

Performance Section





AWARDS GSA HAS WON IN 2006

"Partner in Excellence" award

The Federal Acquisition Service (FAS), Global Supply was given a "Partner in Excellence" award by National Industries for the Blind (NIB) for outstanding distribution of Skilcraft and other Javits-Wagner-O'Day Act (JWOD) products. "In grateful appreciation of your support in creating jobs for people who are blind employed through the JWOD program." This award is for continuing efforts to promote, market, and sell Skilcraft and other JWOD products creating jobs for people who are blind or severely handicapped and employed by the program. The theme "TEAMWORK makes our DREAMWORK," holds true for the continuing growth of the GSA/NIB partnership.

Personal Property Management

The Furniture for Schools (F4S) initiative was recognized as the winner of the 2006 Miles Romney Achievement Award for Innovation in Personal Property Management for its outstanding efforts to help rebuild the Gulf Coast schools. In conjunction with the Department of Education and the Department of Defense (DoD), GSA Personal Property Management began the F4S program to make excess and surplus property available to help rebuild and reestablish schools in the areas devastated by Hurricane Katrina. This program is ongoing and largely operated by GSA's Mid Atlantic Region Property Management Office. It is a good complement to GSA's Computers for Learning program which helps make excess computers available for pre-K through Grade 12 educational. For F4S, GSA has also worked to coordinate transportation of equipment to these schools. During FY 2006, almost 13,000 pieces of furniture and computers were provided under the F4S program, totaling \$5,199,175 in original acquisition value.



INTRODUCTION TO PERFORMANCE

GSA focused on being a results-oriented organization during FY 2006, through the use of performance based tools and techniques.

GSA AND THE PERFORMANCE MANAGEMENT PROCESS

The Performance Management Process (PMP) is GSA's decision-making process for developing strategic plans, budget priorities, and performance results. The PMP integrates strategic planning, budget development, monitoring performance management, and targeting financial resources to deliver best value to GSA customers and meet performance goals. As an improvement to this year's PMP, the information technology (IT) capital planning process was more closely synchronized with the overall PMP cycle.

GSA AND THE PROGRAM ASSESSMENT RATING TOOL

Within the PMP, GSA has used the President's Management Agenda (PMA) as a guide to establish business practices that enabled GSA to achieve quantifiable results and a workplace that has been rated one of the best in the Federal government by the Partnership for Public Service.

GSA is committed to ongoing improvement and expects to continue adapting the PMA initiatives to provide best value to its customer agencies and U.S. taxpayers. As part of the PMA, the Office of Management and Budget (OMB) has established the Program Assessment Rating Tool (PART), which is used to objectively evaluate program performance.

GSA worked hard this past year and removed all but one program from the Results Not Demonstrated (RND) list. Key to this effort was developing acceptable long-term outcome goals and efficiency measures necessary to have the programs successfully rated.



GSA is a performance-driven agency. The use of, and dependence on, good performance metrics and data is prevalent and growing in importance throughout the Agency.

GSA has 15 programs that have received PART reviews. Of the 15 programs reviewed, four were rated Effective—Asset Management, Charge Card Services, New Construction, and USA Services; eight were rated Moderately Effective—Vehicle Leasing (Fleet), Real Property Leasing, Personal Property Management, Real Property Disposal, Office of Governmentwide Policy (OGP), Transportation Management, Travel Management, and National Furniture Center; and two were rated Adequate—Global Supply and Vehicle Acquisition. IT Solutions was rated RND.

Additional information about GSA's PART scores and results can be found on the OMB Web site, www.expectmore.gov. GSA is proactively working with those programs that will be rated in FY 2007 in order to develop long-term outcome goals and efficiency measures for the programs to ensure that they are successfully rated. The following programs will be PARTed in FY 2007: Integrated Technology Solutions (Rescore of Regional and National IT Solutions) and Network Services.

GSA streamlined the number of measures reported in the Performance and Accountability Report (PAR) in order to

focus attention on the key measures in support of GSA's strategic goals. The remainder of this section provides performance highlights, key measures, and results for the key measures from the Services and Staff Offices. The complete list of FY 2006 measures can be found in Appendix I, and the full performance report will be published on the GSA

Web site (www.gsa.gov/annualreports) in December 2006. No program evaluations were completed this year. Program evaluations are planned for future years in conjunction with PART improvement plans.



After the Gulf region was devastated by hurricanes in the fall of 2005, GSA provided more than \$1 billion in supplies and services to the hardest-hit areas, answered more than 1.3 million hurricane-related inquiries, and dispatched more than 700 Agency experts to help citizens who, in many cases, lost all their material possessions to killer winds, rain, or the subsequent flooding.

GSA PART RESULTS

GSA PROGRAM	RATING
PBS ASSET MANAGEMENT OF REAL PROPERTY	EFFECTIVE
PBS CONSTRUCTION	EFFECTIVE
FAS CHARGE CARD SERVICES	EFFECTIVE
OCSC USA SERVICES	EFFECTIVE
PBS REAL PROPERTY LEASING	MODERATELY EFFECTIVE
PBS REAL PROPERTY DISPOSAL	MODERATELY EFFECTIVE
FAS VEHICLE LEASING (FLEET)	MODERATELY EFFECTIVE
FAS PERSONAL PROPERTY MANAGEMENT	MODERATELY EFFECTIVE
FAS TRAVEL MANAGEMENT	MODERATELY EFFECTIVE
FAS TRANSPORTATION MANAGEMENT	MODERATELY EFFECTIVE
FAS NATIONAL FURNITURE CENTER	MODERATELY EFFECTIVE
OGP OFFICE OF GOVERNMENTWIDE POLICY	MODERATELY EFFECTIVE
FAS GLOBAL SUPPLY	ADEQUATE
FAS VEHICLE ACQUISITION	ADEQUATE
FAS COMMERCIAL ACQUISITION ¹	RESULTS NOT DEMONSTRATED
FAS REGIONAL IT SOLUTIONS ²	RESULTS NOT DEMONSTRATED
FAS NATIONAL IT SOLUTIONS ²	RESULTS NOT DEMONSTRATED

1 FAS Commercial Acquisition is no longer a stand alone PART program. Charge Card Services is the successor program (in terms of the PART).

2 FAS Integrated Technology Solutions now replaces the FAS Regional and National IT Solutions.

PBS

PERFORMANCE BY SERVICE/STAFF OFFICE

PUBLIC BUILDINGS SERVICE

The Public Buildings Service (PBS), as landlord to the Federal government, provides a superior workplace for the Federal employee, and superior value to the U.S. taxpayer. By providing its customers with quality work environments, PBS enables Federal agencies to better serve the public. As the largest public real estate organization in the nation, PBS provides workspace and workplace solutions to over 100 Federal agencies.

GSA continues to be a leader in asset management. In the first quarter of FY 2006, GSA was recognized as the first Federal agency to achieve "green" status on the Federal Real Property Asset Management initiative of the PMA. GSA earned its green rating by meeting the PMA right-sizing goals of utilization and disposal, operation and maintenance, and physical condition. GSA disposed of 27 vacant or underutilized properties through portfolio restructuring efforts; improved asset utilization to 93.0 percent in government owned assets and 98.5 percent in leased assets by reducing vacant space; and improved the physical condition of its inventory by targeting reinvestment dollars toward core assets in the portfolio, among other achievements. Throughout FY 2006, GSA continued to provide leadership on the Federal Real Property Council (FRPC) and achieve the PMA goals, as evidenced by its continued green rating in both status and progress.



Federal Asset Sales is an E-Gov initiative supporting the PMA. This program will consolidate all Federal property for sale through a single Web site making it easier for citizens to review property sales. Federal Asset Sales will provide agencies with an economical e-marketplace to increase exposure of properties in the marketplace. This focused enlarging of the marketplace promotes competition and increases the potential value of the properties. PBS launched the Value Added Services contracts for Federal Asset Sales. Value Added Services is a contract vehicle that will provide agencies an easy, economical means to acquire *a la carte* realty services necessary to dispose of properties efficiently at reduced costs.

PERFORMANCE HIGHLIGHTS

PBS has completed four PART reviews of its major programs: (1) Asset Management of Real Property, (2) Real Property Leasing, (3) Real Property Disposal, and (4) New Construction. Leasing and Disposal are rated by the Office of Management and Budget (OMB) as “Moderately Effective,” and Asset Management and New Construction are rated “Effective.” Improvement plans were developed based on recommendations from OMB. The plan to study the PBS fee structure and incorporate it in the FY 2008 rent estimate submission was completed and a reduction in the PBS fee is scheduled to commence in FY 2008. An independent evaluation process to assess program performance and its effectiveness in achieving results has begun and will be concluded in FY 2007.

The paragraphs below summarize FY 2006 PBS major performance results by business line activity.

NEW CONSTRUCTION:

- PBS is involved in an \$11 billion, multi-year program to build new Federal courthouses, border stations, and Federal buildings; and to renovate and modernize existing Federal facilities, including courthouses, agency headquarters, office buildings, laboratories, and infrastructure. The program includes over 200 active capital projects in the various phases of pre-planning, site acquisition and design, and construction stages. In FY 2006, PBS completed three new courthouse projects (Brooklyn, NY; Fresno, CA; and Eugene, OR); a new annex to the Prettyman Courthouse in Washington, D.C.; the National Oceanic and Atmospheric Administration (NOAA) Satellite Operations facility; and several buildings at the U.S. Census Bureau Headquarters, in Suitland, MD and at the Food and Drug Administration (FDA) campus in White Oak, MD. PBS also completed two new border station projects (Sault Ste. Marie, MI and Phase 1 of Ambassador Bridge in Detroit, MI). PBS awarded a design contract for a new Border Station (Warroad, MN) and one new Federal building (Washington, D.C. U.S. Coast Guard Headquarters). PBS also awarded construction contracts for one new courthouse project in El Paso, TX and three new border station projects (Phase 3 of

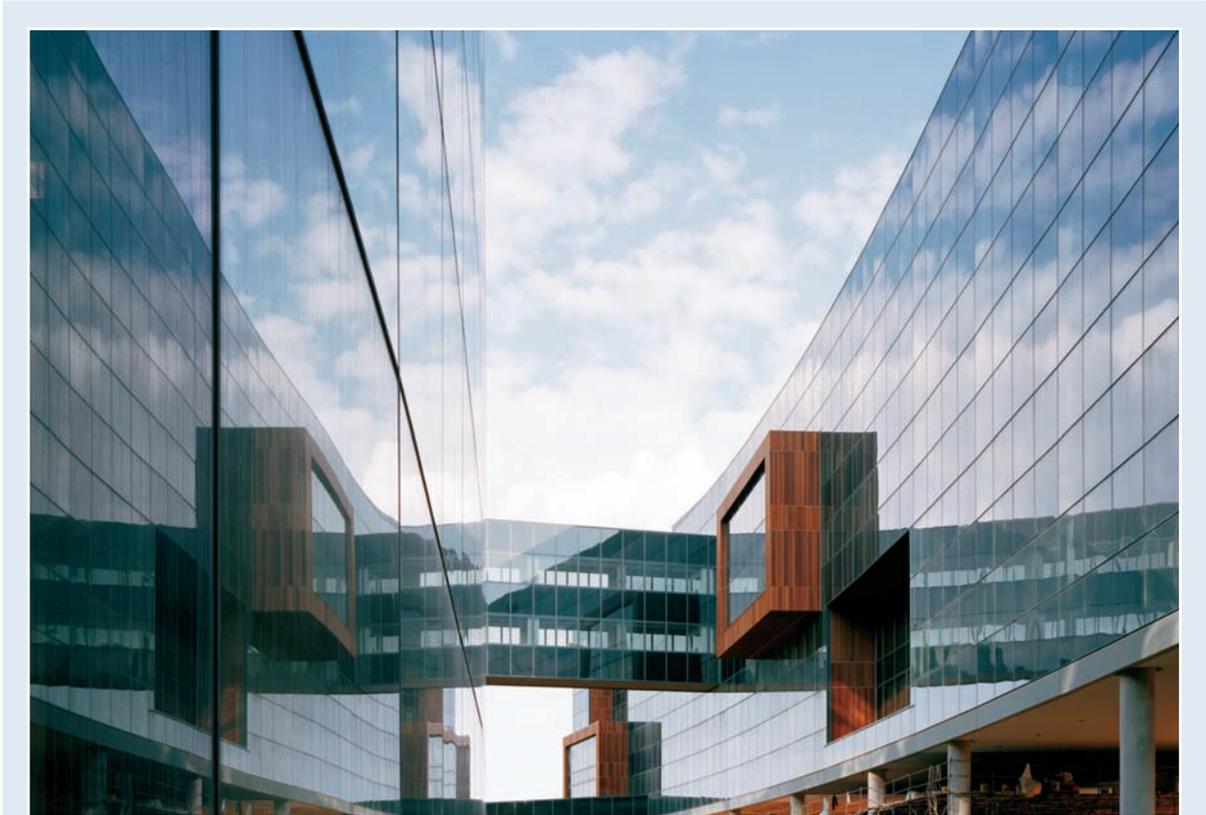
Champlain, NY; Phase 2 of Ambassador Bridge in Detroit; and Del Rio, TX).

- In addition, PBS continues to develop and implement business process improvements to enhance the performance of the capital construction program. In FY 2006 PBS launched an initiative to develop and implement standard scope of work and contract template tools and guidelines for use in the delivery of major capital construction projects. The goal of this effort is to achieve national consistency in the development of scopes of work for architect/engineer (A/E) contracts and construction services; as well as construction management services, feasibility studies, prospectus development studies, and to capitalize on best practices, lessons learned, institutional knowledge and collective project expertise.
- The PBS Office of the Chief Architect (OCA) provided national peer professionals for 23 A/E Design Excellence selections, 29 Design Peer Reviews of ongoing projects, 22 Art-in-Architecture Peer Reviews, and arranged nine Design Concept Presentations for capital projects to the PBS commissioner. In addition the OCA conducted over 25 construction peer reviews on major construction projects at 15 percent, 65 percent, or 95 percent construction completion. The OCA also developed a National Building Information (BIM) Guide in support of PBS’s mission to improve delivery. The OCA developed and produced two videos, “Design and Construction Excellence: A Year in Review,” highlighting 100+ projects in design and construction in 2006; and “Creating the Contemporary Federal Courthouse: Collaboration and Team Work,” illustrating the important and successful partnership between PBS and its judicial clients in the design and construction of new courthouses.

