

Appendices





AWARDS GSA HAS WON IN 2006

Seattle U.S. Federal Courthouse Nets Top National Engineering Award

The American Council of Engineering Companies (ACEC) recognized the Seattle U.S. Federal Courthouse with its highest honor of engineering excellence, the Grand Conceptor Award. The ACEC selected the Courthouse as the best of 143 state qualifying entries. Projects were evaluated for original or innovative applications; future value to the engineering profession and public, social, and economic considerations; and client satisfaction. A structural steel-plate shear wall with super columns, progressive collapse prevention cables, and the open, but blast resistant atrium served as the key building innovations cited in the presentation.

Southeast Sunbelt Wins TOBY Award

The Southeast Sunbelt Region's U.S. Courthouse in Fort Myers, FL, was honored with the Office Building of the Year (TOBY) Award by the Building Owners and Managers Association (BOMA). The award was made in the Government Building category. The courthouse first won the local and regional competitions. Additionally, the Sam Nunn Atlanta Federal Center in Atlanta, GA and the U.S. Courthouse in Dublin, GA both won their local and regional competitions and competed for the international award against some of the finest buildings in the world.

Sam Nunn Atlanta Federal Center Wins BOMA Earth Award

The ninth-largest Federal building in the country and the largest in the Southeast Sunbelt Region, the Sam Nunn Atlanta Federal Center recently received the Earth Award from BOMA. The center was named an ENERGY STAR Building in 2005. It houses 5,000 employees for dozens of Federal agencies and combines four distinct structural elements in central downtown, equaling 2,000,000 square feet. The center includes the Rich's Building, the Midrise, the Bridge Building, and the Tower.



APPENDIX I: SUMMARY CHART OF GOALS AND MEASURES

As GSA moves towards complete integration of budget and performance, it has replaced our stand alone Performance Plan with a Performance Budget. The following measures and targets were used in FY 2006 and were reflected in the FY 2007 Congressional Justifications. The **21 Key Performance Measures are highlighted** below. The results for the remaining performance measures will be published on GSA's Website in December, 2006. A list of measures reported in the FY 2005 Performance and Accountability Report (PAR) that are no longer reported externally can be found in Appendix II.

Program	Performance Goal	Performance Measure	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Target	FY 2006 Actual	Result
1: Provide Best Value for Customer Agencies and Taxpayers								
PBS (Asset Management)	Execute energy conservation goals while increasing GSA's Customer Satisfaction scores to 73% by FY 2006	Customer Satisfaction - tenants in owned space	67.6%	72%	78%	73%	83%	Met
PBS (Leasing)	Award leases at an average rental rate of not less than 8.5% below industry averages for comparable office space by FY 2006	Cost of leased space relative to industry market rates	-4.7%	-10.6%	-9.2%	-8.5%	-9.2%	Met
PBS (Leasing)	Achieve a satisfied customer satisfaction rating (4's & 5's) 72% of the time by FY 2006	Satisfied tenant customer satisfaction rating (4 and 5 responses) in leased spaced surveyed	66%	70%	78%	72%	78%	Met
PBS (Leasing)	Use National Broker Contract for at least 60% of expiring leases by FY 2006	Percent of expiring leases using the National Broker Contract	Not Measured	Not Measured	Not Measured	60%	48%	Not Met

Program	Performance Goal	Performance Measure	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Target	FY 2006 Actual	Result
PBS (Leasing)	Deliver leased space when the customer needs it 82% of the time or better by FY 2006	Percent of customers surveyed who say they received their leased space when needed	76%	87%	82%	82%	67%	Not Met
PBS (Real Property Disposal)	Maintain "highly satisfied" ratings of 93% or higher on the Customer Transaction Satisfaction Survey by FY 2006	The percent of disposal transactions that "exceed" or "greatly exceed" customer expectations	90%	94%	93%	93%	97%	Met
FAS (Vehicle Acquisition)	Increase the Vehicle Acquisition program's customer satisfaction toward the 75th percentile for customer satisfaction in government	External customer satisfaction score	75.7	77	79.3	79	77.9	Not Met
FAS (Vehicle Acquisition)	Maintain 28% or better discount from manufacturer's invoice price	Percentage discount from invoice price	26.3%	33%	40.6%	≥28%	39%	Met
FAS (Fleet)	Maintain the Vehicle Leasing program's current level of world-class customer satisfaction in government	External customer satisfaction survey score	83.7	84.9	85.9	83	84.5	Met
FAS (Fleet)	Maintain the gap between GSA Fleet rates and commercial rates at 20% or more	Percentage GSA Fleet leasing rates below commercial rates on the GSA Vehicle Leasing Schedule	36.86	31.67%	43.13%	≥29%	39%	Met
FAS (Travel)	Increase the program's customer satisfaction toward the 75th percentile for customer satisfaction in government.	External customer satisfaction score	69.5	71.1	73.6	74	75.4	Met

