



A Report to Citizens

Summary of Performance and Financial Information

GSA By the Numbers

- **\$19.5 billion** in revenue
- Owns or leases over **9,600 properties** with **370 million square feet**
- Provides space to more than a **million federal employees**
- Preserves **400 historical properties**
- Offers **12 million products and services** to other federal agencies
- Leases **200,000 vehicles** to other agencies

GSA Mission and Goals

The U.S. General Services Administration (GSA) provides office space to more than one million federal employees in more than 9,600 owned or leased buildings, and offers more than 12 million products and services to other federal agencies. This presents a unique opportunity for GSA to provide innovative solutions for its customers and to lead the federal government in sustainable building design and operations and “green” acquisition solutions.

GSA has three [strategic goals](#) – Innovation, Customer Intimacy, and Operational Excellence. GSA strives to be an innovation engine for the government, using our perspective and expertise to offer innovative and cost-effective solutions to reduce the environmental impact of the federal government and to eliminate GSA’s carbon footprint. We seek an intimate understanding of our customers to serve them with integrity, creativity, and responsibility. We strive for performance excellence, continuous improvement, and the elimination of waste in operations. For more information on GSA’s sustainability efforts, visit: GSA.gov/sustainability. Additionally, in FY 2010 GSA worked to “open” the federal government (GSA.gov/open) and also met its target of \$5 billion in contract awards of American Reinvestment and Recovery Act funds (GSA.gov/recovery).

GSA connects with the public through social media technologies that enhance communication, collaboration, and information exchange. By openly sharing knowledge, best practices, and lessons learned, GSA provides more effective solutions to enhance excellence in the business of government. Connect with GSA on Facebook.com/gsa, Youtube.com/usgsa, and Twitter.com/usgsa.

See other ways [GSA Benefits the Public](#) in the *FY 2010 Agency Financial Report*.



In FY 2010, GSA established a set of high-priority performance goals, which align with its strategic goals. The strategic goal of Innovation is supported by the “Environmental Sustainability” high-priority performance goal. Customer Intimacy objectives are reported in the “Open Government and Transparency” high-priority performance goal. Success in Operational Excellence will be measured, in part, by performance against its high-priority performance goal of “Excellence in Solutions Delivery.”

Innovation

Environmental Sustainability

GSA has reduced its consumption of resources and has provided its federal agency customers with solutions that help them manage and reduce their consumption.

GSA has identified key areas where the agency can make the greatest impact in improving federal environmental performance in the next 18 to 24 months, including reducing greenhouse gas (GHG) emissions from federal buildings and contractors. In FY 2010, GSA began efforts to obtain contractor GHG emissions data by identifying federal contractors who are already measuring their emissions. GSA identified the Carbon Disclosure Project (CDP) top 200 federal contractor participants. CDP is an independent, non-profit organization that collects GHG emissions data from 2,500 organizations around the world through voluntary surveys.

GSA increased solid-waste recycling across its inventory of 9,600 federal buildings and leased spaces. GSA reduced the volume of waste shipped to landfills and improved environmental performance. In FY 2010, GSA conducted solid-waste surveys, identified best practices, and trained building managers to increase recycling. GSA will use these results to transfer best practices for recycling across its inventory of buildings. GSA also set aggressive targets for increasing recycling volumes in federal buildings, committing to increase recycling by at least 10 percent in the federal buildings where GSA tracks recycling volumes. This goal is equivalent to recycling 649 tons of materials per quarter.



SINCE 2003, GSA HAS DESIGNED NEW FEDERAL BUILDINGS TO ACHIEVE LEED CERTIFICATION. AT THE END OF FY 2010, GSA HAD 56 LEED CERTIFICATIONS.

ADDITIONAL INFORMATION ABOUT LEED CERTIFICATIONS IS AVAILABLE AT USGBC.org.