GSA LEASING:

- PBS has also introduced new efficiencies to its Leasing program making PBS a more customer-driven organization. PBS enhanced the role of the realty specialist to become a project manager and strategic partner with the customer. The implementation of the National Broker Contract program is having a major impact on PBS’s ability to deliver high-quality, reasonable-priced workplace solutions to its customers.

PBS



Previously dispersed among 20 buildings, the Census Bureau has been consolidated into a sweeping 1.5 million-square-foot office complex within the Suitland Federal Center, a 226-acre tract outside Washington, DC.

- Concurrently, eLease, a Web-based process tool, allows both PBS realty specialists and PBS contractors to navigate through each transaction in a consistent and highly efficient manner, contributing a significant productivity gain that is passed on to PBS customers.
- In response to the success of these initiatives as stated above, PBS is lowering the fee that it charges customer agencies to acquire and administer their leased space from eight to seven percent for cancelable space and from six to five percent for non-cancelable space. This change will be effective for FY 2008.
- PBS is also progressing toward meeting its long-term energy goal of reducing energy consumption in GSA Federal buildings by two percent (as measured by Btu/GSF) per year for a cumulative reduction of 20 percent by FY 2015. GSA surpassed its FY 2006 goal of a two percent reduction and is working on continuing this trend for future years. Currently, there are \$58 million of energy efficiency investments underway in GSA buildings nationwide. These investments are expected to save an additional 689 million Btus and \$9.5 million each year. These achievements underscore PBS's commitment to energy management and the resulting savings of taxpayer dollars.

ASSET MANAGEMENT OF REAL PROPERTY:

- Sound asset management remains a priority for PBS. Through the continuation of the Portfolio Restructuring Initiative, PBS is progressing toward its long term goal of achieving a viable, self-sustaining inventory with an

REAL PROPERTY DISPOSAL:

■ **Non-GSA Properties:**

As the service provider of choice for real property disposal, an additional 266 properties valued at approximately \$687 million were disposed of for other Federal agencies. In its mission of assisting other agencies PBS also provided 24 targeted asset reviews to help agencies in their compliance with Executive Order 13327.

■ **GSA Properties:**

In FY 2006, the Office of Real Property Disposal disposed of 38 GSA properties valued at approximately \$63.2 million. These disposals resulted in sales of \$33.9 million of which \$5.2 million has already been received in the Federal Buildings Fund (FBF) with the remaining \$28.7 million forthcoming in FY 2007.

PBS PERFORMANCE BY GSA-WIDE GOAL

GSA-WIDE GOAL 1: PROVIDE BEST VALUE FOR CUSTOMER AGENCIES AND TAXPAYERS

PROGRAM	PERFORMANCE GOAL	RESULT
PBS (LEASING)	AWARD LEASES AT AN AVERAGE RENTAL RATE OF NOT LESS THEN 8.5% BELOW INDUSTRY AVERAGES FOR COMPARABLE OFFICE SPACE BY FY 2006.	MET

PBS (Leasing)

PERFORMANCE GOAL				
Award leases at an average rental rate of not less than 8.5 percent below industry averages for comparable office space by FY 2006.				
MEASURE				
Cost of leased space relative to industry market rates.				
FY 2003 ACTUAL	FY 2004 ACTUAL	FY 2005 ACTUAL	FY 2006 TARGET	FY 2006 ACTUAL
-7.4%	-10.6%	-9.2%	-8.5%	-9.2%

DESCRIPTION OF THE MEASURE: PBS benchmarks its leasing rates in office space to the commercial market. By consistently paying lease rates at or below comparable market rates, PBS ensures that it is achieving the best value for the taxpayer. When calculated by contract, this measure also provides information as to the effectiveness of PBS’s negotiation of favorable contract rates.

DATA SOURCE: STAR (System for Tracking and Administering Real Property)—primary tool used by PBS to track and manage the government’s real property assets and to store inventory data, billing data, building data, customer data, and lease information. SIOR (Society of Industrial and Office Realtors)—publications to determine current trends and market rates from which GSA establishes benchmarks.

DISCUSSION OF FY 2006 TARGET VS. RESULTS: PBS’s success at exceeding the FY 2006 target for lease cost relative to market is in part due to its very successful negotiation of competitive rates on some large leases and of new follow-on leases at existing locations.



GSA-WIDE GOAL 2: ACHIEVE RESPONSIBLE ASSET MANAGEMENT

PROGRAM	PERFORMANCE GOAL	RESULT
PBS (ASSET MANAGEMENT)	DECREASE VACANT (AVAILABLE AND COMMITTED) SPACE TO 7% OF THE OWNED INVENTORY BY FY 2006 AND MAINTAIN THEREAFTER.	MET
PBS (REAL PROPERTY DISPOSAL)	AWARD 90% OF UTILIZATION AND DONATION (U&D) PROPERTY WITHIN 240 DAYS FOR FY 2006.	MET
PBS (REAL PROPERTY DISPOSAL)	AWARD 95% OF PUBLIC SALES WITHIN 170 DAYS FOR FY 2006.	MET

PBS (Asset Management)

PERFORMANCE GOAL				
Decrease the vacant (available and committed) space to seven percent of the owned inventory by FY 2006 and maintain thereafter.				
MEASURE				
Percent of vacant and committed space in the government-owned inventory.				
FY 2003 ACTUAL	FY 2004 ACTUAL	FY 2005 ACTUAL	FY 2006 TARGET	FY 2006 ACTUAL
8.3%	7.9%	6.8%	7.0%	7.0%

DESCRIPTION OF THE MEASURE: This measure evaluates PBS’s effectiveness at maximizing the use of the government-owned buildings in its inventory. Vacant space includes any space for which PBS currently has no tenant, including space that it has committed to a customer, but is not yet occupied.

DATA SOURCE: Vacant Space Report—extracted from STAR.

DISCUSSION OF FY 2006 TARGET VS. RESULTS: The target was met. PBS continues to maintain a low seven percent vacancy rate in government-owned inventory. PBS concentrated on reducing vacant space due to the significant savings to the taxpayer which can be realized through maintaining a high asset utilization rate. GSA maintained this high utilization rate in FY 2006 through various strategies, including decommissioning and disposing of underutilized assets, actively backfilling and outleasing vacant space, and completing current renovation projects on schedule to minimize the vacancy duration.

PBS (Real Property Disposal)

PERFORMANCE GOAL				
Award 90 percent of utilization and donation (U&D) property within 240 days for FY 2006.				
MEASURE				
Percent of U&D property awarded within 240 days.				
FY 2003 ACTUAL	FY 2004 ACTUAL	FY 2005 ACTUAL	FY 2006 TARGET	FY 2006 ACTUAL
52%	75%	39%	90%	97%

DESCRIPTION OF THE MEASURE: This performance measure looks at the percentage of U&D property that is awarded within the maximum time line of 240 days. This 240 day time period is comprised of 30 days for Federal screenings, 60 days for homeless screenings, 90 days for homeless application and approval process, and 60 days for negotiated sales with Congressional approval.

DATA SOURCE: NETREAL database, the system used by PBS to track real property sales.

DISCUSSION OF FY 2006 TARGET VS. RESULTS: PBS streamlined its processes in order to meet its objective. Through streamlining and using a consistent approach for disposal, PBS realty specialists were able to accomplish their designated duties within the targeted days, more than 95 percent of the time in FY 2006.

PBS (Real Property Disposal)

PERFORMANCE GOAL				
Award 95 percent of public sales within 170 days for FY 2006.				
MEASURE				
The percent of public sales awarded within 170 days.				
FY 2003 ACTUAL	FY 2004 ACTUAL	FY 2005 ACTUAL	FY 2006 TARGET	FY 2006 ACTUAL
67%	73%	92%	95%	100%

DESCRIPTION OF THE MEASURE: This performance measure evaluates the percent of public sales awarded within 170 days. The 170 days is based on data obtained from the COSTAR Group that show the commercial sales sector averages about 170 days to complete a sale.

DATA SOURCE: NETREAL database, the system used by PBS to track real property sales.

DISCUSSION OF FY 2006 TARGET VS. RESULTS: PBS orchestrated its processes to meet the FY 2006 objective by conducting some processes simultaneously, when appropriate. PBS has been successful in reducing the time required to take properties to sale. In addition, PBS increased use of e-government tools such as online auctions which resulted in reduced cycle times.



GSA-WIDE GOAL 3: OPERATE EFFICIENTLY AND EFFECTIVELY

PROGRAM	PERFORMANCE GOAL	RESULT
PBS (ASSET MANAGEMENT)	MAINTAIN OPERATING SERVICE COSTS IN OFFICE AND SIMILARLY SERVICED SPACE AT 3% OR MORE BELOW PRIVATE SECTOR BENCHMARKS BY FY 2006.	MET
PBS (NEW CONSTRUCTION)	VERIFY 30% OF NEWLY CONSTRUCTED BUILDINGS FOR ACHIEVEMENT OF ESTABLISHED OPERATIONAL REQUIREMENTS BY FY 2006 (COMMISSIONING).	MET

PBS (Asset Management)

PERFORMANCE GOAL
Maintain operating service costs in office and similarly serviced space at three percent or more below private sector benchmarks by FY 2006.
MEASURE
Percent below private sector benchmarks for cleaning, maintenance, and utility costs in office and similarly serviced space.

FY 2003 ACTUAL	FY 2004 ACTUAL	FY 2005 ACTUAL	FY 2006 TARGET	FY 2006 ACTUAL
-14.8%	-14.5%	-10.5%	-3.0%	-4.2%

DESCRIPTION OF THE MEASURE: PBS uses several sophisticated benchmarks to monitor operating costs—maintenance, utilities, and cleaning—in comparison with those in equivalent private sector buildings. The Building Owners and Managers Association (BOMA), an advocacy group for the real estate industry, is PBS’s primary source for private sector operating cost information.

DATA SOURCE: BOMA Experience Exchange Report, Consumer Price Indices (CPI), Energy Information Administration, Pegasys, and STAR.

DISCUSSION OF FY 2006 TARGET VS. RESULTS: GSA employs private sector benchmarks to measure performance in all comparable instances to ensure that GSA is operating and maintaining its assets as efficiently as the private sector. However the unique mission and operations of GSA makes comparisons difficult. The Agency lost confidence in some of the industry data reported by BOMA and previously used for benchmarking operating costs. Based on these concerns, OMB approved a restructuring of this measure in FY 2006 to more accurately reflect the performance of the Agency.

The methodology of calculating the measure was changed to include only those assets which are located in markets for which BOMA has direct data. GSA previously contracted for a regression analysis to proxy data for the markets for which no industry data was available. However, this regression did not accurately reflect the market conditions of these locations. The new methodology provides a more accurate comparison to private sector performance.

This measure was restructured and the FY 2006 target for operations and maintenance was adjusted to a more realistic target of three percent below industry. The target was achieved through a series of efforts to leverage the government’s buying power and by concentrating on achieving cost efficient operations. GSA continues to work with OMB to further refine its operating

costs measure and target to more accurately reflect the performance of the Agency. PBS will continue its commitment to providing cost savings to the U.S. taxpayer without compromising its service to its client agencies.

Nationally GSA operated at 4.2 percent below industry for FY 2006, exceeding the three percent below industry target. Seven of the 11 regions met or exceeded their target of three percent below industry.

PBS (New Construction)

PERFORMANCE GOAL				
Verify 30 percent of newly constructed buildings for achievement of established operational requirements by FY 2006 (commissioning).				
MEASURE				
Percent of newly constructed buildings independently verified for achievement of established operational requirements (commissioning).				
FY 2003 ACTUAL	FY 2004 ACTUAL	FY 2005 ACTUAL	FY 2006 TARGET	FY 2006 ACTUAL
17%	14%	22%	30%	100%

DESCRIPTION OF THE MEASURE: For the New Construction program, PBS adopted a quality assurance process to achieve, validate, and document that the performance of each building and its systems met the design intent and owner requirements. This process, called commissioning, enables GSA to assure the facilities it is developing meet or exceed program requirements and expectations for performance, efficiency, safety, sustainability, security, and occupant satisfaction. This independently verified process leads to reductions in building operation costs, enhanced energy efficiency, improved environmental/health conditions, increased maintainability of building systems, and significant extension of equipment/systems life cycle.

DATA SOURCE: GSA uses construction contract documentation and regional data as the source for this measure.

DISCUSSION OF FY 2006 TARGET VS. RESULTS: PBS exceeded its commissioning goal for FY 2006. Five new construction projects (Erie Courthouse Complex, Laredo Federal building—Courthouse, Oroville Border Station, the World War II Memorial in Washington, D.C., and White Oak FDA—CDER Federal Office Building) are included in the FY 2006 measure, having achieved substantial construction completion 18 months prior to the end of FY 2006. For these projects, equipment start-up and turnover, as well as functional performance testing, were performed upon project completion and met performance expectations. Each of these projects performed limited commissioning in accordance with the Facilities Standards for the Public Buildings Service (PBS P-100) in effect at the time of project inception. Current commissioning standards, developed and issued in April 2005, were not in effect at the time and therefore could not be applied to these projects.

Note: If the above projects are held to the current commissioning standards that went into effect in April 2005, the result would be zero percent. PBS is evaluating projects with regard to commissioning based on the standards that were in place at the time of project inception and execution. It will take several years before projects are evaluated against the current April 2005 standards. This is a long-term outcome goal.