Program	Performance Goal	Performance Measure	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Target	FY 2006 Actual	Result
FAS (Travel)	Provide policy compliant, consolidated and fully integrated end-to-end travel services Government-wide	Number of vouchers serviced through the e-Gov Travel (percent of total voucher population)	Not Measured	0.02%	1.1%	5.25%	7.3%	Met
FAS (Transportation)	Increase the program's customer satisfaction toward the 75th percentile for customer satisfaction in government	External customer satisfaction score	74.8	74.1	73.3	78	78.8	Met
FAS (Transportation)	Maximize customer savings through the use of GSA Transportation programs.	Freight and Household Goods Savings	Not Measured	\$103M	\$128M	Tracking Only	\$137M	-
FAS (Transportation)	Maximize customer savings through the use of GSA Transportation programs.	Domestic Delivery Savings	Not Measured	Not Measured	\$515M	Tracking Only	\$609M	-
FAS (Global Supply)	Increase customer satisfaction toward the 75th percentile for customer satisfaction in government	External customer services satisfaction survey score	79.6	79.0	77.3	79.9	80.3	Met
FAS (Personal Property Management)	Maintain a customer satisfaction score higher than the Federal Government American Customer Satisfaction Index (ACSI) reflecting customer satisfaction in government in FY 06 and each year thereafter.	External customer satisfaction	75.3	75.6	74.6	79	82.3	Met

Program	Performance Goal	Performance Measure	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Target	FY 2006 Actual	Result
FAS (Network Services)	Provide robust portfolio of telecommunications services and value added solutions to satisfy diverse customer requirements	Customer satisfaction with value added solutions	Not Measured	77%	Not Measured	80%	Not Measured	-
FAS (Network Services)	Provide robust portfolio of telecommunications services and value added solutions to satisfy diverse customer requirements	Percentage of solutions reviewed complaint with policy and regulations, internal polices and procedures	Not Measured	Not Measured	100%	100%	100%	Met
FAS (Network Services)	Provide substantially lower cost service to customer agencies	Percentage of Network Service prices are below best commercial prices	Not Measured	Not Measured	41.5%	35%	41.4	Met
FAS (Network Services)	Provide substantially lower cost service to customer agencies	Savings provided to customers	\$574 M	\$705 M	\$633 M	\$550 M	\$620M	Met
FAS (Network Services)	Grow customer base to increase market share and maximize savings to the Government	Percentage of agencies serviced by Network Services	Not Measured	Not Measured	88.20%	90%	88%	Not Met
FAS (Regional Telecommunications)	Manage acquisitions to ensure industry provides solutions that meet client agencies mission needs	Percentage of dollar value of eligible service orders awarded with performance-based statements of work	Not Measured	47%	72%	50%	91%	Met
FAS (Regional Telecommunications)	Manage acquisitions to ensure industry provides solutions that meet client agencies mission needs	Percentage of projects meeting agreed performance according to the Quality Assurance Surveillance Plan (QASP)	Not Measured	Not Measured	Not Measured	75%	Not Measured	-

Program	Performance Goal	Performance Measure	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Target	FY 2006 Actual	Result
FAS (Regional Telecommunications)	Improve performance against business performance metrics, including timeliness, cost-effectiveness, and efficiency to verify best value and effective acquisition management are achieved	Percentage of negotiated award dates for commodities and service that are met or bettered	Not Measured	89%	96%	76%	94%	Met
FAS (Regional Telecommunications)	Provide cost management for solutions delivery	Percentage of solutions that are met or below initial cost estimates	Not Measured	Not Measured	Not Measured	80%	Not Measured	-
FAS (IT Solutions-Professional Services)	Manage acquisitions to ensure industry provides solutions that meet client agencies mission needs	Percentage (by dollar value) of eligible service orders awarded with performance-based statements of work	Not Measured	43%	64%	50%	66%	Met
FAS (IT Solutions-Professional Services)	Improve performance against business performance metrics, including timeliness, cost-effectiveness, and efficiency to verify best value and effective acquisition management are achieved	Percentage of negotiated award dates for services and commodities that are met or bettered	Not Measured	83%	88%	>95%	93%	Not Met
FAS (IT Solutions-Professional Services)	Provide cost management for solutions delivery	Percentage of solutions that are met or below initial cost estimates	Not Measured	Not Measured	Not Measured	90%	Not Measured	-
FAS (IT Solutions-National)	Manage acquisitions to ensure industry provides solutions that meet client agencies' mission needs	Percentage (by dollar value) of eligible service orders awarded with performance-based statements of work	Not Measured	48%	26%	>50%	4.56%	Not Met

Program	Performance Goal	Performance Measure	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Target	FY 2006 Actual	Result
FAS (IT Solutions-National)	Improve performance against business performance metrics, including timeliness, cost-effectiveness, and efficiency to verify best value and effective acquisition management are achieved	Percentage of negotiated award dates for services and commodities that are met or bettered	95%	92%	87%	>95%	89%	Not Met
FAS (IT Solutions-Regional)	Improve performance against business performance metrics, including timeliness, cost-effectiveness, and efficiency to verify best value and effective acquisition management are achieved	Percentage of negotiated award dates for services and commodities that are met or bettered	91%	88%	84%	>95%	95%	Met
FAS (IT Solutions-Regional)	Provide cost management for solutions delivery	Percent of dollar savings between independent government cost estimates (IGCEs) and award amounts		12%	8%	>8%	13%	Met
OGP	Develop and issue effective guidance and implementation policies in support of the Federal Identity Credentials	Percentage of major agencies adopting cross-agency policy and uniform standards for Federal Identity Credentials.		Not Measured	54%	75%	96%	Met
OCSC	Help the Federal Government become more citizen-centric by increasing the magnitude, quality and outreach of Federal information via various channels and enable Federal agencies to become more citizen-centric by providing answers to citizens that are timely, accurate and responsive via the channel of their choice.	Public contact derived as a result of citizen interaction with USA Services channels.	209.7M	241.9M	230.5M	235M	238M	Met