Customer Intimacy

Open Government and Transparency

In FY 2010, agencies across the federal government adopted GSA-provided public engagement tools for more than 100 discrete public engagement opportunities. Public engagement tools are social media tools that allow agencies to collaborate with the public by offering a forum to introduce new ideas and concepts. For example, GSA provided an online engagement tool that allowed 22 federal agencies to post their Open Government Plans and solicit input from the public. More than 2,100 ideas were submitted governmentwide, and more than 21,000 votes were cast on ideas submitted through these tools.

Also in FY 2010, GSA launched Challenge.gov, which offers free software applications for federal agencies to help individuals or teams to develop creative solutions to tough problems through contests and prizes. Since its launch, Challenge.gov has facilitated more than 43 challenges from 21 different federal agencies. In September 2010, challenges on Challenge.gov were viewed more than 77,000 times by people from every U.S. state.

GSA public-facing tools and programs produced more than 181 million public interactions in FY 2010. GSA public interactions include federal government information and consumer action print publications ordered, phone calls answered and e-mail inquiries received by GSA-operated contact centers, and Web clicks on USA.gov and GobiernoUSA.gov, the English- and Spanish-language Web portals of the federal government.

Operational Excellence

Excellence in Solutions Delivery

In FY 2010, GSA launched a pilot program to develop strategic portfolio plans to map out the long-term space requirements of major customer agencies. Portfolio plans improve federal asset management by providing a forum for strategic decisions about workspace needs. GSA has been evaluating workspace data of some customers to compare with similar data on real estate markets and available inventory. GSA will use the results to assess workspace options. In FY 2011, GSA will complete strategic portfolio plans for major customers, providing long-term plans to increase the efficiency of their workspace and optimize utilization of real property assets.



KPMG LLP issued an [unqualified “clean” opinion](#) on the GSA [FY 2010 financial statements](#). GSA’s financial statements and the audit opinion results demonstrate the agency’s commitment to accountability and integrity in financial management. The online GSA [FY 2010 Agency Financial Report](#) allows users to explore financial data in a user-friendly way through [Interactive Financial Data](#) and features a [Schedule of Spending](#) that provides detail on agency costs.

GSA Financial Results

Federal Buildings Fund

The Federal Buildings Fund (FBF) funds GSA’s Public Buildings Service (PBS). PBS provides workplaces for federal agencies and their employees. The FBF is primarily supported by rent paid to GSA from other federal entities. It also operates a reimbursable work authorization program that provides alterations and lease improvements above those in the agencies’ base rental agreements.

In FY 2010, FBF revenue totaled \$10.5 billion, with more than half the revenue from the five federal agencies shown in the “FBF Top 5 Federal Customers” table. Net revenues from operations are used to invest in major repairs and alterations to federal buildings and to partially offset costs of constructing new federal buildings. FBF net revenues increased 14.3 percent, or \$53 million, to \$423 million in FY 2010. The net revenue for FY 2010 included \$548 million in net revenues for owned properties and \$125 million in net costs for leased-building operations. The Recovery Act increased leased expenses as GSA added swing space to house clients while owned properties are renovated. Roughly \$39 million in leasing costs were attributable to Recovery Act projects. These costs have no matching revenue, as they are not charged to GSA customers.

In the FBF, obligations are primarily the cost of contracts awarded to commercial vendors for the construction of new federal buildings; for repairs, cleaning, utilities and other maintenance of GSA-owned federal buildings; and lease and related payments to commercial landlords for space leased by GSA for federal agencies. FBF Obligations increased by more than \$3.2 billion between FY 2009 and FY 2010. Approximately \$2.4 billion of this increase is attributable to the orders GSA placed with Recovery Act funds.

