value. By buying once and buying well, strategic sourcing has saved the American public more than \$300 million since 2010. GSA was able to deliver \$1.37 billion in savings by providing technology solutions at prices that are below prices available from other sources.

We are also responding to the needs of our partners by developing tools like One Acquisition Solution for Integrated Services (OASIS). OASIS will be a one stop shop for key professional services and will allow for one contract with multiple areas of professional services. Ambitious, multibillion dollar professional services contracts such as this is key to GSA's future. OASIS is a way of responding to customer concerns while delivering multipart service results.

GSA continues to provide workspace at a great value to federal agencies and departments. In FY 2013, GSA negotiated leases at a weighted average of 10.1 percent below market rate, achieving an estimated \$29.2 million in annual cost savings to the government on assessed leases.

Strategic Objective Next Steps. GSA will take the following actions in support of this strategic objective over the next two years:

- Deliver new and update existing Federal Strategic Sourcing Initiative offerings;
- Research and assess additional products or service areas that are well suited for Federal Strategic Sourcing Initiative solutions;
- Continue to negotiate the lowest possible lease rates for its customer agencies;
- Reduce overhead and other costs from operations; and
- Deliver additional savings to the Federal Government through the SmartBUY and Network Services programs. The SmartBUY program negotiates government-wide enterprise licenses for software commercial off-the-shelf software that is generally acquired using license agreements with terms and prices that vary based on volume.

A key external factor is, in many cases, federal agencies are not required to use GSA for their procurement. GSA will focus on providing the best, most cost-effective procurement solutions to attract business, and will support the Administration's priority to reduce contract duplication across the Federal Government.

Performance Goals.

Strategic Objective 1.1: Deliver contracting solutions to generate savings						
Performance Goals and Indicators	FY11 Actual	FY12 Actual	FY13 Plan/Actual	FY14 Plan	FY15 Plan	FY13 Status
Performance Goal 1.1.1 - Generate Savings through Federal Strategic Sourcing Initiative (New) *						
Federal Strategic Sourcing Initiative Savings in millions (New) * ↑	\$68M	\$93M	\$108M \$108M	\$111M	\$144M	Target Met
Federal Strategic Sourcing Initiative Business Volume in millions (Discontinue) ↑	\$337M	\$423M	\$484M \$412M	-	-	Target Not Met
Performance Goal 1.1.2 - Reduce the Global Supply blended markup (Updated Methodology)						
Global Supply blended markup ↓	29.8%	28.1%	26.0% 24.7%	22.5%	18.5%	Target Exceeded
Performance Goal 1.1.3 - Procure lease space at below industry market rates						
Cost of lease space relative to market rates ↓	-12.9%	-11.5%	-9.5% -10.1%	-9.5%	-9.5%	Target Exceeded
Performance Goal 1.1.4 - Achieve savings through Integrated Technology Service solutions						
Integrated Technology Service cost savings in billions ↑	\$1.05	\$1.36	\$0.96 \$1.37	\$0.99	\$1.02	Target Exceeded
Performance Goal 1.1.5 - Procure Vehicles at below Invoice (Discontinue)						
Selling Price Discount Below Invoice (Discontinue) ↑	19.83%	17.6%	18.6% 18.2%	-	-	Target Not Met

Desired direction of performance: ↑ = increasing ↓ = decreasing ↔ = within range

* Priority Goal Indicator

Performance Goal 1.1.1 - Generate Savings through Federal Strategic Sourcing Initiative (New)

GSA will save customer agencies and departments \$111 million in FY 2014 and \$144 million in FY 2015 through the use of Federal Strategic Sourcing Initiative.

Federal agencies purchase over \$500 billion of goods and services annually. A key vehicle used by GSA, and other top purchasing federal government agencies, to promote cost savings, improved management visibility and adoption of best practices, has been the Federal Strategic Sourcing Initiative (FSSI). Established in 2005, FSSI is designed to improve government management of commonly purchased goods and services. FSSI provides customers with significant savings, decreases administrative redundancy, and improves business intelligence while meeting or exceeding small business and sustainability goals. For more information on the policies governing Federal Strategic Sourcing Initiative, go to www.strategicsourcing.gov/policies-memos.

GSA is focused on informing customers of the benefits of using FSSI solutions, including: savings opportunities, the ability to help meet socioeconomic goals and improved operating efficiencies. GSA is actively engaged in coordinated efforts to educate agencies regarding the benefits of FSSI solutions. In addition to increasing adoption, GSA will focus on generating savings by:

- Leveraging information available through existing data sources to negotiate better prices;
- Critically analyzing spending patterns to enhance business intelligence while applying this intelligence to FSSI initiatives within GSA;
- Reengineering business processes to identify operational efficiencies that will reduce costs to agencies;
- Sharing information, such as prices paid under FSSI and other federal contracts to increase savings opportunities; and
- Increasing adoption of industry and government agency best practices.

Barriers and challenges related to usage of these solutions include:

- Agencies may have duplicative solutions in place or attempt to create duplicative solutions;
- Agencies may have trouble identifying usage or key users in order to spread information relating to the solutions; and
- Some agencies may have unique requirements or better pricing and this is considered a legitimate reason for not using Federal Strategic Sourcing Initiative solutions.

Benefit to the Public. GSA will effectively leverage existing FSSIs and develop additional FSSI solutions to provide competitively priced solutions that drive savings in both commoditized and service related categories.

Performance and Contextual Indicators.

Federal Strategic Sourcing Initiative Savings in millions. This performance indicator is defined as savings through any official GSA-led or GSA co-led awarded Federal Strategic Sourcing Initiative solution. Solutions include:

- Current solutions: Office Supplies, Domestic Delivery Services, Print Management, and Wireless;
- Future generations of current solutions including Large Desktop Software Publisher (SmartBUY) will be included upon award; and

- Expiring solutions: The FSSI Telecommunications Expense Management Services is expected to expire in fiscal year 2014; spend against this solution will be included until expiration.

Federal Strategic Sourcing Initiative Business Volume in millions. This contextual indicator measures Federal Strategic Sourcing Initiative business volume in millions of dollars. This indicator was previously reported as a performance indicator but is being discontinued due to the introduction of the agency priority goal measuring FSSI savings. This indicator is defined as the business volume through any official GSA-led or GSA co-led awarded Federal Strategic Sourcing Initiative solution and includes the same set of offering defined in the FSSI savings indicator.

Progress Update. GSA delivered \$412 million in Business Volume in FY 2013 for its FSSI solutions compared to a target of \$484 million. This business volume translates to \$108M in savings achieved through the use of FSSI in FY 2013. There are several reasons that the target was not achieved, adoption rates for the solutions have not been as high as anticipated when this target was established and the roll out of the solutions were delayed by several months for various reasons - from protests, extended market research sessions, solution supporting multiple channels, and shift in program management. These factors in addition to the overall reduction in spend in the cost categories supported by the GSA FSSI solutions have lead to reduced business volumes being achieved compared to FY 2012 and the targeted FY 2013 levels. Now that GSA has greater visibility into the spend patterns of agencies and the budget realities of the current fiscal environment the targets for FY 2014 and beyond have been adjusted to be in-line with these factors.

As a result of the contributing factors identified above, GSA revised out-year business volume targets. While contraction of the federal budget has reduced overall spend on many of the goods provided through FSSI, GSA worked actively with stakeholders and customers to increase the business conducted through these solutions. Increasing business through these solutions can result in lower prices negotiated with suppliers. FSSI performance is reported publicly at <https://strategicsourcing.gov/>.

GSA will effectively leverage existing FSSIs and develop additional FSSI solutions to provide competitively priced solutions that drive savings in both commoditized and service related categories. Partnering with stakeholders to change buying behavior throughout the government is a fundamental requirement to achieving the target. Support of agencies on the Strategic Sourcing Leadership Council as well as the 24 Chief Financial Officers Act agencies for each solution is also required.

The GSA historic performance results for this indicator have been adjusted to include the Telecommunications Expense Management Solution. As a result, FY 2011 actual increased from \$308 million to \$337 million, the FY 2012 actual increased from \$409 million to \$423 million.

Lead Office. Federal Acquisition Service

Performance Goal 1.1.2 - Reduce the Global Supply blended markup (Updated Methodology)

GSA will reduce the Global Supply blended markup from 24.7 percent in FY 2013 to 22.5 percent in FY 2014 and to 18.5 percent in FY 2015.

The Global Supply Program is transforming its business model to drive increased efficiencies and customer savings into the supply chain by moving away from the use of warehouses and toward vendor direct delivery.

Benefit to the Public. Lowering the overall cost of the program allows for reduced rates and costs for customers, which translates to savings to the Federal Government and the American public.

Performance and Contextual Indicators.

Global Supply blended markup. Global Supply blended markup is an aggregate combination of mark-ups (fees) for the methods of supply for Special Order Programs, Direct Delivery, Expanded Direct Delivery and Stock. This performance indicator will track the reduction in fees charged to the customer as the Global Supply Program transitions to a new direct vendor delivery 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 the American public.

GSA updated the calculation methodology for this measure in FY 2013 remove pass-through transportation costs, which are not included in the cost of goods sold. An adjusted gross margin is used to calculate the blended mark-up to account for reimbursable outbound transportation expenses that are not included under the total cost of goods and services sold. These reimbursable expenses pertain primarily to business conducted through the Central Asia Sourcing program, which is reflected in the Special Order Programs method of supply only. A slight change to the calculation removes Special Order Programs 'other surcharges' from the total revenue. This represents pass-through transportation costs and must be removed because the initial transportation costs paid by GSA are not included in the cost of goods. Applying the updated methodology to past performance increases the FY 2011 Actual from 27.8 percent to 29.8 percent and the FY 2012 Actual from 28.1 percent to 28.5 percent. An adjusted gross margin is used to calculate the blended mark-up to account for reimbursable outbound transportation expenses that are not included under the total cost of goods and services sold.

Progress Update. GSA reduced the Global Supply blended markup from 28.5 percent in FY 2012 to 24.7 percent in FY 2013. This exceeded the target reduction of 26 percent. GSA will continue to seek the most efficient channels to provide goods to customers in the future. Through channeling product delivery through lower cost supply channels the markup required to cover program cost will be further reduced, generating savings to customer agencies.

Lead Office. Federal Acquisition Service

Performance Goal 1.1.3 - Procure lease space at below industry market rates

During FY 2014 and FY 2015 GSA will procure lease space, on average, at 9.5 percent below market rates.

GSA is committed to delivering cost savings to our client agencies and best value to the American public. By negotiating lease rates at or below market, GSA can realize savings for the American public. The goal is to negotiate the best deal possible.

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

Performance and Contextual Indicators.

Cost of lease space relative to market rates. This performance indicator compares GSA leasing costs to private sector benchmarks for equivalent space for leases that are at least 75 percent office space. Negotiating lease rates at or below market rates for comparable space generates cost savings for the American public.

Progress Update. In FY 2013 GSA procured lease space at 10.1 percent below industry market rates – exceeding the target of 9.5 percent. Overall performance was strong as our leasing program negotiated leases at a weighted average of 10.1 percent below market in FY 2013.

Lead Office. Public Buildings Service

Performance Goal 1.1.4 - Achieve savings through Integrated Technology Service solutions

GSA will save customer agencies and departments using GSA Integrated Technology Services \$0.99 billion in FY 2014 and \$1.02 billion in FY 2015.

GSA's focus is saving taxpayer dollars by negotiating and delivering lower cost solutions to our customer agencies through our Integrated Technology Services.

Benefit to the Public. Achieving this goal will result in savings generated through large nationwide information technology programs and enable customer agencies to meet mission critical needs at a lower cost.

Performance and Contextual Indicators.

Integrated Technology Service cost savings in billions of dollars. This performance indicator measures the Integrated Technology Service cost savings in billions and estimates the cost savings that customers realize by using 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. This element is calculated by following a rigorous pricing benchmark that compares commercial pricing for comparable services and terms and conditions with GSA contract pricing. Because of the limits to commercial pricing data available in the public domain, GSA obtains up-to-date, proprietary pricing data from a third-party consultant.

Progress Update. GSA exceeded its target of providing \$1 billion in savings and delivered savings of \$1.37 billion to customers in FY 2013.

Lead Office. Federal Acquisition Service

Performance Goal 1.1.5 – Procure Vehicles at below Invoice (Discontinue)

GSA negotiates contracts annually with automotive manufacturers to provide customer agencies with value pricing. GSA continues to aggregate the purchasing power of the government to achieve savings on automobile purchases, but will discontinue reporting as an external goal.

Benefit to the Public. Due to the high volume of vehicles procured, we are able to leverage the government's buying power to negotiate low pricing, and pass the savings on to federal customers.

Performance and Contextual Indicators.

Selling Price Discount Below Invoice. This performance indicator measures the savings quantified by tracking the selling price discount below invoice. The selling price discount below invoice is defined as the savings received by the government from the manufacturer's invoice price discount for the vehicles purchased through GSA. To calculate the estimated savings GSA determines the percent discount achieved from the top selling vehicles, which are determined by identifying the vehicle make and models with sales greater than 1,000 vehicles in each vehicle type. 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 American public on an annual basis for vehicle purchases

Progress Update. In FY 2013 GSA procured vehicles at 18.2 percent below invoice, and did not meet the target of 18.6 percent below invoice. Although the discount that GSA is able to negotiate off the manufacturer's invoice price generates considerable savings for our customers, this measure is in direct conflict with increasing the percentage of alternative fuel vehicles that are purchased compared to total automotive purchases. Alternative fuel vehicles are considerably more expensive than standard automobiles and the discount that GSA is able to negotiate is minimal due to market conditions and vehicle demand. Encouraging alternative fuel vehicle purchases across government is consistent with Executive Orders and the Administration's continued focus on sustainability.

Lead Office. Federal Acquisition Service

Strategic Objective 1.2: Improve the federal utilization of space

GSA is leading efforts to improve asset utilization, reduce agency space requirements, effectively manage real property, and pursue innovative proposals to leverage resources. We are a government-wide leader and expert in real estate solutions. We will assist and educate federal departments and agencies to develop plans that will assist agencies with consolidating their space to reduce their footprint.

GSA is encouraging agencies to reduce space to minimize costs. We use a variety of tools, strategies, and portfolio planning options to determine the optimal housing solutions for agencies. We are also targeting our large, more costly new construction, major repairs and alterations, and leasing prospectus projects. By working with customer agencies, GSA will identify opportunities to optimize federal real estate portfolios by reducing space, improving utilization, disposing of underutilized assets, and leveraging market opportunities to reduce the footprint and investment and operating costs.

GSA supports the Office of Management and Budget's "Freeze the Footprint" policy – aimed at maintaining governmentwide square footage for offices and warehouses – by collecting governmentwide data and conducting analysis to assess the performance of each agency towards meeting the national goal.

Strategic Objective Goal Leaders.

- Dorothy Robyn, Commissioner, Public Building Service (Lead Office)
- Anne Rung, Associate Administrator, Office of Government-wide

Strategies. GSA will track progress on this objective using performance indicators and contextual indicators, and will review progress toward savings targets and project milestones during bi-weekly management reviews. External factors are considered as new strategies are established. The current strategies for this objective include:

1. Use of the client portfolio plans process to develop and implement space saving opportunities with demonstrated value for both the client and GSA. These plans create value by proposing solutions which align Administration, Client Agency and GSA goals, and help optimize an agency's existing portfolio while more effectively anticipating, capturing, and advising on future portfolio needs.
2. Where it is advantageous to the federal government, work to house tenants in federally owned space, rather than leasing from the private sector.
3. Minimize the amount of vacant space in the inventory and increase the utilization of existing space.

Contributing Programs. The following programs, defined in the Federal Program Inventory, contribute to this objective.

- Assisted Acquisition
- Building Operations
- Construction and Acquisition of Facilities
- Government-wide Policy
- Integrated Technology Services
- Operating Expense
- Real Property Disposal
- Real Property Relocation
- Rental of Space
- Repairs and Alterations

Strategic Objective Progress Update. GSA plays a key and essential role in supporting the President's directive to Freeze the Federal Footprint. As a part of this effort, GSA's Total Workplace initiative is providing resources and expertise to encourage federal agencies to

reduce their office space, foster collaboration, better manage information technology spending, and increase energy efficiency. Ultimately, in a time of shrinking budgets, this initiative will save taxpayer dollars and allow agencies to invest more in their missions and better serve the American people.

GSA has completed a cumulative total of nine customer real estate portfolio plans for federal customers. In FY 2013, GSA completed plans for the Environmental Protection Agency (EPA), Immigration and Customs Enforcement (ICE) and the Federal Aviation Administration (FAA). GSA's work to implement client portfolio plan opportunities on behalf of individual agencies has been successful.

GSA also worked closely with the Federal Emergency Management Agency (FEMA) to significantly reduce their real estate footprint. FEMA requested that GSA's client portfolio plan team help FEMA meet their \$10 million rent budget reduction. By developing a nationwide portfolio strategy, GSA identified nearly \$12 million in annual rent cost avoidance. FEMA agreed with the recommended strategies, including a consolidation of five leases into FEMA headquarters in Washington, DC. Before this consolidation, FEMA leased over 625,000 in rentable square feet, costing approximately \$30 million annually. By embracing innovative workplace strategies, FEMA is working with GSA to reduce the portfolio by over 200,000 rentable square feet, saving \$9.7 million in annual rent. This savings represents a 33 percent reduction of FEMA's DC portfolio and 11 percent reduction of FEMA's nationwide portfolio.