GSA-WIDE GOAL 6: CARRY OUT SOCIAL, ENVIRONMENTAL, AND OTHER RESPONSIBILITIES AS A FEDERAL AGENCY

PROGRAM	PERFORMANCE GOAL	RESULT
PBS (ASSET MANAGEMENT)	REDUCE ENERGY CONSUMPTION IN GSA FEDERAL BUILDINGS BY 2% (AS MEASURED IN BTU/GSF) OVER THE FY 2003 BASELINE BY FY 2006.	MET

PBS (Asset Management)

PERFORMANCE GOAL
Reduce energy consumption in GSA Federal buildings by two percent (as measured in Btu/GSF) over the FY 2003 baseline by FY 2006.
MEASURE
Percent reduction in energy consumption over the FY 2003 baseline.

FY 2003 ACTUAL	FY 2004 ACTUAL	FY 2005 ACTUAL	FY 2006 TARGET	FY 2006 ACTUAL
Not Measured	Not Measured	Not Measured	-2%	-4.4%

DESCRIPTION OF THE MEASURE: PBS is a responsible steward of the environment and is committed to implementing energy-saving solutions that improve the energy efficiency of operations and save taxpayer dollars.

DATA SOURCE: Energy Usage and Analysis System (EUAS) and STAR.

DISCUSSION OF FY 2006 TARGET VS. RESULTS: A number of factors contributed to PBS meeting its target. GSA continues to install energy efficient technologies when it retrofits and modernizes existing buildings. Additionally, there has been renewed focus on efficient building operations in response to a Presidential Directive dated September 2005 for Federal agencies to curtail energy consumption demand on a Gulf Coast energy infrastructure damaged by hurricane activity. GSA led the Federal government’s response through a comprehensive plan to curtail energy at all buildings nationwide. In addition, GSA encourages its building tenants to contribute to that effort in their office work practices. However, continuing to reduce energy consumption at an annual rate of two percent will present GSA with a significant challenge.

FEDERAL ACQUISITION SERVICE

In response to changes in the marketplace and in order to better serve GSA's customers, the Federal Acquisition Service (FAS) was established through the consolidation of the Federal Technology Service (FTS) and the Federal Supply Service (FSS). FAS is organized around four business portfolios that deliver total solutions to customer agencies. These portfolios are Integrated Technology Services (ITS); Assisted Acquisition Services (AAS); the General Supplies and Services (GSS); and Travel, Motor Vehicle, and Card Services (TMVCS). The new organization is aimed to provide the best value at the best price through strategic sourcing, faster contracting services, greater efficiency and flexibility in procurement processes, lower transaction costs, and smarter ways of doing business. The result of the restructuring will yield significant organizational efficiencies, and increase Agency savings.

FAS is the premier acquisition corps in the areas of supplies, services, technology, and fleet management. It manages the largest, most diverse, and innovative Federal marketplace in the world and has nearly 18,000 Multiple Award Schedule (MAS) contracts. FAS offers approximately 12 million supplies and services to customer agencies, more than any commercial enterprise in the world, and is located throughout the United States as well as strategically aligned with U.S. military customers around the globe.

FAS's high priority is its customer. FAS continues to:

- Look for ways to streamline its procurement processes and tools to increase its value to customers
- Leverage the government's buying power while enhancing its central role in Federal procurement (e.g.,



"La Tormenta" (The Storm) was commissioned through GSA's Art in Architecture program for the renovation of the South Clark Federal Building in Chicago, IL.

- Travel Service Schedule, DomEx, City Pairs Program [CPP], Vehicle Acquisition, SmartPay)
- Meet unique support requirements of global customers
- Outreach and increase customer education efforts and improve market research capabilities
- Participate in multiple interagency groups as well as industry forums
- Work within the changing GSA structure (maintain flexibility as the reorganization is finalized; balance organizational needs against the customer needs).

In recent years, as GSA addressed internal problems with the proper use of contracting vehicles and the speed with which GSA awards Government Wide Acquisition Contracts (GWAC) task orders, agencies reduced their use of these services. In FY 2006, business volume, net sales for GWACs totaled \$2.2 billion, up from \$2.1 billion in FY 2005. FAS has been working with other Federal agencies, particularly the Department of Defense (DoD), to identify actions necessary

FAS

to ensure proper use of GSA contracting vehicles by customer agencies. FAS continues to work with the GSA Inspector General (IG) to enhance the value of FAS contracting practices and improve the reliability of assisted service support.

PERFORMANCE HIGHLIGHTS

FAS has completed ten PART reviews of its major programs: (1) Global Supply, (2) Vehicle Acquisition, (3) Vehicle Leasing (Fleet), (4) Personal Property Management, (5) Transportation, (6) Travel, (7) Card Services (SmartPay), (8) National Furniture Center, (9) Regional IT Solutions, and (10) National IT Solutions. The Global Supply program and the Vehicle Acquisition program are rated “Adequate” by the Office of Management and Budget (OMB), and Vehicle Leasing and Personal Property are rated “Moderately Effective.” OMB rated Travel, Transportation, National Furniture Center, and Charge Card Services “Results Not Demonstrated” (RND) in previous years. OMB rescored these programs in FY 2006 and FAS achieved successful ratings; OMB rated Travel, Transportation, and National Furniture “Moderately Effective” and Charge Card Services “Effective.” GSA implemented the improvements recommended by OMB for those programs rated “Adequate.” GSA instituted partnership initiatives with customers. GSA designed these initiatives to find ways to benefit customers and improve program performance. GSA will implement the recommendations presented by the working groups in FY 2007. In addition, GSA began an independent evaluation process to assess program performance and its effectiveness in achieving results. GSA will complete these assessments in FY 2007.

The paragraphs below summarize FY 2006 FAS major performance results for its seven business line activities.

GLOBAL SUPPLY:

- In FY 2006, GSA Office of Global Supply continued the partnership established in 2005 with the Defense Logistics Agency (DLA) to forward position product at the Mina Abdullah distribution center in Kuwait to support the war in Iraq. The distribution facility is strategically positioned in Kuwait to improve customer wait time, increase readiness, and reduce transportation costs. DLA reports that improved theater inventory at the Kuwait depot saved DoD nearly 50 percent in airlift and shipping costs. Additionally, GSA reduced distribution time to 10 days from a high of 30 days in FY 2003. Total sales for FY 2006 are \$34.1 million and overall, GSA generated \$47.2 million in sales since the depot’s inception in 2005.
- In FY 2006, Global Supply and DLA committed to establishing an ongoing customer support partnership. The partnership includes three working groups which were established—Customer Engagement, Distribution, and Acquisition/Supply. GSA and DLA are working to target additional areas for future collaboration. These groups have identified specific activities for collaborative improvement to generate cost savings and other positive synergies. Some of the areas of future collaboration currently under analysis include a pilot training project at Fort Bragg, GSA use of DLA dedicated trucks at Fort Hood, joint inventory strategies at DLA forward stocking points, and joint strategies on contingency support contracts. The end result will be a more positive and complete experience for customers.
- Global Supply continues to expand its product offerings and distribution channels without incurring major expenses by utilizing prime contractor-like arrangements through the Expanded Direct Delivery (EDD) program. FAS awarded the current EDD contracts for office supplies and tools below MAS prices. In addition to providing the product, Global Supply is able to assure compliance with all acquisition policies and socioeconomic regulations as well as handle the government-to-government billing, discrepancy resolution, and delivery. Global Supply also performs all contracting services required to obtain any of these products, relieving the agencies from doing this contracting work. In FY 2006, GSA further expanded the Global Supply product line with the award of another EDD contract to PC Mall for information technology (IT) products in several categories: desktops, notebooks, servers, printers, accessories, memory, modems, monitors, network products, scanners, and storage devices. Products will be available for customers in early FY 2007.

- Following Hurricane Katrina, Global Supply provided more than \$2 million in stock and direct delivery support (shelters, vehicles, diapers, temporary housing, bedding, medical supplies, portable showers, etc.) to the Gulf Coast. In addition, Global Supply personnel from all acquisition centers aided the Federal Emergency Management Agency (FEMA) in relief efforts.

COMMERCIAL ACQUISITION:

- MAS business volume increased by three percent from \$34.8 billion to \$35.3 billion. Services represented 64 percent, products—27 percent, and combined services and products—nine percent of total sales. Management and business consulting, engineering, and logistics services saw significant increases. MAS IT sales, which saw impressive growth in prior years, were up only one percent (\$17.2 billion) during FY 2006. State and local government sales (Cooperative Purchasing), however, increased from \$126 million to more than \$236 million during this time period.
- Special Order Program (SOP) furniture sales were down from \$180 million in FY 2005 to \$149 million in FY 2006.
- SmartPay revenues increased from \$5.3 to \$5.7 million during the last fiscal year.
- In FY 2006, 4,929 contract offers and 22,783 contract modifications were processed with average cycle times of 88 and 23 days, respectively. Because MAS processing time affects customer and vendor satisfaction with acquisitions, contracting offices are reviewing administrative processes to streamline activities and reduce processing time in FY 2007.

VEHICLE ACQUISITION AND GSA VEHICLE LEASING (FLEET):

- GSA Automotive, the vehicle acquisition service, is a mandatory source and leverages the buying power of the Federal government to obtain significant discounts for Federal agencies. In FY 2006, almost 60,000 vehicles were procured, averaging 38 percent below commercial pricing for the top ten models.
- Since 1985, Fleet consolidations have been a smart solution for the Federal government, with FY 2006 savings to

taxpayers exceeding \$1.1 billion dollars. Savings through vehicle consolidations into the GSA Fleet will continue to reduce costs to customer agencies, eliminating their capital requirements for vehicles, and decreasing their need for personnel to manage fleets. GSA Fleet services traditionally cost at least 27 percent less than the private sector and continue to provide the best value to the Federal government. The majority of vehicles consolidated into GSA's Fleet save customers and taxpayers over \$810 per vehicle per year.

- Beginning in FY 2006, GSA Fleet offered several new management tools for its customers including: NetworkCar (vehicle operational data); short term rentals; Drive Cam (for vehicle monitoring); fuel, maintenance, and accident management; driver safety program; and management tools for agency-owned vehicles.
- The Army and GSA Fleet partnered to provide non-tactical vehicles to support Operation Iraqi Freedom. GSA Fleet leased the Army 520 vehicles for use in the Green Zone in Baghdad. The vehicles are four wheel drive SUVs and crew cab pickup trucks specially equipped for desert use with tinted glass, heavy duty oil coolers and radiators, and special suspension packages. GSA Fleet representatives met the vehicles upon arrival in Kuwait, managed the offloading of the vehicles, assisted the process through customs, and arranged for shipping to Baghdad. GSA Fleet



FAS, Office of Travel, Motor Vehicle, and Card Services provides customers with the best value and lowest price for their vehicle acquisitions through leveraged procurement.

FAS

continues to provide assistance with warranty repairs and replacement parts for the vehicles. GSA Fleet replaced commercially leased vehicles at a savings of \$19,842 per vehicle, saving the Army \$10.3 million annually.

TRAVEL AND TRANSPORTATION:

- The shared services model of the E-Gov Travel Service integrates traditional offline travel agency support with travel authorization and vouchering solutions into a single Web-based service platform. E-Gov Travel Service is commercially hosted to minimize technology costs to the government and guarantee refreshed functionality. From travel planning and authorization to reimbursement, this end-to-end service streamlines travel management and enables the government to capture visibility into the buying choices of travelers. It assists agencies in optimizing their travel budgets while saving taxpayers money through leveraged buying.
- E-Gov Travel Service will save an estimated \$361 million in civilian agency travel management costs and provide a Net Return on Investment of 367 percent over the next 10 years.
- E-Gov Travel Service is an important component of GSA's goal for world-class travel management. It maximizes the utilization of all GSA travel programs, including the airline City Pairs Program (CPP), the FedRooms lodging program, and other travel services available through the Travel Services Solution (TSS) schedule, while supporting government-wide travel policy.
- In FY 2006, the E-Gov Travel Service initiative continued to achieve government-wide utilization. By the end of FY 2006, over 70 executive branch agencies had placed E-Gov Travel Service task orders, the majority of which began deployment of E-Gov Travel Service. As of the end of FY 2006, 28 agencies were completely processing all of their travel transactions through E-Gov Travel Service. In addition, online booking exceeded original projections, with multiple agencies exceeding 70 percent of all transactions being booked online. This represents millions of dollars in government-wide savings.

PERSONAL PROPERTY MANAGEMENT:

- The Property Management division is focused on reducing cycle time while still providing the full range of disposal support that agencies need and expect. Innovations such as XcessXpress reduced screening time by 50 percent, and GSA Auctions®, which decreased the time to process sales, have provided significant reductions in this measure. Since 2001, GSA reduced cycle time from approximately 132 days to complete disposal actions down to 52 days in FY 2006. This greatly reduces the cost for agencies to hold property as it undergoes disposal action.
- GSA Auctions® offers the public the opportunity to bid electronically on a wide array of Federal assets. At year-end FY 2006, GSA completed 90 percent of the public sales of personal property online via GSA Auctions®, up from 56 percent in FY 2002. GSA Auctions® provided national exposure and access to Federal sales and reduced the time it takes GSA and Federal agencies to sell property.
- In conjunction with the Department of Education and DoD, GSA began the Furniture for Schools (F4S) program to make excess and surplus property available to help rebuild and reestablish schools in the areas devastated by Hurricane Katrina. For F4S, FAS coordinated transportation of equipment to these schools. During FY 2006, the F4S program provided almost 13,000 pieces of furniture and computers, totaling \$5,199,175 in original acquisition value to schools. The F4S initiative was recognized as the winner of the 2006 Miles Romney Achievement Award for Innovation in Personal Property Management for its outstanding efforts to help rebuild the Gulf Coast schools.

NETWORK SERVICES:

FAS Network Services provides low cost/high quality voice, telecommunications services, solutions, and support to Federal agencies from its headquarters office and 11 regional offices. Network Services provides a complete telecommunications service portfolio ranging from commodity equipment to complete enterprise network solutions, through a single national point of contact (POC).

FAS Network Services delivered services valued at more than \$1.5 billion in FY 2006 to users at 135 Federal agencies and entities at 15,000 locations in more than 190 countries around the globe. FAS delivered these services to customers at prices that generated approximately \$620 million in savings.