FBF Top 5 Federal Customers	Revenues (Dollars in Millions)	Percentage of Total Revenues
Department of Justice	\$1,653	16%
Department of Homeland Security	\$1,555	15%
Federal Judiciary	\$1,102	11%
Department of the Treasury	\$799	8%
Social Security Administration	\$727	7%



Acquisition Services Fund

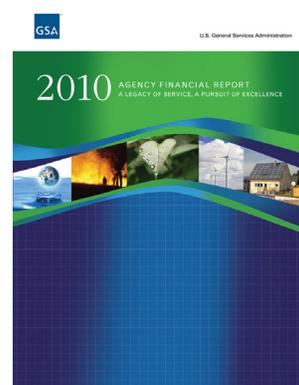
The Acquisition Services Fund (ASF) is a revolving fund that operates on the revenue generated from its business and is the primary fund of GSA's Federal Acquisition Service (FAS). FAS consolidates common requirements from multiple federal agencies and uses its negotiating expertise to acquire products and services at better prices and terms than agencies could obtain individually. In FY 2010, the ASF realized more than \$9.4 billion in revenues. Of these revenues, 75 percent were from the five agencies shown in the "ASF Top 5 Federal Customers" table. Net revenues from operations are used to invest in the GSA fleet, as well as information systems and other investments necessary to improve FAS responsiveness to its customers and to comply with new regulatory and statutory requirements. ASF net revenues decreased by 40.7 percent to \$137 million in FY 2010. The Travel, Motor Vehicle, and Card Services portfolio net revenues decreased because of an increase in petroleum costs, which increased by roughly \$50 million, and \$37 million in increased depreciation expense on motor vehicles because of fewer vehicle replacements, lower salvage values, and accelerated depreciation on vehicles in Iraq. In the Integrated Technology Services portfolio net revenues decreased by \$44 million because of higher costs associated with the transition to the Networkx contracts for long distance telecommunications and related services.

ASF Top 5 Federal Customers	Revenues (Dollars in Millions)	Percentage of Total Revenues
Department of Defense	\$5,478	59%
Department of Homeland Security	\$566	6%
Department of Agriculture	\$361	4%
Department of Justice	\$320	3%
Department of Health	\$298	3%

ASF Net Revenues (Costs) from Operations



IF GSA WERE A PUBLICLY
TRADED COMPANY,
OUR \$19.5 BILLION IN
REVENUES WOULD
PLACE US 121ST ON THE
FORTUNE 500.



For more information about GSA's FY 2010 financial results, please visit the [Financial Section](#) of the FY 2010 Agency Financial Report.

Management Challenges Facing GSA

Each year, GSA's Office of the Inspector General produces a report on "[GSA's Major Management Challenges](#)." Here is a highlight of those management challenges:

- **GSA "Greening" Initiative** – Sustainable Environmental Stewardship – GSA has been tasked by legislation to implement sustainable practices within the agency as well as with customer agencies and contractors. In addition, GSA has the lead role in helping to green the federal government by finding ways to increase energy efficiency, reduce greenhouse emissions, reduce waste, and provide environmentally responsible products and technologies. Three challenges for GSA's sustainability initiatives are: 1) developing a management framework that GSA will use, 2) developing metrics to accurately measure and demonstrate the impact of GSA changes, and 3) collecting data to support goals and evaluate return on investment.
- **Acquisition Programs** – The Multiple Award Schedule Program is one of GSA's largest acquisition programs. GSA is challenged with increased contract workloads caused by the number of new contract offers as a result of unfavorable economic conditions and the requirements of the American Recovery and Reinvestment Act.
- **American Recovery and Reinvestment Act Impact** – While GSA continues to implement the mandates of the Recovery Act, GSA is challenged with planning and contracting for Recovery Act projects within extremely short time frames.
- **Financial Reporting** – Controls over budgetary accounts and transactions, financial reporting, and controls over certain note disclosures need improvement.
- **Information Technology** – Improved planning, development, and implementation of IT systems and services are needed to ensure quality data and to support business decisions. GSA has developed new strategic IT programs and initiatives that will address duplication in business processes, integration, and inherent risks associated with some of GSA's legacy systems.
- **Protection of Federal Facilities and Personnel** – GSA provides safe and secure work environments for employees and visitors of federal facilities nationwide; however, increased risks from terrorism and other vulnerabilities inherent with building operations will remain a challenge for GSA.
- **Federal Buildings Fund** – GSA is faced with possible long-term funding issues. These funds are needed to ensure GSA-owned buildings are properly maintained.