Additionally, GSA leveraged funding from the American Recovery and Reinvestment Act of 2009 to help improve space utilization in federally owned buildings. GSA completed new construction and major repair and alterations projects to reduce costly leased space and improve consolidation. For example, in FY 2013, GSA made its headquarters in Washington, DC into a testing ground for a new kind of federal workplace with Recovery Act funding. By transforming conventional office space into a collaborative, flexible work environment, GSA is demonstrating to our client agencies how agencies can better utilize space and reduce costs. GSA is saving over \$24 million a year by reorganizing its workspace and expanding workspace use to approximately 3,300, from 2,000 employees, and vacating leases that are no longer required.

GSA continues to be successful in keeping vacancy rates low in its owned and leased real property portfolio. Nationally, GSA's vacancy rate is 3.8 percent, far below the private sector average of 16.9 percent. Agencies are looking to freeze or reduce their federal footprint as part of the administration's Freeze the Footprint initiative. As an agency priority goal, GSA will continue to work with its federal customers to optimize their use of federal space while meeting their changing needs.

Strategic Objective Next Steps. GSA will take the following actions in support of this strategic objective over the next two years:

- Reduce the amount of rentable square feet by an aggregate of five percent for replacement leases.
- Complete and begin implementing client portfolio plans with six additional agencies to identify opportunities and develop action plans to optimize real estate portfolios.
- Work with agencies to develop policies and implement practices that freeze the federal building and warehouse space at FY 2012 levels.

Performance Goals.

Strategic Objective 1.2: Improve the federal utilization of space						
Performance Goals and Indicators	FY11 Actual	FY12 Actual	FY13 Plan/Actual	FY14 Plan	FY15 Plan	FY13 Status
Performance Goal 1.2.1 – Reduce the Federal Footprint (New)*						
Reduction in amount of rentable square feet in replacement leases (New) *↑	Not Avail	Not Avail	NA Not Avail	3%	5%	Not Avail
Agencies with completed client portfolio plans *↑	3	6	9 9	12	15	Target Met
Performance Goal 1.2.2 – Reduce vacant space in the government-owned and leased inventory						
Percent of vacant space in inventory↓	3.4%	3.0%	3.2% 3.8%	3.2%	3.2%	Target Not Met

Desired direction of performance: ↑ = increasing ↓ = decreasing ↔ = within range * Priority Goal Indicator

Performance Goal 1.2.1 – Reduce the Federal Footprint (New)

GSA will reduce the amount of aggregate leased space by three percent for replacement leases in FY 2014 and five percent for replacement leases in FY 2015, and will work with agencies to complete a total of 15 client portfolio plans (three plans in FY 2014 and three plans in FY 2015) to identify opportunities for agencies to optimize their real estate portfolios.

GSA is leading efforts to improve asset utilization, reduce agency space requirements, effectively manage real property, and pursue innovative proposals to leverage resources. We will work with agencies to increase office space utilization, which will minimize operations, maintenance, and investment costs. GSA's efforts will assist the Government in reducing its Federal footprint and generating savings for the American public. Client portfolio plans identify opportunities and develop action plans to optimize the real estate portfolios of our customers.

Benefit to the Public. 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. Better utilization of federal workspace lowers the federal government's operational cost. GSA's efforts will assist the federal government in reducing its real estate footprint and generating savings for the American public.

Performance and Contextual Indicators.

Reduction in amount of rentable square feet in replacement leases (New). This performance indicator measures the amount of rentable square feet reduction in replacement leases by calculating the space under the existing leases versus the space provided under the replacement leases.

Agencies with completed client portfolio plans. This performance indicator measures the number of client portfolio plans (CPP) that GSA has developed for customer agencies. These plans provide recommendations with action plans to reduce space, consolidate tenants, and lower leased costs by leveraging identified market opportunities. A "completed portfolio plan" is developed by GSA and validated by the customer agency. Each year's target represents the cumulative number of plans completed to date.

Progress Update. GSA completed nine client portfolio plans in FY 2013 for the following agencies: Department of State, Social Security Administration, Department of Health and Human Services, Department of Commerce, Securities and Exchange Commission, Federal Emergency Management Agency, Environmental Protection Agency, Immigrations and Customs Enforcement, and Federal Aviation Administration.

In the fourth quarter of FY 2013, GSA completed the implementation of four projects for four agencies, which will lead to more than \$10 million in annual rent savings. The completed projects represented consolidation projects for Federal Emergency Management Agency, Department of Health and Human Services, and Department of State and a lease renegotiation to close a market gap for the Social Security Administration. Reducing space is a new indicator in FY 2014. GSA is helping agencies achieve significant savings in real property.

Lead Office. Public Buildings Service

Performance Goal 1.2.2 – Reduce vacant space in the government-owned and leased inventory

GSA will keep vacant space at or below 3.2 percent in FY 2014 and FY 2015.

GSA tracks the amount of vacant space in its owned and leased inventories monthly. Even though GSA vacancy has increased, it continues to remain well below the private sector where vacancy grew to 16.9 percent. When an agency releases space, GSA's vacancy increases until it is backfilled or released from the inventory. As agencies strive to reduce the federal footprint, GSA's vacancy can increase in the future as tenants release space.

Benefit to the Public. Better utilization of federal workspace lowers the federal government's operational cost.

Performance and Contextual Indicators.

Percent of vacant space in the government-owned and leased inventory. This performance indicator reports the total unoccupied assignable square feet either as a percentage of total assignable square feet in the owned and leased workspace inventory. Space undergoing on-time, prospectus level renovation is excluded.

Progress Update. At the end of FY2013, GSA did not achieve this building portfolio target. GSA's vacancy totaled 3.8 percent, which is higher than the 3.2 percent target. Vacant space is impacted by the lack of funding to renovate space for future customers and agency space consolidations, as well as agencies releasing space reduce their real property footprint. GSA continues its efforts to optimize the use of federal space while meeting the changing needs of customer agencies and adhering to presidential mandates.

Lead Office. Public Buildings Service

Strategic Objective 1.3: Reduce resource use and environmental impact

GSA will reduce resource usage by installing and implementing energy and water efficiency improvements in its portfolio; procuring more fuel efficient vehicles; reducing waste generation and diverting waste from landfills; offering more sustainable products and services on its schedules; reducing business travel and making remote meeting technologies more available and accessible; and increasing telework and designing workspaces that increase space utilization.

GSA also serves as a test-bed for innovative technologies and management practices that improve environmental performance while reducing costs. This will be accomplished by testing and, where proven effective, deploying Green Proving Ground building technologies and by making innovative products and services available and affordable to customer agencies.

Strategic Objective Goal Leaders:

- Jiyoung Park, Senior Sustainability Officer (Lead)
- Dorothy Robyn, Commissioner, Public Building Service
- Tom Sharpe, Commissioner, Federal Acquisition Service
- Anne Rung, Associate Administrator, Office of Government-wide Policy

Strategies. GSA will track progress on this objective using performance and contextual indicators, and will review progress toward savings targets and project milestones during bi-weekly management reviews. External factors are considered as new strategies are established. The current strategies for this objective include:

1. Employ new technologies and building management practices that are both cost-effective and environmentally responsible.
2. Expand the use of alternative fuel vehicles governmentwide and ensure that low-cost, high-efficiency vehicle options are available to customer agencies.
3. Building on its capability to deliver comprehensive products and services across Government at the best value possible, GSA will continue to expand its offerings of sustainable products. Assist federal agencies in meeting environmental sustainability purchasing requirements by identifying and increasing the availability of green products and services.
4. Enhance the usefulness of energy efficiency research, strategies, practices, and tools provided to federal agencies by improving existing and deploying new resources that will enable better measurement of the use and impact of the resources provided; and obtaining user feedback, and disseminating research, strategies, practices and tools.

Contributing Programs. The following programs, defined in the Federal Program Inventory, contribute to this objective.

- | | |
|--|---|
| • Assisted Acquisition | • Government-wide Policy |
| • Building Operations | • Integrated Technology Services |
| • Construction and Acquisition of Facilities | • Repairs and Alterations |
| • General Supplies and Services | • Travel, Motor Vehicle and Card Services |

Strategic Objective Progress Update. Going green saves money, and we are committed to a sustainable government that reduces energy and water use in federal buildings, responsibly disposes of electronic waste, and greens the federal fleet. GSA will also continue to work with

businesses to make sustainable products and services readily available and affordable to our partner agencies.

GSA is reducing energy costs by implementing high-performing green features, such as photovoltaic rooftop arrays, rainwater recapture and reuse systems, green roofs, solar panels, and high efficiency building systems. GSA developed and implemented a new building operations and management system, GSALink, to collect and quickly respond to real time building data. GSA also implemented the Shave Energy Program, which focuses on low or no-cost measures to reduce energy consumption. The goal of the program is to reduce facility energy consumption by approximately 10 percent. GSA is applying these principles to help drive savings to agencies as they convert to a more efficient and effective workplace.

GSA has increased the sustainability of the federal supply chain by increasing the sales of green products and service offerings to 4.7 percent of total business volume in FY 2013 from the baseline of 2.4 percent in FY 2010. GSA will continue to identify additional sustainable product and service offerings and use focused communications to educate federal agencies about available green products and services and where they can be purchased.

GSA supported federal customers in purchasing alternative fuel vehicles to reduce the environmental impact of the federal fleet. In FY 2013, GSA initiated an incentive program to offer hybrids for the price of a regular sedan by funding the incremental costs. In addition, over 80 percent of the vehicles purchased by GSA this fiscal year were classified as alternative fuel vehicles.

Strategic Objective Next Steps. GSA will take the following actions in support of this strategic objective over the next two years:

- At least 80 percent of all vehicles procured by FAS will be alternative fuel vehicles.
- Continue to leverage alternative financing for cost saving energy efficiency and renewable energy technologies that reduce greenhouse gas emissions.
- Serve as a test bed for sustainable technology through continued operation of the Green Proving Ground Program.

Performance Goals.

Strategic Objective 1.3: Reduce resource use and environmental impact						
Performance Goals and Indicators	FY11 Actual	FY12 Actual	FY13 Plan/Actual	FY14 Plan	FY15 Plan	FY13 Status
Performance Goal 1.3.1 – Green the federal supply chain						
Percent green business volume ↑	2.2%	6.9%	5.0% 4.7%	6.0%	7.0%	Target Not Met
Percent green business offerings (Discontinued) ↑	-	1.16%	1.49% 1.24%	-	-	Target Not Met
Performance Goal 1.3.2 – Reduce water consumption						
Total water consumption in billions of gallons ↓	3.11	2.95	2.78 2.66	2.71	2.65	Target Exceeded
Water intensity (gallons/gross square feet) (Contextual Indicator) ↓	13.2	12.4	- 11.0	-	-	NA
Performance Goal 1.3.3 – Reduce total energy purchased						
Total energy purchased in trillion BTUs ↓	18.36	18.17	18.22 16.28	18.13	18.03	Target Exceeded
Energy Intensity (BTUs in thousands/gross square feet) (Contextual Indicator) ↓	62.2	58.1	- 57.9	-	-	NA
Performance Goal 1.3.4 – Reduce use of petroleum-based fuel						
Annual use of petroleum-based fuel in millions of gallons ↓	405.5	380.4	380.2 366.9	372.6	365.2	Target Exceeded
Performance Goal 1.3.5 – Purchase alternative fuel vehicles						
Percent alternative fuel vehicles purchased ↑	80%	75%	80% 82%	80%	80%	Target Exceeded
Performance Goal 1.3.6 – Provide useful energy efficiency information and tools to federal agencies						
Usefulness of energy efficiency information and tools provided to federal agencies ↑	65%	78%	70% 70%	75%	80%	Target Met

Desired direction of performance: ↑ = increasing ↓ = decreasing ↔ = within range

Performance Goal 1.3.1 – Green the federal supply chain

GSA will increase green purchasing as a percent of business volume to 6 percent in FY 2014 and 7 percent in FY 2015.

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 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.

Benefit to the Public. 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.

Performance and Contextual Indicators.

Green Purchasing as a percent of business volume. This performance indicator is calculated by dividing the summation of the dollars attributable to green purchases in the reported fiscal year and by the summation of total dollars of business volume (purchases) in the reported fiscal year tracked through the GSA Federal Acquisition Service systems.

GSA revised the methodology for calculating the percentage of its total business volume attributed to sales of green products. The change to the sales calculation will add business volume from the following new sources: Federal Strategic Sourcing Initiative (FSSI) Office Products, FSSI Print Management, IT Commodities Blanket Purchase Agreements, and Refurbished/Used Equipment (Schedule 70). The revised methodology will adjust the calculation of the value of product donation and reuse through GSA Excess and Computers for Learning to better reflect the value of products at the time of donation and reuse.

Percent Green Business Offerings (Discontinued). This performance indicator is being discontinued due to the poor data quality of the information used to calculate this indicator. This indicator is calculated by dividing the total number of 'green' offerings by the total number of GSA offerings in GSA Advantage.

Progress Update. The sale of green offerings relative to FAS total business volume was less in FY 2013 compared to FY 2012 and the overall result is that FAS fell short of the 5 percent target

by approximately 0.36 percent. FAS' final result for FY 2013 was 4.64 percent. There was an overall reduction in FAS business volume from FY 2012 to FY 2013 of \$2.9 billion which is a 5.3 percent reduction in overall business volume. However, sales in several of the contributing programs such as the sale of Alternative Fuel Vehicles and products classified as green in GSA Advantage saw reduction from FY 2012 to FY 2013 that outpaced the overall reduction in business experienced by GSA in FY 2013.

Lead Office. Federal Acquisition Service

Performance Goal 1.3.2 – Reduce water consumption

GSA will reduce water consumption to 2.71 billion gallons in FY 2014 and 2.68 billion gallons in FY 2015.

Water is an important natural resource that is increasingly depleted due to weather anomalies that result in droughts, lack of snowfall run off and replenishment of aquifers. Additionally, the quality of our water supply is threatened due to external factors. As a large consumer of potable water, GSA is responsible for consuming water efficiently and appropriately. GSA has identified opportunities for water conservation measures that provide quick payback where historically projects have had longer paybacks. The challenge is to fund water measures that are most cost effective but also result in significant reductions in consumption.

Benefit to the Public. Public Buildings Service

Performance and Contextual Indicators.

Total water consumption. This performance indicator reports total water, in billions of gallons (bg), purchased by GSA in each fiscal year. 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. This indicators excludes leased space where utility costs are included in the rent that GSA pays.

Water intensity. This contextual indicator is defined as total water (in gallons) purchased by divided by the total GSA gross square feet.

Progress Update. GSA was successful in meeting its annual water consumption target for the first time since FY 2009. Our focus this year was closely reviewing sites that were greater than 4 percent over the baseline and determined improvement plans or shared best practices to bring the national consumption within target. GSA has also reduced water consumption by completing energy efficient American Recovery and Reinvestment Act projects. GSA has reduced water from 12.4 gallons per gross square foot to 11.0 gallons per gross square foot.

Lead Office. Public Buildings Service

Performance Goal 1.3.3 – Reduce total energy purchased

GSA will reduce total annual energy purchased to 18.13 trillion BTUs in FY 2014 and 18.03 trillion BTUs in FY 2015.

GSA manages energy consumption towards mandated percent reduction goals per gross square foot. To capture energy trends, tracking total purchased energy is measured between fixed time periods to more accurately trend performance of our portfolio, enabling us to reflect changes in density of employees.

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

Performance and Contextual Indicators.

Total energy purchased directly by GSA for GSA and its customer agencies. This performance indicator reports the total energy purchased by GSA each fiscal year in owned and leased space where GSA makes payments directly to utility companies reported in trillions of British thermal units (tbtu). 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.

Energy Intensity. This contextual indicator is defined as the energy GSA purchases in BTU divided by the gross square feet.

Progress Update. GSA exceeded its FY 2013 target for purchased energy and purchased less energy than anticipated, with mild winter temperatures contributing to achieving this target. We increased our use of on-site energy generation, which also contributed to us exceeding our target, incorporated advanced metering in our building systems, educated building managers on best practices to reduce energy consumption, and completed energy efficient American Recovery and Reinvestment projects. We reduced energy intensity from 58.1 BTU per gross square foot in FY 2012 to 57.9 BTU per gross square foot in FY 2013.

Lead Office. Public Buildings Service

Performance Goal 1.3.4 – Reduce use of petroleum-based fuel

GSA will reduce annual consumption of petroleum-based fuel to 372.6 million gallons in FY 2014 and 365.2 million gallons in FY 2015.

Executive Order 13514: *Federal Leadership in Environmental, Energy, and Economic Performance* (2009) made the reduction of greenhouse gas emissions a priority and set specific targets for the reduction of petroleum consumption by agency fleets—a two percent annual reduction over a baseline year of FY 2005 through FY 2020. This reiterates the same two percent annual reduction target set through E.O. 13423 (2007) and the Energy Independence and Security Act of 2007.

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

Performance and Contextual Indicators.

Annual use of petroleum-based fuel in millions of gallons. This performance indicator 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. Usage is obtained directly from agencies via the GSA Federal Automotive Statistical Tool (FAST). This indicator is expressed as 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.

Progress Update. Petroleum-based fuel use was 366.9 million gallons in FY 2013. This amount is 3.5 percent below the 380.2 million gallon target. This measure reports government-wide data on petroleum-based fuel use.

Lead Office. Office of Government-wide Policy

Performance Goal 1.3.5 – Purchase alternative fuel vehicles

GSA will maintain in FY 2014 and FY 2015 80 percent of vehicles purchased being alternative fuel vehicles.

Each fiscal year, FAS procures approximately 60 thousand vehicles for the federal government. A significant number of these new purchases are Alternative Fuel Vehicles (AFV) which run on alternative fuels or meet the EPA's low greenhouse gas emitting vehicle requirements. This goal helps to ensure government operations are more sustainable and have a reduced environmental impact.