Throughout FY 2006, Network Services continued its focused efforts on delivering quality services to its customers today, while pressing forward with competitive acquisitions to better meet their future needs. For example:

- FAS Network Services continued work on its major next-generation Networx acquisition, while taking steps to ensure continued quality service and support to its customers and preparing them for their successful transition to the future suite of contracts. The Networx Universal and Networx Enterprise contracts—scheduled for award in March and May, 2007, respectively—will offer customers an expanded portfolio of quality voice, data, video communications solutions, and emerging network services. During FY 2006 FAS negotiated “bridge” contracts to continue to provide support to customers of the expiring FTS2001 contracts pending the award and implementation of the Networx contracts. In addition, FAS held a major planning conference in September to help customers get the most value from these new contracts and manage their successful service transitions.
- In the regions, Network Services continues to actively compete local requirements, while preparing transition requirements and supporting implementation of the new Networx contracts. For example, the National Capital Region (NCR) is planning its major replacement acquisition for Federal intercity telecommunications services used throughout the Washington, D.C. metropolitan area, known as WITS-3. In FY 2007, NCR plans contract awards to replace the very successful, expiring WITS 2001 contract. In addition, FAS awarded new competitive regional telecommunications contracts replacing one non-competitive rate stabilization agreement, and 11 tariff service arrangements resulting in improved rates for services to customers in those areas.

INFORMATION TECHNOLOGY (IT) SOLUTIONS:

The IT Solutions program provides assisted acquisition services through regional and national client support centers (CSC) to help Federal agencies acquire and manage IT products and services, primarily through contracts with industry partners. Throughout FY 2006, IT Solutions took major steps to ensure customer needs were satisfied timely, at a fair price, and in compliance with applicable regulations. Some of the major achievements during FY 2006 are listed below:

- IT Solutions played a significant role in acquisitions supporting improved operating efficiency and facility security in the Federal government. For example, IT Solutions managed and awarded a major \$421 million acquisition with DoD in support of its worldwide Smart Card program for secure personnel identification credentialing. This was the largest contract award of its kind in government to date. In addition, IT Solutions supported implementation of the Homeland Security Presidential Directive (HSPD)-12 with the timely award of a Shared Services Provider contract providing critical infrastructure support to agencies across the government. This award directly and efficiently supports the ability of Federal agencies to acquire and use common, standards compliant, and interoperable identification credentialing products and services to improve secure access to government facilities around the globe.
- The IT Solutions SmartBuy initiative leverages the government’s buying power to negotiate bulk user pricing for numerous common-use commercial software programs. The SmartBuy Office completed two new agreements in FY 2006, bringing the SmartBuy portfolio to a total of eight agreements. These purchasing agreements saved Federal agency customers over \$100 million in FY 2006 on sales of approximately \$500 million in commercial software.
- IT Solutions staff improved the cost-effectiveness of Federal acquisition workforce training programs in FY 2006. Specifically, IT Solutions played a lead role in developing online acquisition workforce courseware for worldwide use by students at the Defense Acquisition

FAS

University (DAU). DAU is one of the government’s flagship acquisition workforce training centers whose students are responsible for awarding and managing billions of dollars

in government contracts. The online training developed has resulted in substantial reductions in training costs.

FAS PERFORMANCE BY GSA-WIDE GOAL

GSA-WIDE GOAL 1: PROVIDE BEST VALUE FOR CUSTOMER AGENCIES AND TAXPAYERS

PROGRAM	PERFORMANCE GOAL	RESULT
FAS (VEHICLE ACQUISITION)	MAINTAIN 28% OR BETTER DISCOUNT FROM MANUFACTURER’S INVOICE PRICE.	MET
FAS (FLEET)	MAINTAIN THE GAP BETWEEN GSA FLEET RATES AND COMMERCIAL RATES AT 29% OR MORE.	MET
FAS (TRAVEL & TRANSPORTATION)	PROVIDE POLICY COMPLIANT, CONSOLIDATED, AND FULLY INTEGRATED END-TO-END TRAVEL SERVICES GOVERNMENT-WIDE.	NOT MET
FAS (NETWORK SERVICES)	PROVIDE SUBSTANTIALLY LOWER COST SERVICE TO CUSTOMER AGENCIES.	MET
FAS (REGIONAL TELECOMMUNICATIONS)	MANAGE ACQUISITIONS TO ENSURE INDUSTRY PROVIDES SOLUTIONS THAT MEET CLIENT AGENCIES MISSION NEEDS.	MET
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.	NOT MET

FAS (Vehicle Acquisition)

PERFORMANCE GOAL				
Maintain 28 percent or better discount from manufacturer’s invoice price.				
MEASURE				
Percentage discount from invoice price.				
FY 2003 ACTUAL	FY 2004 ACTUAL	FY 2005 ACTUAL	FY 2006 TARGET	FY 2006 ACTUAL
26.3%	33.1%	40.6%	≥28%	39%

DESCRIPTION OF THE MEASURE: The average percent savings is calculated by the weighted average discount from vehicle manufacturer’s invoice prices for seven of GSA’s top-selling vehicle types. Business projections show that 20 percent discount below invoice continues to be a reasonable long-term outcome goal for this business line.

DATA SOURCE: The Requisitioning, Ordering, and Documentation System (ROADS) contains contract pricing for vehicles.

DISCUSSION OF FY 2006 TARGET VS. RESULTS: The target was met. GSA Automotive tracks the discount from invoice for the top seven selling vehicles as a measure of internal efficiency to ensure that customers receive the maximum discount from the manufacturer's invoice price. Business projections show that 28 percent continues to be a reasonable annual target for this business line. This translates to extremely effective pricing on the vehicles purchased for customer agencies, as well as those in the GSA Fleet, which keeps monthly and mileage charges well under commercial lease rates.

FAS (Fleet)

PERFORMANCE GOAL				
Maintain the gap between GSA Fleet rates and commercial rates at 29 percent or more.				
MEASURE				
Percentage GSA Fleet leasing rates below commercial rates on the GSA Vehicle Leasing Schedule.				
FY 2003 ACTUAL	FY 2004 ACTUAL	FY 2005 ACTUAL	FY 2006 TARGET	FY 2006 ACTUAL
36.9%	31.7%	43.1%	≥29%	39%

DESCRIPTION OF THE MEASURE: This measure compares GSA Fleet annual rates to private sector companies on schedule with the GSA Automotive Division. Market conditions and business projections indicate that leasing vehicles at a savings of 20 percent or better over the private sector rates continue to be a reasonable long-term goal for GSA Fleet.

DATA SOURCE: GSA Fleet rate.

DISCUSSION OF FY 2006 TARGET VS. RESULTS: The target was met. GSA Fleet had limited rate increases for customer agencies and controlled costs through numerous initiatives. GSA tracks performance towards program goals through several performance indicators. GSA Fleet maintains low rates through vigilant monitoring of capital requirements (vehicle acquisition cost) and operational expenses (such as fuel, maintenance, and repair costs) and by the reduction of program overhead through the consolidation of selected Fleet Management Center (FMC) locations. GSA Fleet continues to reduce costs while maintaining superior, world-class levels of customer satisfaction and retention, resulting in significant savings and benefits over the private sector.



Physically located in Arlington, VA, FAS brings products and services to its Federal customers worldwide via the Internet.



FAS (Travel & Transportation)

PERFORMANCE GOAL				
Provide policy compliant, consolidated, and fully integrated end-to-end travel services government-wide.				
MEASURE				
Percentage of vouchers serviced through the E-Gov Travel System (percent of total voucher population).				
FY 2003 ACTUAL	FY 2004 ACTUAL	FY 2005 ACTUAL	FY 2006 TARGET	FY 2006 ACTUAL
Not Measured	.02%	1.1%	12.9%	6.7%

DESCRIPTION OF THE MEASURE: Number of vouchers serviced through E-Gov Travel System divided by the total voucher population.

DATA SOURCE: Information provided by vendors.

DISCUSSION OF FY 2006 TARGET VS. RESULTS: While GSA Travel did not meet this ambitious target, the program did successfully increase the percentage of vouchers serviced through the E-Gov Travel System in prior years. This is a result of several agencies more aggressively deploying the E-Gov solution within their respective agency. These agencies include the Department of Transportation (DOT), Department of Energy (DOE), Health and Human Services (HHS), and Department of Labor (DOL). In addition, the program surpassed its target set forth in the 2006 PART, 5.25 percent, and will continue to expand its efforts in FY 2007.

FAS (Network Services)

PERFORMANCE GOAL				
Provide substantially lower cost service to customer agencies.				
MEASURE				
Savings provided to customers.				
FY 2003 ACTUAL	FY 2004 ACTUAL	FY 2005 ACTUAL	FY 2006 TARGET	FY 2006 ACTUAL
\$574M	\$705M	\$633M	\$550M	\$620M

DESCRIPTION OF THE MEASURE: Indicates the savings in millions of dollars the government realizes by utilizing FAS Network Services offerings in lieu of commercial industry services.

DATA SOURCE: Internal financial reports and third party vendor reports.

DISCUSSION OF FY 2006 TARGET VS. RESULTS: The target was met. Value shown is based on projected year-end results based on actual results through July 2006 and estimated results for the last two months of the fiscal year. Results through July 2006 are \$515 million. Actual year-end value will not be available until December 2006. However, Network Services is on track to meet and exceed the target. The variance from the target reflects the customers' greater than expected use of commodity telecommunications services, such as switched voice, private lines, and traditional data services. This resulted in larger estimated savings when compared to more customized managed network solutions and other value-added services because the price advantage is greatest for more traditional commodity services.

FAS (Regional Telecommunications)

PERFORMANCE GOAL				
Manage acquisitions to ensure industry provides solutions that meet client agencies' mission needs.				
MEASURE				
Percentage (by dollar value) of eligible service orders awarded with performance-based statements of work.				
FY 2003 ACTUAL	FY 2004 ACTUAL	FY 2005 ACTUAL	FY 2006 TARGET	FY 2006 ACTUAL
Not Measured	47%	72%	50%	89%

DESCRIPTION OF THE MEASURE: Clients obtain best value solutions through performance-based contracting, which allows the client to define intended objective(s) rather than developing specification requirements. In addition, performance-based contracting uses positive and negative incentives to ensure timely and cost-effective delivery of solutions.

DATA SOURCE: Business Objects and Acquisition e-Tools.

DISCUSSION OF FY 2006 TARGET VS. RESULTS: The target was met. To ensure customers obtain best value solutions, efforts to utilize performance-based contracting methods were stressed throughout the year. Contracting efforts focused on following performance-based contracting best practices resulted in better than expected progress.

FAS (IT Solutions—National)

PERFORMANCE GOAL				
Improve performance against business performance metrics, including timeliness, cost-effectiveness, and efficiency to verify best value and effective acquisition management are achieved.				
MEASURE				
Percentage of negotiated award dates for services and commodities that are met or bettered.				
FY 2003 ACTUAL	FY 2004 ACTUAL	FY 2005 ACTUAL	FY 2006 TARGET	FY 2006 ACTUAL
95%	92%	87%	>95%	89%

DESCRIPTION OF THE MEASURE: To improve customer communications concerning task order requirements and service expectation, CSCs will track and report actual task order award dates for services and commodities against task order award dates that are negotiated with customers.

DATA SOURCE: Business Objects and Acquisition e-Tools.

DISCUSSION OF FY 2006 TARGET VS. RESULTS: The target was not met; however, IT Solutions (National) shows progress towards the long-term goal and improvement over FY 2005 results. The purpose of measuring whether actual task order award dates against the dates negotiated with customers is to ensure the program is correctly setting customer expectations and delivering promised service. It is difficult to predict the completion of contracting actions as many factors affect the program's ability to make a contract award, including several outside of its control. In order to improve upon this measure in FY 2007,

FAS

processes are being streamlined and IT solutions will place more emphasis on employee training and certification in the areas of project management and acquisition strategy.

GSA-WIDE GOAL 3: OPERATE EFFICIENTLY AND EFFECTIVELY

PROGRAM	PERFORMANCE GOAL	RESULT
FAS (GLOBAL SUPPLY)	REDUCE GLOBAL SUPPLY MARK-UP ON STOCKED ITEMS.	NOT MET
FAS (PERSONAL PROPERTY MANAGEMENT)	DECREASE THE TIME IT TAKES TO COMPLETE DISPOSAL ACTION FOR EXCESS PROPERTY TO 56 DAYS BY FY 2006.	MET
FAS (IT SOLUTIONS —PROFESSIONAL SERVICES)	PROVIDE QUALITY SERVICES THROUGH APPROPRIATE CONSISTENCY IN THE ACQUISITION MANAGEMENT PROCESS FROM PRE-AWARD THROUGH CLOSEOUT.	MET

FAS (Global Supply)

PERFORMANCE GOAL				
Reduce Global Supply mark-up on stocked items.				
MEASURE				
Percentage of Global Supply mark-up on stocked items.				
FY 2003 ACTUAL	FY 2004 ACTUAL	FY 2005 ACTUAL	FY 2006 TARGET	FY 2006 ACTUAL
45.9%	42.8%	42.9%	40.1%	44.23%

DESCRIPTION OF THE MEASURE: Mark-up is the additional fee that GSA Global Supply charges customers to cover its costs and is reflected in this measure as the average percentage. Stocked items are stored in GSA's Supply Distribution Centers. The long-term goal is to reduce mark-up from 45.9 percent in FY 2003 to 40.1 percent—toward goal of 33.5 percent in FY 2010. This measure tracks the progress towards achieving this goal.

DATA SOURCE: Transportation Accounts Receivable and Payable Systems (TARPS).

DISCUSSION OF FY 2006 TARGET VS. RESULTS: The target was not met. Global Supply mark-up on stocked items was not reduced in FY 2006; however management made great strides to contain costs. GSA Global Supply increased the mark-up by two percent in the middle of FY 2006 in order to cover the rising cost of fuel and freight transportation. Direct operating expenses declined six percent from FY 2005, which is the second consecutive year for cost reduction. Global Supply's business model is currently being reviewed—Global Supply will focus on moving products out of the depots to lower mark-up on the Direct Delivery model. As a result, it is anticipated that effective changes will be made that will enable Global Supply to reduce mark-up. Additionally, Global Supply will closely monitor the blended/composite mark-up as this figure is more aligned with the direction of the new business model and a better indicator of performance.