Program	Performance Goal	Performance Measure	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Target	FY 2006 Actual	Result
OCSC	Enable a citizen-centric government by sharing the FirstGov infrastructure and e-Gov expertise with the President's E-Gov initiatives	ACSI Satisfaction Survey Index		74	73	74	74	Met
2: Achieve Responsible Asset Management								
PBS (Asset Management)	Increase to 71% the percentage of government-owned assets with a Return on Equity of at least 6% by FY 2006	Percentage of government-owned assets with an ROE of at least 6%	64%	70%	74%	71%	74%	Met
PBS (Asset Management)	Increase the percentage of government-owned assets with a positive FFO to 85% by FY 2006	Percentage of government-owned assets achieving a positive Funds from Operation	73%	78%	80%	85%	81%	Not Met
PBS (Asset Management)	Decrease the vacant (available and committed) space to 7% of the owned inventory by FY 2006 and maintain thereafter	Percentage of vacant and committed space in the government-owned inventory	8.3%	7.9%	6.8%	7%	7%	Met
PBS (Leasing)	Analyze 100% of leases expiring within 3 years for market opportunities to reduce rental payments (where market data is available)	Percent of existing lease inventory reviewed for beneficial opportunities	Not Measured	Not Measured	Not Measured	100%	100%	Met
PBS (Leasing)	Maintain percentage of vacant space in leased buildings at less than or equal to 1.5% by FY 2006	Percent of vacant space in leased inventory	1.4%	1.2%	1.2%	≤1.5%	1.5%	Met

Program	Performance Goal	Performance Measure	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Target	FY 2006 Actual	Result
PBS (Leasing)	Manage the costs of administering leased space so that leased Funds From Operations (FFO) is greater than 0% and no more than 2% of the leased inventory revenue	Percent of leased revenue available after administering the leased program	1.2%	1.9%	2.2%	0% - 2%	1.5%	Met
PBS (Real Property Disposal)	Award 90% of utilization and donation (U&D) property within 240 days for fiscal year 2006	Percentage of U&D property awarded within 240 days	52%	75%	39%	90%	95.5%	Met
PBS (Real Property Disposal)	Award 95% of public sales within 170 days for fiscal year 2006	The percent of public sales awarded within 170 days	67%	73%	92%	95%	100%	Met
PBS (Real Property Disposal)	Attain 1.08% cost of sales as a percentage of sales proceeds for reimbursable sales for fiscal year 2006	Cost of reimbursable sales as a percentage of sales proceeds	0.52%	0.18%	0.13%	1.08%	.12%	Met
OCIO	Provide a secure IT environment	% of IT systems that have a current certification and accreditation	61%	97%	100%	100%	100%	Met
3: Operate Efficiently and Effectively								
PBS (Asset Management)	88% of R&A projects on schedule by FY 2006	R&A projects on schedule	78%	78%	95%	88%	83%	Not Met

Program	Performance Goal	Performance Measure	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Target	FY 2006 Actual	Result
PBS (Asset Management)	Maintain the percent of escalations on R&A projects at less than or equal to 1% by FY 2006	Percent of escalations on R&A projects	0.5%	0.5%	0.4%	≤1%	3.2%	Not Met
PBS (Asset Management)	Obligate 75% of the minor repairs and alterations budget for planned projects by the end of FY 2006	Percent of minor R&A budget obligated on planned projects by the end of the fiscal year	Not Measured	87%	87%	75%	85%	Met
PBS (Asset Management)	Maintain operating service costs in office and similarly serviced space at 3% or more below private sector benchmarks by FY 2006	Percent below private sector benchmarks for cleaning, maintenance and utility costs in office and similarly serviced space	-15%	-15%	-11%	-3%	-4.2%	Met
PBS (New Construction)	Verify 30% of newly constructed buildings for achievement of established operational requirements by FY 2006 (commissioning)	Percent of newly constructed buildings independently verified for achievement of established operational requirements (commissioning)	17%	14%	22%	30%	100%	Met
PBS (New Construction)	New construction projects on schedule 86% of the time by FY 2006	Construction projects on schedule	68%	80%	100%	86%	84%	Not Met