Benefit to the Public. Transitioning to a fleet composed primarily of AFVs will lower petroleum consumption, greenhouse gas emissions, and annual fuel costs for customer agencies.

Performance and Contextual Indicators.

AFVs purchased as percentage of total motor vehicles purchased. This performance indicator reports the AFV purchases in a given fiscal year as a percentage of the total number of vehicles purchased. AFVs are vehicles that run on non-petroleum fuels – like electricity, natural gas, or biofuels – or meet the EPA's low greenhouse gas emitting vehicle requirements. Total motor vehicles purchased include orders made by GSA for its fleet customers and motor vehicles orders made by other Federal agencies.

Progress Update. 34,182 out of 41,643 vehicles purchased in FY 2013 were AFVs (82.1 percent). AFVs account for \$835 million of \$1,069 million of vehicles purchased for FY 2013.

Lead Office. Federal Acquisition Service

Performance Goal 1.3.6 – Provide useful energy efficiency information and tools to federal agencies

GSA will annually achieve at least 80 percent of stakeholders rating energy efficiency information and tools provided to federal agencies as effective in FY 2014 and FY 2015.

Executive Order 13514: Federal Leadership in Environmental, Energy, and Economic Performance (2009) and the Energy Independence and Security Act of 2007 (EISA) made the advancement of sustainable federal buildings a priority. EISA established GSA's Office of Federal High-Performance Green Buildings to enable and enhance Federal leadership in the field of sustainable real property portfolio management and operations. Among other responsibilities, the office provides best practices, tools, and resources to support federal agencies in advancing sustainability. This goal supports both government-wide and GSA goals for reducing resource and environmental impact. The Office of Federal High-Performance Green Buildings surveyed stakeholders on the usefulness of energy research, strategies, practices & tools.

Benefit to the Public. The GSA 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 GSA to advance the sustainability of their building operations.

Performance and Contextual Indicators.

Usefulness of energy efficiency research, strategies, practices, and tools provided by OGP to federal agencies (Updated). This performance indicator measures the percentage of survey respondents who rate the research, new strategies, best practices, and tools related to energy efficiency issued by the GSA 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. Future measures will assess the adoption of strategies and best practices, and their impact on increasing environmental and economic performance. This measure demonstrates progress toward meeting Energy Independence and Security Act requirements. The indicator focuses on users of the GSA Sustainable Facilities Tool, which is a one-stop online resource available to any government or private sector user to identify and prioritize cost-effective green building and procurement strategies to improve environmental performance.

The GSA 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 GSA to advance the sustainability of their building operations.

Progress Update. GSA met the target of 70 percent of stakeholders rating energy efficiency information and tools provided to federal agencies as effective in FY 2013.

The Office of Federal High-Performance Green Buildings surveyed stakeholders on the usefulness of energy research, strategies, practices and tools. The Sustainable Facilities Tool (SFTool) team designed a 16 question survey to be distributed immediately to all attendees of our online Sustainable Facilities Tool overview sessions. 100 percent of stakeholders rated the

SFTool overview useful. 95 percent would recommend a similarly structured overview session to a colleague. 95 percent felt the session provided information in a format they could share with their team. More than half the respondents expressed interest in attending additional, specialized demos of SFTool Modules. 70 percent of stakeholders rated SFTool information as relevant to their professional responsibilities.

Lead Office. Office of Government-wide Policy

Strategic Goal 2: Improve the efficiency of operations and service delivery

GSA will build greater efficiency in its operations and service delivery. Operations will be streamlined and improved to ensure that we provide our services efficiently to our customers. GSA will continue to invest in improving our real property assets to meet the short and long term needs of our customers. GSA will improve internal operations by enhancing real property asset quality, and streamlining operations, processes and technology delivery. GSA will assist the federal government in improving the efficiency of fleet operations government-wide by pursuing the consolidation of customer managed fleets into GSA's fleet operations.

Strategic Objective 2.1: Increase the efficiency of GSA operations

GSA will build greater efficiency in meeting customer needs in the areas of acquisition services and real property leasing, construction, and disposal. We will reduce administrative costs, improve oversight and strengthen internal controls to drive efficiency in our operations. Zero-based budgeting practices will be employed to allocate and reduce travel, information management infrastructure, management support contracts based on agency priorities.

Strategic Objective Goal Leaders.

- Mike Casella, Chief Financial Officer (Lead Office)
- Tom Sharpe, Commissioner, Federal Acquisition Service
- Dorothy Robyn, Commissioner, Public Building Service
- Anne Rung, Associate Administrator, Office of Government-wide Policy

Strategies. GSA will track progress on this objective using performance and contextual indicators, and will review progress toward savings targets and project milestones during bi-weekly management reviews. External factors are considered as new strategies are established. The current strategies for this objective include:

1. Streamline and standardize processes, maintain cost-beneficial controls and improve financial and performance data analytics and reporting;
2. Mitigate financial risks by developing, implementing and overseeing rigorous and consistent internal controls on budgetary and financial processes and transactions;
3. Reduce indirect costs through realignment;
4. Achieve greater efficiency in delivering products and services by implementing category management best practices;
5. Increase percent of leased revenue available after administering the leasing program by improving billing practices for rent and building services;
6. Design, construct and manage buildings that efficiently meet our customers' requirements; and
7. Change the use of space and reduce the average space allocation by implementing innovative workplace solutions and adoption of a "smart occupancy" approach to GSA occupied space.

Contributing Programs. The following programs, defined in the Federal Program Inventory, contribute to this objective.

- Acquisition Workforce Training
- Assisted Acquisition
- Building Operations
- Citizen Services and Innovative Technologies
- Construction and Acquisition of Facilities
- Federal Acquisition Service – Integrators
- General Management and Support Services
- General Supplies and Services
- Government-wide Policy
- Integrated Technology Services
- Operating Expense
- Real Property Disposal
- Real Property Relocation
- Rental of Space
- Repairs and Alterations
- Travel, Motor Vehicle and Card Services

Strategic Objective Progress Update. GSA is committed to providing high quality services and support to our partner agencies at an optimum value. GSA is introducing new performance goals to help assess how well we are streamlining our organization: (1) reduce total cost of

operations as a percentage of total goods and services provided, and (2) lower total GSA corporate indirect costs from an FY 2010 baseline. As a result of streamlining activities, GSA realized a \$130 million reduction in indirect costs against the FY 2010 baseline and improved operational efficiency to reduce operating costs from 10.73 percent (in FY 2010) to 9.6 percent in FY 2013. If GSA had operated at the FY 2010 operational efficiency levels in FY 2013 then it would have cost our customers, and in turn the American public, an additional \$252 million for us to deliver the volume of goods and services we provided.

We continue to track our progress in efficiently managing our programs in acquisition services, lease management, building construction projects, utilization of acquisition training courses, and real property disposal services. Notable areas of improvement realized in FY 2013 include lease management and management of construction projects. Ongoing implementation of improved project management processes has led to continual improvement in keeping building construction projects on schedule. In FY 2013, all of our prospectus level construction projects were assessed as being on schedule.

In FY 2013, GSA improved its management of occupancy agreements and billing practices to meet our goal of ensuring that revenue from our leased buildings fully covered our operating expenses. GSA experienced mixed success in meeting its cycle time goals for real property disposal services. GSA continued to effectively award public sales properties within 135 days. However, GSA missed its performance target for non-competitive sales and donations. GSA continues to meet its targets for managing cost in its acquisition operations and efficiently providing training courses through the Federal Acquisition Institute.

Strategic Objective Next Steps. GSA will take the following actions in support of this strategic objective over the next two years:

- Define, measure and reduce overhead and eliminate unnecessary duplication and analyze and improve processes;
- Continue to consolidate indirect activities to reduce overhead and administrative costs and implement more effective systems and processes and ensure cost-beneficial controls;
- Mitigate financial risks by developing, implementing and overseeing rigorous and consistent internal controls on budgetary and financial processes and transactions;
- Enhance reporting and analytics capability to measure and manage costs across the agency, improve transparency in the financial and operational reporting of GSA data and support data-based decisions;
- Develop agency-wide process improvement capability to inform streamline and standardize processes, maintain cost-beneficial controls and improve financial and performance data analytics and reporting;
- Develop a fully integrated, performance based decision-making process to link budget to performance and improve resource allocation and organizational efficiency;
- Implement corrective action plan to ensure full cost recovery in the GSA leasing program;
- Manage operations in the Federal Acquisition Service to control direct costs and ensure full cost recovery in the Acquisition Service Fund;
- Work with our customer agencies to further educate them on how to efficiently identify and dispose of unneeded real property assets; and
- Change the use of space and reduce the average space allocation by implementing innovative workplace solutions and adoption of a “smart occupancy” approach to GSA occupied space.

Performance Goals.

Strategic Objective 2.1: Increase the efficiency of GSA operations						
Performance Goals and Indicators	FY11 Actual	FY12 Actual	FY13 Plan/Actual	FY14 Plan	FY15 Plan	FY13 Status
Performance Goal 2.1.1 – Increase the efficiency of GSA operations						
Operating costs as a percentage of goods and services provided (New) ↓	9.99%	10.03%	9.60% 9.60%	9.4%	9.2%	Target Met
Performance Goal 2.1.2 – Control indirect costs						
Reduction in total GSA indirect costs from the FY 2010 baseline in millions (New) ↑	\$136M	\$115M	\$132M \$132M	\$155M	\$200M	Target Met
Performance Goal 2.1.3 – Achieve full cost recovery in the GSA leasing program						
Percent of leased revenue available after administering program ↔	-0.3%	-0.3%	0-2% -0.09%	0-2%	0-2%	Target Not Met
Performance Goal 2.1.4 – Complete new construction projects on schedule						
New construction projects on schedule ↑	83%	93%	90% 100%	90%	90%	Target Exceeded
Performance Goal 2.1.5 – Timely award of public sale properties and non-competitive sales and donations						
Percentage of public sale properties awarded within 135 days ↑	100%	100%	90% 98%	90%	90%	Target Exceeded
Percentage of non-competitive sales and donations awarded within 220 days ↑	95%	91%	90% 88%	90%	90%	Target Not Met
Performance Goal 2.1.6 – Deploy civilian acquisition workforce training courses efficiently						
Attendance levels for Federal Acquisition Institute training courses ↑	75%	86%	80% 89%	80%	80%	Target Exceeded
Performance Goal 2.1.7 – Control direct costs of acquisition services (Discontinued)						
Direct costs of acquisition services as a percentage of gross margin (discontinued) ↓	33.9%	33.5%	22.1% 20.5%	-	-	Target Exceeded
Performance Goal 2.1.8 – Improve the efficiency of E-Gov Travel Service processing (Discontinued)						
Percentage of Travel Vouchers Processed E-Gov Travel Service (discontinued)	85%	84%	74% 86%	-	-	Target Exceeded

Desired direction of performance: ↑ = increasing ↓ = decreasing ↔ = within range

Performance Goal 2.1.1 – Increase the efficiency of GSA operations

GSA will improve operational efficiency so operating expenses are no more than 9.4 percent of revenues in FY 2014 and no more than 9.2 percent of revenues in FY 2015.

GSA will increase operational efficiency through consolidation and standardization of business processes. GSA will strengthen agency-wide process improvement capabilities to design efficient and standardized processes across the agency. GSA will improve data transparency and data analytics capabilities to support fully integrated, performance-based decision-making. GSA tracks the overall efficiency to GSA operations by dividing the total operating costs by the total value of goods and services provided.

Benefit to the Public. Improving operational efficiency means GSA will be able to deliver goods and services to our customers at a lower cost. This improved efficiency will translate to reduced costs to operate GSA and lead to savings to the American public.

Performance and Contextual Indicators.

Total operating costs as a percentage of total goods and services provided. This performance indicator measures the overall efficiency to GSA operations by dividing the total operating costs by the total value of goods and services provided. The purpose of this indicator is to monitor overall GSA efficiency and track efficiency improvements while controlling for changes in the customer demand for GSA goods and services. This indicator is calculated by taking operating expenses, inclusive of allocated corporate indirect expenses, in the Federal Acquisition Service (FAS) and Public Building Service (PBS) as a percentage of the total goods and services provided by FAS and PBS. The FAS operating expenses include all FAS expenses except flow-through and customer direct benefit activities, which include fleet related expenses and outbound transportation costs. PBS operating posts include all total PBS building operations costs less activities that provide direct benefit to the customer. Direct benefit activities include building utilities, maintenance, cleaning, security, fire and other building services.

Progress Update. GSA met its target of reducing operating costs to 9.6 percent goods and services provided in FY 2013. This is a 4.3 percent reduction from the FY 2010 operational efficiency of 10.03 percent.

Lead Office. Office of the Chief Financial Officer

Performance Goal 2.1.2 – Control indirect costs

GSA will reduce indirect costs from the FY 2010 baseline by \$155 million in FY 2014 and \$200 million in FY 2015.

In FY 2012 and FY 2013, GSA reorganized to consolidate functions. Budget and finance management, information technology, and human resource functions were transferred from the Acquisition Service Fund and Federal Building Service Fund to the Working Capital Fund. Monitoring indirect costs will track efficiency improvements in GSA's administrative and support activities and quantify the savings achieved from organizational consolidations and reorganizations. Operating costs are composed of direct and indirect costs and exclude the costs of goods and services sold. Indirect operating costs are expenses that are allocated across revenue generating activities. This indicator will track savings and efficiencies due to the consolidations and other improvements in the indirect activities.

Benefit to the Public. Controlling indirect costs will improve GSA operational efficiency and translate to savings to customer agencies and the American public.

Performance and Contextual Indicators.

Reduction in total GSA indirect costs from the FY 2010 baseline. This performance indicator measures the GSA cost of indirect operating costs as compared to the FY 2010 baseline. Indirect costs include: (1) corporate management, (2) business executive direction, and (3) business support and is calculated as the total cost of corporate indirect costs plus FAS indirect costs plus PBS indirect costs. Corporate indirect include corporate management costs and business support: comprised of indirect costs that are variable to the business activity they support and includes finance centers, and CIO direct business systems costs and related personnel compensation and benefits. FAS Indirect includes Business Executive Direction (i.e., national business management (FAS Commissioner and Deputies, Assistance Commissioners and Regional Commissioners and immediate offices), FAS integrators and regional/business line management - including administrative liaisons for CHCO/CFOs, and Program Management. PBS Indirect includes PBS IT Service, personnel compensation and benefit costs, management support costs and other PBS administrative expenses, including: transportation, telephones, printing, training, supplies, equipment and travel.

Progress Update. GSA met its FY 2013 target of reducing indirect costs by \$130 million from the FY 2010 baseline primarily due to savings realized through the realignment of finance, information technology and human capital functions.

Lead Office. Office of the Chief Financial Officer

Performance Goal 2.1.3 – Achieve full cost recovery in the GSA leasing program

GSA will improve the efficiency of the leasing program so the revenue available after administering the program is between zero and two percent in FY 2014 and FY 2015.

The GSA leasing program provides lease space to meet customer needs timely and at best value. GSA strives to generate sufficient program revenue to break even in the leasing program after covering all administrative costs to operate.

Benefit to the Public. Maintaining leased revenue available after program administration costs at between zero and two percent of revenues demonstrates that the leasing program can efficiently operate within the fees collected from customer agencies. 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.

Performance and Contextual Indicators.

Percent of leased revenue available after administering the leasing program. This performance indicator measures the leasing program's revenue available after program administration costs and is calculated by taking the leased inventory revenue minus all expenses (excluding depreciation) associated with the inventory.

Progress Update. GSA missed its target of lease revenue available between 0 - 2 percent once again in FY 2013, but performance did improve from FY 2012 levels. The end of year performance for FY 2013 of -0.09 percent, compared to -0.31 percent in FY 2012, is the result of various issues, including timely and accurate customer billing and lessor payment, vacant space and related security expenses, lease formulation and buyout costs, and general and administrative expenses in excess of PBS fee revenue for small-dollar value leases. GSA continues to work collaboratively across the organization to focus on this metric, and hopes to continue the upward trend for results in FY 2014.

Lead Office. Public Buildings Service

Performance Goal 2.1.4 – Complete new construction projects on schedule

GSA will complete at least 90 percent of new construction projects on schedule annually in FY 2014 and FY 2015.

This measure monitors the schedule performance of new construction projects in the capital program. The measure tracks performance by month, providing project managers and program directors with timely project status information to actively manage the project. In this way, the measure drives the on-time completion of new construction projects.

New construction projects are, on average, the largest projects by dollar value that are included in the Capital Project Cycle Time measure. By tracking the performance of new construction projects separately from other projects, GSA can focus on the projects that carry the most weight in the Capital Project Cycle Time measure. GSA's key challenges to making this measure are construction delays related to unanticipated environmental conditions and necessary scope changes that were not previously identified.

Benefit to the Public. 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 customer agencies that may translate to higher operational effectiveness and/or lower operational costs.

Performance and Contextual Indicators.

New construction projects on schedule. This measure reports the percentage of new construction projects completed on schedule, weighted by the value of work in place. Using an earned value technique, this measure assesses construction project performance on all prospectus level projects. Delivering space when the customer needs the space enables our customers to carry out their mission with minimal distractions.

Progress Update. GSA exceeded its 90 percent target in FY 2013 by delivering 100 percent of new construction projects on schedule. GSA attributes this improvement to increased adoption of improved project and performance management processes. GSA used project management processes to improve the accuracy and quality of project reporting. GSA also used key performance indicators to track project teams' compliance with construction schedules, invoice payments, and issues that could cause project delays.

Lead Office. Public Buildings Service

Performance Goal 2.1.5 – Timely award of public sale properties and non-competitive sales and donations

GSA will award at least 90 percent of public sale properties within 135 days in FY 2014 and FY 2015.