FAS (Personal Property Management)

PERFORMANCE GOAL				
Decrease the time it takes to complete disposal action for excess property to 56 days by FY 2006.				
MEASURE				
Cycle time for disposal process (days).				
FY 2003 ACTUAL	FY 2004 ACTUAL	FY 2005 ACTUAL	FY 2006 TARGET	FY 2006 ACTUAL
83	72	56	56	52

DESCRIPTION OF THE MEASURE: The time from receipt of excess to disposition.

DATA SOURCE: GSAXcess® and Sales Automation System (SASy) reports.

DISCUSSION OF FY 2006 TARGET VS. RESULTS: The target was met. The Personal Property Program has continued to reduce cycle time by streamlining processes in terms of efficiency and effectiveness. Program emphasis was placed on acquiring pictures at the time of excess reporting to help further reduce the sales preparation effort. This initiative has begun to affect the overall disposal program cycle time which is a key component of GSA’s customer satisfaction.

FAS (IT Solutions—Professional Services)

PERFORMANCE GOAL				
Provide quality services through appropriate consistency in the acquisition management process from pre-award through closeout.				
MEASURE				
Percentage of schedule task orders solicited using e-Buy.				
FY 2003 ACTUAL	FY 2004 ACTUAL	FY 2005 ACTUAL	FY 2006 TARGET	FY 2006 ACTUAL
Not Measured	Not Measured	78%	90%	93%

DESCRIPTION OF THE MEASURE: As an executive agent, GSA is authorized to award and administer task and delivery orders on behalf of other Federal agencies. Using the e-Buy system, Federal purchasers may prepare and post an RFQ/RFP (request for quote/request for proposal) for specific products and services for a specified period of time. Once posted, all contractors may review the request and post a response. This performance metric tracks the percentage of all Schedule task orders solicited by Professional Services using e-Buy.

DATA SOURCE: e-Buy system and manual collection.

DISCUSSION OF FY 2006 TARGET VS. RESULTS: The target was met. Professional Services utilizes GSA Schedules to fulfill contracting needs. Using e-Buy to solicit vendors ensures fair opportunity and competition. For this reason, e-Buy is utilized to the greatest extent possible.



GSA-WIDE GOAL 4: ENSURE FINANCIAL ACCOUNTABILITY

PROGRAM	PERFORMANCE GOAL	RESULT
FAS (TRAVEL & TRANSPORTATION)*	REDUCE PROGRAM OPERATING COSTS.	MET

FAS (Travel & Transportation)

PERFORMANCE GOAL				
Reduce program operating costs.				
MEASURE				
Direct cost as a percent of revenue.				
FY 2003 ACTUAL	FY 2004 ACTUAL	FY 2005 ACTUAL	FY 2006 TARGET	FY 2006 ACTUAL
40%	57%	56%	52%	48%

DESCRIPTION OF THE MEASURE: Direct cost divided by transportation revenue.

DATA SOURCE: Internal financial reports.

DISCUSSION OF FY 2006 TARGET VS. RESULTS: The target was met. GSA Travel and Transportation achieved the goal of reducing program operating expenses by realizing improvements in the direct costs as a percent of revenue. In FY 2006 the program successfully increased revenue while reducing program operating costs. The significant increase in revenue is due to revenue generated from services provided in support of Hurricane Katrina. Direct costs have remained under control as a result of cost-cutting measures currently in place, such as hiring freeze.

**Travel and Transportation was previously one program. Direct costs as a percent of revenue in FY 2003 through FY 2005 is for the Travel and Transportation program. Beginning in FY 2006, these programs were separated and results shown hereafter are for the Transportation program.*

OFFICE OF CITIZEN SERVICES AND COMMUNICATIONS

The Office of Citizen Services and Communications (OCSC) helps citizens, businesses, and other governments to easily obtain information and services from the government on the Web, via e-mail, in print, and over the telephone. OCSC also provides information to the media, Federal agencies, the general public, and GSA internal audiences on the activities of GSA and its associates. OCSC manages USA Services, the Presidential E-Gov initiative and one of the 21 key measures tracked by GSA. USA Services' mission is to help make the government more citizen-centric by providing citizens with easy access to accurate, consistent, and timely government information. To achieve this mission, it provides citizens direct information about and from all levels of their government through an array of integrated information channels, including FirstGov.gov and other Web sites, government-wide Web-based search, telephone and e-mail inquiry response from the National Contact Center (NCC), and print materials distributed from Pueblo, CO. USA Services is also responsible for helping agencies government-wide improve their interactions with citizens. The following paragraphs summarize USA Services major performance results during FY 2006.



PERFORMANCE HIGHLIGHTS

OCSC USA Services achieved the rating of “Effective” in FY 2006 during Office of Management and Budget’s (OMB) PART process. The rating of “Effective” is the highest ranking that can be achieved by a program. Programs rated at this level are deemed to be programs that set ambitious goals, achieve results, are well-managed, and improve efficiency. Only 15 percent of the programs evaluated under the PART process have achieved a rating of “Effective.” Through this process it is noted that independent evaluations to access the program performance for effective results have not been conducted and will be conducted in FY 2007. For purposes of this review, USA Services was defined as consisting of the following divisions of the OCSC: the Federal Citizen Information Center, FirstGov Technologies, and Intergovernmental Solutions.

The paragraphs below summarize OCSC USA Services' major performance results during FY 2006.

- Achieved 235 million public contacts by providing accurate, consistent, and timely information to citizens through a variety of channels in both English and Spanish. These include online information via FirstGov.gov (the official portal of the U.S. government), telephone response via 1-800 FED INFO, e-mail, and print publications from Pueblo, CO.
- Dramatically improved FirstGov.gov by launching enhanced search capability and upgrading its hosting environment. The new product searches over 50 million Federal, state, local, tribal, and territorial government documents, and returns search results clustered by category. Industry and media reviews were excellent and traffic increased by one-third after launch of the new product. Using GSA's Millennia Government Wide Acquisition

OCSC

Contract (GWAC), FirstGov.gov now has available flexible Web development, hosting, and professional services, and has made these services available to other citizen-facing E-Gov initiatives.

- During FY 2006, Brown University designated FirstGov.gov as the number one Web site in the Federal government. The United Nations also rated FirstGov.gov as the number one Web site for quality and e-government readiness.
- Provided customer agencies with contact center solutions through its FirstContact contract, and through service by 1-800 FED INFO. Through 2006, USA Services has awarded 11 task orders under its FirstContact IDIQ Contract surpassing the FY 2006 goal. FirstContact was developed by USA Services to provide an expedient, cost-effective way for agencies to procure contact center solutions. Four of the task orders were for hurricane recovery support efforts to Katrina, Wilma, and Rita. USA Services responded to 1.5 million calls and e-mails from the public relating to disaster assistance. As a result of lessons learned from its involvement in hurricane recovery, USA Services created the FirstContact Procurement Tool Kit (<http://www.usaservices.gov/toolkit.htm>) to clarify and to expedite the process for FirstContact procurements. The Department of Veterans Affairs (VA) found the tool kit invaluable when it used FirstContact to handle calls and e-mails from the public as a result of a stolen VA laptop containing sensitive information about 26.5 million veterans. During FY 2006, USA Services also assisted the State Department by providing a 24/7 Citizen Services Hotline during the evacuation of U.S. citizens during the Lebanon-Israel Conflict.
- During FY 2006, USA Services provided successful government-wide leadership to improve the government's response to citizens. USA Services leads a variety of forums to share ideas, best practices, and lessons learned and to help establish benchmarks for development of responsive citizen service. Among its FY 2006 achievements as a government-wide leader, USA Services implemented the following:
 - best practices (www.webcontent.gov, DotGovBuzz, search, intergovernmental newsletters, international and intergovernmental forums)
 - market research (citizen expectations, focus groups, usability testing)
 - performance standards and guidelines (Web standards and service level recommendations)
 - communities of practice (Citizen Service Level Inter-agency Committee (CSLIC), USA Services Partners, intergovernmental officials, Web Managers Forum)
 - educational activities (Web Manager University trained over 500 Web managers from 47 agencies on Web best practices).
- USA Services achieved the rating of "Effective" in FY 2006 during the OMB's PART process. The rating of "Effective" is the highest ranking that can be achieved by a program. Programs rated at this level are deemed to be programs that set ambitious goals, achieve results, are well-managed, and improve efficiency. Only 15 percent of the programs evaluated under the PART process have achieved a rating of "Effective." For purposes of this review, USA Services was defined as consisting of all the divisions of the OCSC: the Federal Citizen Information Center, FirstGov Technologies, and Intergovernmental Solutions.
- USA Services enabled its customer agencies to improve their customer service performance at reduced costs through use of its FirstContact IDIQ contract that provides contact center solutions. FirstContact task orders and USA Services Tier 1 services save agencies time, money, and improves citizen/customer services. USA Services Citizen Services Cost Calculator provides cost comparison between FirstContact and agency internal contact centers. In FY 2006 FirstContact saved participating task order agencies approximately \$17 million in contact center costs through a combination of cost savings and cost avoidance. Included in this savings is an average procurement and administrative savings of approximately \$200,000 per task order. This was recently demonstrated through cost calculations performed for the VA Benefits Educational Services, Federal Deposit Insurance Corporation (FDIC), and Health and Human Services' (HHS) Program Support Center. Eleven task orders have been issued in the last two years.



- Through USA Services Tier 1 program approximately eight partner agencies saved over \$880,000 by decreasing the burden on their employees who were handling Tier 1 telephone and e-mail inquiries. An additional \$3,018,000 was saved by taking advantage of economies of scale through the NCC's 1-800 FED INFO number. The NCC answers inquiries for the Federal government avoiding more costly agency citizen services.
- A recent FirstContact and Tier 1 Customer Satisfaction Survey reported a 93 percent satisfaction rating with the service both programs provide to agencies. Both programs utilize contact center service performance standards that are equal to or above industry averages.

OCSC PERFORMANCE BY GSA-WIDE GOAL

GSA-WIDE GOAL 1: PROVIDE BEST VALUE FOR CUSTOMER AGENCIES AND TAXPAYERS

PROGRAM	PERFORMANCE GOAL	RESULT
OCSC (USA SERVICES)	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.	MET

OCSC (USA Services)

PERFORMANCE GOAL				
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 channels of their choice.				
MEASURE				
Public contact data derived as a result of citizen interaction with the USA Services channels.				
FY 2003 ACTUAL	FY 2004 ACTUAL	FY 2005 ACTUAL	FY 2006 TARGET	FY 2006 ACTUAL
209.7M	241.9M	230.5M	235M	235.1M

DESCRIPTION OF THE MEASURE: USA Services operates a variety of channels to provide citizens with Federal information. These channels include the FirstGov.gov Web site, several other Web sites (including *pueblo.gsa.gov*, *kids.gov*, *consumeraction.gov*, etc.), NCC, and a publication distribution facility in Pueblo, CO. Additionally, USA Services provides a variety of agencies with reimbursable services which directly assist them in meeting the information needs of citizens. The sum of all of these citizen contacts is reported as a measure of program performance.

OCSC

USA Services received a rating of “Effective” in the FY 2006 OMB PART review. One result of this review was that USA Services would revise the way it calculates the public contacts measure to focus more on citizens by counting Web site visits instead of page views in calculating overall citizen touchpoints. The FY 2006 target for citizen touchpoints is 128.8 million and USA Services is on target to exceed this amount.

DATA SOURCE: WebTrends Tracking Reports, NCC and FirstContact Contractor reports, Automated Reports, Automated Inventory System, Online Tracking Systems.

DISCUSSION OF FY 2006 TARGET VS. RESULTS: USA Services met and exceeded its FY 2006 target goal of 235 million public contacts. Particularly strong activity occurred in the publication distribution Pueblo, CO program with a 70 percent increase in FY 2005. Good showings were also made in the following channels: subscriber e-mailings (+82 percent), assisted telephone calls (+39 percent), and FirstContact task order work (+40 percent). Although there was a drop of four percent in FirstGov.gov page views which can be attributed to reduced affiliate search activity during the year, as well as changing search engine support in February 2006. USA Services' other Web sites recorded a strong increase of 14 percent over FY 2005 activity. No external evaluations were conducted on the USA Services program in FY 2006. However, as a result of the PART evaluation, GSA made arrangements to have an independent third party conduct an evaluation and program validation in FY 2007 of the USA Services program management, strategies, plans, etc.



OCSC interacts with media, Federal agencies, the general public, and with GSA internal audiences to provide information on the activities of GSA.

OFFICE OF THE CHIEF FINANCIAL OFFICER

The Office of the Chief Financial Officer's (OCFO) mission is to provide professional financial management services, guidance, and innovative solutions to its customers. The OCFO's primary purpose is to support and enhance GSA's ability to achieve its objectives and improve Agency-wide financial management performance. The OCFO's efforts focus on creating and optimizing value at least cost by combining and interpreting financial and non-financial data to assist managers in making sound business decisions. The OCFO develops overall Agency policies and procedures for budget administration, planning and performance measurement, financial reporting, management and internal controls, and financial management systems.



FY 2006 for policies, processes, and procedures remain strong and in the forefront of Agency managers' daily activities.

PERFORMANCE HIGHLIGHTS

The OCFO and the financial community at GSA have undertaken a substantial revision to its financial and management internal control program during FY 2006. The financial community took these actions (1) to address and resolve the material weaknesses identified by GSA's external auditors that resulted in a disclaimer of opinion; and (2) to improve its policies, operations, and management oversight of GSA's financial activities for the future. The OCFO employed a two-prong approach to address restoring GSA's unqualified opinion on the GSA financial operations: (1) address and clean up old residual balances; and (2) implement the Office of Management and Budget (OMB) Circular A-123, Management's Responsibility for Internal Controls. This approach helped the OCFO to clear out and remove old budgetary balances in its financial systems, while implementing stronger internal controls and using the documenting, testing, and reporting to ensure that changes enacted during

The critical, specific actions that were taken during FY 2006 include:

- Led a successful full implementation of OMB Circular A-123, Appendix A by promoting and ensuring Agency-wide responsibility for management and internal controls. This effort included documenting, evaluating, and testing significant financial controls.
- Closed out major open audits and findings from FY 2005 and achieved compliance with significant cleanup of obligations and unfilled orders.
- Developed "Aging" Financial Reports to monitor the age of Unfilled Orders and Obligations to ensure non-valid data is not being reported in GSA's financial systems.
- Improved the reconciliation of intergovernmental balances with GSA's Federal clients, from \$12.8 billion in June 2004 to \$4.3 billion in October 2006.