Program	Performance Goal	Performance Measure	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Target	FY 2006 Actual	Result
PBS (New Construction)	Average cycle time on new courthouse construction projects is 3,100 days or less by FY 2006	Number of days to complete new courthouse construction projects	2,853	2,988	2,928	3,100	3,458	Not Met
PBS (Real Property Disposal)		Percentage of sales transactions greater than estimated fair market value	91%	89%	87%	88%	98.05%	Met
FAS (Vehicle Acquisition)	Manage program resources to meet its future needs while maximizing program efficiency	Number of vehicles purchased per FTE	1,191	1350	1498	1300	1676	Met
FAS (Fleet)	Aggressively pursue consolidation opportunities to reduce overall government expenses	Number of vehicles managed per onboard associate	271	275	329	335	352	Met
FAS (Travel)	Reduce program operating costs	Operating cost per \$100 business volume	\$0.67	\$0.80	\$0.95	\$0.95	\$0.63	Met

Program	Performance Goal	Performance Measure	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Target	FY 2006 Actual	Result
FAS (Travel)	Provide policy compliant, consolidated and fully integrated end-to-end travel services Governmentwide	Percentage of agencies migrating to e-Gov Travel.	Not Measured	8%	29.2%	58.3%	54.2%	Met
FAS (Transportation)	By FY 2006, as part of overall automation and streamlining of transportation processes, attain and sustain percentage of electronic audits at 95%	Percent of audits performed electronically	93.2%	92%	94%	95%	92%	Not Met
FAS (Transportation)	By fiscal year 2006, as part of overall automation and streamlining of transportation processes, attain and sustain percentage of electronic audits at 52%	Percent of claims processed within 120 days	Not Measured	51.20%	69%	52%	79%	Met
FAS (Global Supply)	Reduce Global Supply mark-up on stocked items	Percentage of Supply mark-up on stocked items	45.9%	42.8%	42.9%	40.1%	44.2%	Not Met
FAS (Global Supply)	Achieve timely delivery for all customer orders	Percent of domestic, non-hazardous orders shipped within 24 hours	86%	85%	83%	93%	84%	Not Met

Program	Performance Goal	Performance Measure	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Target	FY 2006 Actual	Result
FAS (Global Supply)	Increase program efficiency and value to Global Supply customers by minimizing program operating costs	Operating costs per \$100 business volume	\$18.13	\$17.58	\$17.58	\$17.38	\$17.81	Not Met
FAS (Personal Property Management)	Decrease the time it takes to complete disposal action for excess property to 56 days by FY 2006	Cycle time for disposal process (days)	83	72	56	56	52	Met
FAS (Personal Property Management)	Align program-operating costs relative to revenue generated by the Sales Program, and strive to maximize the return on these resources	Operating cost per \$100 business volume	\$33.94	\$24.88	\$15.23	\$22.00	\$18.77	Met
FAS (Network Services)	Provide effective management of Network Services acquisitions	Network Program Milestones planned vs. actual	Not Measured	100%	99.10%	100%	95.83%	Not Met
FAS (Regional Telecommunications)	Provide quality telecommunications services through appropriate consistency in the acquisition management process from pre-award through closeout	Percentage of task and delivery orders subject to the fair opportunity process	Not Measured	96%	90.60%	80%	86.84%	Met

Program	Performance Goal	Performance Measure	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Target	FY 2006 Actual	Result
FAS (Regional Telecommunications)	Provide quality telecommunications services through appropriate consistency in the acquisition management process from pre-award through closeout	Percentage of schedule task orders solicited using e-buy	Not Measured	Not Measured	Not Measured	80%	Not Measured	-
FAS (IT Solutions-Professional Services)	Provide quality services through appropriate consistency in the acquisition management process from pre-award through closeout	Percentage of task and delivery orders subject to the fair opportunity process	Not Measured	83%	81%	>86%	91.13%	Met
FAS (IT Solutions-Professional Services)	Provide quality services through appropriate consistency in the acquisition management process from pre-award through closeout	Percentage of schedule task orders solicited using e-Buy	Not Measured	Not Measured	78%	90%	93.48%	Met
FAS (IT Solutions-National)	Provide quality IT solutions services through appropriate consistency in the acquisition management process from pre-award through closeout	Percentage of task and delivery orders subject to the fair opportunity process	86%	98%	94%	>95%	90.14%	Not Met
FAS (IT Solutions-Regional)	Provide quality IT solutions services through appropriate consistency in the acquisition management process from pre-award through closeout	Percentage of task and delivery orders subject to the fair opportunity process	86%	96%	92%	>95%	92%	Not Met

Program	Performance Goal	Performance Measure	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Target	FY 2006 Actual	Result
OCIO	Improve IT Investment Control & Project Management	% of the IT Portfolios DM&E Projects that have a schedule variance within 10% of plan		92%	100%	100%	100%	Met
OGP	Federal Enterprise Architecture/Component Organization and Registration Environment (FEA/CORE) - Increase adoption of common business processes and/or key components enabling those processes	Number of components submitted for approval to IAC Component Organization & Registration Environment (CORE) steering committee registered at CORE		0	10	25	25	Met
OGP	Assist agencies in the re-engineering of the identity management process for external eGovernment online services and for physical and logical access to Federal facilities and systems	Percentage of Authentication service lines with 3 or more providers to achieve competition.		Not Measured	Not Measured	50%	75%	Met
OGP	Provide tools and incentives to improve the effectiveness of property management operations	Percentage of agencies reporting real property performance measures tracked by OGP			61%	67%	71%	Met
4: Ensure Financial Accountability								
PBS (Real Property Disposal)		Sales proceeds as a percentage of estimated fair market value	129%	115%	120%	118%	132.4%	Met