In the current real estate market, the goal for the public sale properties awarded within 135 days is to maximize returns through fair and transparent competition. GSA invests the time needed to market the property in print mediums, hold open house, to answer questions from interested bidders, and to hold the auction. GSA uses a “soft close process”. A soft close process provides an auction end time, however the auction extends until only the highest bid survives without challenge. At times it may be advantageous to the agency to allow an auction to extend over the 135 day target in order to bring the greatest return to the Federal Government if there is active bidding.

Benefit to the Public. 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.

Performance and Contextual Indicators.

Percentage of public sale properties awarded within 135 days. This indicator 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.

Progress Update. GSA exceeded the real property disposal goal of awarding 90 percent of competitive public sales within 135 days with 151 out of 154 sales (98 percent) awarded within 135 days. GSA has streamlined the bidding process by standardizing the Invitation for Bids, which GSA uses to market properties for disposal. By aggressively marketing and using online auctions continue to attract buyers, GSA has excelled in disposing of real property in a timely manner, saving taxpayers money.

Lead Office. Public Buildings Service

Performance Goal 2.1.5 – Timely award of public sale properties and non-competitive sales and donations – *continued*

GSA will award at least 90 percent of non-competitive sales and donations within 220 days in FY 2014 and FY 2015.

Benefit to the Public. 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.

Performance and Contextual Indicators.

Percentage of non-competitive sales and donations awarded within 220 days. This indicator 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.

Progress Update. GSA was just below the target of awarding 90 percent of competitive sales and donations within 220 days. GSA awarded 88 percent of projects, or 37 out of 42 projects, within 220 days. The five projects that did not meet the measure had unique circumstances that delayed the process. These delays were mainly attributed to local community concerns, political interests, and environment cleanup conditions. To help us meet these disposal targets, GSA has incorporated project management principles to streamline and expedite the disposal process when possible. In FY 2014, we will continue to screen and process properties concurrently to further improve our timeliness.

Lead Office. Public Buildings Service

Performance Goal 2.1.6 – Deploy civilian acquisition workforce training courses efficiently

GSA will achieve at least 80 percent attendance levels for Federal Acquisition Institute training courses in FY 2014 and FY 2015.

Established in 1976 under the Office of Federal Procurement Policy Act, the Federal Acquisition Institute (FAI) has been charged with fostering and promoting the development of a federal acquisition workforce. FAI, housed within OGP, facilitates and promotes career development and strategic human capital management for the acquisition workforce. One of its core responsibilities is to provide training to the civilian acquisition workforce in the interest of improving government-wide capacity for exceptional acquisition performance. In the provision of training, FAI seeks to do so in an efficient and effective way. One indicator of efficiency is ensuring high attendance levels in courses offered.

Benefit to the Public. Maintaining high attendance levels ensures GSA efficiently delivers acquisition workforce training to the federal acquisition workforce.

Performance and Contextual Indicators.

Attendance levels for Federal Acquisition Institute (FAI) training courses. This performance indicator 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. 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 fill rates 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.

Progress Update. GSA exceeded the target of 80 percent attendance levels in FY 2013 by filling 89 percent: 2,851 of 3,210 seats.

Lead Office. Office of Government-wide Policy

Performance Goal 2.1.7 – Control direct costs of acquisition services (Discontinued)

The Acquisition Service Fund 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 helps to drive efficiency and ensure that financial execution is in line with the annual financial plan. Reductions in costs can lead to the reduction in fees GSA must charge to recover cost, more competitive prices for the Federal government and ultimately lower costs to the American public.

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 American public. Minimizing operating costs as a percent of gross margin ensures the efficiency of FAS programs and directly impacts the fees charged to customer agencies.

Benefit to the Public. Through monitoring direct cost relative to margin FAS is able to ensure that its operations are efficient and in alignment with the annual financial plan.

Performance and Contextual Indicators.

Direct costs as a percentage of gross margin. This performance indicator measures the direct costs of all Federal Acquisition Service programs divided by gross margin of all Federal Acquisition Service programs. 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, and include operating expenses plus management expense and costs for all Integrator Offices.

Progress Update. GSA exceeded the target for this goal by keeping direct costs as a percentage of gross margin at 20.5 percent in FY 2013 compared to a target of 22.1 percent. Realized savings were due to cost containment efforts over operating expenses. We are discontinuing this goal and have transitioned to controlling costs at the agency level. We will continue to monitor and track program costs internally through this legacy metric an emphasis will now be placed on holistic cost control for external reporting purposes.

Lead Office. Federal Acquisition Service

Performance Goal 2.1.8 – Improve the efficiency of E-Gov Travel Service processing (Discontinued)

E-Gov Travel Service is a cloud based service used by more than 90 federal agencies for travel booking and expense management. This indicator 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.

Benefit to the Public. Agencies are consolidated into a single, unified system through E-Gov Travel Service. Government agencies stand to benefit from increased cost savings as a result of not needing to maintain their own travel platform and leveraging a common platform for online travel booking and expense management. The result of this program is increased efficiency, transparency, and savings of American taxpayer dollars.

Performance and Contextual Indicators.

Percentage of Travel Vouchers Processed E-Gov Travel Service. This indicator measures the number of travel vouchers processed using E-Gov Travel Service as a percentage of the total number of vouchers processed by the E-Gov Travel Service market. The total vouchers serviced through E-Gov Travel Service (ETS) divided by the total voucher population. The total voucher population is currently estimated at 2,323,990.

Progress Update. The estimated universe for travel vouchers was adjusted from 2.8 million down to 2.3 million over the course of FY 2013. Based on this adjustment, the cumulative percentage of vouchers processed through the E-Gov Travel Service reached 86 percent in FY 2013 and exceeded the goal 74 percent. GSA will no longer report this indicator, which has been reported in the GSA Congressional Justification since FY 2006. While this indicator proved valuable in tracking the program as it was deployed, as the program matured in recent years, the value of reporting this measure externally has diminished.

Lead Office. Federal Acquisition Service

Strategic Objective 2.2: Enhance asset management

GSA will continue to invest in improving our real property assets and operating systems to meet the needs of its federal customers. We will use asset evaluation tools to determine the financial performance in the real property inventory. By applying leading and innovative building operations management principles, we will provide services in an efficient and effective manner for the American taxpayer.

GSA will continue to support customers in meeting their fleet needs through the efficient management of our fleet operations. Since we are responsible for approximately one half of the federal fleet, we leverage economies of scale in delivering fleet solutions to customers that include working with customers to find the best solutions to meet their mission critical needs at the lowest cost possible. We are also able to manage changes in demand from customers through use of its vehicles to alleviate the need for additional assets by the federal government to meet short term needs.

Strategic Objective Goal Leaders:

- Dorothy Robyn, Commissioner, Public Building Service (Lead Office)
- Tom Sharpe, Commissioner, Federal Acquisition Service

Strategies. GSA will track progress on this objective using performance indicators and contextual indicators, and will review progress toward savings targets and project milestones during bi-weekly management reviews. External factors are considered as new strategies are established. The current strategies for this objective include:

1. Maintain a viable, self-sustaining inventory of real properties providing federal agencies with optimum facilities at the best possible cost.
2. Ensure customer agencies are paying competitive, market rates for building support services.
3. Actively manage the GSA Fleet vehicles across the federal customer base and maximize asset utilization to the greatest extent possible.
4. Leverage the information systems and infrastructure across the federal government to reduce per unit cost of vehicle operations.
5. Work with our customer agencies to further educate them on how to efficiently identify and dispose of unneeded real property assets.

Contributing Programs. The following programs, defined in the Federal Program Inventory, contribute to this objective.

- Building Operations
- Repairs and Alterations
- Travel, Motor Vehicle and Card Services

Strategic Objective Progress Update. For FY 2013, GSA had some success but faced continuing challenges in enhancing asset management and building operations. PBS was successful in meeting its overall FY 2013 operation cost goal; however, there are individual facilities that have costs above the private sector. Going forward in FY 2014, our goal will be to target negotiations for renewal contracts in these high cost buildings. Bringing these service costs down will be a key to saving additional funds in our facilities. GSA was unable to meet the return on equity measure target of 78.9 percent, falling short by 6.2 percent. Over the past few years, rising average asset values, increased construction costs, and reduced repair and alteration funding have made it more difficult to reach the 6 percent return on equity threshold in many of our facilities. To improve return on equity, GSA has developed a comprehensive plan to improve performance in all owned assets and specifically those not meeting the 6 percent

threshold. Actions include ensuring timely and accurate billing through monthly monitoring of late occupancy agreements, better management of building-level expenses, and backfilling of vacant space using portfolio plans.

Strategic Objective Next Steps. GSA will take the following actions in support of this strategic objective over the next two years:

- Ensure customer agencies are paying competitive, market rates for building support services
- Monitor vacant space for backfill opportunities.
- Improve timely collection of revenue and better management of expenses.
- Analyze financials of each asset during Asset Business Plan Reviews and identify cost reduction opportunities.

Performance Goals.

Strategic Objective 2.2: Enhance asset management						
Performance Goals and Indicators	FY11 Actual	FY12 Actual	FY13 Plan/Actual	FY14 Plan	FY15 Plan	FY13 Status
Performance Goal 2.2.1 – Achieve a positive return on equity for government-owned assets						
Percent of government-owned properties achieving a return on equity of at least six percent↑	76.1%	71.8%	78.9% 72.4%	78.9%	78.9%	Target Not Met
Performance Goal 2.2.2 – Provide building cleaning and maintenance at competitive costs						
Cost of cleaning and maintaining space against private sector benchmarks ↔	0.1%	3.7%	+/-5% 3.1%	+/-5%	+/-5%	Target Met

Desired direction of performance: ↑= increasing ↓= decreasing ↔ = within range

Performance Goal 2.2.1 – Achieve a positive return on equity for government-owned assets

GSA will achieve a 6 percent return on equity on 78.9 percent of government owned assets in FY 2014 and FY 2015.

The GSA return on equity evaluates the overall financial performance of PBS's real property assets and assesses the viability of the Federal Buildings Fund. In FY2013, GSA's goal was to achieve a six percent return on equity on 78.9 percent of government assets; however, GSA only achieved this level of return on 72.4 percent of assets. Return on equity is calculated by comparing an asset's net operating income to its value. GSA has developed and began implementing strategies to improve asset performance.

Benefit to the Public. Maintaining a viable, self-sustaining inventory of real properties provides Federal agencies with optimum facilities at the best possible cost

Performance and Contextual Indicators.

Percent of government-owned assets achieving a return on equity of at least six percent. This performance indicator measures the ratio of the annual net operating income to the value of an asset, typically fair market value. Assets with a return of equity 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.

Progress Update. GSA did not meet the target of 78.9 percent of government-owned buildings maintaining a 6 percent return on equity; GSA had only 72.4 percent of GSA owned buildings meet this target. Over the past few years, average asset values and construction costs have increased making it slightly more difficult to reach the 6 percent threshold. To improve return on equity, GSA has identified actions to improve performance in owned assets not meeting the target. Actions include ensuring timely and accurate billing through monthly monitoring of late occupancy agreements, reducing building operating expenses, and backfilling vacant space by using client and local portfolio plans to identify backfill opportunities. Additionally, GSA has performed a review of all assets that are close to meeting the 6 percent threshold or at risk of dropping below the threshold. GSA will develop corrective actions for these assets to help us reach our goal in FY 2014.

Lead Office. Public Buildings Service

Performance Goal 2.2.2 – Provide building cleaning and maintenance at competitive costs

GSA will provide cleaning and maintenance of space at a cost that is within five percent of private sector benchmarks in FY 2014 and FY 2015.

This measure compares GSA's building operations and maintenance costs with private sector costs for buildings that are similar in size and location. This measure evaluates GSA's ability to offer the services at competitive prices. GSA's main challenge in this area is federal law that limits the government's ability to negotiate contracts similar to private sector contracts. GSA will continue to leverage our market position to reduce our building operations and maintenance costs.

Benefit to the Public. This goal 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.

Performance and Contextual Indicators.

Percent within the private sector benchmarks for cost of cleaning and maintaining office and similarly serviced space. This performance indicator 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 for each city, location, and building size group. GSA compares its cost per rentable square foot to the Building Owners and Managers Association 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.

Progress Update. GSA was successful in meeting its FY 2013 operating cost goal. GSA is reviewing all buildings that have costs about the private sector. GSA will renegotiate contracts for these buildings with higher cost.

Lead Office. Public Buildings Service

Strategic Goal 3: Deliver Excellent Customer Service

GSA will deliver excellent customer service to federal agencies and departments by making it easier for them to meet their real estate, acquisition and technology needs. We will strengthen communications, processes, and offerings, and 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.

Strategic Objective 3.1: Enhance relationships with customers, suppliers and stakeholders

GSA will improve customer knowledge through increased use of business intelligence, furthering strategic partnerships and improved financial stewardship. We will make it easier for federal agencies to acquire what they need to achieve their mission. We will also assess our performance in acquisition, technology, and real property services through annual surveys to attain customer perceptions concerning the quality, reliability, value, timeliness, and responsiveness of GSA in meeting federal agency needs. GSA will use customer data to drive continuous improvement.

We will continue to improve relationships with current and potential suppliers, and develop tools and processes to make it easier for suppliers to efficiently meet the needs of government customers. We will analyze market and vendor data to negotiate better rates, discounts, improved services and other benefits for federal agencies. We will increase vendor outreach and communications to strengthen trust with suppliers.

GSA will enhance federal government interaction with the American public by providing innovative tools and solutions that better enable the American public to access federal information; increasing federal use of existing public engagement tools, technology, and expertise; improving access and increasing the American public's use of communication mediums aimed at public engagement.

Strategic Objective Goal Leaders:

- Tom Sharpe, Commissioner, Federal Acquisition Service (Lead Office)
- Dorothy Robyn, Commissioner, Public Building Service
- Dave McClure, Associate Administrator, Office of Citizen Services and Innovative Technologies
- Anne Rung, Associate Administrator, Office of Government-wide Policy

Strategies. GSA will track progress on this objective using performance indicators and contextual indicators, and will review progress on savings targets and project milestones during bi-weekly management reviews. GSA evaluates external factors as we develop new strategies and initiatives. The current strategies for this objective include:

1. Increase customer loyalty through strategic partnerships with customers and an agency-specific team approach to provide federal customers with access to customized support at all levels, from the agency executive through procurement decision makers.
2. Offer a multi-layered team of people and programs to capture the voice of the customer, identify and improve gaps, deliver customized analytics and recommendations, and further improve the value GSA offers for customer agencies.
3. Establish focused account strategies to ensure customers receive coordinated and consistent information, dedicated client representation understanding their strategies and needs, and an improved appreciation for how important their business and satisfaction are to GSA.
4. Ensure consistency with our building services delivery by improving communication with national managers and staff, and providing training courses.
5. Continue to implement our smart building program so that improvements to our buildings will include consideration for building systems, occupants, the environment, energy sources, operating policy, capital and operating expenses, while meeting customer workforce expectations.

6. Continue to administer the Supplier Relationships Survey and act on survey results to improve our processes and make it easier for suppliers to do business with us, while maintaining rigorous business controls and improving purchasing transparency for federal customers.
7. Leverage data to improve programs.
8. Create tools and resources (reverse auctions, IT Solutions Navigator, etc) and offer regular training sessions that make it easier for agencies to identify and purchase GSA-contracted information technology solutions which fully meet their needs.
9. Meet with senior leadership of government agencies to promote GSA solutions and new awards, and help agencies identify ways to save money.
10. Improve the collection, analysis, and visualization of data to inform decision-making and lead to more effective policy development.
11. Demonstrate the viability and scalability of new governmentwide shared solutions and expand the use of solutions to deliver value, cost avoidance and excellent customer experiences to federal agencies.

Contributing Programs. The following programs, defined in the Federal Program Inventory, contribute to this objective.

- Acquisition Workforce Training
- Assisted Acquisition
- Building Operations
- Citizen Services and Innovative Technologies
- Construction and Acquisition of Facilities
- General Supplies and Services
- Government-wide Policy
- Integrated Award Environment
- Integrated Technology Services
- Rental of Space
- Repairs and Alterations
- Travel, Motor Vehicle and Card Services

Strategic Objective Progress Update. GSA strives to deliver excellent customer service to federal agencies and departments by making it easier for them to meet their real estate, acquisition and technology needs. In FY 2013, GSA experienced mixed success in meeting its performance improvement targets. GSA met its performance targets for customers and vendors for acquisition services; however, tenant satisfaction with buildings services declined.

In the last two years, GSA developed 10 new innovative, cost effective information technology solutions that increased government openness, including solutions that serve businesses with one-stop access to federal services, provide the public information about federal performance, engage the public in providing expertise on specific problems to Federal agencies, provide effective registration and management of government web sites, and streamline and leverage security assessments of innovative cloud computing products and solutions. 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.

As agencies begin adopting cloud computing, they face the challenge and expense of designing a method for keeping their systems secure. The GSA Federal Risk and Authorization Management Program (FedRAMP) eliminates the need for agencies to invest in creating their own security methods. FedRAMP substantially reduces costs for federal agencies by providing a standard approach for conducting security assessments and authorizations of cloud systems. Savings across agencies are estimated at a 50 percent reduction in staffing, 75 percent

reduction in assessment time and \$200,000 cost avoidance every time an agency leverages a FedRAMP authorization to operate.