OCFO

- Issued a new Internal Control guidelines handbook, "Internal Controls at the GSA," for both executives and employees. The OCFO coupled this handbook with a new risk assessment methodology used in the Federal Management Financial Integrity Act (FMFIA) assurance process.

The OCFO was able to deliver, within budget, a successful upgrade to GSA's core financial system, Pegasys. This upgrade ensures GSA's financial system is of the latest technology for the client and that GSA can continue to support its mission of offering comprehensive and technologically progressive

practices in Federal financial management and strengthening of systems security to meet or exceed Federal Information Security Management Act (FISMA) compliance.

The OCFO continues to focus on achieving its financial performance metrics. It measures both payable and receivable functions, including a critical performance measure of increasing the percentage of vendor invoices received electronically by the Electronic Data Interchange (EDI) or through the Internet.

OCFO PERFORMANCE BY GSA-WIDE GOAL

GSA-WIDE GOAL 4: ENSURE FINANCIAL ACCOUNTABILITY

PROGRAM	PERFORMANCE GOAL	RESULT
OCFO	INCREASE THE PERCENTAGE OF VENDOR INVOICES RECEIVED ELECTRONICALLY BY ELECTRONIC DATA INTERCHANGE (EDI) OR THROUGH THE INTERNET.	MET

OCFO

PERFORMANCE GOAL				
Increase the percentage of vendor invoices received electronically by Electronic Data Interchange (EDI) or through the Internet.				
MEASURE				
Percentage of invoices received electronically.				
FY 2003 ACTUAL	FY 2004 ACTUAL	FY 2005 ACTUAL	FY 2006 TARGET	FY 2006 ACTUAL
44%	56%	64%	68%	71%

DESCRIPTION OF THE MEASURE: Electronic invoicing increases the efficiency and reduces associated costs of financial transaction processing operations. The OCFO continues to market electronic invoicing options to GSA's vendors. By placing clauses in GSA contracts and orders the OCFO is encouraging electronic invoices via the Internet.

DATA SOURCE: Pegasys—GSA's official accounting system of record.

DISCUSSION OF FY 2006 TARGET VS. RESULTS: The target was met. At year end, 71.4 percent of GSA's invoices were received electronically. GSA continues to market Internet invoicing to vendors at conferences and the GSA EXPO. They also inform vendors of this option when they call OCFO offices. The OCFO continues to encourage contracting officers to make electronic invoicing a requirement in new contracts. Electronic invoicing has proven to be more efficient, reducing costs and errors in the invoicing process for both GSA and its customers.

OFFICE OF THE CHIEF HUMAN CAPITAL OFFICER

The mission of the Office of the Chief Human Capital Officer (OCHCO) is to contribute to GSA's business success by providing human capital management strategies, policies, advice, information, services, and solutions consistent with merit system principles. In order to remain focused on this mission, the OCHCO will continue to lead the implementation of the Strategic Management of Human Capital in support of the PMA, as well as other Agency-specific objectives in GSA's Human Capital Strategic Plan (HCSP).

Organizationally, the OCHCO is divided into five major components: the Office of Human Capital Management, the Office of Human Resources Services, the Office of Information Management, the Office of Executive Resources, and the Office of Program Performance. In addition, the OCHCO provides guidance and policy direction to GSA's regional human resources (HR) offices in the following locations:

- Boston, MA
- New York, NY
- Philadelphia, PA
- Atlanta, GA
- Chicago, IL
- Kansas City, MO
- Ft. Worth, TX
- San Francisco, CA
- Washington, DC

Through the OCHCO Office of Information Management, HR information technology (IT) system support, solutions, and services are provided to a number of external clients, including the Office of Personnel Management (OPM), the Railroad Retirement Board, the National Archives and Records Administration, the National Credit Union Administration, and the Export-Import Bank.

At GSA, human capital is integral to the Agency's ability to achieve its mission. Recognizing the strategic importance of human capital, the agency has devoted one of its five strategic goals to maintaining "a world-class workforce and a world-class workplace."

GSA's HCSP established seven goals to support GSA's business and performance objectives and meet PMA requirements.



OCHCO

GSA's Human Capital Strategic Goals:

- Ensure strategic and organizational alignment
- Ensure continuity and quality of executive leadership
- Compete for and retain a workforce that is talented and effectively deployed
- Promote a diverse workforce
- Create a culture that motivates associates for high performance
- Promote a culture and climate of knowledge sharing and continuous learning and improvement
- Provide a working environment where associates can be most productive.

PERFORMANCE HIGHLIGHTS

The following summarizes key OCHCO accomplishments in these areas during FY 2006.

- **EXECUTIVE LEADERSHIP:** Within GSA, the Leadership Institute is used to enhance the effectiveness of current and future leaders. The Advanced Leadership Development Program (ALDP) is an intensive and highly selective program designed to prepare employees for executive careers, and the Leadership for New Supervisors (LNS) course provides new supervisors with the tools and information to effectively manage their organization. During FY 2006, 71 GSA employees participated in the ALDP and 29 participated in the LNS program.
- **WORKFORCE:** In FY 2006, the OCHCO completed its skill gap analysis for mission critical workforces and is developing strategies to close gaps. This analysis used competency based models for target training, recruitment, and selection efforts to respond to current and emerging organizational needs. As a result of using the GSA model, hiring timeliness improved for both the General Schedule and Senior Executive Service (SES) positions. For instance, the GSA SES timeline decreased to 78.5 days in FY 2006 from 120 days in FY 2005.
- **DIVERSITY:** The OCHCO worked to establish a more robust liaison with community groups and organizations representing diverse backgrounds. During FY 2006, there was a slight increase in Hispanics in the GSA workforce. Additionally, there was an increase in the percent of minorities in the workforce at the higher General Schedule grades (GS13-15) from 29 percent to 31 percent. The OCHCO further developed plans to address underrepresentation of women and minorities in SES positions and will focus on increased percentages of representation among people with disabilities.
- **PERFORMANCE CULTURE:** The OCHCO continued to revise GSA's employee performance management and recognition policies to more closely reinforce GSA's business goals and strategies. The result has been an increased ability to hold managers accountable for their performance management responsibilities, enhanced data capture, and the ability to link employee performance to GSA's recognition program. The automation of
- **STRATEGIC AND ORGANIZATIONAL ALIGNMENT:** During FY 2006, the OCHCO provided workforce information and discussed strategic human capital needs with GSA Heads of Services and Staff Offices and Regional Administrators to ensure organizational and strategic alignment and focus. Furthermore, the OCHCO worked closely with its largest internal customers to implement organization-specific human capital strategies. One of the primary areas of focus for this fiscal year was preparing for the establishment of the Federal Acquisition Service (FAS). The OCHCO used strategies such as assessing and enhancing the skills of employees, hiring new talent, organizational realignment, succession planning, and competitive sourcing to assist with establishing the new FAS organization that consist of more than 4,000 employees. In support of realignment and competitive sourcing initiatives, the OCHCO continued to assist its customers in the utilization of workforce-shaping tools such as Voluntary Separation Incentive Payment and Voluntary Early Retirement Authority.

the Performance Management Process (PMP) allows employees to access their performance plans and completed appraisals through the Internet, and enables GSA HR offices to generate reports on activity at each stage, and use that information to drive behavior.

Additionally, the OCHCO successfully migrated the desktop awards processing program from FEDdesk to CHRIS (Comprehensive Human Resources Integrated System). The new custom-built awards process is easy for managers and administrative staff to use and supports an increased level of accountability, data retention, and compliance. The new process includes built-in business rules that prevent approving officials from giving awards to associates that would be in violation of the Associate Performance Recognition System (APRS) and eliminates the coding errors that occurred in the previous system. This ensures fairness in the program and recognizes high-performance throughout the Agency.

- **WORKFORCE AND ENVIRONMENT:** Working cooperatively with the Office of the Chief Financial Officer (OCFO) and other organizations throughout GSA, the OCHCO staff addressed the needs of GSA employees affected by Hurricanes Katrina, Wilma, and Rita and those deployed in the aftermath. This involved making sure that affected employees received salaries and other payments in a timely manner and ensured that affected employees were relocated and received correct travel benefits. In addition, the OCHCO coordinated the establishment of a special Federal Employee and Education Assistance Fund to provide financial assistance to GSA employees impacted by the hurricanes.
- **LEARNING AND KNOWLEDGE SHARING:** The OCHCO continued to promote Online University (OLU) as a cost-effective method to deliver training in FY 2006. The number of elective registrations increased from 12,629 to 18,543. Also, over the past year the OCHCO has undertaken a Business Process Re-engineering (BPR) effort to improve the GSA hiring process. This effort has had the following benefits:

 - Improved the efficiency of the hiring process and improved the quality of candidates referred to hiring managers in the acquisition workforce.
 - Utilized marketing resources to target strategic applicant sources.
 - Upgraded the current hiring system to increase functionality for customers and decrease the workload of HR Specialists.
 - Utilized new technology to attract a larger applicant pool for acquisition positions.
 - Established a foundation to move to a shared service concept of operations for HR service delivery.



OCHCO PERFORMANCE BY GSA-WIDE GOAL

GSA-WIDE GOAL 5: MAINTAIN A WORLD-CLASS WORKFORCE AND WORLD-CLASS WORKPLACE

PERFORMANCE GOAL	RESULT
ENHANCE ABILITY TO ATTRACT TALENT TO GSA.	MET

PERFORMANCE GOAL
Enhance ability to attract talent to GSA.
MEASURE
Number of days to fill a vacancy.

FY 2003 ACTUAL	FY 2004 ACTUAL	FY 2005 ACTUAL	FY 2006 TARGET	FY 2006 ACTUAL
Not Measured	Not Measured	26.3	45	30.1

DESCRIPTION OF THE MEASURE: This goal measures GSA's ability to fill a vacancy from the time that the announcement is posted until a selection is made. This goal is established by OPM.

DATA SOURCE: Manual spreadsheet extracted from GSAjobs.

DISCUSSION OF FY 2006 TARGET VS. RESULTS: The OCHCO exceeded the FY 2006 target for this goal. The target of 45 days was established by OPM to measure how much time was needed to make a selection once a particular job announcement was posted. GSA was able to exceed this goal while simultaneously undergoing the BPR effort to improve the hiring process. Once the BPR is fully implemented, the OCHCO results should exceed the OPM target by a larger percentage.

OFFICE OF GOVERNMENTWIDE POLICY

The Office of Governmentwide Policy (OGP) consolidates all of GSA's government-wide policy-making functions into a single organization. OGP's policy-making authority cover the areas of personal and real property, travel and transportation, information technology (IT), regulatory information, and use of Federal advisory committees. OGP's goal is to ensure that government-wide policies encourage agencies to develop and utilize the best and most cost effective practices when managing their programs. OGP is working to re-engineer the traditional policy development model to emphasize collaborative development.

PERFORMANCE HIGHLIGHTS

OGP achieved the rating of "Moderately Effective" in the PART process for FY 2006. Originally rated "Results Not Demonstrated" (RND) in FY 2004, the arduous task of developing long-term outcome goals and efficiency measures for a policy-making organization was accomplished through a Policy Portfolio Performance System (3PS). The 3PS measures and reports on the effectiveness of policy-related activities.

The paragraphs below summarize OGP's major performance results during FY 2006.

- Since the Office of Management and Budget (OMB) established GSA as the Executive Agent for acquisition of products and services required to implement Homeland Security Presidential Directive (HSPD)-12, OGP has continued to work closely with GSA and other agencies to ensure the requirements are being met and compliant products are available. Specifically, OGP established a structured evaluation program to evaluate and approve products and services against requirements contained in FIPS 201, the Personal Identity Standard. In FY 2006, OGP worked with FAS to establish a Special Item Number (SIN) 132-6x series on the Federal Supply Schedule 70 for authentication products and services. Qualified products and services are available for acquisition on these SINs. In addition, in August of 2006 OGP facilitated the award of a five-year \$104 million contract to Bearing Point Inc. to provide turnkey solutions to help agencies meet the implementation of HSPD-12. The agencies that have signed up to use this contract will have significantly lower costs of implementation.



OGP

- OGP is the project manager in developing the guidance for the Financial Management Line of Business (FMLoB). In April 2006, OGP developed and released the exposure draft for the FMLoB's Migration Planning Guidance. The guidance answers procedural questions and provides directions on conducting a successful migration to one of the FMLoB's Shared Service Providers (SSP). It offers tools and templates that SSPs and agencies can use to manage the move to a SSP. The guidance also provides advice on implementing an in-house financial system and standard performance measures aimed at enhancing the transparency of agency financial performance. OGP has reconciled all 750 comments, recommendations, and policy issues and released the public version of the FMLoB's Migration Planning Guidance in September 2006.
- Working under the leadership of the Federal Real Property Council (FRPC), OGP developed and enhanced a government-wide real property inventory system, known as the Federal Real Property Profile (FRPP). This system collects detailed building information at the constructed asset level; agencies can use the data to measure real property asset performance, compare and benchmark across various real property assets, and identify potential pieces of property for disposal. Serving as the only Federal centralized inventory system, the strongly enhanced database is invaluable to Federal agencies as they strive to improve asset management and meet the goals of Executive Order 13327 and the PMA. By disposing of assets and redirecting those savings to higher priority asset management needs, the FRPP is integral in supporting the Administration's target of achieving \$9 billion in savings by 2009.
- The Regulatory Information Service Center (RISC) in OGP provides value to the Federal community in the management of a uniform, modern system that helps agencies comply with statutory and Executive order review requirements. In coordination with OMB's Office of Information and Regulatory Affairs (OIRA), RISC placed in operation a new information system, known as the RISC/OIRA Consolidated Information System (ROCIS). ROCIS replaces two paper-based processes with direct online entry of information and submission to OIRA, improves OIRA's ability to track agency submissions and manage its own workflow, and improves OIRA's ability to communicate with agencies and the public about regulations and information collections under review. A public Web site portion of ROCIS will greatly expand public access to information on regulations and approved information collections. The total lifecycle benefits of ROCIS are expected to be more than \$23 million; \$1.62 million savings in full-time equivalents (FTE), \$8.54 million from closing down the old system and using ROCIS, and \$13.2 million in the value of public access to review regulatory information.