Program	Performance Goal	Performance Measure	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Target	FY 2006 Actual	Result
FAS (Fleet)	Maintain the gap between GSA Fleet rates and commercial rates at 20% or more	Program support and operational expenses per vehicle year of operation.	\$507	\$556	\$508	\$504	\$496	Met
FAS (Travel)	Reduce program operating costs	Direct cost as a percent of revenue	40%	57.0%	56.00%	64%	37.75%	Met
FAS (Transportation)	Reduce program operating costs	Direct cost as a percent of revenue	40%	56.5%	56.3%	52%	42.3%	Met
FAS (Personal Property Management)	Align program-operating costs relative to revenue generated by the Sales Program, and strive to maximize the return on these resources	Direct cost of Sales Program as a percent of revenue.	61.5%	48.0%	34.7%	46%	47.49%	Met
FAS (Network Services)	Improve the financial condition of the Fund	Total program expense as a percentage of gross margin	95%	41%	41.3%	55%	42.88%	Met

Program	Performance Goal	Performance Measure	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Target	FY 2006 Actual	Result
FAS (Regional Telecommunications)	Improve the financial condition of the Fund	Total program expenses as a percentage of gross margin	59%	56%	52%	66%	52%	Met
FAS (IT Solutions-Professional Services)	Improve the financial condition of the Program	Total program expenses as a percentage of gross margin	Not Measured	64%	50%	66%	85.76%	Not Met
FAS (IT Solutions-National)	Improve the financial condition of the Fund	Direct operating expense as a percentage of gross margin	81%	78%	83%	62%	89%	Not Met
OCFO	Increase the percentage of vendor invoices received electronically by Electronic Data Interchange (EDI) or through the Internet	Percent of invoices received electronically	44%	56%	64%	58%	71%	Met
5: Maintain a World-Class Workforce and World-Class Workplace								
OCHCO	Enhance ability to attract talent to GSA	Number of days to fill a vacancy	Not Measured	Not Measured	26.3	45	30.3	Met

Program	Performance Goal	Performance Measure	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Target	FY 2006 Actual	Result
6: Carry Out Social, Environmental, and Other Responsibilities as a Federal Agency								
PBS (Asset Management)	Reduce energy consumption in GSA federal buildings by 2% (as measured by Btu/GSF) over the FY 2003 baseline by FY 2006	Percent reduction in energy consumption over the FY 2003 baseline	Not Measured	Not Measured	Not Measured	-2%	-4%	Met
PBS (New Construction)	Register 25% of the new construction program for LEED in the same fiscal year design funding is authorized and appropriated by FY 2006	Percent of new construction program registered for LEED in the same fiscal year design funding is authorized and appropriated	16%	0%	9%	25%	100%	Met
PBS (New Construction)	Certify 20% of the new construction program for LEED within 18 months of substantial construction completion by FY 2006	Percent of new construction program LEED certified within 18 months of substantial construction completion	0%	0%	17%	20%	0%	Met
OGP	Improve the compliance with Section 508 government-wide by improving the compliance of GSA contracts and programs.	Percentage of agencies whose work demonstrates the use of Section 508 tools.	Not Measured	Not Measured	0%	30%	41%	Met
OCSC	Disseminate strategic information messages to all audiences by providing integrated and coordinated communications to GSA associates and news media	Strategic Messages (Favorable, Neutral, and Unfavorable)	29% 66% 5%	37% 56% 7%	27.54% 65.17% 7.29%	30% 60% 10%	28% 58% 14%	Not Met Not Met Met

APPENDIX 11: PERFORMANCE GOALS AND MEASURES NO LONGER REPORTED

PROGRAM	PERFORMANCE GOALS	PERFORMANCE MEASURES
3: OPERATE EFFICIENTLY AND EFFECTIVELY		
PBS (New Construction)	Reduce the percentage of escalations on construction projects to at or below 1% by FY 2005.	Percent of escalations on construction projects.
FAS (Commercial Acquisition)	Reduce the time associated with processing contract offers to 92 days by FY 2005.	Cycle time to process offers (days).
FAS (Commercial Acquisition)	Reduce the time associated with processing contract modifications to 13 days by FY 2005.	Cycle time to process modifications (days).
FAS (Personal Property Management)	Increase the usage of on-line systems for reporting of surplus property by Federal civilian agencies.	Percent of property reported electronically by civilian agencies through FEDS.
FAS (Travel & Transportation)	Maximize percentage discount savings from the City Pairs Program (CPP).	Percentage discount from walk-up fare.
FAS (IT Solutions)	Provide quality IT solutions services through appropriate consistency in the acquisition management process from pre-award through closeout.	Percentage of schedule task orders solicited using e-Buy.
OGP	Reduce redundant data collections and redundant electronic forms systems.	Percentage of agencies adopting Government-wide Forms Management guidance and implementation approach.
OCIO	Improve IT Investment Control & Project Management.	Cost and schedule variances for major IT investments. The IT Portfolio's Development, Modernization and Enhancement (DM&E) performance, as measured by earned value, should reflect actual cost and schedule variances that are within 10% of their planned cost and schedule.
4: ENSURE FINANCIAL ACCOUNTABILITY		
OCFO	Increase the percentage of vendor payments made by electronic media such as electronic funds transfer (EFT) and purchase cards.	Percent of electronic invoices paid by electronic means such as EFT and purchase cards.
5: MAINTAIN A WORLD-CLASS WORKFORCE AND WORLD-CLASS WORKPLACE		
OCPO	Enhance training, recruitment, and placement/ outplacement programs to help GSA develop/acquire the needed skills/talents identified in organization-specific human capital strategies. Specific focus will be place on improved diversity of workforce training/ learning.	Gallup Q12 Grand Mean Score.
OEM	Support government-wide COOP in accordance with Federal Preparedness Circular #65.	OEM will conduct COOP training sessions for other Federal agencies.