Strategic Objective Next Steps. GSA will take the following actions in support of this strategic objective over the next two years:

1. Increase tenant satisfaction with leased and owned space through building improvements, providing tenants with information on building energy usage, and other efforts; and
2. Increase customer loyalty to FAS through improved offerings and better customer service while increasing supplier satisfaction with the federal acquisition process.
3. Expand the use of established government-wide shared solutions that deliver value and cost avoidance and excellent customer experiences to partners by
 - Increasing the number of organizations using USASearch on their websites, Challenge.gov and the data center consolidation cost model; and
 - Expanding distribution of publications.
4. Demonstrate viability and scalability of new Government-wide shared solutions that deliver value and cost avoidance and excellent customer experiences to our partners by creating a cloud innovation platform.
5. Enable our partner agencies to transform delivery of Digital Services to achieve open, transparent government and drive innovation by improving quality, consistency and transparency of the web analytics government-wide Digital Analytics Program.
6. Enhance quality and customer experience for Citizen Services by
 - Improving access for citizens to get governmental information and services from any device; and
 - Providing integrated, quality experience to all citizens accessing government information and services.

Performance Goals.

Strategic Objective 3.1: Enhance relationships with customers, suppliers and stakeholders						
Performance Goals and Indicators	FY11 Actual	FY12 Actual	FY13 Plan/Actual	FY14 Plan	FY15 Plan	FY13 Status
Performance Goal 3.1.1 – Improve customer satisfaction with government-owned and leased space						
Tenant satisfaction with government-owned and leased space↑	76%	73%	83% 63%	75%	77%	Target Not Met
Performance Goal 3.1.2 – Achieve customer loyalty and supplier satisfaction with acquisition services						
Customer loyalty with acquisition services↑	8.0	7.6	8.3 7.6	7.8	8.0	Target Not Met
Supplier satisfaction with acquisition services↑	NA	3.00	3.05 3.05	3.10	3.15	Target Met
Performance Goal 3.1.3 – Drive greater transparency and innovation in government						
Cumulative number of innovative solutions↑	0	5	10 10	15	20	Target Met
Performance Goal 3.1.4 – Increase Citizen Engagement						
Citizen touch points in millions↑	272	539	674 1,018	1,119	1,231	Target Exceeded
Number of citizen engagement events or activities conducted by Federal agencies (discontinued) ↑	344	114	109 113	-	-	Target Met
Number of attendees at OCSIT training events (discontinued) ↑	10,075	14,165	11,169 10,102	-	-	Target Not Met
Performance Goal 3.1.5 – Implement effective policy initiatives						
Percent of key policy stakeholders who rate policy initiatives effective↑	84%	86%	80% Not Avail	85%	85%	Not Available

Desired direction of performance: ↑= increasing ↓= decreasing ↔ = within range

Performance Goal 3.1.1 – Improve customer satisfaction with government-owned and leased space

GSA will increase overall tenant satisfaction to 75 percent in FY 2014 and 77 percent in FY 2015.

This survey measures how well GSA provides work spaces and building services; improves tenant communications; encourages collaboration among regions and customers; and ultimately helps determine the best value provided to agencies and the American public. Since we are replacing the traditional paper survey with an electronic survey, we anticipated a lower response rate. Trending data from our past paper versus web surveys shows that web surveys tend to have lower response rates.

The survey assesses how well GSA is meeting occupant expectations concerning building management services, and helps ensure that Federal employees occupy well-managed workspaces that support their work productivity.

Benefit to the Public. This measure assesses how well GSA 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.

Performance and Contextual Indicators.

Customer satisfaction with government-owned and leased space. This performance indicator 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.

Customer satisfaction with government-owned space. This contextual indicator reported customer satisfaction with leased space using the same methodology used for the overall indicator. GSA combined this indicator with the government-owned indicator for planning and reporting.

Customer satisfaction with leased space. This contextual indicator reported customer satisfaction with leased space using the same methodology used for the overall indicator. GSA combined this indicator with the government-owned indicator for planning and reporting.

Progress Update. Trending data over the last 10 years shows that scores from the online survey have always been lower than those from the paper survey. FY 2013 was the first year GSA solely offered an electronic survey, we anticipated a lower score. Our result was a 63 percent combined satisfaction score for government owned and leased buildings, with owned buildings reporting 65 percent satisfaction and leased reporting 61 percent satisfaction. We will continue to make improvements to the survey and its distribution process. In addition, GSA is making progress to ensure consistency with our building services delivery by improving communication with national managers and staff, and providing training courses. We will also continue our smart building program, which will improve building operations, reduce costs, and reduce energy usage, while working to meet our customers’ expectations.

Lead Office. Public Buildings Service

Performance Goal 3.1.2 – Achieve customer loyalty and supplier satisfaction with acquisition services

GSA will increase customer loyalty to 7.8 in FY 2014 and 8.0 in FY 2015.

Customer loyalty is highly correlated to the likelihood that customers will continue to use and recommend an organization's products and services to others. Providing a means for customers to meet their mission critical product and service needs enables agencies to focus on achieving their missions and providing the maximum value to the American public. GSA will achieve supplier satisfaction with acquisition services, and will measure supplier satisfaction through a survey first issued in FY 2012. This survey will provide a baseline of performance and identify areas for improvement.

Benefit to the Public. Achieving customer loyalty allows GSA to take action to achieve greater customer intimacy with its customers by using survey results to improve operations and improve program operations. The network of suppliers and vendors that GSA leverages to provide customer agencies with goods and services are essential to service delivery. Through positive working relationships with suppliers, GSA is able to provide better service to customers through relationships that are mutually beneficial for the supplier and customer.

Performance and Contextual Indicators.

Customer loyalty. This performance indicator was established in FY 2011 to track customer loyalty and ensure that GSA Federal Acquisition Service is effective at meeting customer requirements. GSA customers are identified and the questionnaire is developed to ensure program offices have actionable recommendations for areas of improvement. This measure is the average score across three loyalty intentions items for each respondent. Responses are rated on a 10-point scale where 1="Not at all likely" and 10="Very likely". The three questions are:

- "How likely are you to recommend [Program Office] to others?"
- "How likely are you to continue to use [Program Office] in the future?"
- "How likely are you to consider [Program Office] as your first choice for [product/service]?"

Supplier satisfaction (New). This contextual indicator measures the average score across twenty-three survey questions. Responses are rated on a 5-point scale where 1="Much worse than other business partners," 3= "About the same as other business partners," and 5="Much better than other business partners". This indicator will be used as a performance indicator in FY 2014.

Progress Update. FAS achieved a customer loyalty score of 7.6, which did not meet the FY 2013 target of 8.3. This target was based on results that were achieved during FY 2011 the first year the survey was executed, based on results for FY 2012 and FY 2013 of 7.6 in both years the targets for the survey require refinement to ensure targets are set that are attainable. GSA revised the FY 2014 target for the survey from 8.5 to 7.8, which is an aggressive increase over the results achieved in FY 2013, and the FY 2015 target from 8.7 to 8.0. GSA has seen the vendor satisfaction score increase from 3.00 in FY 2012 to 3.05 in FY 2013 and is continuing to leverage the lessons learned and findings to make performance improvements.

Lead Office. Federal Acquisition Service

Performance Goal 3.1.3 – Drive greater transparency and innovation in government

GSA will develop five new innovative, cost effective information technology solutions in FY 2014 and five additional in FY 2015.

The GSA Office of Citizen Services and Innovative Technologies will develop new, innovative solutions that enable federal agencies to better deliver their missions and enhance citizen engagement. An innovative solution is a new method, tool, or platform that solves a new or existing problem. By providing these shared government-wide solutions, GSA helps agencies save valuable resources while improving operational efficiency. These solutions contribute to an open, citizen-centric government, and they enhance access to valuable government information and services by facilitating exchange of ideas and knowledge between the government and the public.

Benefit to the Public. Innovative solutions are cost effective information technology solutions that increase government openness, including solutions to serve businesses with one-stop access to federal services, provide the public information about federal performance, engage the public in providing expertise on specific problems to federal agencies, provide effective registration and management of government web sites, and streamline and leverage security assessments of innovative cloud computing products and solutions.

Performance and Contextual Indicators.

Number of innovative solutions. Innovative solutions are cost effective information technology solutions that increase government openness, including solutions to serve businesses with one-stop access to federal services, provide the public information about federal performance, engage the public in providing expertise on specific problems to federal agencies, provide effective registration and management of government web sites, and streamline and leverage security assessments of innovative cloud computing products and solutions.

Progress Update. GSA achieved five innovative solutions in FY 2013 which meets its target goal of five innovative solutions for the year. For more information on performance against this goal, see the FY 2013 - 2014 Agency Priority Goal performance results published on www.performance.gov.

GSA successfully launched the MYUSA Discover in Q3 FY 2013. The MYUSA Discover program consists of tools and application programming interfaces for connecting the government's numerous websites. Agencies can embed this tool into existing web pages to help citizens discover services and information relevant to their interests and needs. MyUSA Discover re-imagines the relationship between the government and people. Rather than organizing government services according to the agencies that deliver them, MyUSA organizes services around people and the specific tasks they need to complete at all levels of government.

Lead Office. Office of Citizen Services and Innovative Technologies

Performance Goal 3.1.4 – Increase Citizen Engagement

GSA will increase the number of citizen touchpoints to 1.12 billion in FY 2014 and 1.23 billion in FY 2015.

GSA will increase citizen engagement by increasing the number of citizen touchpoints.

Benefit to the Public. Citizen touch points deliver 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.

Performance and Contextual Indicators.

Citizen touch points. The performance indicator estimates the level of citizen awareness and usage of OCSIT information channels. Touch points are 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. Data for this indicator comes from WebTrends tracking reports, NCC and USA Contact contractor reports, and automated reports by the GSA telecommunications provider, publication distribution information reported through an automated inventory system, subscription e-mail and new media data.

Number of citizen engagement events and activities conducted by Federal agencies (Discontinue). GSA is discontinuing reporting of this indicator as a performance indicator in this report and plan, however, this indicator, or variations on this indicator, will continue to be tracked internally and may be used in some form as a contextual indicator to report performance at the strategic objective level. This contextual indicator reports the number of citizen engagement events or activities conducted by federal agencies using tools, technology, or expertise provided by GSA. 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 GSA has negotiated terms of service on behalf of other federal agencies. The GSA tools, technology and expertise that Federal agencies use for their citizen engagement events and activities help them meet their missions and public engagement goals, while increasing efficiency in a cost effective manner 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.

Number of attendees at OCSIT training events (Discontinue). Due to the shift in the format of training for this output indicator, GSA is discontinuing reporting of this indicator as a performance indicator in this report and plan. This indicator, or variations on this indicator, will continue to be tracked internally and may be used in some form as a contextual indicator to report performance at the strategic objective level. This contextual indicator 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. GSA is observing a shift in demand from classroom/in person training to virtual/on-line training.

Progress Update. GSA exceeded the target of 647 million touchpoints with 1,017 million touchpoints in FY 2013. However, GSA did not meet the target for training attendance. In FY

2013 GSA Office of Citizen Services and Innovative Technologies trained 10,102 people: 1,067 below the annual target of 11,169. This shortfall was due to the Digital Government conference being cancelled, which resulted in lower than anticipated number of people trained.

Lead Office. Office of Citizen Services and Innovative Technologies

Performance Goal 3.1.5 – Implement effective policy initiatives

GSA will implement effective policy initiatives that result in 80 percent of key policy stakeholders and agency users rating GSA Office of Government-wide policy initiatives as effective in FY 2014 and FY 2015.

As a result of specific analysis, direction from OMB, or collaboration with agency partners, OGP pursues specific policy initiatives to advance governmentwide efficiency and effectiveness.

Benefit to the Public. 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 our policies in helping federal agencies to achieve cost savings, which benefits federal agencies and the public.

Performance and Contextual Indicators.

Percentage of key policy stakeholders and agency users who rate policy initiatives effective.

This performance indicator calculates the percentage of survey respondents who rate specific Office of Government-wide Policy initiatives as effective or very effective on a five-point scale. Each year, we surveys key stakeholders and agency users on policy initiatives in the annual portfolio (portfolio policy initiatives change from year to year). This indicator helps GSA to drive evidence-based policy to enable the delivery of effective and efficient government.

Progress Update. Performance results are currently not available for this performance indicator. Under our new leadership, GSA Office of Government-wide Policy has taken a strategic and comprehensive approach to survey administration--so that we have a more complete picture of how are stakeholders assess and view the policy work produced by GSA. A decision was made late in the fiscal year to stop our previous survey instrument and institute a new one, which will cover a broader range of our work and stakeholders. The new survey is more comprehensive; as a result, survey results will not be available until after the publication of this document.

Lead Office. Office of Government-wide Policy

Strategic Objective 3.2: Support small and disadvantaged business

GSA will collaborate with industry on federal acquisition requirements and best practices to promote opportunities for small, disadvantaged, women-owned, historically underutilized business zones, and service-disabled veteran-owned small businesses. GSA will continue to educate the acquisition workforce on the importance of meeting socio-economic goals and assure small business considerations are made throughout the acquisition life-cycle in accordance with the Federal Acquisition Regulation in order to maximize small business opportunity in procurements.

Strategic Objective Goal Leaders:

- Jiyoung Park, Associate Administrator, Office of Small Business Utilization (Lead Office)
- Tom Sharpe, Commissioner, Federal Acquisition Service

Strategies. GSA will track progress on this objective using performance indicators and contextual indicators, and will review progress toward savings targets and project milestones during bi-weekly management reviews. External factors are considered as new strategies are established. The current strategies for this objective include:

1. Increase participation in acquisition planning, internal procurement compliance reviews, and prime contractor subcontractor compliance reviews.
2. Advise on revision of small business policies.
3. Enhance analytic, performance monitoring and reporting capabilities.
4. Streamline outreach program efficiency and effectiveness.

Contributing Programs. The following programs, defined in the Federal Program Inventory, contribute to this objective.

- Acquisition Workforce Training
- Assisted Acquisition
- Building Operations
- Citizen Services and Innovative Technologies
- Construction and Acquisition of Facilities
- Electronic Government
- Federal Acquisition Service – Integrators
- General Management and Support Services
- General Supplies and Services
- Government-wide Policy
- Integrated Award Environment
- Integrated Technology Services
- Operating Expense
- Rental of Space
- Transportation Audits
- Travel, Motor Vehicle and Card Services

Strategic Objective Progress Update.

Delivering the best value for government and the American people requires taking advantage of all resources. Central to that approach is expanding opportunities for small businesses throughout the country. In FY 2012, GSA spent \$1.3 billion through small businesses and received our second consecutive A+ rating from the SBA. The GSA Multiple Award Schedules is one way GSA provides small and disadvantaged businesses access to the federal marketplace. In FY 2013, 37 percent of the business conducted through the Multiple Award Schedules was awarded to small and disadvantaged businesses compared to an annual target of 33 percent.

In FY 2012, GSA exceeded all small business prime contracting goals. GSA continued to build agency-wide communication and engagement at all levels and business units to highlight successes and call GSA staff to action. GSA also focused on expanding opportunities for veterans firms and meeting and exceeding our service-disabled veteran-owned small business goal, the only goal we missed in FY 2011.

GSA cascaded its national small business contracting priorities into actionable plans at the buying activity level, and worked closely with Small Business Administration Procurement Center Representatives. Each regional GSA small business utilization center developed a FY 2012 plan focused on goal achievement for the regional buying activity for which they are responsible.

Preliminary data show that in FY 2013, GSA exceeded all small business prime contracting goals with the exception of HUBZone. During FY 2013, senior leadership at GSA clearly communicated the importance of small business procurements and achieving small business contracting goals. On March 18, 2013, GSA's Administrator, Dan Tangherlini, issued a memorandum encouraging the agency to expand contracting opportunities for small businesses. The memorandum reinforced that meeting and exceeding agency-wide small business goals is a priority at GSA.

During the reporting period, GSA experienced challenges in meeting its historically underutilized business zone (HUBZone) goal. Despite aggressive efforts to meet the three percent HUBZone prime contracting goal, based on preliminary data, GSA awarded 2.59 percent of its contracts to HUBZone small businesses. Expanding opportunities for HUBZone small businesses is a priority at GSA and we are focused on meeting the three percent goal. During FY 2014, GSA will implement the following initiatives to improve goal performance: conduct quarterly procurement forecast reviews with senior leadership and increase acquisition planning collaboration; enhance acquisition workforce training; create a HUBZone/ service-disabled veteran-owned small business Center of Expertise; conduct targeted HUBZone outreach.

GSA is committed to expanding subcontracting opportunities for small businesses. Preliminary FY 2013 data show that GSA exceeded its subcontracting goal for small disadvantaged business. According to data reported to date, GSA currently is not meeting its subcontracting goals for small business, women-owned small business, HUBZone, veteran-owned, or service-disabled veteran-owned small business. Note that summary subcontract reports are still being submitted, reviewed, and accepted in the Electronic Subcontracting Reporting System (eSRS). Achievements will not be final until the Small Business Administration retrieves the final FY 2013 eSRS Federal Procurement Subcontract Report on February 19, 2014.

Strategic Objective Next Steps. GSA will take the following actions in support of this strategic objective over the next year:

1. GSA will enhance procurement forecasting, acquisition planning, and contract spend monitoring processes to provide greater transparency to small businesses and GSA management of contract opportunities for small businesses throughout the fiscal year.
2. To build agency-wide engagement, GSA will provide training and informational resources for the acquisition workforce, including an agency-wide action plan focused on expanding opportunities for service-disabled veteran-owned small businesses and historically underutilized business zone firms, two areas that are historically challenging for GSA.
3. GSA will promote small business through workshops and communications utilizing social and other media.