OGP PERFORMANCE BY GSA-WIDE GOAL

GSA-WIDE GOAL 6: CARRY OUT SOCIAL, ENVIRONMENTAL, AND OTHER RESPONSIBILITIES AS A FEDERAL AGENCY

PERFORMANCE GOAL	RESULT
IMPROVE THE COMPLIANCE WITH SECTION 508 GOVERNMENT-WIDE BY IMPROVING THE COMPLIANCE OF GSA CONTRACTS AND PROGRAMS.	MET

PERFORMANCE GOAL
Improve the compliance with Section 508 government-wide by improving the compliance of GSA contracts and programs.
MEASURE
Percentage of agencies whose work demonstrates the use of Section 508 tools.

FY 2003 ACTUAL	FY 2004 ACTUAL	FY 2005 ACTUAL	FY 2006 TARGET	FY 2006 ACTUAL
Not Measured	Not Measured	0%	30%	42%

DESCRIPTION OF THE MEASURE: OGP is the government’s principal advocate and coordinator for Section 508 implementation, which requires agencies to make IT accessible for people with disabilities. OGP is recognized as the government-wide policy resource for promoting Section 508 compliance across government. OGP provides online tools and resources to guide Federal buyers through the acquisition of electronic and information technology (E&IT) while complying with the requirements of Section 508. The Buy Accessible Wizard (BAW) and the Section 508 Web site are two key resources Federal buyers can utilize. In FY 2006, OGP measured the percentage of Chief Financial Officers (CFO) Act agencies who have used OGP tools to ensure that their Web sites are accessible to people with disabilities and that they are acquisition compliant with Section 508 requirements.

DATA SOURCE: Help desk call logs, user/focus group membership, documentation in Agency guidance/procedure.

DISCUSSION OF FY 2006 TARGET VS. RESULTS: Of the 24 CFO Act agencies, all are monitoring Web site accessibility and 10 of the 24 agencies are utilizing BAW as demonstrated by help desk calls and active feedback for new release features. The 10 agencies (42 percent) are as follows:

- | | |
|---|--|
| 1. Department of Treasury (Treasury) | 6. Department of Justice (DOJ) |
| 2. Department of Homeland Security (DHS) | 7. Department of Housing and Urban Development (HUD) |
| 3. National Aeronautics and Space Administration (NASA) | 8. General Services Administration (GSA) |
| 4. Department of the Interior (DOI) | 9. Health and Human Services (HHS) |
| 5. Department of Agriculture (USDA) | 10. Department of Labor (DOL) |

LINKING LONG-TERM OUTCOME GOALS TO BUDGET

The results presented in the following table linking long-term outcome goals to the budget are preliminary. The final results will be presented in the FY 2006 Performance and Accountability Report (PAR) addendum to be available online by January 2007.

PUBLIC BUILDING SERVICE (PBS) <i>(Dollars in Thousands)</i>				
Long-Term Outcome Goal				
Business Line Activity	Performance Goals	Performance Measures	FY 2006 Projected	
			Target	Dollars¹
Reduce average cycle time on new courthouse construction projects to 2,800 days or less by FY 2019.				
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.	≤3,100	\$ 301,984
Total			-	\$ 301,984
Register 100% of the New Construction program for Leadership in Energy and Environmental Design (LEED) in the same fiscal year design funding is authorized/appropriated and certify 75% of the New Construction program for LEED within 18 months of substantial construction completion.				
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.	25%	\$ 17,346
	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.	20%	\$ 11,564
Total			-	\$ 28,910
Improve the operational and maintenance efficiency of GSA buildings by independently verifying newly constructed buildings for achievement of established operational requirements within 18 months of substantial construction completion. (Commissioning)				
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)	30%	\$ 216,574
Total			-	\$ 216,574
Execute the New Construction program on the schedule committed to our customers 90% of the time by FY 2010.				
PBS (New Construction)	New construction projects on schedule 86% of the time by FY 2006.	Construction projects on schedule.	86%	\$ 477,915
Total			-	\$ 477,915
By 2010 the Leasing program will deliver new leases at 9.5% below the industry average cost for office space, deliver the space when the customer needs it 90% of the time or better, and utilize the National Broker Contract for expiring leases 90% of the time.				
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.	-8.5%	\$ 267,878
	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.	82%	\$ 57,472
	Use National Broker Contract for at least 60% of expiring leases by FY 2006.	Percent of expiring leases using the National Broker Contract.	60%	\$ -
Total			-	\$ 325,350

Continued

PUBLIC BUILDING SERVICE (PBS) (continued)
(Dollars in Thousands)

Long-Term Outcome Goal

Business Line Activity	Performance Goals	Performance Measures	FY 2006 Projected	
			Target	Dollars ¹

By 2010 the Leasing program will receive satisfied tenant customer satisfaction scores (4's and 5's) 80% of the time and will incorporate the results of the Office of Real Property Asset Management's annual review of existing leases (where market data is available) into customer strategic planning.

PBS (Leasing)	Achieve a satisfied customer satisfaction rating (4's and 5's) 72% of the time by FY 2006.	Satisfied tenant customer satisfaction rating (4's and 5's responses) in leased space surveyed.	72%	\$ 45,732
	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.	100%	\$ -
	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.	≤1.5%	\$ 51,851
	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.	0%-2%	\$ 3,925,020
Total			-	\$ 4,022,603

Achieve a viable, self-sustaining inventory with an average return on equity (ROE) of at least 6% by FY 2010 for 80% of our government owned assets.

PBS (Asset Management)	Increase to 71% of the percentage of government-owned assets with an ROE of at least 6% by FY 2006.	Percentage of government-owned assets with an ROE of at least 6%.	71%	\$ 111,998
	Increase the percentage of government-owned assets with a positive FFO to 85% by FY 2006.	Percentage of government-owned assets achieving a positive FFO.	85%	\$ 2,665
	88% of Repairs and Alterations (R&A) projects on schedule by FY 2006.	R&A projects on schedule.	88%	\$ 623,529
	Obligate 75% of the minor R&A 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.	75%	\$ 340,046
	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 government-owned inventory.	7%	\$ 43,270
	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.	≤1%	\$ 77,258
Total			-	\$ 1,198,766

Reduce energy consumption 20% by FY 2015 over the FY 2003 baseline while maintaining overall operating costs at 3% below the private sector and customer satisfaction at or above 80%.

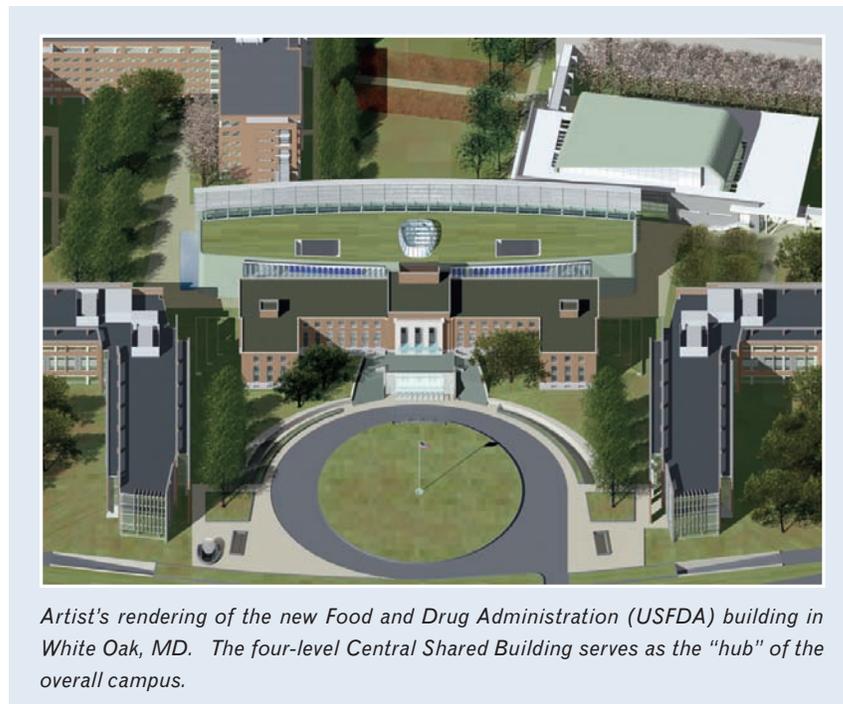
PBS (Asset Management)	Reduce energy consumption in GSA Federal buildings by 2% (as measured by Btu/GSF) over the FY 2003 baseline by FY 2006.	Percent reduction in energy consumption over the FY 2003 baseline.	-2%	\$ 35,941
	Execute energy conservation goals while increasing GSA's Customer Satisfaction scores to 73% by FY 2006.	Customer Satisfaction - tenants in owned space.	73%	\$ 773,988
	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.	-3%	\$ 877,203
Total			-	\$ 1,687,132

Continued

PUBLIC BUILDING SERVICE (PBS) (continued) <i>(Dollars in Thousands)</i>				
Long-Term Outcome Goal				
Business Line Activity	Performance Goals	Performance Measures	FY 2006 Projected	
			Target	Dollars¹
To help Federal landholding agencies realize maximum utilization and efficiencies from their real property holdings, and when appropriate, to redeploy their unneeded properties to benefit the Federal government and surrounding communities or to sell on the open market.				
PBS (Real Property Disposal)	Award 90% of utilization and donation (U&D) property within 240 days for FY 2006.	Percentage of U&D property awarded within 240 days.	90%	\$ 22,305
	Award 95% of public sales within 170 days for FY 2006.	The percent of public sales awarded within 170 days.	95%	\$ 11,626
	Maintain "highly satisfied" ratings of 93% or higher on the Customer Transactional Satisfaction Survey by FY 2006.	The percent of disposal transactions that "exceed" or "greatly exceed" customer expectations.	93%	\$ 275
	Attain 1.08% cost of sales as a percentage of sales proceeds for reimbursable sales for FY 2006.	Cost of reimbursable sales as a percentage of sales proceeds.	1.08%	\$ 6,050
Total			-	\$ 40,256
PBS Total			-	8,299,490

¹ The source of the FY 2006 actuals is the FY 2008 Budget Submission. Because the FY 2008 Budget Submission was submitted to OMB prior to year-end, the actuals represent the projected FY 2006 numbers.

Continued



FEDERAL ACQUISITION SERVICE (FAS) <i>(Dollars in Thousands)</i>				
Long-Term Outcome Goal				
Business Line Activity	Performance Goals	Performance Measures	FY 2006 Projected	
			Target	Dollars¹
Provide telecommunications and information technology (IT) solutions that best meet the client agencies' mission needs at competitive prices.				
FAS (Regional Telecommunications)	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.	50%	\$ 7,591
		Percentage of projects meeting agreed performance according to the Quality Assurance Surveillance Plan (QASP).	75%	5,313
	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 services that are met or bettered.	76%	7,591
FAS (Network Services)	Provide robust portfolio of telecommunications services and value added solutions to satisfy diverse customer requirements.	Percentage of solutions reviewed compliant with policy and regulations and internal policies and procedures.	100%	13,915
		Customer satisfaction with value added solutions. ²	80%	
FAS (IT Solutions Professional Services)	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.	50%	5,704
		Percentage of projects meeting agreed performance according to the QASP ²	N/A	
	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 services that are met or bettered.	>95%	6,695
FAS (IT Solutions National)	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.	>50%	12,966
	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%	15,201
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.	>95%	42,328
Total			-	\$ 117,304

Continued

FEDERAL ACQUISITION SERVICE (FAS) (continued) (Dollars in Thousands)				
Long-Term Outcome Goal				
Business Line Activity	Performance Goals	Performance Measures	FY 2006 Projected	
			Target	Dollars¹
Provide effective management of client agency telecommunications, network services, and IT acquisitions, including compliance with statutes, policy, regulations, and internal procedures.				
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.	80%	\$ 18,977
		Percentage of schedule task orders solicited using e-Buy.	80%	18,218
FAS (Network Services)	Provide effective management of Network Services acquisitions.	Network Program Milestones planned versus actual. ²	100%	-
		Completed Transition Planning Milestones planned versus actual.	N/A	5,482
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.	>86%	6,447
		Percentage of schedule task orders solicited using e-Buy.	90%	5,208
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.	>95%	14,754
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.	>95%	41,214
Total			-	\$ 110,300
Provide a high-quality, cost-effective source of assisted telecommunications, network, and IT acquisition services for client agencies.				
FAS (Regional Telecommunications)	Improve financial condition of the Fund.	Total regional telecommunications program expense as a percentage of gross margin.	66%	\$ 11,386
	Provide cost management for solutions delivery.	Percentage of solutions that are met at or below initial cost estimates.	80%	6,832
FAS (Network Services)	Improve the financial condition of the Fund.	Total program expense as a percentage of gross margin.	55%	2,952
	Provide substantially lower cost service to customer agencies.	Savings provided to customers.	\$550M	5,903
		Percentage of Network Services prices are below best commercial prices. ²	35%	-
Grow customer base to increase market share and maximize savings to the government.	Percentage of agencies serviced by Network Services. ²	90%	-	
FAS (IT Solutions Professional Services)	Improve financial condition of the Fund.	Total program expense as a percentage of gross margin.	66%	744
	Provide cost management for solutions delivery.	Percentage of solutions that are met at or below initial cost estimates. ²	90%	-
FAS (IT Solutions National)	Improve financial condition of the Fund.	Direct operating expense as a percentage of gross margin. ²	62%	-
FAS (IT Solutions Regional)	Provide cost management for solutions delivery.	Percent of dollar savings between independent government cost estimates (IGCEs) and award amounts. ²	>8%	-
Total			-	\$ 27,817