APPENDIX III: IMPROPER PAYMENTS IMPROVEMENT ACT (IPIA) REPORTING DETAILS

GSA's recovery audit contractor came on board in April 2001 and began performing audits of disbursement records and vendor statement of accounts. In FY 2003 the recovery audit activities were expanded to include a review of GSA's commodity and service contracts.

In FY 2005, a combined total of \$46,721,741 in payment errors was discovered through internal reviews and recovery audit activities. Twenty million of that amount pertained to a one time system error that was discovered internally. During the initial three days following the rollout of system upgrade, multiple payments were erroneously disbursed to vendors as part of the nightly cycle processing due to a system error. GSA worked diligently to identify and recover the erroneous

payments and to determine the process changes that were required to prevent a reoccurrence. The full amount of the \$20 million was recovered in less than 60 days and internal controls were strengthened to prevent reoccurrence.

GSA has also implemented several internal controls to mitigate potential duplicate payments. GSA systems have built-in controls that prevent paying a duplicate invoice number. Internal control policies have been developed that dictate when an invoice number can be altered and requires supervisory review and approval. In addition, GSA's Disbursement Control Group reviews payments over \$2,500 as a final control before payments are issued.

Agency Component (if applicable)	Amount Subject to Review for CY Reporting	Actual Amount Reviewed and Reported	Amounts Identified for Recovery	Amounts Identified / Actual Amount Reviewed	Amounts Recovered CY	Amount Recovered PY(s)
N/A	\$13.4B	\$1.07B	\$46.7M	4.37%	\$45.9M	\$22.9M

Most of GSA's business dealings with vendors are of reoccurring nature; therefore, it is anticipated that the outstanding balance will be successfully collected. During the life of the contract, the contractor has identified the \$39 million in improper payments and GSA has recovered \$29 million of that amount.

The recovery audit contractor's overall findings are down from the prior year. In FY 2005, over 91 percent of the recovery amount was from contract compliance. GSA has incorporated several past recommendations made by the recovery audit contractor, and controls are in place to detect common disbursement errors. An audit base of \$1.07 billion in contracts was examined during this year.

Details regarding GSA's recovery audit program for FY 2005 are presented in the table below:

GSA's FY 2005 Recovery Audit Program Results (in dollars)	
Total Agency Costs	\$ 1,574,061
Agency Salaries & Expenses	\$ 175,135
Total Contracted Expenses	\$ 1,398,926
Paid	\$ 1,385,828
Due	\$ 13,098
Total Payment Errors Identified	\$ 46,721,742
Discovered By Contractor	\$ 4,878,072
Amount Unrecoverable	\$ -
Amount Recovered	\$ 4,773,280
Amount Outstanding	\$ 104,792
Discovered Internally By GSA	\$ 41,843,670
Amount Unrecoverable	\$ -
Amount Recovered	\$ 41,144,640
Amount Outstanding	\$ 699,030

APPENDIX IV: ACRONYMS AND ABBREVIATIONS

3PS	Policy Portfolio Performance System	CHRIS	Comprehensive Human Resources Integrated System
A/E	Architect/engineer	CIO	Chief Information Officer
A-123	OMB Circular on Management's Responsibility for Internal Control	CODB	
A-127	OMB Circular on Financial Management Systems	CORE	Component Organization & Registration Environment
AAS	Assisted Acquisition Service	COTS	Commercial-Off-The-Shelf
ACSI	American Customer Satisfaction Index	CPI	Consumer Price Index
ACTT	Activity Cost Tracking Tool	CPP	City Pairs Program
ADA	Anti-Deficiency Act	CSBR	Combining Statement of Budgetary Resources
AFV	Alternative Fuel Vehicle	CSC	Client Support Center
AICPA	American Institute of Certified Public Accountants	CSLIC	Citizen Service Level Interagency Committee
ALDP	Advanced Leadership Development Program	CSRS	Civil Service Retirement System
AMFA	Alternative Motor Fuels Act	DAU	Defense Acquisition University
ANSI/EIA	American National Standards Institute / Electronics Industry Alliance	DFC	Denver Federal Center
APPAS	Associate Performance Planning and Appraisal System	DHS	Department of Homeland Security
APRS	Associate Performance Recognition System	DLA	Defense Logistics Agency
BAW	Buy Accessible Wizard	DO	Delivered Order
BIM	National Building Information	DOD	Department of Defense
BLM	Bureau of Land Management	DOE	Department of Energy
BOCA	Board of Contract Appeals	DOI	Department of Interior
BOMA	Building Owners and Managers Association	DOJ	Department of Justice
BPA	Blanket Purchase Agreement	DOL	Department of Labor
BPR	Business Process Review	DOT	Department of Transportation
BRM	Business Reference Model	E&IT	Electronic & Information Technology
Btu	British Thermal Unit	EA	Enterprise Architecture
Btu/GSF	British Thermal Units per Gross Square Foot	ECRM	Enterprise CRM
C&A	Certification & Accreditation	EDD	Expanded Direct Delivery
CAO	Chief Acquisition Officer	EDI	Electronic Data Interchange
CCR	Central Contractor Registration	EEO	Equal Employment Opportunity
CFL	Computers For Learning	EFT	Electronic Funds Transfer
CFO	Chief Financial Officer	EPA	Environmental Protection Agency
		EUAS	Energy Usage and Analysis System
		EVM	Earned Value Management