4. To improve subcontracting performance, GSA will conduct training for the acquisition workforce and increased prime contractor accountability by conducting Subcontracting Compliance Reviews with the Small Business Administration.
5. GSA will monitor subcontracting plans and reports included in annual Procurement Management Reviews.
6. GSA will continue to encourage teams to promote and negotiate aggressive subcontracting plan goals, and monitor prime contractors' subcontracting achievements.
7. Conduct targeted conversations with regional and business line leadership where subcontracting goals are not being met.
8. Continue to publish subcontracting goals and progress to the internal GSA Office of Small Business Utilization subcontracting website on a weekly basis.

Performance Goals.

Strategic Objective 3.2: Support small and disadvantaged business						
Performance Goals and Indicators	FY11 Actual	FY12 Actual	FY13 Plan/Actual	FY14 Plan	FY15 Plan	FY13 Status
Performance Goal 3.2.1 - Meet small business contracting and subcontracting goals						
Percent of dollars awarded to small business prime contracting (New) ↑	34.2%	40.1%	30.0% 37.0%	40.0%	**	Target Exceeded
Performance Goal 3.2.2 – Meet small business subcontracting goals						
Percent of dollars awarded to small business through subcontracting (New) ↑	32.1%	26.0%	25.0% 24.6%	25%	**	Target Not Met
Performance Goal 3.2.3 – Achieve small business targets on the Multiple Award Schedules						
Percent of MAS business volume from small businesses ↑	33.5%	34.0%	33.0% 34.7%	33.0%	33.0%	Target Exceeded

Desired direction of performance: ↑= increasing ↓= decreasing ↔ = within range

** FY 2015 plan to be determined based on negotiations with Small Business Administration

Performance Goal 3.2.1 – Meet small business contracting and subcontracting goals

GSA will award 40 percent of eligible dollars to small businesses in FY 2014 and will award the FY 2015 target of eligible dollars to small businesses negotiated with the Small Business Administration in FY 2015.

The GSA small business goals are set based on guidance from the Small Business Administration. Each major procuring business line at GSA contributes to achieving its share of the agency-wide small business goals to enable GSA to meet its agency-wide prime contracting goals.

Benefit to the Public. This goal helps increase small business access to the GSA nationwide procurement opportunities. Meeting this goal will provide opportunities for small businesses to create jobs and drive the economy forward.

Performance and Contextual Indicators.

Percent of dollars awarded to small business prime contracting (New). This performance indicator measures the overall percentage of eligible procurement dollars awarded to: (1) small business, (2) woman owned small business, (3) small disadvantaged business, (4) service disabled veteran owned small business, and (5) historically underutilized business zone business. This indicator excludes mandatory sources, contracts not governed by the Federal Acquisition Regulations, and product service codes for leasing. Targets for the goal categories are negotiated annually between the Small Business Administration and the GSA Office of Small Business Utilization based on analysis of historic and projected trends in procurement spend. Performance data for this indicator is generated from a snap-shot of the Federal Procurement Data System (FPDS). For more information about the data, data sources, and data timeliness, please see <http://smallbusiness.data.gov/learn?tab=Sources%20of%20Data>.

Progress Update. Based on preliminary numbers, GSA awarded 37.0 percent of eligible dollars to small businesses in FY 2013 and exceeded the target for this goal of 30 percent. Final performance numbers will be available in March 2014 and will be posted on the Small Business Administration's scorecards available at <http://www.sba.gov/content/small-business-procurement-goaling-scorecards>.

Lead Office. Office of Small Business Utilization

Performance Goal 3.2.2 – Meet small business subcontracting goals

GSA prime contractors will award at least 25 percent of eligible dollars to small business subcontractors in FY 2014 and award the FY 2015 target of eligible dollars small businesses negotiated with the Small Business Administration in FY 2015.

The GSA small business goals are set based on guidance from the Small Business Administration. Each major procuring business line at GSA contributes to achieving its share of the agency-wide small business goals to enable GSA to meet our agency-wide subcontracting goals.

Benefit to the Public. This goal help increase small business access to the GSA nationwide procurement opportunities. Meeting this goal will provide opportunities for small businesses to create jobs and drive the economy forward.

Performance and Contextual Indicators.

Percentage of dollars awarded to small business through subcontracting (New). This performance indicator measures the overall percentage of eligible subcontracting procurement dollars award to: (1) small business, (2) woman owned small business, (3) small disadvantaged business, (4) veteran owned small business, and (5) historically underutilized business zone business. Service-disabled veteran-owned small business, a subset of veteran owned small business, is also reported. This indicator excludes mandatory sources, contracts not governed by the Federal Acquisition Regulations, and product service codes for leasing. Targets for the goal categories are negotiated annually between the Small Business Administration and the GSA Office of Small Business Utilization based on analysis of historic and projected trends in procurement spend. Performance data for this indicator is generated from a snap-shot of the Electronic Subcontracting Reporting System (eSRS).

Progress Update. Based on preliminary numbers, GSA prime contractors awarded 24.6 percent of eligible dollars to small businesses in FY 2013 and did not meet the target for this goal of 25 percent. Final performance numbers will be available in March 2014 and will be posted on the Small Business Administration's scorecards available at <http://www.sba.gov/content/small-business-procurement-goaling-scorecards> .

Lead Office. Office of Small Business Utilization

Performance Goal 3.2.3 – Achieve small business targets on the Multiple Award Schedules

33 percent of business on the Multiple Award Schedules will be awarded to small business in FY 2014 and FY 2015.

GSA establishes long-term governmentwide contracts with commercial firms to provide access to millions of commercial products and services at volume discount pricing. These Multiple Award Schedules advances the socio-economic business goals of the Administration by providing channels through which GSA and customer agencies can access the small business segment of the market.

Benefit to the Public. Meeting this goal will provide opportunities for small businesses to create jobs and drive the economy forward.

Performance and Contextual Indicators.

Percent of MAS business volume coming from small businesses. This performance indicator 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 it by the total business volume.

Progress Update. 34.7 percent of MAS business volume was provided by small business in FY 2013, which exceeded the target of 33.0 percent. The MAS program continues to be a tool for agencies to meet their mission critical needs and provides a channel for small businesses to access and serve the federal market.

Lead Office. Federal Acquisition Service

Management Objectives

GSA is committed to building its capabilities to deliver its mission at the best possible value to its customers and the American people. To meet this challenge, we are building a stronger GSA by making sure our own employees at GSA are getting the same high quality support that we give partner agencies. This includes delivering a mission-ready workforce, streamlining our information technology, and improving data quality and reporting.

Management Objective M.1: Deliver a mission ready workforce

GSA will deliver a high performing workforce by focusing on mission critical occupations such as acquisition, financial management, real property management and information technology. We will continue to invest in growing employee knowledge, skills, and abilities through improved performance management, training and developmental opportunities. We will become a leaner, more efficient, results oriented workforce by utilizing data analytics and improving human resource service delivery models to help leaders drive their business and deliver results.

Strategic Objective Goal Leader.

- Tony Costa, Chief Human Capital Officer, Office of Human Resource Management

Strategies. GSA will track progress on this objective using performance indicators and contextual indicators, and will review progress toward savings targets and project milestones during bi-weekly management reviews. External factors are considered as new strategies are established. The current strategies for this objective include:

1. Enhancing the strategic alignment of agency activities;
2. Maintaining quality leadership;
3. Developing human capital knowledge and closing the gaps between the current and desired workforce capabilities.

Contributing Programs. The following program, defined in the Federal Program Inventory, contribute to this objective.

- Acquisition Workforce Training
- Assisted Acquisition
- Building Operations
- Citizen Services and Innovative Technologies
- Construction and Acquisition of Facilities
- Electronic Government
- Federal Acquisition Service – Integrators
- General Management and Support Services
- General Supplies and Services
- Government-wide Policy
- Integrated Award Environment
- Integrated Technology Services
- Operating Expense
- Rental of Space
- Transportation Audits
- Travel, Motor Vehicle and Card Services

Strategic Objective Progress Update. GSA has consolidated shared functions to cut costs and improve efficiencies. In FY 2013, GSA enhanced agency human resource operations by establishing enterprise-wide procedures and improved process management, and laying the foundation for service level agreements. These initiatives helped GSA to reduce the time to hire, create standard position descriptions for critical job series and improve overall processing time. In order to further human capital knowledge and planning, GSA began the process of validating core and professional competencies for mission critical occupations in order to solidify a new competency model for GSA.

To help increase engagement, GSA implemented an agency-wide automated individual development planning tool that will ensure that all employees are provided with the skills they need to perform current and future work. The use of Project Network and partnering with the Department of the Treasury to provide leadership development training has enabled GSA to fulfill its mission while giving employees opportunities to learn and grow. GSA also conducted an in-depth analysis of the current performance management program, looked at best practices,

and created a new framework that will set clear and achievable performance expectations and increase opportunities for employees to build their skills sets.

Finally, in order to increase efficiency and reduce the redundancy in reporting, GSA worked with the Office of Personnel Management to pilot a HRStat program to improve its data analytics and performance measurement capabilities. Using the results of this pilot program, GSA will strengthen its human capital performance metrics and ensure that they are aligned with the needs of the agency as a whole.

Strategic Objective Next Steps. GSA will take the following actions in support of this strategic objective:

1. Increase GSA strategic competence by
 - Enhancing the effectiveness of human resource delivery;
 - Promoting effective hiring programs and workforce practices; and
 - Enhancing GSA human resource operations through the establishment of enterprise-wide procedures and implementation of service level agreements and performance commitments.
2. Enhance strategic alignment by
 - Partnering with GSA Services and giving them the tools necessary to help them plan for and build a mission ready workforce; and
 - Creating a comprehensive performance management system that aligns GSA’s mission, goals and priorities with organizational commitments.
3. Maintain quality leadership by
 - Conducting workforce planning consistently across the organization;
 - Focusing on key strategic and operational metrics to move the organization forward in reaching its future state such as reducing the time to hire; and
 - Inventorying current capabilities of GSA mission critical occupation workforce, identify “best in class” metrics and targets for mission critical occupation workforce, and close gaps between current and desired workforce capabilities.

Performance Goals.

Management Objective 1: Deliver a mission ready workforce						
Performance Goals and Indicators	FY11 Actual	FY12 Actual	FY13 Plan/Actual	FY14 Plan	FY15 Plan	FY13 Status
Performance Goal M.1.1 – Reduce time to hire						
Time to hire (in days) (New) ↓	89	96	80 86	80	80	Target Not Met
Performance Goal M.1.2 – Increase EVS employee engagement score						
EVS Employee Engagement Score (New) ↑	71%	69%	69% 69%	71%	72%	Target Met

Desired direction of performance: ↑= increasing ↓= decreasing ↔ = within range

Performance Goal M.1.1 – Reduce time to hire

GSA will achieve a time to hire of 80 days in FY 2014 and FY 2015.

GSA will enhance human capital knowledge and GSA strategic competence by reducing the time to hire. The current administration has issued a call to agencies to put in place common-sense hiring processes and to reduce the complexity of agency hiring. Reducing the time to hire enables GSA to gauge the timeliness and success of its hiring process.

Benefit to the Public. Reducing the time to hire will improve staffing efficiency, and enable GSA to fill staffing vacancies in a timely manner.

Performance and Contextual Indicators.

Reduce the time to hire (New). This performance indicator broadly reflects the total elapsed time required to staff an open position. For each vacancy, the following is calculated: the total calendar days between the date the initial request for personnel action was received in human resources and the actual date that the selectee entered on duty into the position. Once the 'time to hire' data is calculated for each vacancy, the hire days are added together and then divided by the total number employees to arrive at the average time to hire in days.

Progress Update. In FY 2013, the GSA average time to hire was 86 days, which did not meet the target of 80 days but was an improvement over FY 2012 performance of 96 days. This improvement in performance can be attributed to GSA establishing new and effective tracking mechanisms and enhancing the management engagement in the process. In FY 2014, GSA will continue to review internal processes to gain a better understanding of the gaps that exist and will continue to focus on process improvement that will result in more efficient hiring. Challenges to meeting this goal include factors outside of control of GSA, including: the time it takes for security clearances to be completed and the time from when the offer is made and the employee chooses to start in the position. Adjusting for these factors resulted in an average time of 69 days from requisition to tentative job offer in FY 2013.

Lead Office. Office of Human Resource Management

Performance Goal M.1.2 – Increase EVS employee engagement score

GSA will increase the employee engagement score to 71 percent in FY 2014 and 72 percent in FY 2015.

GSA will maintain quality leadership and increase employee engagement.

Benefit to the Public. Engaged employees show greater concern for customers, productivity, performance and quality. Engaged workers are more productive, provide higher customer service, have lower absenteeism and turnover than un-engaged employees. Creating an engaged workforce supports improved operational efficiency, effectiveness and enhances service delivery.

Performance and Contextual Indicators.

EVS employee engagement score (New). All agencies are accountable for ensuring that the Federal Government recruits, retains, and honors a world-class workforce. An engaged employee is seen as one who is immersed in the content of the job and energized to spend extra effort in job performance. The 2013 Federal Employee Viewpoint Survey does not contain direct measurements of employee engagement such as passion, commitment, and involvement. However, it does include questions that cover most, if not all, of the conditions likely to lead to employee engagement (e.g., leadership, opportunity to use skills). OPM created an index using these items and excluded any items measuring satisfaction in order to differentiate this index from a job satisfaction index. An agency can look at the various items that comprise each index to get a richer understanding of the areas they are doing well in and areas that need improvement. The Employee Engagement Index is made up of three subfactors: Leaders Lead, Supervisors, and Intrinsic Work Experiences.

Progress Update. The decrease in this score is due to a variety of internal and external environmental factors such as sequestration, budget, travel and training cuts, annual pay freezes and consolidation efforts. Although this decline in engagement index is consistent with the overall drop in government-wide engagement, the GSA engagement score remains five percentage points higher than the government-wide average. GSA is implementing several initiatives to increase engagement, including: redesigning supervisor training, updating the award policy and non-monetary recognition program, revamping the performance management system and ensuring that all individual performance plans are aligned to the agency priorities and goals.

Lead Office. Office of Human Resource Management

Management Objective M.2: Streamline information technology and improve data quality and reporting

GSA will deliver quality information technology (IT) to efficiently support our internal operations and to provide high-valued products and services to our external business partners. To meet that challenge by FY 2018, we will change the way we deliver technology to our agency by integrating GSA IT services into a unified IT organization supported by a superior workforce. We will shift our culture from a decentralized business model to one with an enterprise-wide focus that makes transparent, data-driven decisions enabling innovative and collaborative solutions.

GSA will be a trusted advisor and partner, leveraging IT to deliver best value and innovative solutions for high quality outcomes. Our core values and guiding principles drive our decision making and our operational models. We will work as a team to deliver on commitments to our stakeholders as we support the GSA mission. In our execution of IT services, we incorporate our business knowledge and technology expertise to choose the best solution available. Consolidating enterprise IT services will leverage our resources, while efficiently providing capabilities needed across the GSA enterprise. We will focus on designing and delivering “simpler” IT which means improved access to IT, making IT easier to understand and use, and providing effective IT tools for GSA stakeholders.

GSA understands not only how fiscal constraints affect both our internal and external customers, but also how technology can be leveraged to best support mission needs. Through our governance processes, we will make structured, evidence-based investment decisions. While we continue to remain invested in technology innovation, we will balance innovation with the use of mature, standard processes and technologies that effectively meet user needs and create value. We are leveraging the technology surge of the social era to innovate the way we work together; we are standardizing on an agency-wide social networking platform and using other technologies that allow our employees to connect virtually from anywhere. Smart application of technologies saves money and allows for collaboration to generate good ideas.

Strategic Objective Goal Leader.

- Sonny Hashmi, Acting Associate Administrator, Office of the Chief Information Officer

Strategies. GSA will track progress on this objective using performance indicators and contextual indicators, and will review progress toward savings targets and project milestones during bi-weekly management reviews. External factors that could impact progress on this objective will be monitored and considered as new strategies are established. The current strategies for this objective include:

1. Improve the quality of our data and reporting by creating a list of categories to enable the search, discovery and reuse of enterprise data.
2. Develop data management services to improve the quality of GSA IT data, reporting and business analytics.
3. Improve business systems by consolidating applications and improving strategic customer engagement;
4. Modernize the GSA IT environment by providing key application access from mobile devices; and
5. Consolidate the GSA IT portfolio to better manage the Agency’s investment in information technology.

Contributing Programs. The following programs, defined in the Federal Program Inventory, contribute to this objective.

- Assisted Acquisition
- General Management and Support Services
- Building Operations
- General Supplies and Services
- Citizen Services and Innovative Technologies
- Government-wide Policy
- Construction and Acquisition of Facilities
- Integrated Technology Services
- Federal Acquisition Service – Integrators
- Rental of Space
- Travel, Motor Vehicle and Card Services

Strategic Objective Progress Update. GSA continues to make steady progress on consolidating information technology (IT) capabilities and operations. In FY 2013, GSA completed the transition and consolidation of IT Security, Enterprise Planning and Governance, and IT Infrastructure Operations. We also made notable progress in establishing rigorous governance processes by standing up the GSA Investment Review Board, the Enterprise IT Board and implementing a Milestone Review Process to ensure effective management controls are in place for our IT investment portfolio. Consolidation and integration have allowed us to identify efficiencies and eliminate duplication in the areas of platforms, security, and contract services with the additional management control and visibility fostered by consolidation, we continue to make progress in implementing a single, consolidated enterprise services platform and in identifying cost efficiencies through shared services.

Strategic Objective Next Steps. GSA will take the following actions in support of this strategic objective over the next year:

1. Streamline information technology and provide enterprise solutions to create a simplified end user environment; and
2. Create a comprehensive view of the GSA information technology portfolio to provide a better understanding of the total information technology spend.

Performance Goals.