Continued

FEDERAL ACQUISITION SERVICE (FAS) (continued)
(Dollars in Thousands)

Long-Term Outcome Goal

Business Line Activity	Performance Goals	Performance Measures	FY 2006 Projected	
			Target	Dollars ¹
Provide supply chain solutions for the global needs of our customers (DoD, Homeland Security, USDA, et al.) by delivering dependable, reliable, and timely supplies at best value.				
FAS (Global Supply)	Reduce Global Supply mark-up on stocked items.	Percentage of Global Supply mark-up on stocked items.	40%	\$ 56,100
	Achieve timely delivery for customer orders.	Percent of domestic non-hazardous orders shipped within 24 hours. ²	93%	-
	Increase program efficiency and value to Global Supply customers by minimizing program-operating costs.	Operating costs per \$100 business volume. ²	\$17.38	-
	Increase customer satisfaction toward the 75th percentile for customer satisfaction in government.	External customer satisfaction survey score.	79.9	30,999
Total			-	\$ 87,099
Provide optimal property disposal solutions for Federal agencies to maximize cost avoidance (utilization and donation [U&D]) while efficiently and effectively managing the exchange/sale of surplus property.				
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).	56	\$ 7,217
	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.	46%	1,443
		Operating cost per \$100 business volume.	\$22.00	1,443
	Maintain a customer satisfaction score higher than the Federal Government American Customer Satisfaction Index (ACSI) reflecting customer satisfaction in government in FY 2006 and each year thereafter.	External customer satisfaction survey score.	79	2,860
Total			-	\$ 12,963
Continue to achieve leasing rates to customer agencies that offer 20% or more savings when compared to commercial rates.				
FAS (Fleet)	Maintain the gap between GSA Fleet rates and commercial rates at 29% or more.	Percentage GSA Fleet leasing rates below commercial rates on the GSA Vehicle Leasing Schedule.	≥29%	\$ 38,479
		Program support and operational expenses per vehicle year of operation.	\$504	19,188
	Aggressively pursue consolidation opportunities to reduce overall government expenses.	Number of vehicles managed per onboard associate.	335	19,188
	Maintain the Vehicle Leasing program's current level of world-class customer satisfaction in government.	External customer satisfaction survey score.	83	10,730
Total			-	\$ 87,585

Continued

FEDERAL ACQUISITION SERVICE (FAS) (continued) <i>(Dollars in Thousands)</i>				
Long-Term Outcome Goal				
Business Line Activity	Performance Goals	Performance Measures	FY 2006 Projected	
			Target	Dollars¹
Achieve acquisition cost savings for customer agencies by providing vehicles at 28% or more below manufacturers' invoice price.				
FAS (Vehicle Acquisition)	Maintain the 28% or better discount from manufacturer's invoice price.	Percentage discount from invoice price.	≥28%	\$ 5,491
	Manage program resources to meet its future needs while maximizing program efficiency.	Number of vehicles purchased per full-time equivalent (FTE).	1300	2,741
	Increase the Vehicle Acquisition program's customer satisfaction toward the 75th percentile for customer satisfaction in government.	External customer satisfaction survey score.	79	1,433
Total			-	\$ 9,665
Provide an end-to-end and fully integrated travel management shared service that is policy compliant, cost-effective, and customer focused. An enabler for agencies to better manage their individual travel businesses. Fulfilling Agency's needs as well as delivering the best value to agencies (at discounts unattainable by individual agencies) by leveraging the government's purchasing power via strategic sourcing.				
FAS (Travel)	Reduce program operating costs.	Direct cost as a percent of revenue.	64%	\$ 933
		Operating cost per \$100 business volume. ²	\$0.95	-
	Increase the program's customer satisfaction toward the 75th percentile for customer satisfaction in government.	External customer satisfaction survey score.	74	965
		Provide policy compliant, consolidated, and fully integrated end-to-end travel services government-wide.	Percentage of vouchers serviced through the E-Gov Travel (percent of total voucher population).	12.9%
	Percentage of Business Reference Model (BRM) agencies migrating to E-Gov Travel.	58%	4,476	
Total			-	\$ 11,863
Provide an end-to-end fully integrated management system/solutions to increase value for Agency customers.				
FAS (Transportation)	Increase the program's customer satisfaction toward the 75th percentile for customer satisfaction in government.	External customer satisfaction score.	78	\$ 725
		Reduce program operating costs.	Direct cost as a percent of revenue.	52%
	Maximize customer savings through the use of GSA Transportation programs.	Freight savings.	N/A	897
		Household goods savings.	N/A	897
		Domestic delivery savings.	N/A	897
	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.	95%	8,991
Percent of claims processed within 120 days.		52%	5,994	
Total			-	\$ 21,017
FAS Total			-	485,613

¹ The source of the FY 2006 actuals is the FY 2008 Budget Submission. Because the FY 2008 Budget Submission was submitted to OMB prior to year-end, the actuals represent the projected FY 2006 numbers.

² These performance measures do not have numbers for FY 2006, because they have since been changed, but they are reflected in the FY 2007 Congressional Justification.

Continued

OFFICE OF CITIZEN SERVICES AND COMMUNICATION (OCSC)
(Dollars in Thousands)

Long-Term Outcome Goal

Business Line Activity	Performance Goals	Performance Measures	FY 2006 Projected	
			Target	Dollars ¹
Help government become more citizen-centric, increase the efficiency and effectiveness of Federal Consumer Information Center (FCIC) Services, and support the President's Management Agenda (PMA) for expanding e-government.				
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 data derived as a result of citizen interaction with USA Services channels.	235M	\$ 16,364
Total			-	\$ 16,364

Increase citizen usage and accessibility of OCSC products and services and help the government become more citizen-centric by enabling Americans' interaction with the government via their preferred OCSC channel.

OCSC	Enable a citizen-centric government by sharing the FirstGov infrastructure and e-government expertise with the President's E-Gov initiatives.	Strategic Messages Favorable Neutral Unfavorable	30% 60% 10%	\$ 2,299 - -
	Disseminate strategic information messages to all audiences by providing integrated and coordinated communications to GSA associates and news media.	ACSI Satisfaction Survey Index- Search only	74%	1,354
Total			-	\$ 3,653
OCSC Total			-	\$ 20,017

¹ The source of the FY 2006 actuals is the FY 2008 Budget Submission. Because the FY 2008 Budget Submission was submitted to OMB prior to year-end, the actuals represent the projected FY 2006 numbers.

OFFICE OF CHIEF FINANCIAL OFFICER (OCFO)
(Dollars in Thousands)

Long-Term Outcome Goal

Business Line Activity	Performance Goals	Performance Measures	FY 2006 Projected	
			Target	Dollars ¹
Deliver timely and accurate financial and performance management policies and services needed for management decision-making and financial reporting.				
OCFO	Increase the percentage of vendor invoices received electronically by Electronic Data Interchange (EDI) or through the Internet.	Percentage of invoices received electronically.	68%	\$ -
Total			-	\$ -
OCFO Total			-	\$ -

¹ The source of the FY 2006 actuals is the FY 2008 Budget Submission. Because the FY 2008 Budget Submission was submitted to OMB prior to year-end, the actuals represent the projected FY 2006 numbers.

Continued

OFFICE OF CHIEF HUMAN CAPITAL OFFICER (OCHCO) <i>(Dollars in Thousands)</i>				
Long-Term Outcome Goal				
Business Line Activity	Performance Goals	Performance Measures	FY 2006 Projected	
			Target	Dollars¹
Goal Description				
OCHCO	Enhance ability to attract talent to GSA.	Number of days to fill a vacancy.	45	\$ -
Total			-	\$ -
OCHCO Total			-	\$ -
<i>¹ The source of the FY 2006 actuals is the FY 2008 Budget Submission. Because the FY 2008 Budget Submission was submitted to OMB prior to year-end, the actuals represent the projected FY 2006 numbers.</i>				

OFFICE OF GOVERNMENTWIDE POLICY (OGP) <i>(Dollars in Thousands)</i>				
Long-Term Outcome Goal				
Business Line Activity	Performance Goals	Performance Measures	FY 2006 Projected	
			Target	Dollars¹
Develop and issue administrative management policies on-schedule and within cost parameters.				
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 Interagency Committee (IAC) registered at CORE.	25	\$ -
	Provide tools and incentives to improve the effectiveness of property management operations.	Percentage of agencies reporting real property performance measures tracked by OGP.	67%	700
Total			-	\$ 700
Provide an effective policy framework and key enablers for e-government operational development and implementation.				
OGP	Develop and issue effective guidance and implementation policies in support of Federal Identity Credentials.	Percentage of major agencies adopting cross-agency policy and uniform standards for Federal Identity Credentials.	75%	\$ 4,210
Total			-	\$ 4,210
Engage and assist agencies in achieving compliance with Federal identity management policies.				
OGP	Assist agencies in the re-engineering of the identity management process for external e-government 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.	50%	\$ 677
Total			-	\$ 677
Improve the accessibility of all electronic and information technology (E&IT) as a result of the widespread demand by government purchasers for accessible E&IT.				
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.	30%	\$ 1,600
Total			-	\$ 1,600
OGP Total			-	\$ 7,187
<i>¹ The source of the FY 2006 actuals is the FY 2008 Budget Submission. Because the FY 2008 Budget Submission was submitted to OMB prior to year-end, the actuals represent the projected FY 2006 numbers.</i>				

PERFORMANCE MEASUREMENT DATA VALIDATION AND VERIFICATION

The Government Performance and Results Act of 1993 (GPRA) and the Reports Consolidation Act of 2000 require that each agency certify the completeness and reliability of performance data and describe the means used to verify and validate this data. GSA meets these legal requirements through a survey process that reviews its services and major Staff Offices.

A schedule has been established to issue a survey to the Services and the major Staff Offices on a rotating basis. The survey is designed to ensure that each office has the proper procedures and processes in place to verify the validity and accuracy of the corresponding performance measurement data.

The survey focuses on seven building blocks of sound data:

- *Validity* - the extent to which the data adequately represents actual performance.
- *Completeness* - the extent to which enough of the data is collected from a sufficient portion of the target population.
- *Consistency* - the extent to which data is collected using the same procedures and definition across collectors and times.
- *Accuracy* - the extent to which data is free from significant error.
- *Timeliness* - whether data about performance is available when needed to improve program management and report to Congress.
- *Ease of Use* - measures how easily information is obtainable.
- *Independent Evaluations* - were also reviewed to determine the accountability of the program.

Data originates from major GSA systems that are certified and accredited. Manually inputted data undergoes a review process to search for inconsistencies. External data sources are reputable and backup data records are available. Periodic quality assurance reviews are conducted to ensure accuracy. The Federal Acquisition Service (FAS) has established a Performance Management team in addition to planning champions that check for accuracy. The Public Buildings Service (PBS) has National and Regional points of contact (POC) that ensure the accuracy of the data. Data is available for viewing by all GSA associates in the Performance Measurement Tool (PMT), an Agency-wide used tool that displays all performance measures. This tool is updated monthly, quarterly, and/or annually with current results along with expected targets.

GSA uses a broad range of performance goals and measures. The data and the means to verify and validate the measures are also diverse. A general discussion of the verification and validation of each of those sources follows.

CONTROLS AND PROCEDURES

GSA's performance measurement data can be divided into five types. The controls and procedures used to validate and verify each type are outlined below.

1. **FINANCIAL DATA:** During the FY 2006 financial statement audit, various tests and reviews of the core accounting system and internal controls were conducted as required by the Chief Financial Officers (CFO) Act. GSA's primary financial system is Pegasys. This became GSA's official accounting system of record in October 2002. A reliable, highly stable system, it currently processes 40 million transactions a year. It also serves as the primary system for other feeder systems used throughout GSA.
2. **DATA FROM LARGE COMPUTER SYSTEMS:** GSA has undertaken an extensive process of systems certification to ensure that its computer systems operate as intended. Data quality is maintained through ongoing training. The GSA Procurement Data System (GPDS) and the System for Tracking and Administering Real Property (STAR) are the major large computer systems.
3. **DATA FROM MANUAL OR SMALL FEEDER COMPUTER SYSTEMS:** For these systems, GSA stresses confirmation that more than one person is responsible for data and written policy and procedures. There are a variety of manual and feeder systems, such as Transportation Accounts Receivable and Payable Systems (TARPS); Requisitioning, Ordering, and Documentation System (ROADS); Sales Automation System (SASy); Rent Estimate (RentEst); Telecommunications Ordering and Pricing System (TOPS); Office of Information Technology Integration

Management Information System (OMIS); Tracking and Ordering System (TOS); IT Solutions Shop/Integrated Task Order Management System (ITSS/ITOMS); and Commercial Acquisition and Supply Operating and Management Information System (FSS-19).

4. **BENCHMARK DATA FROM EXTERNAL SOURCES:** GSA uses external data as a benchmark for those activities that are similar to the private sector. Highly reputable sources of data are used as industry benchmarks, such as: the Gallup Organization, Building Owners and Managers Association (BOMA), Society of Industrial and Office Realtors (SIOR), and Logistics Management Institute (LMI).
5. **DATA OBTAINED UNDER CONTRACT:** Highly reputable outside polling firms are often contracted to develop customer satisfaction or other survey data. GSA's contract provisions require that sound business practices be followed and GSA follows up to ensure confidence in the results. The Gallup Organization is most often used because there is every assurance that the customer satisfaction information is credible, verifiable, and valid.

In accordance with the approved cycle, initial reviews have been conducted for all Service and Staff Offices. A second review of measures has been conducted for PBS and FAS. Surveys have found that the controls are adequate to ensure the validity of the performance measurement data. Accuracy and reliability are determined through review of the underlying systems and procedures.