F4S	Furniture for Schools	GAAP	Generally Accepted Accounting Principles
FAIR	Federal Activities Inventory Reform	GAO	Government Accountability Office
FAR	Federal Acquisition Regulations	GM&A	General Management and Administration
FAS	Federal Asset Sales	GPDS	GSA Procurement Data System
FAS	Federal Acquisition Service	GPRA	Government Performance and Results Act
FASAB	Federal Accounting Standards Advisory Board	GS	General Schedule
FBF	Federal Buildings Fund	GSA	General Services Administration
FBI	Federal Bureau of Investigations	GSAP	GSA Preferred
FCIC	Federal Consumer Information Center	GSF	General Supply Fund
FCW	Federal Computer Week	GSS	General Supplies and Services
FDA	Food & Drug Administration	GWAC	Government Wide Acquisition Contract
FDA-CDER	FDA-Center for Drug Evaluation and Research	HCSP	Human Capital Strategic Plan
FDIC	Federal Deposit Insurance Corporation	HHS	Health and Human Services
FEA/CORE	Federal Enterprise Architecture / Component Organization & Registration Environment	HRMAS	Human Resources Management Accountability System
FECA	Federal Employees Compensation Act	HSPD	Homeland Security Presidential Directive
FEDPAY	FSS Payment Module	HSSO's	Heads of Service and Staff Offices
FEDSIM	Federal Systems Integration and Management Center	HUBZone	Historically Underutilized Business Zones
FEMA	Federal Emergency Management Agency	HUD	Housing and Urban Development
FERS	Federal Employees Retirement System	IAC	Interagency Committee
FFB	Federal Financing Bank	IDIQ	Indefinite Delivery/Indefinite Quantity
FFMIA	Federal Financial Management Improvement Act	IG	Inspector General
FFO	Funds From Operations	IGCE	Independent Government Cost Estimates
FICA	Federal Insurance Contribution Act	IPIA	Improper Payments Information Act
FISMA	Federal Information Security Management Act	IRIS	Inventory Reporting Information System
FIT	FAIR Act Inventory Tool	IRS	Internal Revenue Service
FMFIA	Federal Manager's Financial Integrity Act	IT	Information Technology
FM LOB	Financial Management Line of Business	ITF	Information Technology Fund
FMS	Financial Management Service	ITOMS	Integrated Task Order Management System
FPS	Federal Protective Service	ITS	Information Technology Solutions
FRPC	Federal Real Property Council	ITSS	IT Solutions Shop
FRPP	Federal Real Property Profile	JFMIP	Joint Financial Management Improvement Program
FSS	Federal Supply Service		
FTE	Full-Time Equivalent		
FTS	Federal Technology Service		
FY	Fiscal Year		