Management Objective 2: Streamline information technology and improve data quality and reporting						
Performance Goals and Indicators	FY11 Actual	FY12 Actual	FY13 Plan/Actual	FY14 Plan	FY15 Plan	FY13 Status
Performance Goal M.2.1 – Successfully implement consolidated enterprise information technology services						
Number of consolidated enterprise information technology services successfully implemented (New) ↑	0	0	2 2	3	4	Target Met
Commodity information technology savings (Contextual Indicator) ↑	-	-	6%	-	-	NA

Desired direction of performance: ↑= increasing ↓= decreasing ↔ = within range

Performance Goal M.2.1 – Successfully implement consolidated enterprise information technology services

GSA will increase the number of consolidated enterprise information technology services successfully implemented to 3 in FY 2014 and 4 in FY 2015.

GSA Information Technology (IT) is assessing the consolidated IT services and functions. We are changing reporting lines, and identifying ways to consolidate funding, services and portfolios. To streamline IT and provide enterprise solutions, we will create a simplified environment. We aim to meet the needs of our customers by providing standardized technology, commodity IT, and enterprise information technology services. Consolidated services provide an opportunity to increase innovation, enhance effectiveness, improve efficiency and reduce risk.

Benefit to the Public. This approach will allow GSA IT to realize cost savings and increase operational efficiency in delivering IT services to both internal and external customers.

Performance and Contextual Indicators.

Number of enterprise information technology services successfully implemented (New). This performance indicator tracks the cumulative number of enterprise information technology services successfully implemented.

Commodity information technology savings (Contextual Indicator). This performance indicator is defined as the reduction in commodity information technology purchases from previous year spend. Cost reduction to commodity IT includes costs for items such as laptops, servers, and integrated support services. Proposed savings are estimated using all IT costs other than personnel, travel, rent, and non-IT management contracts.

Progress Update. GSA successfully implemented two consolidated enterprise information technology services in FY 2013. We consolidated multiple internal intranet sites into a single enterprise portal (InSite), and started the migration of enterprise services onto a single consolidated Enterprise Service Bus (ESB) solution. The timely identification and institutionalization of an ESB standard was critical to the success of this deployment. GSA plans to continue to add at least one enterprise information technology service per year over the next few years.

GSA reduced commodity IT purchases by six percent in FY 2013. This reduction was achieved through a cost management focus via a zero-based budget methodology, and is projecting continued reductions in commodity IT as a result of enterprise consolidation. The GSA IT Investment Review Board tasked the newly formed Business IT Board to propose reductions and reinvestments that focus on the external customer and making it easier to do business with GSA.

Lead Office. Office of the Chief Information Officer

Management Challenges

GSA major management challenges and actions defined to address these challenges are available at <http://www.gsa.gov/portal/mediaId/183579/fileName/InspectorGeneralsAssessment-signed.action>.

Evaluation and Research

The strategies, objectives, and goals outlined in the Annual Performance Planned were developed from comprehensive and continuous top-to-bottom reviews of the GSA program activities. These reviews commenced in 2012 and draw on data, experience, and constructive feedback from GSA stakeholders to assess the mission, priorities, and effectiveness of GSA operations with an eye towards increasing the efficiency of GSA while identifying both intra and inter agency cost savings opportunities GSA can pursue. Top-to-bottom reviews are iterative in nature; GSA will continue using the review process to thoroughly evaluate its operations and identify opportunities for improvement and innovation.

Program evaluation is one of the mandatory elements of the Government Performance and Results Act of 1993 (GPRA) and the GPRA Modernization Act of 2010. These statutes call for agencies to: use program evaluations to assess the manner and extent to which their programs achieve intended objectives; include a summary of the findings of program evaluations completed in their Performance and Accountability Reports with a notation if no evaluations were completed; and present a schedule for future program evaluations in Strategic Plans. GSA will continue to perform regular, data-driven reviews to guide decisions and actions to improve performance outcomes and reduce costs.

Data Validation and Verification

The GSA Chief Financial Officer certified the FY 2013 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.

Lower-Priority Program Activities

The 2015 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>.

Appendix A: FY 2012-2013 Priority Goal Report

FY12-13 Priority Goal 1 - GSA will manage customer agency real estate portfolio needs in a cost-effective and environmentally sustainable manner

By September 30, 2013, the General Services Administration (GSA) will complete and begin implementation of client portfolio plans with nine agencies to identify opportunities and develop action plans to optimize their real estate portfolios through 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 to remain in current properties or move to new properties may not take into account all considerations. Client portfolio planning engages each agency in an evaluation of how current workspace is being used and provides a holistic portfolio of the agency's 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 workplace conditions.

Progress Update. At a time when federal budgets are tightening for every federal agency, GSA is working to help our partners in the government find savings where they can. GSA is helping agencies reduce the strain of real estate on their budgets through a total of nine client portfolio plans for: the Department of State, the Social Security Administration, the Department of Health and Human Services, the Department of Commerce, the Security and Exchange Commission, the Federal Emergency Management Agency (FEMA), the Environmental Protection Agency (EPA), Immigration and Customs Enforcement (ICE), and the Federal Aviation Administration (FAA). In FY 2013, GSA completed client portfolio plans for the EPA, ICE and FAA.

GSA helps them reduce space, improve utilization and best utilize market opportunities. Through the client portfolio planning, we identified opportunities to reduce the federal footprint by 3.5 million square feet and save \$115 million in rental expenses annually. Executing these opportunities would require \$303 million in investment and result in a payback period of only 2.6 years.

The GSA work to implement client portfolio plan opportunities on behalf of individual agencies has been successful. For example, GSA and FAA identified six high impact opportunities aimed at reducing FAA's overall portfolio occupancy expenses to potentially save FAA \$27 million annually and reduce their portfolio footprint by 627,536 rentable square feet.

GSA also worked closely with FEMA to significantly reduce their real estate footprint. FEMA requested that the GSA client portfolio planning team help FEMA meet their \$10 million rent budget reduction. By developing a nationwide portfolio strategy, GSA identified nearly \$12 million in annual rent savings. FEMA agreed with the recommended strategies, including a consolidation of five leases into FEMA headquarters in Washington, DC. Before this consolidation, FEMA leased over 625,000 in rentable square feet, costing approximately \$30 million annually. By embracing innovative workplace strategies, FEMA is working with GSA to reduce the portfolio by over 200,000 rentable square feet, saving \$9.7 million in annual rent. This savings represents a 33 percent reduction of FEMA's DC portfolio and 11 percent reduction of FEMA's nationwide portfolio.

Additionally, GSA updated the six previously completed client portfolio plans for any new opportunities. These opportunities focus on: consolidating higher cost lease space into federally owned space, more effectively managing space through workplace strategies and improved office standards, and optimizing rents in depressed markets for favorable lease rates.

GSA is leading efforts to help the entire federal government use its space as efficiently and effectively as possible.

Strategies. GSA manages customer agency real estate portfolio needs in a cost-effective and environmentally sustainable manner through client portfolio planning. This strategy includes:

1. Identifying client portfolio plan candidates using an account segmentation model. GSA has national account managers assigned to each of its customer agencies. The account management network leverages an account segmentation model for selecting the best candidate agencies to engage in client portfolio planning each fiscal year. The selection criteria targets agencies with the highest chance of success and the largest number of opportunities.

2. Employing multi-discipline teams to identify and address opportunities. Portfolio planning is an intensive process that requires strong commitment from each participating agency. When an agency agrees to engage in the planning process, GSA employs multi-discipline teams to partner with the agency to define and develop high impact portfolio opportunities supported by strong business cases. This approach ensures that each agency benefits from a wider range of expertise – lease management, workplace solutions, property management, design, construction, property disposal, and real estate market analysis – to meet the full needs of each agency.

3. Leveraging existing GSA project delivery processes to implement projects. Cost-benefit analysis is used to prioritize which projects are to be implemented first. Each Customer Portfolio team will leverage existing GSA project delivery processes to efficiently implement projects in one or more regions. Each team works closely with the client agency throughout the project delivery lifecycle to address potential challenges. Upon project closeout, an outcome report is produced to identify achieved results against baseline and targets defined in original business case.

Performance Indicator - Number of completed portfolio plans. This indicator measures the number of completed portfolio plans between GSA and the customer agencies.

Fiscal Year Quarter	Period Ending	Target Value	Actual Value
2012-Q4	September, 2012	6	6
2013-Q4	September, 2013	9	9

FY 2013 Q4 Performance Indicator Explanation of Variance. In fourth quarter FY 2013, GSA completed implementation of four client portfolio plan projects, enhanced portfolio analysis tools to provide greater ability to identify opportunities and continued to track the progress of projects in the implementation phase.

GSA completed implementation of four CPP projects. GSA completed the implementation of four projects for four agencies: Federal Emergency Management Agency (FEMA), the Department of Health and Human Services, (HHS), the Department of State (DOS) and the

Social Security Administration (SSA). These projects will lead to more than \$10 million in annual rent savings and are comprised of consolidation projects for FEMA, HHS, and DOS and a lease renegotiation to close a market gap for SSA. Outcome reports, developed and incorporated into the portfolio plans, show baseline and target comparisons to actual numbers for four projects:

1. FEMA (East End Washington, DC). This project saved \$841,000 in annual rent, reduced their footprint by 21,000 square feet, and required only \$314,000 in investment cost.
2. HHS – CDC (Atlanta, GA). This consolidation moved HHS out of GSA leases and into HHS controlled inventory. Factoring in the exiting of leases in GSA inventory, this project saved \$8,400,000 in annual rent and reduced their footprint by 417,000 square feet. HHS costs and real estate data were not available to provide a full accounting of outcomes.
3. DOS (400 C Street, Washington, DC). This project saves \$532,000 in annual rent, reduced their footprint by 12,000 square feet, and required \$0 in investment cost.
4. SSA (22nd Street, Oakland, CA). This project saves \$714,000 in annual rent, reduced the footprint by 3,698 square feet, and required only \$413,000 in investment cost.

GSA enhanced portfolio analysis tools to provide greater ability to identify opportunities.

In the fourth quarter of FY 2013, GSA also modified its internal tools to better support opportunity management, portfolio data collection and analysis, and business case analysis. Improvements in these tools resulted in a greater ability to uncover high impact opportunities in the agency's portfolio and enabled the client portfolio planning teams to better qualify those opportunities through consistent business case methods and calculations.

GSA continued to track the progress of projects in the implementation phase. GSA worked with the six agencies that already had portfolio plans in place to implement projects. These projects aim to consolidate higher cost lease space into lower cost and underutilized federally owned space, manage leased space better through workplace strategies and improved office standards, and optimize rents in depressed markets to capture favorable tenant lease rates.

FY12-13 Priority Goal 2 - GSA will drive greater transparency and openness in government

GSA will develop at least 10 new innovative, cost effective information technology solutions that increase government openness, including solutions to serve businesses with one-stop access to federal services, provide the public information about federal performance, engage the public in providing expertise on specific problems to federal agencies, provide effective registration and management of government web sites, and streamline and leverage security assessments of innovative cloud computing products and solutions.

GSA develops new, innovative solutions for federal agencies to better deliver their missions and enhance citizen engagement. An innovative solution is a new method, tool, or platform to solve a new or existing problem. By providing these shared government-wide solutions, GSA helps agencies save valuable resources, while improving operational efficiency. These solutions contribute to an open, citizen centric government, and enhance access to valuable government information and services by facilitating the exchange of ideas and knowledge between the government and the public.

For more information on some of the GSA programs under this goal please visit the links below.

- American Job Center: jobcenter.usa.gov
- BusinessUSA: business.usa.gov
- Data.gov Open data government platform (OGPL): www.data.gov/opengovplatform
- Digital Services Innovation Center: gsablogs.gsa.gov/dsic/2012/10/05/digital-analytics-program-helps-agencies-measure-web-performance/
- Federal Data Center Consolidation Initiative (FDCCI): cio.gov/maximizing-value/data-center-consolidation/
- Federal Infrastructure Projects Permitting Dashboard: permits.performance.gov
- FedRAMP.gov: fedramp.gov
- HowTo.gov: www.howto.gov
- MyUSA: my.usa.gov
- Social Media Registry (Agency): www.howto.gov/social-media/social-media-registry
- Social Media Registry (Public): www.usa.gov/Contact/verify-social-media.shtml

Progress Update: In order to deliver the best value and service to the American people and our partners, GSA is committed to providing greater transparency and openness in government. To support this goal, GSA developed and implemented ten new, innovative, and cost-effective technology-enabled solutions that improve government effectiveness and create government-wide cost savings.

- **Solution 1.** American Job Center 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. In his 2012 State of the Union Address, President Obama outlined his vision for a single, streamlined website where Americans can access information that will improve their job prospects — a resource to help turn our unemployment system into a reemployment system that puts people to work. The American Job Center website consolidates information and services from across the government – access to job retraining and education opportunities, skills and career development and counseling -- into a single

online resource for both job seekers and for businesses looking to tap into the vast resource of skilled and dedicated workers around the country.

- **Solution 2.** The Federal Risk and Authorization Management (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. Savings across agencies are estimated at a 50 percent reduction in staffing, 75 percent reduction in assessment time and \$200,000 cost avoidance every time an agency leverages a FedRAMP Authorization to Operate (ATO).
- **Solution 3.** Data.gov Open Government Platform (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. The OGPL platform provides citizens with access to approximately 184,000 collections, including 400,000 datasets, from 144 agencies and sub-agencies, allowing individual agencies to save money by not having to create their own data integration platforms. Over 236 citizen-developed applications have been built by the public using the data provided. It is the centerpiece of the global open democracy movement, and has been emulated by over 43 countries, 39 U.S. states, and 40 U.S. cities and counties seeking to increase transparency and accountability, while fostering innovation. End users are provided with opportunities to provide information feedback and ratings.
- **Solution 4.** 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. It is an online, one stop shop that makes it easier for American businesses to access the services and information they need to grow, hire and export. The site implements a “no wrong door” approach for small businesses and exporters by using technology to quickly connect businesses to the information and services relevant to them, regardless of where the information is located or which agency’s website, contact center, or office they go to for help.
- **Solution 5.** Federal Infrastructure Projects Permitting 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. It creates new opportunities for collaboration among the Federal agencies involved in a nationally or regionally significant project. For the first time, projects have a space in which the Government can answer key questions about accountability, status and purposes for the permits and actions required to make these projects shovel ready.
- **Solution 6.** Implemented in FY 2013, the Social Media 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.
- **Solution 7.** Implemented in FY 2013, the Digital Analytics Program and Toolkit provides federal agencies with best practices, guidance, training and a no-cost automated tool to measure effectiveness of and customer satisfaction of government websites. This solution enables effective, consistent government-wide measurement and analysis of federal website effectiveness and drive improvement in public-facing websites. Digital

Analytics Program implemented in 3,000 federal websites, reaching nearly 1 billion hits per month across government. This saved agencies close to 1 million in less than a year. All 24 CFO Act agencies are participating, providing an extraordinary array of web analytics and insight into website performance across government.

- **Solution 8.** Implemented in FY 2013, the MYUSA (formerly MyGov) Discover program consists of tools and application programming interfaces (APIs) for connecting the government's numerous websites. Agencies can embed this tool into existing web pages to help citizens discover services and information relevant to their interests and needs.
- **Solution 9.** Implemented in FY 2013, the Data Center Consolidation Cost Estimation Application is open source application that enables federal agencies to more accurately plan and estimate potential cost savings from data center consolidations and closures.
- **Solution 10.** Implemented in FY 2013, MyUSA MyForms develops a prototype virtual environment that enables citizens to much more easily and effectively access information and services across government, transforming the way they interact with government.

Strategies: GSA provides greater transparency and openness in government by delivering shared solutions that enable agencies to more effectively and efficiently comply with and leverage government-wide policies. This strategy includes: (1) engaging key stakeholders to identify and explore areas of innovation, (2) collaborating with customers to identify gaps in existing capabilities, (3) developing innovative solutions in partnership with key stakeholders, (4) conducting frequent and extensive outreach and communication, and (5) monitoring the effectiveness of solutions.

1. Engaging key stakeholders to identify and explore areas of innovation. GSA engages with the Office of Management and Budget (OMB) and customer agencies to identify and explore potential areas where developing and implementing new technology- based solutions can better meet the needs of the government and its citizens. Opportunities are identified to meet commitments made by the Administration and Congress in statutes, laws and other policies to increase transparency, accountability and open government. GSA works with vendors and industry to identify emerging technologies or new adaptations of existing technologies that can best meet the needs of government and citizens.

2. Collaborating with customers to identify gaps in existing capabilities. GSA collaborates closely with Federal Chief Information Officers, agency managers and other customers to identify gaps in existing capabilities that can be met through new, innovative solutions.

3. Developing innovative solutions in partnership with key stakeholders. GSA works with stakeholders to reform federal information technology, create cost savings and cost avoidances for agencies, facilitate using new and digital technologies to improve government operations and citizen engagement, and help enhance customer experiences across government.

4. Conducting frequent and extensive outreach and communication. GSA's frequent and extensive outreach across government, industry, and the press helps to identify technology solutions and also builds interest in adoption of the solutions.

5. Monitoring the effectiveness of solutions. GSA measures the effectiveness of solutions by tracking website use by citizens and other customers, with detailed metrics including website traffic from mobile devices and social media. Customer satisfaction and usability is determined using a variety of mechanisms, including online surveys and feedback forms.

Performance Indicator - The number of innovative technology solutions to drive transparency and open Federal government. This indicator is a count of the number of GSA-provided innovative solutions to federal agencies. An innovation solution is a new method, tool or platform to solve a new or existing problem.

Fiscal Year Quarter	Period Ending	Target Value	Actual Value
2012-Q1	December, 2011	1	0
2012-Q2	March, 2012	2	0
2012-Q3	June, 2012	3	5
2012-Q4	September, 2012	5	5
2013-Q1	December, 2012	5	5
2013-Q2	March, 2013	7	7
2013-Q3	June, 2013	8	8
2013-Q4	September, 2013	10	10

FY 2013 Q4 Performance Indicator Explanation of Variance. In the fourth quarter of FY 2013, GSA successfully launched two innovations: Data Center Consolidation Cost Estimation Application and the MyUSA Forms.

The Data Center Consolidation Cost Estimation Application is a Total Cost of Ownership Model (TCM) that is a web based version of the current Microsoft Excel based tool. This application provides secure and role based access to interactive dashboard reports with enhanced user experience and collaboration capabilities. In addition, this application will reduce the operations and maintenance burden, address performance scalability issues faced by the excel tool, and provide select users with the ability to visualize the TCM reports and metrics computed against the entire set of data centers belonging to agencies. This application will eventually replace the excel based tool and greatly improve the ease of use and accessibility to TCM reports for GSA, the Office of Management and Budget and users in the over 24 federal agencies in the Federal Data Center Consolidation Initiative (FDCCI) program.

MyUSA Forms provides an easy-to-use tool for agencies and organizations to quickly and easily create and host forms online and securely receive form submissions. In addition to providing a tool to easily create user-friendly forms, MyUSA Forms provides an application program interface (API) for every form, making it easy to build applications on top of one or more forms.

FY12-13 Priority Goal 3 - GSA will increase the sustainability of the Federal Supply Chain

By September 30, 2013, GSA will increase the sustainability of the federal supply chain by expanding the number of “green” product and service offerings available to federal customers by 10 percent, and increasing the purchasing of GSA green products and services to 5 percent of total business volume. Green products and services have less of an impact on the environment or are less detrimental to human health than traditional equivalents.

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 their 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 does not have the authority to mandate other federal agencies to purchase green, but through education and outreach, is able to influence federal green purchasing.

Expanding Green Offerings. By September 30, 2013, GSA will increase the number of green product and service offerings available to Federal customers by 10 percent. 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.

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. GSA, by raising awareness about tools such as the Green Products Compilation Tool, will help agencies meet their sustainability goals and ultimately increase the sustainability of the Federal supply chain.

Progress Update: GSA is committed to a sustainable federal government. That means ensuring we are working to increase the sustainability of the federal supply chain by

- Expanding the absolute number of green product and service offerings available to federal customers by 20 percent: from 273 thousand unique offerings at the end of FY11 to 327 thousand offerings at the end of FY 2013, and
- Increasing the purchasing of GSA green products by 88 percent: from \$1.29 billion at the end of FY11 to \$2.4 billion at the end of FY 2013.

In FY 2013, GSA conducted a comprehensive review of all results against this priority goal and identified and corrected two reporting issues.

1. Green business volume was overstated in FY 2012 due to a double count of alternative fuel vehicle purchases. GSA has updated performance.gov to correct this issue resulting

in a FY 2012 green business volume of 5.4 percent, instead of 6.9 percent previously reported.

2. The data used to identify the Green Offering baseline, establish target, and report FY 2012 results overstated the number of green offerings as identical items that were sold by multiple vendors were counted multiple times. This resulted in a revised baseline of 1.35 percent, versus the previously reported 2.76 percent. The same methodology was applied to update targets. FY 2012 performance restated from 2.23 percent to 1.16 percent compared to an updated target of 1.41 percent.

Discussion of green business volume performance and challenges.

GSA achieved 4.64 percent of its business volume as green in FY 2013 which fell short of the 5 percent target and was down from the FY 2012 result of 5.44 percent. During FY 2012 there was a significant increase in property that was reutilized within the federal government that resulted in favorable performance on this metric, performance in this area returned to normal levels in FY 2013 resulting in less business being classified as green. In FY 2013 the overall business volume of GSA also was reduced as a result of sequestration and reduced federal budgets. While the reduction to business volume was approximately 5.3 percent from FY 2012 to FY 2013 the reduction in spend in key categories for this measure was greater. The sale of environmental products within GSA Advantage was reduced by 11.6 percent from FY 2012 to FY 2013 and the sale of Alternative Fuel Vehicles was reduced by 8.7 percent over the same time period. These categories are two of the major contributors to this metric and led to an overall reduction in performance.

GSA is an intermediary to the market and provides an avenue through which commercially available products and services can be purchased by federal agencies. Since GSA does not have the authority to mandate other federal agencies to purchase green offerings, GSA must rely on education and outreach to influence federal green purchasing. This indirect role that GSA plays in the procurement decisions of customers continues to be one of the greatest challenges in increasing the percentage of business that is dedicated to green purchasing across the federal marketplace.

Discussion of green offering performance and challenges

GSA's intent for this portion of the agency priority goal was to capture the number of services as well as products that are classified as green and are available to customer agencies to meet their needs. The lack of standards in this area continued to be an issue throughout the reporting period as there are not industry standards available to capture green services. It was anticipated during the development of this goal that industry would mature and such standards would be put forward for GSA to benchmark against. Considering that this did not materialize the metric remained primarily based on product offerings and was not able to meet its full intent. Regarding product offerings one of the greatest challenges is that vendor offerings for products change on a continuous basis and the dynamic nature of what is available makes it difficult to monitor success. While the total number of green products was higher at the end of the performance period additional items had also become available that were not classified as green. Therefore the percentage increase relative to all offerings was relatively unchanged during the reporting period.

Strategies. The GSA strategy to increase the sustainability of the federal supply chain has two components.

1. Expand GSA's offering of green products and services by:

- Continually reviewing offerings to ensure all items that meet the criteria of being green are classified as green,
- Updating the criteria of green to include federal and industry green standards for products and services as they are published,
- Researching market opportunities to expand product offerings to meet Federal customer requirements.

2. Increase federal purchasing of green products and services by:

- Identifying agency demand for green products and services through the review of agency strategic sustainability performance plans and use this information to inform marketing efforts;
- Raising awareness and educating federal agencies on the green products and services available and where to purchase them online; and
- Evaluating the use of its strategic capability of leveraging the buying power of the federal government through strategic sourcing to improve the price competitiveness of sustainable products and services available to federal agencies.

Performance Indicator - Expand Availability of Green Offerings. The Green Offerings indicator measures the number of green offerings as a percentage of the total number of offerings tracked through the GSA Federal Acquisition Service systems as of the end of the reporting period.

Fiscal Year Quarter	Period Ending	Target Value	Target Value*	Actual Value	Corrected Value*
2011-Q4	September, 2011	2.76%	1.35%	2.76%	1.35%
2012-Q1	December, 2011	2.79%	1.36%	2.67%	1.37%
2012-Q2	March, 2012	2.81%	1.38%	2.71%	1.43%
2012-Q3	June, 2012	2.84%	1.39%	2.84%	1.32%
2012-Q4	September, 2012	2.87%	1.41%	2.23%	1.16%
2013-Q1	December, 2012	2.90%	1.42%	1.17%	1.17%
2013-Q2	March, 2013	2.92%	1.43%	1.19%	1.19%
2013-Q3	June, 2013	2.98%	1.46%	1.15%	1.15%
2013-Q4	September, 2013	3.04%	1.49%	1.24%	1.24%

* Updated targets and actual

FY13 Q4 Performance Indicator Explanation of Variance. GSA achieved a result of 1.24 percent of its offerings being classified as green for FY 2013 relative to a target of 1.49 percent. The predominance of this metric continued to be products that are offered through GSA Advantage and are classified as green. During the reporting of this metric in FY 2012 it became apparent early in the reporting cycle that the magnitude of individual products offered by GSA and the lack of standards related to green services making the capture of this information impossible severely impacted the ability of GSA to capture all data and use the data in an actionable manner to change performance. While the actual number of green products offered did grow over the performance period because of the expansive number of total offerings provided by GSA there was not a meaningful impact on the reported results.

It was acknowledged by GSA and OMB that this APG would be dynamic as a result of the lack of standards for green services and considering that item counts across the enterprise had not been conducted in the past for a discrete purpose as intended for this goal. At the end of FY

2012 during the measurement of the number of green products it was determined that flawed logic was being used to count green products in GSA Advantage. Each item was being counted each time it was provided even if the same item was provided by multiple vendors, as such if one item was carried by five vendors it was counted as five items rather than one. It was agreed that this was not the correct way to be conducting the inventory and a correction was made for all FY 2013 reporting so unique items were only counted one time regardless of the number of the number or vendors that supplied the items. This effectively reduced the green item count by half for all four quarters of FY 2013, however, this error needed to be corrected in the baseline and in all quarters of FY 2012 as well in order for the reporting to be comparable from FY 2012 to FY 2013. GSA has made this correction and recalculated the quarterly targets using the same quarterly increases as used in the original target setting to achieve ten percent growth from the revised baseline using the corrected business rules.

Performance Indicator - Increase Green Purchasing. The Green Purchasing indicator measures dollars of green purchases as a percentage of the total dollars of business volume (purchases) tracked through the GSA Federal Acquisition Service systems. This indicator reports cumulative performance by fiscal year.

Fiscal Year Quarter	Period Ending	Target Value	Actual Value	Actual Value (Adjusted)
2012-Q1	December, 2011	2.40%	1.12%	1.12%
2012-Q2	March, 2012	2.80%	4.05%	3.88%
2012-Q3	June, 2012	3.00%	7.66%	6.11%
2012-Q4	September, 2012	3.20%	6.90%	5.44%
2013-Q1	December, 2012	3.50%	1.98%	2.46%
2013-Q2	March, 2013	3.80%	3.06%	3.81%
2013-Q3	June, 2013	4.40%	4.96%	4.90%
2013-Q4	September, 2013	5.00%	4.64%	4.64%

FY 2013 Q4 Performance Indicator Explanation of Variance. GSA achieved an annual result of 4.64 percent of its business volume being dedicated to green offerings. Performance was reduced in the final quarter of the fiscal year from 4.90 percent in the third quarter as a result of the seasonality of Automobile purchases in the second and third quarters of the fiscal year. The purchase of alternative fuel vehicles (AFVs) is a major contributor to the green business volume and as a result when these sales are realized the performance of the measure improves relative to the level business volume conducted. Overall business volume across GSA/FAS is consistent month to month in general so when overall business volume continued to material in the fourth quarter at the same rate as during the year and commensurate green purchase are not realized as in the second and third the overall result of the metric is reduced. This seasonal effect of AFV purchases was also seen in FY 2012 in the fourth quarter of the fiscal year.

During the final review of FY 2013 results for this APG a review of all quarterly results was conducted and it was discovered that in FY 2012 data collected on AFV purchases was overstated by a double count of purchases throughout the year. Once this issue was corrected the results for the measure were adjusted for FY 2012, though there was no impact on FY 2013 performance or targets this validation of results was an important internal control process to ensure that results of this measure were accurate over the duration of the APG.

Contextual Indicator - Total Purchasing Tracked through the GSA Federal Acquisition Service Systems. The Total Purchasing indicator measures the total dollars of business volume (purchases) in the reported fiscal year tracked through the GSA Federal Acquisition Service systems.

Fiscal Year Quarter	Period Ending	Green Value (approx amts)[1]	Actual Value
2012-Q1	December, 2011	158,196,445	14,124,682,564
2012-Q2	March, 2012	1,074,340,351	27,689,184,310
2012-Q3	June, 2012	2,581,820,928	42,255,661,670
2012-Q4	September, 2012	3,057,026,116	56,195,333,012
2013-Q1	December, 2012	337,453,241	13,717,611,420
2013-Q2	March, 2013	1,036,986,023	27,217,480,920
2013-Q3	June, 2013	1,952,311,039	39,843,082,421
2013-Q4	September, 2013	2,431,095,219	52,394,293,503

[1] amounts calculated applying the green purchasing pct (2 sig digits) to total business volume

Contextual Indicator - Total Offerings Tracked through the GSA Federal Acquisition Service Systems. The Total Offerings indicator measures the total number of offerings tracked through the GSA Federal Acquisition Service systems.

Fiscal Year Quarter	Period Ending	Target Value approx [1]	Actual Value
2012-Q1	December, 2011	284,339	20,754,672
2012-Q2	March, 2012	301,154	21,059,694
2012-Q3	June, 2012	283,328	21,464,237
2012-Q4	September, 2012	262,994	22,671,857
2013-Q1	December, 2012	278,491	23,802,622
2013-Q2	March, 2013	292,073	24,543,943
2013-Q3	June, 2013	273,145	23,751,768
2013-Q4	September, 2013	327,417	26,404,558

[1] amounts calculated applying the green offering pct (2 sig digits) to offerings

Appendix B: FY 2014-2015 Priority Goal Plans

FY14-15 Priority Goal 1 - Generate savings through Federal Strategic Sourcing Initiative

By September 30, 2015, GSA will save \$255M (\$111 million during FY 2014 and \$144 million during FY 2015) through the use of Federal Strategic Sourcing Initiative (FSSI).

Federal agencies purchase over \$500B of goods and services annually. A key vehicle used by GSA, and other top purchasing federal government agencies, to promote cost savings, improved management visibility and adoption of best practices, has been the Federal Strategic Sourcing Initiative. Established in 2005, FSSI is designed to improve government management of commonly purchased goods and services. FSSI provides customers with significant savings, decreases administrative redundancy, and improves business intelligence while meeting or exceeding small business and sustainability goals.

Strategies: GSA is focused on informing customers of the benefits of using FSSI solutions, including savings opportunities, the ability to help meet socioeconomic goals and improved operating efficiencies. GSA is actively engaged in coordinated efforts to educate agencies regarding the benefits of FSSI solutions. In addition to increasing adoption, GSA will focus on generating savings by:

1. Leveraging information available through existing data sources to negotiate better prices;
2. Critically analyzing spending patterns to enhance business intelligence while applying this intelligence to FSSI initiatives within GSA;
3. Reengineering business processes to identify operational efficiencies that will reduce costs to agencies;
4. Sharing information, such as prices paid under FSSI and other federal contracts to increase savings opportunities; and
5. Increasing adoption of industry and government agency best practices.

Barriers and challenges related to usage of these solutions include:

- Agencies may have duplicative solutions in place or attempt to create duplicative solutions;
- Agencies may have trouble identifying usage or key users in order to spread information relating to the solutions; and
- Some agencies may have unique requirements or better pricing and this is considered a legitimate reason for not using Federal Strategic Sourcing Initiative solutions.

Progress Update: See performance.gov for an update of GSA's progress against this goal.

Next Steps: GSA will take the following actions in support of this Agency Priority Goal over the next two years:

- Deliver new and update existing Federal Strategic Sourcing Initiative offerings;
- Research and assess additional products or service areas that are well suited for Federal Strategic Sourcing Initiative solutions;
- Continue to negotiate the lowest possible lease rates for its customer agencies;
- Reduce overhead and other costs from operations for customers through providing a more efficient procurement for offerings provided through Federal Strategy Sourcing.

A key external factor is, in many cases, federal agencies are not required to use GSA for their procurement. GSA will focus on providing the best, most cost-effective procurement solutions to

attract business, and will support the Administration's priority to reduce contract duplication across the federal government.

Contributing Programs: The following programs, defined in the Federal Program Inventory, contribute to this objective.

- General Supplies and Services
- Integrated Technology Services
- Travel, Motor Vehicle and Card Services

FY 2014-2015 Priority Goal 2 - Reduce the federal footprint

By September 30, 2015, GSA will reduce the amount of aggregate leased space by 5 percent for replacement leases. GSA will also work with agencies to complete a total of 15 Client Portfolio Plans (three new plans each year) to identify opportunities for agencies to optimize their real estate portfolios.

GSA is leading efforts to improve asset utilization, reduce agency space requirements, effectively manage real property, and pursue innovative proposals to leverage resources. We will work with agencies to increase office space utilization, which will minimize operations, maintenance and investment costs. GSA's efforts will assist the Federal Government in reducing its real estate footprint and generating savings for the American public.

Strategies: In order to accomplish our goal to reduce the federal footprint, GSA is aggressively working to reduce the amount of leased space in our inventory, since leased space is more costly than government-owned space. GSA will propose space reduction and consolidation options as tenant agencies require new or replacement leases. We will work with agencies to reduce their requirements and implement new and innovative workplace strategies that maximize space utilization. GSA will also continue developing new client portfolio plans and update existing plans to identify and implement opportunities for customers to reduce space in leased and government owned buildings. Through these plans, GSA assesses agencies' current real estate portfolio and develops action plans to increase asset utilization, as funding is available. GSA also works with agencies without a client portfolio plan to reduce their space. We develop and utilize local portfolio plans and leverage market opportunities to help our customers consolidate and reduce real estate costs.

Through these strategies and initiatives, GSA is helping the Government reduce the federal footprint and save customer agencies money. Customers are looking for ways to consolidate space and minimize costs in this current budget climate and GSA is helping them achieve this goal by offering innovative solutions and technologies to reduce and optimize space.

Progress Update: See performance.gov for an update of GSA's progress against this goal.

Planned Actions: GSA will take the following actions in support of this Agency Priority Goal over the next two years:

- Assist customer agencies to refine their leasing requirements to reduce space and consolidate where economically and financially appropriate;
- Select three new agencies annually and develop a client portfolio plan for each agency and begin implementing action plans to capitalize on market and asset opportunities; and
- Identify consolidation opportunities through client portfolio plans and local portfolio strategies that will increase utilization in leased and government-owned space.

Contributing Programs. The following programs, defined in the Federal Program Inventory, contribute to this objective.

- Building Operations
- Construction and Acquisition of Facilities
- Government-wide Policy
- Operating Expense
- Real Property Disposal
- Real Property Relocation
- Rental of Space