APPENDIX IV: ACRONYMS AND ABBREVIATIONS

LEED	Leadership in Energy and Environmental Design	OGP	Office of Governmentwide Policy
LLP	Limited Liability Partnership	OIG	Office of Inspector General
LMI	Logistics Management Institute	OIRA	Office of Information and Regulatory Affairs
LNS	Leadership for New Supervisors	OLU	Online University
LoB	Line of Business	OMB	Office of Management and Budget
		OMIS	Office of Information Technology Integration Management Information System
MAC	Multiple Award Contract	OPI	Office of Performance Improvement
MAS	Multiple Award Schedule	OPM	Office of Personnel Management
MD&A	Management's Discussion and Analysis	OSBU	Office of Small Business Utilization
MDA	Missile Defense Agency		
MEAMS	Enterprise Architecture Modeling System	PAD	Pre-Authorized Debits
MEO	Most Efficient Organization	PADC	Pennsylvania Avenue Development Corporation
MFC	Most-Favored Customer	PAR	Performance and Accountability Report
MOA	Memorandum of Agreement	PART	Program Assessment Rating Tool
		PBS	Public Building Service
NABC	Native American Business Center	PIA	Privacy Impact Assessments
NASA	National Aeronautics and Space Administration	PIB	Procurement Information Bulletin
NCC	National Contact Center	PMA	President's Management Agenda
NCR	National Capital Region	PMP	Performance Management Process
NEAR	National Electronic Accounting and Reporting	PMT	Performance Measurement Tool
NIST	National Institute of Standards and Technology	POA&M	Plan of Action & Milestones
NOAA	National Oceanic & Atmospheric Administration	POC	Point of Contact
NPC	National Payroll Center	PwC	PricewaterhouseCoopers
		QASP	Quality Assurance Surveillance Plan
OASDI	Old-Age, Survivors and Disability Insurance	R&A	Repairs and Alterations
OCA	Office of the Chief Architect	RentEst	Rent Estimate
OCAO	Office of Chief Acquisition Officer	RFQ/RFP	Request for Quotes / Request for Proposals
OCFO	Office of Chief Financial Officer	RISC	Regulatory Information Service Center
OCHCO	Office of the Chief Human Capital Officer	RND	Results Not Demonstrated
OCIA	Office of Congressional and Intergovernmental Affairs	ROADS	Requisitioning, Ordering and Documentation System
OCIO	Office of Chief Information Officer	ROCIS	RISC/OIRA Consolidated Information System
OCO	Ordering Contracting Officers	ROE	Return on Equity
OCR	Office of Civil Rights	RRB	Ronald Reagan Building
OCSC	Office of Citizen Services and Communications	RSF	Rentable Square Feet
OEM	Office of Emergency Management	RWA	Reimbursable Work Authorizations
OGC	Office of General Counsel	SAS	Statement on Auditing Standards

SASP	State Agencies for Surplus Property	U&D	Federal Personal Property Utilization, Donation, and Sales Program
SASy	Sales Automation System	UDO	Un-Delivered Orders
SAT	Senior Assessment Team	USDA	United States Department of Agriculture
SBR	Statement of Budgetary Resources	USSGL	United States Standard General Ledger
SES	Senior Executive Service	VA	Veterans Administration
SF133	Standard Form 133: Statement of Budget Execution and Budgetary Resources	VETS	Veterans Technology Service
SFFAS	Statement of Federal Financial Accounting Standards	WCF	Working Capital Fund
SIN	Special Item Number		
SIOR	Society of Industrial and Office Realtors		
SOP	Special Order Program		
SSA	Social Security Administration		
SSP	Shared Service Providers		
STAR	System for Tracking and Administering Real Property		
SUVs	Sport-Utility Vehicles		
TARPS	Transportation, Accounts Receivable and Payable Systems		
TMVCS	Travel, Motor Vehicles, and Card Services		
TOS	Tracking and Ordering System		
Treasury	Department of the Treasury		
TSP	Thrift Savings Plan		
TSS	Travel Services Solution		

THE FY 2006 PERFORMANCE AND ACCOUNTABILITY REPORT IS A COLLABORATIVE ENDEAVOR ON THE PART OF MANY GSA EMPLOYEES AND CONTRACTORS. WE WOULD LIKE TO ACKNOWLEDGE AND THANK THEM FOR THEIR HARD WORK AND COMMITMENT IN SUCCESSFULLY PREPARING THIS REPORT AND SUPPORTING THE AUDIT EFFORT OF THE FINANCIAL STATEMENTS.

THIS REPORT IS AVAILABLE THROUGH OUR WEB SITE AT *www.gsa.gov/annualreport*
ALSO LINKED TO THAT SITE IS OUR 2007 CONGRESSIONAL PERFORMANCE BUDGET JUSTIFICATION AND OUR PAST PERFORMANCE AND ACCOUNTABILITY PUBLICATIONS.

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GENERAL SERVICES ADMINISTRATION
OFFICE OF FINANCE
1800 F. STREET, N.W., WASHINGTON, D.C. 20405
(202) 501-1192

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2006 AWARDS



AWARDS GSA HAS WON IN 2006

Charles E. Bennett Federal Building Wins Federal Energy and Water Management Award

The Charles E. Bennett Federal Building in Jacksonville, FL, received the Federal Energy and Water Management Award from the Department of Energy's (DOE) Federal Energy Management Program. The government-wide awards recognize significant contributions toward increased energy efficiency and water conservation within the Federal government. GSA was cited for a holistic redesign effort with the architectural-engineering team working side-by-side with GSA staff to evaluate energy saving merits of various design strategies, including energy and climate-responsive heating and air-conditioning systems and Web-based automation systems. Post-renovation building energy consumption for FY 2005 dropped more than 60 percent as compared to its last year of operation prior to vacating it. Usage was reduced by 23,781 Million British Thermal Units (MMBtus) compared to 2002—enough energy to power 208 homes for one year.



In addition to the earlier awards, as well as others too numerous to mention, GSA has received the following: *Top Left:* E-Gov Award for Enterprise Architecture. *Top Center:* Innovation in American Government Award; *Top Right:* Web Content Managers Best Practice Award; *Bottom Left:* Webby Award for the Office of Citizen Services Web site; *Bottom Right:* Chief Information Officers Council Award for USA Services CSCCTeam





U.S. General Services Administration

1800 F Street, NW

Washington, DC 20405

www.gsa.gov